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14 January 2021

Cabinet

A virtual meeting of the Cabinet will be held at **10.30 am** on **Friday, 22 January 2021**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

The meeting will be available to watch live via the Internet at this address:

http://www.westsussex.public-i.tv/core/portal/home

Agenda

10.30 am 1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

10.35 am 2. **Minutes** (Pages 5 - 8)

Cabinet Members are asked to agree the minutes of the meeting held on 15 December 2020 (attached, cream paper).

10.40 am 3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.

10.45 am 4. **Exceptional Pressures Update** (Pages 9 - 28)

The Cabinet is asked to consider and comment on the exceptional pressures update report.

Scrutiny Committee Chairman and each of the main Minority Group Leaders will be invited to speak for up to three minutes on the Council’s response to exceptional pressures upon service provision.

Cabinet Members may respond to comments made and the Leader may sum up the discussion.

11.15 am 5. **West Sussex Plan Reset (CAB14_20/21)** (Pages 29 - 58)

The Cabinet is asked to approve the Reset Plan and supporting documents for further consideration by the County Council at its meeting in February 2021.

Scrutiny Committee Chairman and each of the main Minority Group Leaders will be invited to speak for up to three minutes on the West Sussex Reset Plan.

The Cabinet will then discuss the report and proposals prior to taking any decision.

11.50 am 6. **Revenue Budget 2021/22 and Capital Programme 2021/22-2025/26 (CAB15_20/21)** (Pages 59 - 240)

The Cabinet is asked to endorse the County Council Budget for 2021/22, as set out in Appendix A and Annex 1, the Capital Strategy set out in Annex 2(a) and the Treasury Management Statement set out in Annex 2(b), for approval by County Council on 12 February 2021.

Scrutiny Committee Chairman and each of the main Minority Group Leaders will be invited to speak for up to three minutes on the County Council Revenue Budget for 2021/22.

The Cabinet will then discuss the report and proposals prior to taking any decision.

12.30 pm 7. **Local House Project for Care Leavers (CAB16_20/21)** (Pages 241 - 366)

The Cabinet is asked to approve the implementation of a Local House Project in West Sussex.

The Chairman of the Children and Young People’s Services Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the report.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the report.

The Cabinet will then discuss the report and proposals prior to taking any decision.

1.00 pm 8. **Emerging Issues**

Cabinet Members are invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

1.05 pm	9.	**Date of Next Meeting**
		The next meeting of the Cabinet will be held on 23 February 2021.

To all members of the Cabinet

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Cabinet

15 December 2020 – At a virtual meeting of the Cabinet held at 10.30am with restricted public access.

Present:

Cllr Crow, Cllr Elkins, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell and Cllr Urquhart

Apologies were received from Cllr Barrett-Miles, Cllr J Dennis and Cllr Waight

Also in attendance: Cllr Hillier, Cllr M Jones, Cllr Turner and Cllr Walsh

Part I

52. Declarations of Interest

52.1 In accordance with the code of conduct, Cllr Dr James Walsh declared a personal interest in Item 5, Exceptional Pressures Update as Leader of Arun District Council.

53. Minutes

53.1 Resolved – that the minutes of the meeting held on 24 November be approved as a correct record and that they be signed by the Chairman.

54. Fire and Rescue Service Independent Advisory Panel Closure

54.1 Cabinet considered a report by the Cabinet Member for Fire and Rescue and Communities, Cllr Duncan Crow. Following the outcome of the HMICFRS inspection, the Fire and Rescue service established an Independent Advisory Panel (IAP) to oversee the improvement journey. The Chairman of the Panel has now considered that the service has the capability and capacity to continue its improvement work without the support of the IAP which is stepping down.

54.2 Ann Millington, Chairman of the Independent Advisory Panel highlighted there is a firm grip on what was needed to continue with improvements in the service and that there is a strong sense of pace required to continue with the progress. Sabrina Cohen-Hatton, Chief Fire Officer added that the service was undertaking a sustainable journey whilst recognising there were still challenges ahead.

54.3 Cllr Dr James Walsh, Leader of the Liberal Democrat Group queried the timescale in which the ambitions for the service would be met. He asked about action to address the culture of bullying and the evidence that it is proving effective. The Chief Fire Officer gave assurance on these matters.

54.4 Cllr Michael Jones, Leader of the Labour Group asked what the contribution of the IAP had been and, if it was useful to help drive improvements, whether it should be rolled out more widely.

54.5 The Leader and Cabinet congratulated the service and noted the effective leadership in place to continue to take improvements forward. The Cabinet Member for Fire and Rescue and Communities concluded the departure of the IAP was a valuable milestone but that the service would not become complacent.

54.6 Resolved – that Cabinet notes the letter received from the Independent Advisory Panel and welcomes the decision to close the Panel, and acknowledges the substantial progress made by the service which has led to the Panel reaching this decision.

55. Exceptional Pressures Update

55.1 Cabinet considered a report by the Chief Executive, Becky Shaw, who advised there had been strong cross-council working as part of the response to exceptional pressures. WSCC was ready for the end of the European Union transition period and decisions were awaited about which tier the county would be in under Covid-19 restrictions.

55.2 Dr Tony Hill, Interim Director of Public Health provided an update on local case figures and vaccination plans. Whilst the situation remained reasonable in West Sussex in comparison to other parts of the country, positivity rates were increasing and the need to remain alert was stressed. Lucy Butler, Executive Director for Children Young People and Learning provided an update on cases in schools and attendance levels and expected that the next term would be particularly challenging. Keith Hinkley, Executive Director Adults and Health provided an update on care homes, infection control measures and a targeted approach based on individual home risks.

55.3 Cllr Bryan Turner, Chairman of Health and Adults Social Care Committee commented that the response to the pandemic was managed with more confidence and assurance during the second wave. He highlighted the good work of the community hub in identifying residents who required a care assessment. There were low numbers of care homes in the county reporting covid which demonstrated the support to the sector by the county council.

55.4 Cllr Stephen Hillier, Chairman of Children and Young People's Services Scrutiny Committee noted the good work of community hubs. He said that school attendance in West Sussex was excellent, and that teachers should be prioritised for vaccinations. He suggested granular data from districts and boroughs would be useful to identify settings where transmission was happening.

55.5 Cllr Dr James Walsh, Leader of the Liberal Democrat Group felt the vaccine was a positive step but that it would take a long time to deliver its full effect. He asked about the logistics of vaccination and arrangements for administering it. The Interim Director of Public Health responded to his questions.

55.6 Cllr Michael Jones, Leader of the Labour Group considered the growing pressure on Health and Adult Social Care and asked if a review of longer-term projects was required and what this would entail. He asked about implications for staffing levels and attendance at schools and whether schools should be closing earlier than planned for the Christmas break. The Executive Director of Children, Young People and Learning responded to his comments regarding schools.

55.7 Cabinet received an update from the Head of Communications and Engagement on the communications strategy and its effective reach through social media, local press, door drops, connections magazine and at specific community hubs.

55.8 Resolved – that Cabinet notes the update and discussion.

56. Quarterly Performance Monitor

56.1 Cabinet considered a report by the Director of Finance and Support Services. The report was introduced by Cllr Jeremy Hunt, Cabinet Member for Finance, who outlined the challenging year in terms of finance, staff, providing services during lockdown and adapting to home working. Whilst government Covid-19 support grants were most welcome, additional costs remained with a £5.5m unfunded overspend. The outcome of the Financial Settlement was awaited.

56.2 Cllr Dr James Walsh, Leader of the Liberal Democrat Group expressed concern about the fair funding review in respect of Adults Social Care. He asked how the Business Rates review would go forward. He asked about items on the risk register including the risk of death or serious injury to a child and action to reduce it and also about cyber security. The Executive Director for Children, Young People and Learning and Cabinet Member for Economy and Corporate Resources responded to Cllr Dr Walsh's questions regarding the risk register and action being taken.

56.1 Cllr Michael Jones, Leader of the Labour Group welcomed the pay award and allocation to fund this from the contingency budget. He raised the number of Education and Health Care Plan (EHCP) appeals and asked the cost of damage from the fire at Crawley Household Waste Recycling Site (HWRS). He asked why solar installation at schools had been suspended and raised issues about the development at Whitehouse Farm. The Cabinet Member for Environment and Cabinet Member for Education and Skills responded to Cllr Jones's comments.

56.2 Resolved – that Cabinet:

1. Notes the projected overspend position in 2020/21 and the proposed mitigation measures set out on page 42 of the September QPM

2. Authorises the allocation of £1.156m of contingency budget to fund the additional 0.75% NJC pay award as detailed in paragraph 2.5
3. Notes the other performance information in the QPM including the performance indicators, workforce indicators and the corporate risk register.

57. Emerging Issues

57.1 Cllr Jacquie Russell, Cabinet Member for Children and Young People advised a notification had been received from the Department for Education (DfE) in which the minister had issued new statutory direction for WSCC which paused the progression of the Children's Trust for at least 1 year to enable the service to focus on the improvement journey.

57.2 Cllr Jeremy Hunt, Cabinet Member for Finance provided an update on the Comprehensive Spending Review which included the option to increase the adult social care element of council tax by up to 3%, grants to further address covid-19, troubled families, highways and highstreets. However WSCC allocations were currently unknown. Once known, the Revenue Budget for 2021/22 would be finalised over Christmas with final proposals advised early in the New Year.

57.3 Cllr Duncan Crow, Cabinet Member for Fire and Rescue and Communities noted the praise for the community hub from both the Health and Adult Social Care and Children and Young People's Services Scrutiny Committees, thanked the staff who were operating the hub and advised the service remained open 8am – 8pm over the Christmas holiday period.

58. Date of Next Meeting

58.1 The next meeting of the Cabinet will be held on 22 January 2021.

The meeting ended at 12.23 pm

Chairman

Key decision: Not applicable
Unrestricted
Ref: n/a

Report to Cabinet

January 2021

Exceptional Pressures: update

Report by the Chief Executive

Summary

West Sussex County Council continues to response to the period of exceptional pressure on our service provision including the latest and most extensive wave of the COVID-19 pandemic, seasonal flu and winter disruption. The pressures on the services, especially adults and children's services and public health remain significant and increasingly acute. Action to ensure we are always focussed on the highest priority activities is being maintained. We are ensuring the ongoing COVID-19 response is managed in an integrated way with the other challenges potentially facing the authority and its partners over the next few months.

Attached at Appendix A is the latest priority update on our response. A verbal update will be provided at the meeting to ensure an up-to-date picture is provided given the fast-moving nature of current events.

Disruption at ports and on the road network due to the end of the EU transitional arrangements has been limited in West Sussex to date. We are monitoring any subsequent changes through our business as usual systems.

The Appendix provides information on the Sussex Resilience Forum's decision to declare a Major Incident; COVID-19 cases in West Sussex; schools; care homes and other priority issues.

The resource implications of the COVID-19 emergency response continue to be assessed. There are significant risk implications. Decisions required to address COVID-19 include assessments in accordance with Council policy and the statutory framework of duties and responsibilities including those relating to Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction implications.

Recommendation

Cabinet will be asked to consider and comment on the Council's response to the current exceptional pressures.

Becky Shaw

Chief Executive

Appendices:

Appendix A – Exceptional Pressures Report

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WEST SUSSEX COUNTY COUNCIL EXCEPTIONAL PRESSURES BRIEFING JANUARY 2021

Priority issues

a) **Sussex Resilience Forum declares major incident to maximise COVID-19 response (paras 1 – 6)**

b) **National and Local Outbreak Management (paras 7 - 41)**

c) **Clinically Extremely Vulnerable and Community Hub update (paras 42 – 64)**

d) **Children, Young People and Learning - update (paras 65 - 84)**

e) **Care Homes update (paras 85 – 99)**

f) **Financial pressures (paras 100 – 102)**

a) Sussex Resilience Forum declares major incident to maximise COVID-19 response

1. A major incident has been declared in Sussex to best respond to unprecedented pressures of COVID-19. The same decision has been taken by several other local resilience forums in the South East.

2. The Sussex Resilience Forum (SRF) which co-ordinates and communicates between health, emergency services, local authorities and other partners, agreed to declare the incident in response to the high and increasing rate of infection across Sussex and to allow public services to make exceptional preparations for a potentially worsening situation.

3. A major incident is a recognition of national demand and puts all agencies in Sussex in the best possible position to come together to tackle the virus. It is a well-recognised and rehearsed escalation that can be expected at times of exceptional need – a major incident was also in place during the summer of 2020.

4. The SRF decision recognised the strong and connected pressures across the entire health and care system, from 999 calls to hospital admissions, clinical treatment, discharge from hospital, community services and provision in care homes.

5. SRF partners are satisfied that they are currently managing the extra demands on the system but agree that they must now make plans for the likelihood that pressures will increase still further in coming weeks. There is a need to continue delivering the programme of vaccination to Sussex residents.

6. Partners agreed the decision would allow the SRF to step up and strengthen its response still further. This may include making more use of volunteer help, preparing in detail for extra capacity needed across services and considering requests for extra support from national government if necessary.

b) National and Local Outbreak Management

West Sussex Data

Note: Data change frequently. The information provided below was correct as of 2pm on Tuesday 12th January 2021.

Recorded Cases

7. **Scale -** On average for the 7 days between 31 December and 6 January there were approximately 822 new cases a day across the county.

8. The **seven-day incidence** rate varies among the districts and boroughs of West Sussex:

- Over the period 31 December and 6 January, Crawley had the highest rate at 1,144.9 per 100,000 population, Chichester the lowest rate at 471.4 per 100,000.

Area	Cases in the 7 Days between 31 December & 6 January	Rate per 100,000	Rate per 100,000 (60+)
Adur	430	668.7	411.8
Arun	1,044	649.4	501.3
Chichester	571	471.4	381.3
Crawley	1,287	1,144.9	807.7
Horsham	777	540.4	346.1
Mid Sussex	850	562.8	372.4
Worthing	796	719.9	518.1
West Sussex	5,755	666.1	456.3

- Overall, the county rate was 666.1 per 100,000. The rate for the South East region was 680.2 per 100,000 and for England the rate was per 629.3 per 100,000.

- The rate of cases for people aged 60+ range from 807.7 per 100,000 in Crawley down to 346.1 per 100,000 in Horsham, the regional rate is 509 per 100,000 and the England rate of 447 per 100,000.

9. **Positivity Rates –** For the period 31 December and 6 January, Crawley had the highest positivity rate in West Sussex; at 24.6% this means that 1 in 4 people being tested are tested positive. Chichester has the lowest positivity rate at 12.3%.

Area	**Positivity Rate (weekly percentage of individuals tested who test positive)**
Adur	15.7
Arun	13.1
Chichester	12.3
Crawley	24.6
Horsham	13.8
Mid Sussex	14.1
Worthing	15.2
South East	17.8

Hospital Activity

10. The national Coronavirus dashboard (link below) has been updated and includes additional information, including information at individual NHS Trust level. This means that all sites will be included in the figures.
https://coronavirus.data.gov.uk/

Note: The national dashboard is still showing figures as at 5 January, pressures have increased since then. Locally we have access to more recent data these are shown below but should be treated as provisional.

*As reported on **11 January:***

COVID-19 patients currently in hospital

Brighton and Sussex University Hospitals NHS Trust	222
Surrey and Sussex Healthcare NHS Trust	240
Western Sussex Hospitals NHS Foundation Trust	255

COVID-19 patients on mechanical ventilation beds

Brighton and Sussex University Hospitals NHS Trust	48
Surrey and Sussex Healthcare NHS Trust	19
Western Sussex Hospitals NHS Foundation Trust	29

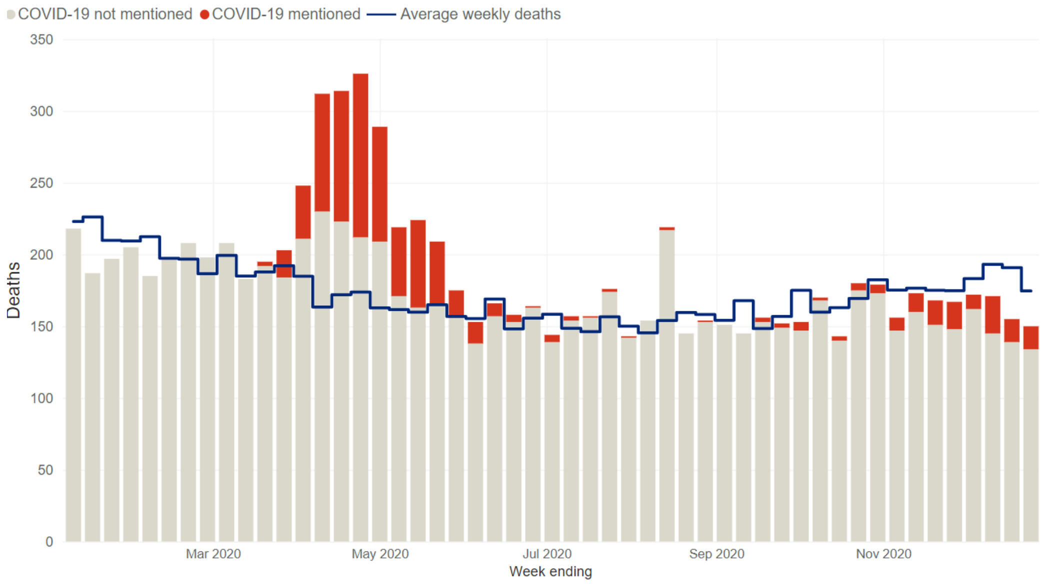
Deaths

11. The Office for National Statistics publish, on a weekly basis, data relating to deaths where COVID has been mentioned on a death certificate. Data are provided down to lower tier local authority level. In week ending 25 December there were 16 deaths where COVID was mentioned on the death certificate. Of these, 2 were in care homes. *Note: trends in this specific week's release should be interpreted with caution as this includes the Christmas period.*

12. To date (to weekending 25 December) there have been 797 deaths of West Sussex residents where COVID-19 has been mentioned on the death certificate.

13. In terms of deaths compared with previous 5-year average, deaths remain below the 5-year average for the corresponding week

West Sussex - Deaths and 5 Year Average



National Lockdown

14. On Monday, 4 January, the Prime Minister announced a national lockdown and instructed people to stay at home to control the virus, protect the NHS, and save lives.

15. The decision follows a rapid rise in infections, hospital admissions and case rates across the country, and hospitals are now under more pressure than they have been at any other point throughout the pandemic.

16. This drastic jump in cases has been attributed to the new variant of COVID-19, which scientists have now confirmed is between 50 and 70 per cent more transmissible.

17. The four UK Chief Medical Officers advised that the COVID threat level should move from level four to level five, indicating that if action was not taken NHS capacity may be overwhelmed within 21 days.

18. From 5 January people were told to stay at home and only leave for a limited number of reasons, including shopping for basic necessities, for exercise or to go to work where they cannot do so from home. Those with severe underlying health conditions are required to shield.

19. There is potential for further restrictions to be introduced between the publication of this report and the meeting.

20. Colleges, primary and secondary schools remain open only for vulnerable children and the children of critical workers. All other children will learn remotely until February half term. Early Years settings, such as nurseries, remain open.

21. People cannot leave their home to meet socially with anyone they do not live with or are not in a support bubble with (if they are legally permitted to form one). People may exercise on their own, with one other person, or with their household or support bubble.

22. Indoor gyms and sports facilities will remain closed. Outdoor sports courts, outdoor gyms, golf courses, outdoor swimming pools, archery/driving/shooting ranges and riding arenas must also close.

COVID-19 Vaccination Programme

23. On 8 January, the COVID-19 vaccine developed by Moderna was given regulatory approval for supply by the Medicines and Healthcare products Regulatory Agency (MHRA). This follows a thorough and rigorous assessment by the MHRA’s teams of scientists, including advice from the independent Commission on Human Medicines, which reviewed in depth all the data to ensure this vaccine meets the required standards of safety, quality and effectiveness.

24. The NHS (Sussex Health and Care Partnership) is leading the COVID-19 Vaccination Programme across Sussex, working with Local Resilience Forum

partners. The County Council are supporting the Vaccination Programme as needed.

25. Work continues at pace to roll out the COVID-19 vaccination across West Sussex. Vaccinations are taking place in hospital hubs, GP led vaccination services, roving service to care homes and housebound, and planning is taking place for large vaccination services (formerly known as mass sites). A briefing for all Members is to be held on Friday 15 January by the NHS.

Hospital Hubs

26. Hospital hubs in Sussex were launched at the Royal Sussex County Hospital in Brighton on 8 December. Teams at the hospital have been vaccinating those over the age of 80 who were attending the hospital and health and care staff. In West Sussex, vaccination services have gone live at Worthing Hospital, Princess Royal Hospital, Haywards Heath, St Richard's Hospital, Chichester, and East Surrey Hospital (for residents in the north of the county).

27. Princess Royal Hospital was one of the first in the country to use the new AstraZeneca vaccine. Other hospital hubs in Sussex include The Conquest Hospital in Hastings and Eastbourne Hospital.

GP-led Vaccination Services

28. GP-led vaccination services are where the majority of the current population are being offered their vaccinations. In the majority, each service is supported by a number of GP practices (within their Primary Care Network footprint) working together to vaccinate their collective population.

29. The Government guidance on the timing of the second dose has been updated and is now over a 12-week period. NHS vaccination services will be working to adhere to the guidance and invite their patients back for their second dose in the 12-week period.

30. The NHS are working to vaccinate as many people as possible as quickly as possible but deploying a vaccine at this scale is unprecedented. Timing will be dependent to a large extent on manufacturing timescales and supply.

Vaccinations in Care Homes

31. Older people in care homes have been identified as the top priority group for the vaccine by the Joint Committee on Vaccinations and Immunisations due to their high risk from COVID-19.

32. Due to the well-publicised logistical challenges associated with the Pfizer vaccine, the NHS was initially unable to transport the vaccine to care homes and instead began inviting care home staff to receive the vaccination at hospital hubs and then at other local vaccination services.

33. Now that regulators have approved a way for the Pfizer vaccine to be transported in smaller batches, the NHS has begun the process of delivering

it in care homes. The approval of the Oxford vaccine, which is much easier to transport, means that they will now be able to vaccinate in many more care homes much more quickly.

34. The NHS are working in partnership with care homes to organise and schedule the vaccinations. Vaccines are being delivered in the main through the GP-led vaccination service, managed by the local Primary Care Networks. They expect these to cover about 60 per cent of the care homes in Sussex, with the remainder being served by Sussex Community NHS Foundation Trust vaccination teams. All residents will receive the vaccination in their care home. Staff will continue to also be able to access the vaccine from hospital hubs.

35. The NHS are working with care homes directly to arrange and support the process of vaccinations and the appropriate information sharing and consents needed, including any additional considerations such as mental capacity and safeguarding.

36. The NHS, local authorities, acute hospitals, and community services have worked together to draw up a prioritisation schedule for the order in which Sussex care homes will receive the vaccine, and this will be aligned with availability of the vaccine in local areas to work towards the goal of getting all care homes vaccinated by the end of January. Availability of the vaccine and sites able to vaccinate people are increasing week by week, but we need to be realistic that it will take time.

37. A detailed plan for each area is currently being worked up which will confirm the timelines, requirements and Standard Operating Procedures for care homes and scope any support likely to be required based on learning from the pilot sites already vaccinated.

38. The Sussex Health and Care Partnership COVID-19 Vaccination Programme website is regularly updated and provides the latest information: https://www.sussexhealthandcare.uk/keepsussexsafe/sussex-covid-19-vaccination-programme/

Local Tracing Partnership

39. Last November, the Local Tracing Partnership (LTP) launched across East Sussex and West Sussex to support the national NHS Test and Trace system, with the first cases received on 26 November.

40. Following a small, but steady flow of cases coming through to the LTP team from the national service at the end of last year, a large increase in case numbers has been seen since 1 January, which could in part, be due to the impact of the festive period.

41. To address the rising workload, additional measures are being put in place including redeploying some staff, recruiting new staff members, and increasing weekend staffing to meet demand.

c) Clinically Extremely Vulnerable and the Community Hub

Clinically Extremely Vulnerable

42. As part of the new national lockdown, the Government is advising all clinically extremely vulnerable (CEV) people to take extra measures to protect themselves during this period.

43. Clinically extremely vulnerable people are advised to stay at home as much as possible. They may still go outdoors carefully to exercise or to attend health appointments but are strongly advised not to visit shops or supermarkets. Individuals are directed towards their Local Authority Community Hub to assist in the provision of food and essential supplies if they are unable to shop online and do not have a support network able to assist.

44. As part of this advice CEV individuals are strongly advised to not work from home if they can. If they cannot work from home, then they should not attend work. A letter has been sent nationally to all CEVs in England, this letter is a formal shielding notification and can act as evidence for employers to show that a person cannot work outside their home from the period 5 January until 21 February 2021, including for statutory sick pay (SSP) purposes. Shielding advice will apply until 21 February 2021. If the advice is to continue beyond that date, we will write to CEV individuals again with further information.

45. The County Council is still receiving updates to the Shielded Patient List which identifies those who are Clinically Extremely Vulnerable (CEV). Data was paused over the Christmas break but as at 8 January 2021 there are 34,813 residents in this group across West Sussex. This is an overall decrease in just over 100 from the previous data update.

46. Since this data has been available in the first wave of the pandemic 3202 individuals have been removed as their condition no longer classifies them in the most at risk and 2514 have died.

47. Emails and Letters were sent on 30 December to all individuals on the CEV list at that point reminding them of the support available via the Community Hub. Individuals newly added to the CEV list are contacted by telephone along with those who register on the national platform asking for support.

Community Hub

48. The Community Hub, launched in late March 2020, is available during this national Lockdown to provide a range of support and practical assistance for all residents of West Sussex as well as almost 35,000 Clinically Extremely Vulnerable individuals.

49. Telephone lines remain open from 8am to 8pm, 7 days a week supported by website content and a series of e-forms to provide digital access. Additional

staff have been redeployed from across the Communities Directorate to enable an increased level of proactive outbound contact during this new National Lockdown.

50. Clinically Extremely Vulnerable individuals, or their friends and family are encouraged to contact the Community Hub or use the online registration service to:

- Request priority access to supermarket delivery slots (if you have already got priority supermarket deliveries, you'll keep them).
- Tell the County Council if they need support in order to follow this guidance that cannot be provided by friends, family or other support networks.
- Update details, for example, your address.

51. This service can be found at https://www.gov.uk/coronavirus-shielding-support, and has been available for active registration since 26 December 2020. Individuals registering on this platform and indicating they require support will be telephoned directly by the Community Hub.

52. Outbound contact from the Community Hub to newly added Clinically Extremely Vulnerable residents is ensuring that they are able to receive the practical support they may require and providing reassurance to those who my only just have received their clinical diagnosis.

53. During the second Lockdown in November the Community Hub was notified of 373 requests for support via the national registration service and followed up via telephone. Since the system was activated again on 26 December there have been 179 requests for support to date.

54. The County Council continues to utilise its own locally developed sustainable food and supplies offer available via the Community Hub, providing flexibility to support either a one off or ongoing requirement. Each food and supplies delivery is followed up by a call to minimise dependence by working on sustainable options where appropriate.

55. Government require a fortnightly data return on the activity undertaken by the Community Hub to support the Clinically Extremely Vulnerable.

COVID Winter Grant Scheme

56. On 8 November 2020, the Government announced extra targeted financial support for those in need over the winter period. West Sussex County Council was allocated £2m from this COVID Winter Grant Scheme.

57. Designed to provide direct assistance to families with children, other vulnerable households and individuals this grant covers the period from early December 2020 until the end of March 2021.

58. There is a requirement for the County Council to determine eligibility across the county and targets support within the scope of the grant conditions to provide direct assistance to individuals, vulnerable households and families

with children particularly affected by the pandemic with meeting the cost of food, energy and water bills and other associated costs.

59. Working in partnership with our Schools and Further Education establishments children and families in receipt of Free School Meals during term time were provided with a £30 supermarket voucher to assist over the Christmas holiday. Vouchers totalling £466,200 were distributed by 284 establishments to provide this support across West Sussex. Plans are in place to adopt the same approach for February half term.

60. Working in partnership with the voluntary and community sector a number of locally based food and support models have been established. These build on existing networks but increase the accessibility and reach. Funds have been distributed to a number of organisations including Stonepillow, Horsham Matters and Age UK.

61. Age UK will deliver low-cost nutritious meals to peoples' homes with a chat, check and refer service alongside the provision of hot meals through day centres. In addition, they will give advice on wellbeing in winter from nutrition through to improving warmth and energy consumption in the home and fit home improvements to increase warmth and reduce energy and water use. Anyone interested in receiving meals, energy advice or other support should call 01903 731 800 or email info@aukwsbh.org.uk

62. Citizens Advice will be distributing fuel and cash vouchers to eligible households for the period until the end of March. The scheme will be accessible to households with a pre-payment meter, credit meter and anyone other households struggling to pay for their fuel. The scheme will cater for households struggling to pay for gas, water, electricity and domestic heating oil and portable gas cylinders. Residents can access via 03444 771171 and advisers are available to answer the phone 9 am to 4:30 pm Monday to Friday. A freephone number will be launched on 11 January 2021.

63. Sussex Community Foundation are administering a funding programme on the County Council's behalf to support West Sussex VCSE organisations, Mutual Aid Groups, and Town and Parish Councils which are well placed to identify vulnerable households most in need of support. Organisations can apply via https://sussexgiving.org.uk/named_funds_posts/covid-winter-support-fund/

64. Funds have also been used to assist vulnerable individuals already known to the County Council. Just before Christmas practical support including the delivery of food parcels and help with heating/utility bill costs was provided to young people supported by the Leaving Care Service.

d) Children, Young People and Learning (CYPL)

65. The Executive Director, and her team, continue to ensure that there is a robust focus on service improvement, despite these challenges.

Social Care Update

66. Staffing levels remain good, however numbers of staff needing to isolate are rising, and there is some significant degradation to in-house residential provision. This is being well-managed and closely monitored at present and all in-house residential and fostering placements for our children remain stable. Staff in the department have been notified that it may be necessary to temporarily divert work to support other more critical priorities, including residential provision. At present there are no reports of staff with children of school age being unduly impacted by the partial closure of schools, with classroom places available where appropriate.

67. We know, from an analysis of the impact of the first national lockdown, how important it is that face to face visits to children open to social care continue. Guidance has been issued to staff and foster carers to ensure continuation of these visits, and to ensure contact with birth families is undertaken safely. All children open to social care continue to be RAG rated to ensure targeted responses to those children and families most in need are prioritised and safeguarded. This includes young people being worked with by the Youth Justice Service.

68. Early Help services are continuing, mainly remotely, but physical visits to families are continuing when required and workers are also delivering food parcels to vulnerable families under financial pressure.

69. There is a stable and sustainable stock of PPE which is being well managed to ensure delivery of frontline and other critical services.

Early Years & Childcare

70. The announcement in the week beginning 4 January that early years providers should, unlike school provision, remain open for all children has placed a significant pressure on the sector, creating high levels of confusion and anxiety. Government guidance has stated that childcare provision for school age children can only be provided for children of Key Workers and Vulnerable children yet universally for children under the age of 5. The impact of this on business sustainability across the whole sector, for what are mostly small businesses, is significant. This may impact on the wider County Council statutory duties to ensure sufficient childcare places as outlined in Childcare Act 2006 especially in the early year sector (nurseries, preschools and some childminders) that deliver the Free Entitlement (FE) funding.

71. Of the 429 group-based providers registered with the County Council to provide this funding, in the week beginning 11 January:

- 79% are open
- 3% are partially open

- 6% are only open for critical workers and vulnerable children
- 6% are currently closed
- 4% are unknown

72. Settings are currently struggling with high levels of staff sickness and a reduction in children attending and are concerned that they will be have no option but to close or reduce their offer to families. We are monitoring this situation weekly and continue to support childcare providers and parents through the Family Information Service.

73. The latest guidance about Spring term FE funding states that local authorities should return to the normal funding approach (that is, 'funding following the child') for all providers from 1 January. Government funding allocated to local authorities, for the early years block of the Dedicated Schools Grant (DSG) in 2021/2022, is based on the January 2021 Census count. This means that our future funding allocation will be determined on the number of children accessing their early years provision on 21 January.

74. The current position is that a significant number of children are not accessing their entitlement due to parental concerns around COVID-19, as well as the issues outlined above, and as concerns increase, numbers in attendance are likely to decrease. The risk is that the usual rates of children will not be present at settings for Census day and this will negatively impact on our final budget allocation as determining in July 21. There is significant national lobbying underway on this issue.

Education and Skills Update

75. All schools are now partially open and are working to meet the needs of face to face teaching for all vulnerable children and the children of critical workers.

76. Due to the significantly broader criteria for critical workers and vulnerability, the numbers of children requesting and able to access a place in school is significantly greater than was the case during the first lockdown. There have been a number of critical workers, including school-based staff, who had initially had their request for a place turned down. However, as schools have organised their staffing arrangements and routines, many of these have now been accommodated. The School Effectiveness Team are working with individual schools to address any related issues.

77. We are aware that some other local authorities in the region are restricting places to children where both parents are critical workers. This is affecting staffing in West Sussex schools when staff living over the county borders are unable to attend due to childcare issues.

78. Attendance recording information is being collected mid-week staring week beginning 11 January so we do not as yet have an accurate picture of overall attendance until data begins to feed through into the DfE database.

79. Special schools are working on risk rating their pupils to determine a blended approach with those with the greatest need receiving face to face full time, others with a blend of face to face and home learning, and others with home

learning only. This is the only way that special schools can manage provision safely. The local authority is applying to the DfE to implement their Contingency Framework for special schools as the course of action being taken is not in line with national guidance.

80. Some secondary schools are applying the lateral flow testing arrangement but current advice and answers to questions raised are conflicting between different agencies leaving some schools frustrated and confused. We have advised schools to focus on establishing routines and home learning initially with the intention of implementing the lateral flow testing once the current inconsistencies are resolved nationally.

81. IT access for disadvantaged pupils working from home has been supported with additional guidance and access for schools to order through a DfE ordering portal. The portal is under extreme pressure nationally as schools put forward their requests. However, secondary schools are able, and some have successfully done so, to place orders and have timeframes for delivery. However, the DfE is indicating that they are not processing orders for primary schools at this particular time.

82. West Sussex has agreed with our school meals contractors to provide hot meals to Free School Meal children in school and all KS2 pupils (which goes beyond the statutory requirement). Food hampers are being organised for FSMs children who are not in school for parents/carers to collect form the school. The national Edenred voucher system has very recently been reintroduced but only as a back-up plan where local arrangements are unable to be made.

83. Home to school transport is working well overall and the transport team are working with our special schools to provide flexibility, based on each school's plans and needs.

84. School Effectiveness Link Advisers are organising a timeline of focused calls with schools over the term to pick up on vulnerable children not in school, on home-based learning provision, and on provision and learning progress for disadvantaged pupils. They are also a key contact for school leaders to raise issues.

e) Care Homes - update

Care homes

85. There are 235 care homes for older people in West Sussex. The care homes provide 8,608 beds. A third of these are commissioned by the County Council with the remainder commissioned through other local authorities, health or funded directly by residents.

86. For the week commencing 7 January 2021, 49 care homes for older people had a confirmed case among staff and/or residents. In the same period, 9 learning disability and one mental health service had confirmed cases.

87. For the same week, local data on care homes reports admissions are currently restricted in:

- 55 care homes for older people,
- 2 extra care setting,
- 13 care homes for mental health/learning disability,
- 0 domiciliary care providers, and
- 4 supported living settings.

88. There has been a sharp increase in the number of positive tests within care services, some of this may be attributable to the change in testing regime. Care homes now test staff twice a week; once a week with a PCR swab and lateral flow test (LFT) on the same day and LFT only on another day. Where an outbreak is identified, staff are tested in advance of their shift for a period of seven days following the start of the outbreak. As staff have to immediately isolate following a positive test, this is having a notable impact on services and capacity within care services.

89. Over the last few weeks, the County Council has supported the local NHS to communicate messages to care providers on the planned vaccination programme for coronavirus and opportunities for care staff vaccinations with the acute hospitals.

90. The County Council understands there may be a further round of grant funding to support care homes, which follows rounds 1 and 2 of Adult Social Care Infection Control Funding. Further detail is awaited.

Commissioning

91. Outbreaks are also being seen within community services with increasing reports from domiciliary care providers of staff and/or customers testing positive. Support is being provided where required and restrictions considered on a case by case basis.

92. Care commissioning activity has been undertaken to support additional demand for health and social care support in the county over the winter months. This includes ensuring access to designated accommodation for people leaving hospital who are medically fit but remain COVID-19 positive, which is anticipated to commence during January 2021. Further contracts have been awarded and commenced for:

- Additional domiciliary care hours across a range of both urban and rural areas, which have been delivering since 6 December 2020 and are increasing in volume as demand requires and capacity allows.
- Additional Home First Care capacity across the county, focussed on densely populated areas, which started on 14 December 2020 and are also increasing hours of delivery as required.
- Block contracted beds within care and nursing homes focused on supporting people with dementia and nursing dementia needs.

93. The County Council is also working alongside the Clinical Commissioning Group, NHS Continuing Healthcare and Sussex Community NHS Foundation

Trust to support commissioning of overnight care to enable more people to be discharged from hospitals and supported in their own home.

Mental health system

94. There continue to be pressures within the inpatient beds for people with mental health needs that warrant an admission, with a significant number of people requiring placement in beds outside those delivered by Sussex Partnership Foundation Trust. There are increased numbers of people presenting with complex mental health issues in the community and in A&E.

95. The Approved Mental Health Professional service is experiencing increased demand for formal assessments under the Mental Health Act and this includes a significant rise in the number of young people under 18 years old requiring assessment.

People with learning disabilities

96. The Government's announcement of a further period of lockdown re-introduced shielding for those in the Clinically Extremely Vulnerable group. Those who are shielded are advised to remain at home and avoid contact with people outside of their household. This means that those who are in the Clinically Extremely Vulnerable groups, which includes adults with Down's Syndrome, should not usually attend day services due to the inevitable mixing with others outside of their household.

97. Alternative offers of support, such as outreach, virtual support (e.g. Zoom groups) and activity packs are available. However, where this does not provide adequate support, in limited circumstances consideration may be given to resuming attendance at day services. This will depend on the agreement of the day service provider and the steps they are able to put in place to manage the increased risks to physical health.

Hospital capacity

98. Acute hospitals are under significant pressure and have been asked to offer mutual aid to NHS Trusts in other counties by accepting critically ill COVID-19 patients from out of area. This, alongside the rapid spread of COVID-19 in care homes, peaks in winter demand, increased pressure in A&E departments, is presenting some challenges for the discharge pathways in ensuring those who are medically fit are discharged as quickly as possible.

99. Hospital discharge hubs and a combined placement and sourcing team (CPST) continue to operate, as well as working with the Clinical Commissioning Group to secure appropriate levels of domiciliary care, care/nursing home beds and voluntary services to support effective discharge. The additional commissioned winter capacity described above, on top of the County Council's commissioned Hospital Discharge Care Services which commenced in April 2020, aim to support swift discharges and enable people to return home where possible following discharge from hospital. Due to levels of demand at present, and the number of care homes which are

restricted to admissions due to COVID-19, the discharge hubs and the CPST are under considerable pressure.

f) Financial pressure

100. The latest estimated cost of the pandemic (as at 18 December 2020) in 2020/21 to the County Council is £65.8m; increasing to £85.8m when including the estimated loss arising from business rates and council tax. The Government are allowing councils to defer 2020/21 council tax and business rates deficits and repay these deficits over the next three years instead of the usual one year. The estimated deficit is included within the Medium-Term Financial Plan for 2021/22 to 2023/24, whilst the actual deficit will not be known until the end of the financial year. These estimates were updated prior to the announcement of the national lockdown in January 2021 and the increases in service pressures now emerging, which will potentially see estimated costs increasing.

101. A number of funding streams have been made available to local authorities to address these budget pressures, covering both specific purposes, such as the Infection Control Fund, and generic funding that has provided the County Council with flexibility to use it in line with local circumstances, for example in relation to providing support to care providers. In total the funding provided by the Government thus far to West Sussex County Council to address the impact of Covid-19 in 2020/21 amounts to £89.1m, as set out in the table below. The Government has confirmed that additional funding will be provided on a monthly basis until the end of the 2020/21 financial year, with an additional £1.9 million notified to the County Council for January 2021.

Income and Estimated Grants:	
	£m
COVID-19 non ringfenced Government grant	(45.853)
Infection Control Grant	(24.321)
Test and Trace	(3.179)
Partnership Funding CCG - Social Care Market	(1.061)
Contain Outbreak Management Fund	(6.912)
Reimbursement of lost income	(2.700)
Emergency food grant	(0.737)
Home to school transport	(1.102)
Protect and increase travel services (emergency active travel fund)	(0.234)
Winter support grant	(2.493)
Bus support services	(0.249)
Travel demand management	(0.175)
Wellbeing for education	(0.090)
PPE Storage	(0.011)
Estimated Grant/ Income	**(89.117)**

Future Funding for 2021/22

102. Details of the Local Government COVID-19 Support Package for 2021/22 were announced alongside the Provisional Local Government Finance Settlement. The package comprises of £1.55bn of unringfenced grant to manage both the immediate and the long term impacts of the pandemic; £670m to enable councils to continue reducing council tax bills for the least able to pay; and an extension of the sales, fees and charges income support scheme to June 2021. The allocations currently published provide the following additional funding to West Sussex County Council:

COVID-19 Emergency Pressure Grant	£15.618m
Local Council Tax Support	£6.628m

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Key decision: Yes
Unrestricted
Ref: CAB14 (20/21)

Report to Cabinet

January 2021

WSCC Reset Plan (2021/22 – 2024/25)

Report by: Chief Executive

Electoral division(s): All

Summary

This report sets out the second iteration of West Sussex County Council's (WSCC) corporate plan – the Reset Plan – and the process that has been taken to develop it during 2020.

This builds on the first iteration of the plan, which was approved by Full Council in December 2020 and presents the key performance indicators and targets for the priorities, outcomes and activities that were already agreed. It also includes an overview of how the Council will spend its money in 2020/21, which will be updated once the 2021/22 budget has been agreed and will form the budget envelope for the Reset Plan to be delivered (appendix 2a and 2b). Finally, it includes a plan for how equality impact will be assessed as the plan is implemented. (appendix 3)

Recommendation

Cabinet is asked to:

> Approve the Reset Plan and supporting documents (Appendices 1-3) for further consideration by the County Council at its February 2021 meeting.

1 Background and context

1.1 Our experience of supporting communities through Covid-19 has helped the County Council consolidate and strengthen the progress that had already started. In the first wave of the pandemic, staff were redeployed, partnership working was accelerated, and we have transformed our digital capability, supporting a predominantly remote workforce. As we continue to deal with the ongoing pandemic, we are building on what have done in 2020 and reflecting it in the Reset Plan.

1.2 Although we have made significant progress in key service areas like Children's Services, Fire & Rescue as well as with our corporate governance, we must not forget where we were before the pandemic. We know we needed to change and the good governance project identified key areas for us to focus on, including a commitment to put residents at the heart of everything we do; to create strong and visible collective member and officer leadership; to work closely with partners; to invest in and value our staff; and to make the way we work as straightforward as possible.

1.3 We have demonstrated to ourselves and to others during Covid-19 what we are capable of and the uncompromising commitment of members and our workforce to the residents of West Sussex. We have shown through the cooperation across the health and social care sector and the formation of the community hubs, that we can work well with partners. Things are different already, but we need to keep changing to build on the progress we have made.

1.4 It is vital that the County Council develops an integrated business and financial planning cycle that is based on a good understanding of the local evidence base, the national and local policy context, a comprehensive understanding of the financial position (revenue and capital) and the service challenges in meeting the needs of residents, businesses and communities.

1.5 The process we have taken to develop this plan has brought together our policy, business, financial planning and risk management processes. The plan will be the vehicle for the County Council's decision making and planning to ensure we are making the very best use of the resources available, understanding the value for money we deliver and focussed on our priority outcomes. It will also ensure we understand the implications of the tough choices that we may need to make in the face of huge resource and demand challenges and a continued uncertain future.

2 Principles

2.1 Given the financial challenge we face and the changing nature of demand on our services, we know we have to reset our priorities now, but we must do it in a way that is collaborative and inclusive. As such, we have developed the Reset Plan with staff, partners and elected members to ensure we go on the journey together and make the plan real and focused on the most important things we all need to do in West Sussex. We must do all of this by making the best use of the funding we have.

2.2 We have been working to a set of principles agreed at Full Council in July 2020, which underpin the approach we are taking.

<u>Table 1 – Principles</u>

Principle	**What we are aiming for**
1. Led and made in West Sussex reflecting residents, communities and businesses needs and building on our strengthens	• A plan with a sense of identity for West Sussex • A plan that is developed and owned by our staff, partners and elected Members

2. Strong learning from our own and others' experiences including COVID-19	• Pausing, listening and reflecting great work we know about • Reflecting what our communities need most from us
3. Based in realistic optimism and a sustainable business plan (performance, resources and risks)	• We have a sense of direction and are clear on what we are doing and how we will know we've been successful • We prioritise what we do and deliver within the smaller budget envelope we now have
4. Held together consistently with a focus on agreed priorities	• A plan that focuses on the outcomes we want to see for West Sussex and we can say which priority we deliver on and the role WSCC staff play to achieve them
5. Providing clarity about what successful outcomes look like in 12 months' time.	• We have a clear set of measures that everyone understands and will tell us if we've been successful

3 Developing the Reset Plan

3.1 A collaborative approach has been taken to developing the Reset Plan, by involving staff, partners and elected members in the process and using the research we have already done with residents (including during Covid-19) to reflect what we should focus on and why. We have used our learning from the Good Governance Project and existing improvement activity already taking place across the organisation to develop the content. This has meant that we have a plan that is being 'led and made in West Sussex' and can be built upon further. The following activities have been part of the process:

- Covid-19 resident research (Summer 2020) – we have used the survey conducted after the first wave of the pandemic to gage what is important to residents and what needs to be prioritised in the plan

- Workshops with WSCC staff and external partners (October 2020) – workshops involving the top 100 senior managers in WSCC and more than 50 partners from across West Sussex have provided an opportunity to build a plan that is both reflective of what WSCC will do on its own and in partnership with others

- Webchat with WSCC staff (October 2020) – Becky Shaw hosted an online conversation with WSCC staff where staff were able to ask questions and suggest what they thought should be reflected in the plan

- The Big Exchange (October 2020) – WSCC staff were able to post ideas and suggestions on what they wanted to see in the plan using on an online platform available to all staff

- Community conversations (October 2020) – led by the WSCC Communities team, 20 semi-structured interviews were conducted with voluntary and community sector organisations and other local public bodies

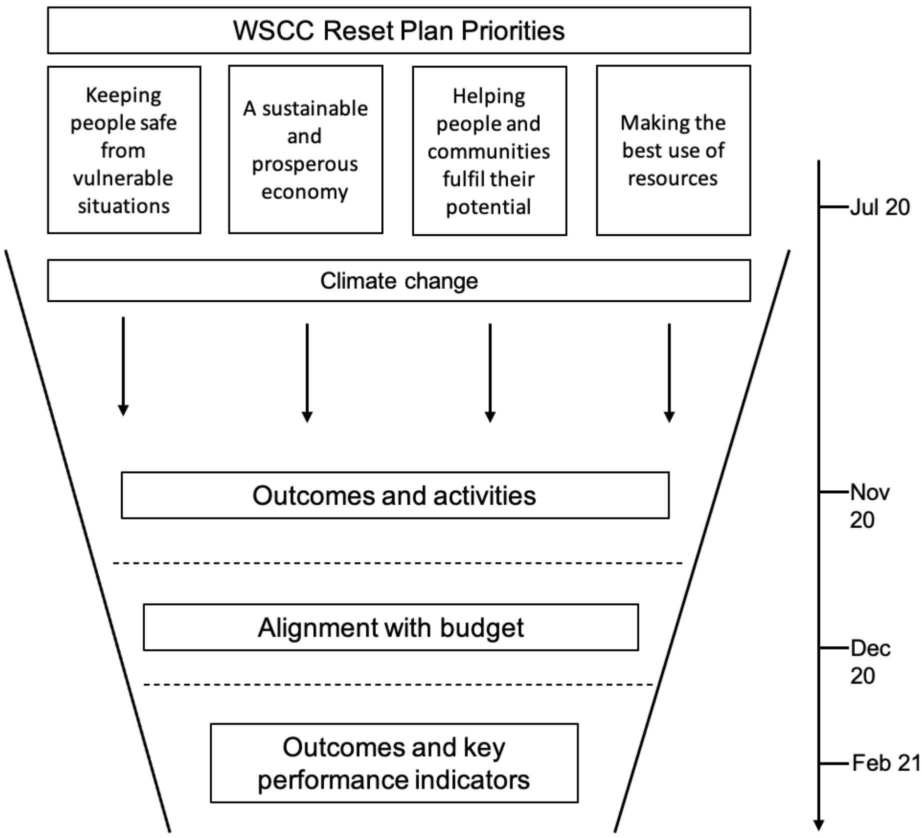
- Elected member engagement (November 2020) – we hosted an all-Member workshop where we shared the first iteration of the plan and captured views on the content. Feedback has been captured in the second iteration of the plan.

- Engagement with MPs and District and Borough Council Leaders (November 2020) – we have shared the first iteration of the plan with local leaders and MPs and sought feedback, which has been fed into the plan

- Scrutiny (December 2020) – the Performance and Finance Scrutiny Committee responded to a recommendation from Cabinet to develop a set of principles and methods for the scrutiny of the Plan once it has been approved. These are reflected in section 5 below and have been used to develop the key performance indicators (KPIs) and targets in the plan.

3.2 Figure 1 below summarises the iterative approach we have taken to develop the plan since its development was agreed by full Council in July 2020.

Figure 1 – the iterative approach to developing the plan



4 Reset Plan priorities and delivery outcomes

4.1 The process we have taken has enabled us to iterate the four priority outcomes underpinned by the theme of climate change agreed by Full Council in July 2020. Through the engagement we have been able to shape the outcomes we want to see and update these in this iteration to reflect the feedback we have received in the past few months. The priorities and revised outcomes are set out in Table 2 below.

Table 2 – Reset Plan priorities and outcomes

Priority	Outcomes we want to achieve
1. Keeping people safe from vulnerable situations	• A timely and proportionate approach to prevention • Support to people when they need it
2. A sustainable and prosperous economy	• Resetting and rebooting the local economy • Achieving social value in West Sussex • Sustainable growth by developing modern infrastructure • Supporting people to develop the skills they need for the future • A sustainable economy that tackles climate change • Working in partnership
3. Helping people and communities to fulfil their potential	• Access to excellent education and learning • Tackling inequality • Promoting and enabling independence • Safe, connected and cohesive communities
4. Making the best use of resources	• Working together as 'one council' • Getting the best from our people • Maximising our income and the productivity of our assets • Value for money • Working in partnership

5 Monitoring performance and impact

5.1 It is important that we are able to measure our performance and the impact that the activities in the plan will have over the four-year period. There are two distinct roles here:

- Cabinet - to set the priorities, outcomes and activities in the plan, along with a set of key performance indicators and targets that will be used to measure its performance and hold council officers to account.

- Scrutiny committees – to use the key performance indicators and targets set by Cabinet to monitor the impact that parts of the plan aligned to the relevant committee's remit is having across West Sussex, and in doing so hold Cabinet to account on the delivery of the plan.

5.2 In line with Principle 1 in Table 1, in November 2020 Cabinet recommended that the Performance and Finance Scrutiny Committee consider the expectations and principles that should drive scrutiny of corporate performance and how scrutiny committees could be supported in that task. The committee took forward this recommendation at their meeting in December 2020 and put forward some overarching principles on performance management to be followed:

- KPIs need to be ambitious and SMART (specific, measurable, achievable, realistic, timebound)
- The plan needed to include 'value for money' indicators to retain focus on financial management
- Where possible, ensure KPIs are able to be benchmarked for comparison with statistical neighbours
- Where possible, ensure KPIs allow for trend analysis to track progress year-on-year

5.3 We have used these recommendations and industry best practice to shape a range of key performance indicators and targets that will help measure the impact we will have on the outcomes set out in the plan. There are 53 KPIs which are set out alongside the Reset plan priorities and outcomes in Appendix 1. These KPIs are few in number as they are designed to be the top indicators that WSCC services will use to track progress against the Reset Plan. Services will continue to use more detailed KPIs (including statutory indicators) in more detailed business plans that will sit under the Reset Plan. More details are in section 6 below.

5.4 The KPIs set out in the plan vary depending on the nature of what is being delivered or achieved. For example, some KPIs track year-on-year progress towards a goal over the duration of the plan; some track projects that will be delivered by a certain date and therefore do not have a year-on-year target after that date; and some have targets where particular years need to be defined once we are clear on issues that are outside of our control, e.g. national policy. In all cases, we will keep the KPIs and targets under review on a regular basis and add, remove or update KPIs to ensure we continue to measure impact in the right way.

6 Delivering the Reset Plan

6.1 2020 has shown us how important it is to plan for the future but remain flexible enough to respond quickly to the changing needs of our communities and the demands on WSCC. The Reset Plan is no different and needs to be a plan that is live and can be updated to focus on what is needed.

6.2 At this juncture, we will now begin planning for the implementation of the Reset Plan, ensuring we continue to take the learning from the Good Governance project forward. This will include putting in place the structures and governance inside WSCC to oversee delivery of the plan and a regular cycle of planning, implementation and review to ensure the plan remains live and reflective of WSCC priorities. WSCC will develop a set of business plans containing more detail on how and when the activities in the Reset Plan will be delivered, and any further KPIs that will be used to track progress at a more operational level. In line with our commitment to transparency, we will continue to publish progress against the Reset Plan KPIs on the Council's website.

6.3 This business planning and performance management routine will support Cabinet to retain oversight of the plan, while also enabling Scrutiny Committees to hold Cabinet to account.

7 Consultation, engagement and advice

7.1 We have taken a collaborative approach to developing the plan, using existing research with residents and engaging WSCC staff, partners and elected members in the process.

7.2 Further consultation, engagement and advice will take place as the plan is implemented.

8 Finance

8.1 The approach set out above is in alignment with the development of the Medium Term Financial Strategy for West Sussex County Council and supports the delivery of a balanced budget for 2021/22 in accordance with the Council's statutory duty.

8.2 Appendices 2a and 2b set out how and where the Council currently spends its money in 2020/21. Once the budget for 2021/22 has been agreed, these figures will be updated to reflect the current budget of the Council. The Reset Plan will be delivered within the Council's budget envelope.

9 Risk implications and mitigations

9.1 It is critical that the council has a corporate plan in place, as it articulates the purpose of the organisation, its areas of focus and priorities, the core outcomes it wants to achieve for residents and how it will measure success. Crucially, it also determines where the organisation will spend its money and therefore must be aligned to the budget and medium term financial strategy. The following risks have been identified and mitigations put in place:

<u>Table 3</u>

Risk	**Mitigating Action (in place or planned)**
Not having a corporate plan	We have taken an iterative approach to developing the plan, with the first version approved by Full Council in December 2020. This final version of the plan will commence from April 2021 and will replace the existing West Sussex Plan.
The budget is not aligned to the Reset Plan	The budget process has run alongside the Reset Plan process throughout its development. The Reset Plan is deliverable within the resources that WSCC currently has.

Risk	Mitigating Action (in place or planned)
It is not clear what success looks like	This final version of the plan contains a set of key performance indicators and targets over the four-year period (where applicable) which sets out what success looks like

10 Policy alignment and compliance

10.1 The Reset Plan will become WSCC's corporate plan and will therefore be the foundation for policy development, governance and compliance.

10.2 Climate change is an underpinning theme in the Reset Plan and has been considered at every stage of the plan's development. The Council's Climate Change Strategy is a core part of the draft plan and the KPIs relating to climate change are highlighted in the plan.

10.3 The Council's Social Value Framework is referenced in the draft plan and will be a core part of how we get the most for local people from the £600m that the Council spends each year.

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Appendices

- Appendix 1 – WSCC Reset Plan
- Appendices 2a and 2b – How we spend our money 2020/21 (revenue and capital)
- Appendix 3 – Plan for assessing equality impact

WSCC Reset Plan (2021/22 – 2024/25)

Introduction

West Sussex needs to operate in a different context to that prior to the Covid-19 pandemic. Like the rest of the country the effects have already been significant and are far from over. In 2020, almost 800 people died from Covid-19 across the county. At the peak of the first wave, more than 133,000 people in West Sussex were furloughed from their jobs, with Crawley having one of the highest take-up rates in the country. Big employers like Gatwick Airport have seen a 61.3% drop in revenues in the first six months of 2020 and around 40% of employees had lost their jobs at the airport at the end of October 2020. The number of claims for Universal Credit have grown by 2.5 times in some parts of the county between March and November 2020.

The longer term physical health, mental health, social and economic impacts are yet to be fully seen. With this new context comes revised action and West Sussex County Council (WSCC) has risen to the challenge.

We have worked alongside partners to put in place the support needed to our communities, including:

- Healthcare,
- Social care,
- Housing and emergency accommodation,
- 'Community hubs' across the county to help people access to food, prescriptions and other essentials when they needed it most.

We have also seen unexpected benefits including cleaner air, less noise, neighbourliness, and an appreciation of the environment our residents live in.

This new context means WSCC needs to build a new model of priorities for the next four years and beyond – one that focuses everything we are able to do on achieving good health and wellbeing or our residents.

In order to be fit for the future we must do two things.

First, we need to build on the improvement journey in Children's Services, Fire and Rescue and Good Governance that we had already started before the pandemic, We must ensure across all areas of our work that we:

- Put residents and communities at the heart of everything we do;
- Create strong and visible leadership;
- Work closely with communities and partners;
- Invest in and value the staff that work for WSCC;
- Make the way we work as a Council as straightforward as possible for the communities we serve.

Second, we must strengthen our support to those who need it most it most, but manage this within the financial challenges we face. This means we will need to:

- Prioritise our key services,
- Ensure we effectively manage the demand on our services
- Make sure our resources go to where they are needed most
- Ensure we always get the best value for money from our resources, in the short and the long term

The new uncertain world that we are still getting used to living in requires a plan that takes all of the learning and progress we have made and focuses on the **most important things that our communities need**.

This reset plan acts as a **framework for WSCC to operate** in a way that means we are clear on what we want to achieve and what we will do to achieve the priorities, but we are flexible to respond to whatever comes our way.

This plan and the way we have put it together **reflects the changing nature of our role** – a deliverer, convenor or enabler of whatever is needed to serve our communities.

We have spoken to community groups, undertaken research with residents to understand the effects of Covid-19 and what they need going forward, and involved WSCC staff and almost 50 of our local partners in the process to shape **four key priorities and outcomes**, underpinned by responding to the challenges of climate change.

How to read this plan

This plan sets out where WSCC will focus it's efforts over the next four years. It is set out and organised around four priorities with an underpinning theme of climate change. When reading this plan the key things to note are as follows:

- <u>Priorities</u> – these are the key areas of focus for all WSCC services. All directorates in the Council will deliver on or enable one or more of these priorities to be delivered. Under each priority is a list of activities that reflect the type of work we will do or continue to do.
- <u>Outcomes</u> – outcomes are the things we will achieve for people who live and work in West Sussex. All directorates in the Council will deliver on or enable one or more of these outcoms to be achieved.
- <u>Key performance indicators and targets</u> – these are the things we will use to measure the progress and impact we are having or have had to achieve the outcomes set out in the plan. They cover the four-year period of the plan and will be reported on quarterly and updated annually. KPIs marked with a 'CC' reflect those that are focused on the underpinning theme of climate change.

Priorities, outcomes, activities, KPIs and targets

Keeping people safe from vulnerable situations

We know that there will be times in people's lives when they require extra support and help. We will be there in those moments to ensure that appropriate and timely support is provided to manage risk and prevent any further escalation of need. We will focus our activity in the following areas:

- Children's services – we will continue to take a 'whole family' approach to ensuring children are safe, with families supported by multi-agency 'early help hubs' to provide coordinated early support
- Children first improvement plan - we will keep children with their families wherever possible, to ensure quality of family life and reduce reliance on costly short-term placements. Where this isn't possible, we will ensure we find a safe and supportive environment for children to live and thrive.
- Fire and Rescue Service – through the Integrated Risk Management Plan, we will prevent fire wherever possible, through fire safety checks targeted at those who need it most and wider public awareness campaigns
- Trading standards – we will respond to reports of predatory trading against members of the community and prevent them from becoming repeat victims
- The West Sussex Safeguarding Adults Board and its partners will work together to ensure that those adults with care and support needs who may be experiencing, or are at risk of, abuse or neglect are appropriately safeguarded. We will use our learning from the Covid-19 pandemic to increase our efficiency and reach to more WSCC residents who need Deprivation of Liberty Safeguards and work with stakeholders to achieve a smooth transition to the new Liberty Protection Safeguards in spring 2022.
- West Sussex Local Offer – we will continue to deliver information, advice and guidance for children, families and young people with SEND up to 25 years old
- Adults and older people – we will provide early support in the community and close to home, including support to carers.
- Fire and Rescue – we will continue to conduct 'safe and well' visits for people who need it most, including fitting smoke alarms and fire detection equipment free of charge

- Information sharing – we will build on and retain the improved data and information sharing arrangements seen during the Covid-19 pandemic, to identify and provide support to people as early as possible

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
A timely and proportionate approach to prevention	1. Percentage of re-referrals to Children's Social Care within 12 months of the previous referral	23.7% (Nov 20)	23%	22%	21%	20%
	2. Percentage of Early Help Plans closed with outcomes met and without 'step-up' to social care	71% (Dec 19 – Nov 20 rolling year)	72%	74%	77%	80%
	3. Percentage of fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	100% (936 inspections in 20/21)	100% (Target no. to be agreed)	100% (Target no. to be agreed)	100% (Target no. to be agreed)	100% (Target no. to be agreed)
	4. Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a pro-active intervention from the Trading Standards Service	100%	100%	100%	100%	100%
	5a. Uptake of flu vaccine in over 65s or at risk	74.2% (2019/20)	75%	75%	75%	75%
	5b. Update of flu vaccine in 'at risk' groups	45.8% (2019/20)	47%	50%	53%	55%
	6. Healthy weight of 10-11 year olds	69.8% (2019/20)	To be confirmed	To be confirmed	To be confirmed	To be confirmed

Support to people when they need it	7. Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index	10.7% (Nov 20)	10%	10%	10%	10%
	8. Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training	62% (Nov 20)	64%	66%	70%	70%
	9. Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months	New measure (no baseline)	80%	83%	86%	90%
	10. Number of 'safe and well' visits undertaken for those at highest risk	4669 (FY 2019-20)	4000	4000	4000	4000
	11. Percentage of contacts to adult social care that progress to a social care assessment	67%	63%	60%	57%	55%
	12. Percentage of adult social care assessments that result in a support plan	5.7%	6%	6.3%	6.6%	7%
	13. Percentage of safeguarding concerns that become a Section 42 enquiry	53.45% (2nd quarter 20-21)	56.12%	58.92%	60.87%	63.91%
	14. Time to complete outstanding 'deprivation of liberty' cases	4.4 Months (FY 19-20)	4.4 Months	4.4 Months	4.4 Months	4.4 Months

A sustainable and prosperous economy

A sustainable and prosperous economy in West Sussex is key to the future wellbeing of the county and it has never been more important for us to focus on this given the ongoing economic impact of Covid-19. Ensuring that businesses are supported to recover and grow, that local people have access to well-paid employment, and that the conditions are right for enterprise and innovation will have a positive impact on the long term health of residents and on the potential of young people. We will focus our activity in the following areas:

- We will deliver the Council's Economy Reset Plan, focussing on the economic challenges faced by different places in the county; on supporting new and existing businesses, and those sectors hit hard by COVID-19; on employment and skills activities to support and create jobs; and on digital technology to boost the economy. Climate change and the environment will underpin the economy reset approach.
- Social value framework – we will ensure our procurement processes are accessible to local providers in order to maximise the use of local suppliers in our supply chains and secure added economic, social and environmental benefits for our residents. For example, jobs and opportunities for local people and access to education, training and support.
- West Sussex Transport Plan – we will review the plan and set out a new strategy for the transport network up to 2036 to enable active travel and access to education, employment and services, and decarbonise the transport system while protecting the local environment.
- Digital infrastructure – we will work with the Department for Culture, Media and Sport and the telecoms market to accelerate and extend investment in the county to build digital infrastructure and access networks in line with the government's target;
- We will work with employers, education and training providers to progress skills and employment opportunities to support residents and the local economy in the medium and longer term
- We will deliver commitments in our Climate Change Strategy, in particular positioning the county as a place for innovation in green energy. We will take advantage of natural capital investment funding when available and encourage and enable the community and businesses to innovate and make decisions which optimise use of resources and reduce carbon impact.
- West Sussex growth deals – we will continue to deliver on existing deals with Districts and Borough Councils, which aim to support town centre growth, unlock housing and employment sites and attract investment. We will seek to refresh deals that are due to expire after their 5-year term.

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Resetting and rebooting the local economy	15. Enterprises supported to start, revive, innovate and grow	950	1,500	To be decided in 21/22	To be decided in 22/23	To be decided in 23/24
Achieving social value in West Sussex	16. New tenders over the value of £500,000 include ‘social value’ criteria as part of the evaluation, in line with the Council’s social value framework	20%	40%	60%	80%	80%
Sustainable growth by developing modern infrastructure	17. Length of new cycle paths across the County (CC)	7km per year	7.5km per year	7.5km per year	7.5km per year	7.5km per year
	18. Percentage length of A and B roads that require maintenance	15% (20/21)	14.5%	14%	13.5%	13%
	19. Highway defects repaired within required time scale	96% (20/21)	96%	96%	96%	96%
	20. Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025)	12%	To be confirmed	To be confirmed	To be confirmed	72%
Supporting people to develop the skills they need for the future	21. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old	66.2%	67%	67.5%	68%	69%

A sustainable economy that adapts to climate change	22. Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC)	13,492 CO2te	13,000 CO2te	12,000 CO2te	11,000 CO2te	10,000 CO2te
	23. Household waste recycled, reused or composted (CC)	53%	54%	55%	56%	57%
Working in partnership	24. Number of growth deals in place with district and boroughs	6	6	6	6	6

Helping people and communities to fulfil their potential

Enabling people and communities to fulfil their potential is at the heart of the Council's ambition for everyone who lives and works in West Sussex. To achieve this, we need to generate, improve and sustain the conditions and environment that will enable people to be independeptn, and communities to feel safe and be safe, to benefit from a prosperous, sustainable economy and to lead healthy, fulfilling lives. We will focus our activity in the following areas:

- School effectiveness strategy – we will continue to support our schools on their improvement journeys and build on the success of having 248 of 288 West Sussex schools currently rated by Ofsted as good or outstanding
- Careers advice – we will continue to support the 500 young people not in education, employment or training and provide apprenticeships with WSCC where possible encourage others to do the same
- Lifelong learning – we will work with education providers to support them in running accessible learning and development opportunities
- We will support the formation of 'local neighbourhood community networks' in parts of the county where health and socio-economic inequality exists in order to reduce reliance on costly acute health and social care services
- Libraries – we will continue to deliver activities to support literacy and learning for children, families and older people, preventing isolation. We will work with local communities on how we can deliver these services innovatively.
- Public Health Wellbeing Programme – through our partnership with all seven district and borough councils, we will support people to maintain and improve their health and wellbeing through advice and support within their local area that is person-centred and addresses health inequalities that exist across the county.
- We will work with Communities and partners to further embed and develop a Community led support approach to the delivery of adult social care. Harnessing people's strengths and connecting them with their community. By promoting people's independence and wellbeing, we will prevent, reduce or delay their need for ongoing funded care services.
- Residential and nursing care – we will aim to support people to remain as independent as possible, for as long as possible in their own homes. However where residential care is needed, we will work collaboratively with the care market to ensure that what is needed is available and is of good quality.

- Supported accommodation – we will work in collaboration with housing providers to develop alternative accommodation options with care, including extra care housing, enabling more people to remain in their own home.
- Day services – we will develop and deliver a new model that uses fewer building based day services but ensures that people have support to access the right activities and opportunities in their local community.
- Shared Lives scheme – we will increase the number of people living in this family-based accommodation model
- Reablement – we will increase capacity and deliver a more efficient service to ensure more people are able to remain as independent as possible in their own home
- Dementia – in partnership with West Sussex CCG, districts and boroughs and the VCS, we will combine efforts to ensure the right accommodation and support is available, to live independently, including support to carers
- Digital technology – using the latest assistive technology we will enhance people's independence and wellbeing and keep people safe in their own home for longer
- Disabled facilities grant – we will continue working with district and borough councils to improve disabled people's access to grant funding to adapt their homes, so they are more accessible and help to maintain their independence.
- Fire and Rescue Service Integrated Risk Management Plan – at the heart of the plan is the prevention of fire and ensuring community safety, ensuring a workforce who are well prepared, impoving the safety of firefighters and providing a workplace that considers safety and dignity. We will continue to deliver on this core commitment and protect people through a timely response to incidents.
- We will work with the local community & community networks to improve individual's digital inclusion, health & wellbeing through enhanced digital skills.
- Voluntary and Community Sector – we will review current commissioned arrangements to ensure the limited funding WSCC can provide goes to where it is needed most in the sector to support safe and cohesive communities
- Tackling crime – we will work collaboratively with partners such as the Police to reduce criminality and raise awareness amongst the public to prevent crime and keep our communities safe

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Access to excellent education and learning	25. Percentage of schools with OFSTED rating 'good' or 'outstanding'	87.6%	88.5%	90%	90.5%	91%
	26. Percentage of pupils and students accessing OFSTED 'good' or 'outstanding' schools	86.6%	88%	89%	90%	91%
	27. Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2	62.7%	64%	68%	71%	72%
	28. Average attainment 8 score of students at Key Stage 4 including English and Maths	46.9	47.5	48.3	49	49.5
	29. Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2	26%	24%	20%	16%	14%
	30. Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually)	11.7%	7%	6.5%	6%	5.5%
Tackling inequality	31. Healthy life expectancy for men	64.6 years (2016-18)	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed
	32. Healthy life expectancy for women	64.3 years (2016-18)	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed

Promoting and enabling independence	33. Use of virtual/digital library services by residents	4.45m	4.5m (to regain pre-Covid baseline)	TBC	TBC	TBC
	34. Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic	34,000 people reached by middle of 2020	35,000 (one-year target)	To be confimed	To be confimed	To be confimed
	35. Number of people completing evidence-based falls prevention programmes	Baseline to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed
	36. Percentage of adults that did not need long term support after a period of reablement support	85.5% (19-20)	89.8%	94.29%	99%	100%
	37. Percentage of adults that purchase their service using a direct payment	36.5%	38.3%	40.4%	42.6%	44.7%
	38. Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months	72.7%	75.8%	79.6%	83.6%	87.8%
	39. The percentage of adults with a learning disability in paid employment	2.1% (19-20)	3.6%	3.8%	4%	4.2%
	40. The percentage of adults in contact with secondary mental health services living independently with or without support	70%	73.5%	77%	81%	85%

Safe, connected and cohesive communities	41. Killed and seriously injured casualties per billion vehicle miles.	120 (average from 2014-18 vs traffic data from 2019 (pre C-19))	115	111	106	102
	42. Percentage of ‘critical fires’ where the first appliance in attendance meets our emergency response standard	86.9% (FY 2019-20)	89%	89%	89%	89%
	43. Percentage of ‘critical special service incidents’ where the first appliance in attendance meets our emergency response standard	73.6% (FY 2019-20)	80%	80%	80%	TBC (IRMP to be updated at this date)
	44. Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service	Baseline to be measured in 2021/22	TBC	TBC	TBC	TBC

Making the best use of resources

Running throughout this plan is a theme of making the best use of the resources at our disposal. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we will use the priorities expressed in this plan to inform our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently. WSCC, like our partners, is committed to achieving best value for residents. This means we have to work better, we more efficient and get the best from what we have to manage increasing demand in a different way. We will focus our activity in the following areas:

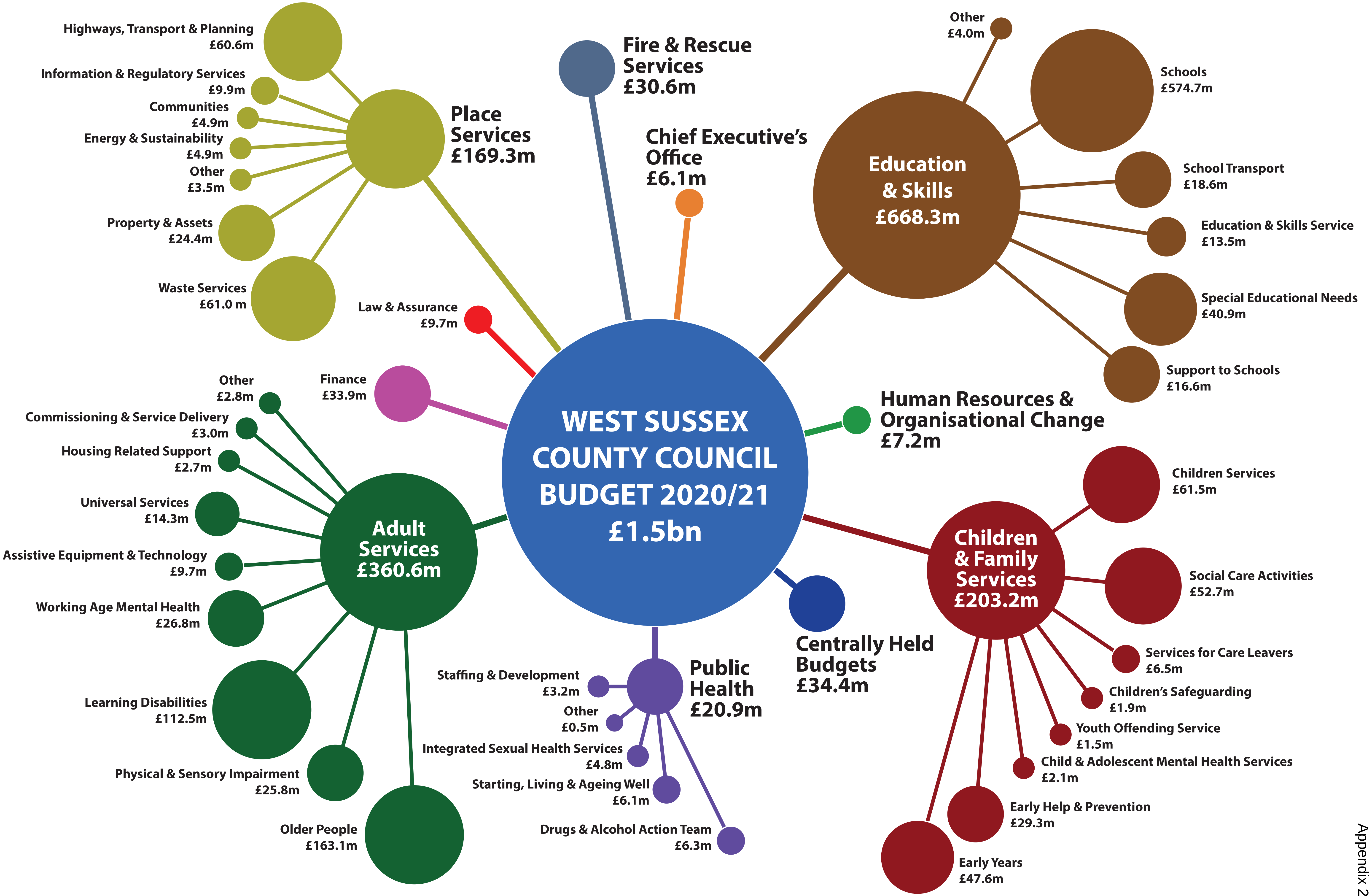
- Good governance review – we will act on the findings of the review to remove silos and work across team boundaries and deliver the best for our residents, ensuring governance and the way we make decisions is fit for purpose.
- People framework – our staff will have the confidence and support to deliver change and continuous improvement; all staff will be treated with dignity and respect; all staff will have consistent and high quality performance and development conversations; and we will attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex. We will underpin staff development with themes of equality, diversity and inclusion.
- We will maximise the use of our assets by disposing of surplus assets and looking creatively and how we might use our assets to support economic growth (e.g. sharing space in our buildings with start-ups). For retained assets, we will reduce our overall energy consumption to meet our ambition of being a net carbon zero organisation by 2030.
- We will continue to benchmark the unit costs of our services and maximise every pound spent and achieve value for money
- We will look to combine or share approaches and services to achieve greater efficiency

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Working together as one Council	45. Elected member induction – percentage of elected members having completed mandatory training in election year	N/A	Within six months of the 2021 elections	N/A	N/A	N/A
	46. New Code of Governance published, assisting the public, staff and elected members to navigate the Council's decision making process	N/A	By 2021 elections	N/A	N/A	N/A
Getting the best from our people	47. Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	73%	75%	78%	80%	85%
	48. Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86%	86%	87%	88%	90%
Maximising our income and the productivity of our assets	49. Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use	285,000 m^2	270,750 m^2	257,000 m^2	245,000 m^2	233,000 m^2
Value for money	50. The aggregated unit cost of our services compared to our statistical neighbours	Baseline to be measured in 2021/22	TBC	TBC	TBC	TBC

	51. Perentage of digital services available from WSCC to support self-service	62% (Pre-Covid)	60%	70%	75%	80%
Working in partnership	52. For key decisions on contracts over £500,000 include an appraised option for partnership working to assess opportunities for efficiency	To be confirmed	20%	40%	80%	100%

Note – KPIs marked (CC) are measures relating to tackling climate change



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Agenda Item 5
Appendix 2a

Capital Programme

Economic Growth & Strategic Infrastructure £29.2m

- £8.2m to enhance the corridor capacity on the A259, East Arun
- £7.2m to enhance the corridor capacity on the A2300, Burgess Hill
- £4.6m for town centre improvements in Burgess Hill, Crawley and Worthing
- £2.5m to increase the number of premises in the county that can access gigabit broadband

Education including Schools £12.8m

- £8.3m to increase pupil places across our primary and secondary schools
- £1.8m to increase pupil places for the provision of special educational needs
- £1.0m to build a new Woodlands Meed school

Building Maintenance & Efficiency £11.4m

- £2.8m investment in improvements to building maintenance and efficiency
- £7.4m investment in improvements to our school buildings maintenance and efficiency

Highways Maintenance and Integrated Highways Schemes £20.5m

- £11.3m of structural maintenance to maintain and improve the roads network
- £2.2m on community Highways schemes
- £1.5m to improve the footways network
- £1.2m to improve traffic control systems and signals

Community & Social Care £15.5m

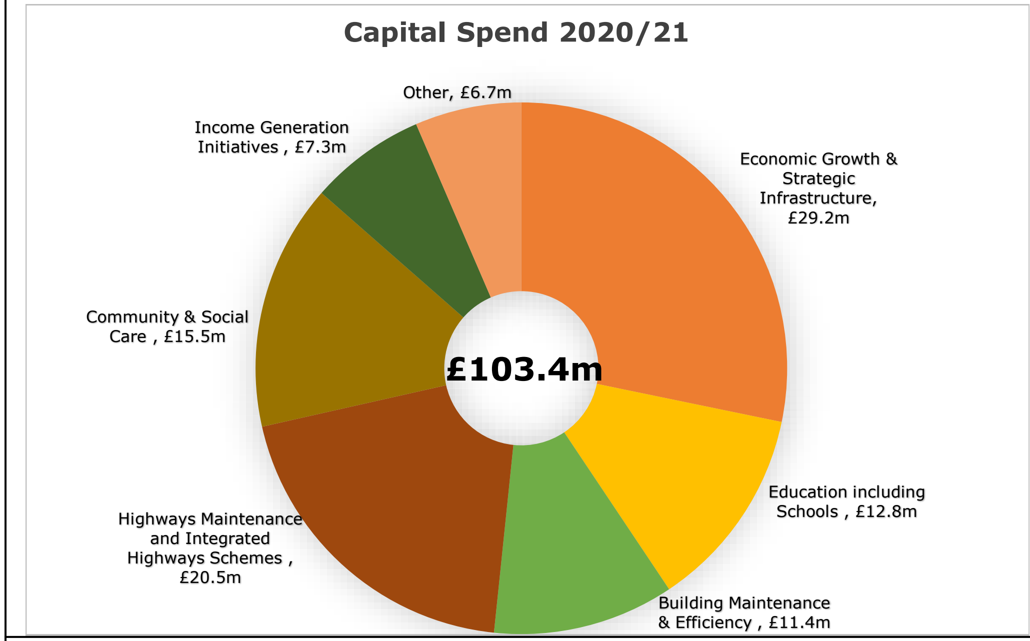
- £5.3m on transformational projects including the procurement of a business Management solution
- £1.4m for the County Council's fleet of vehicles, including Fire and Rescue, Highways and Transport and Social Care vehicles
- £1.6m on delivering a Community Hub facility in Worthing
- £1.4m creating additional Children's Social Care residential places
- £1.1m to progress the design of a new Fire Station in Horsham

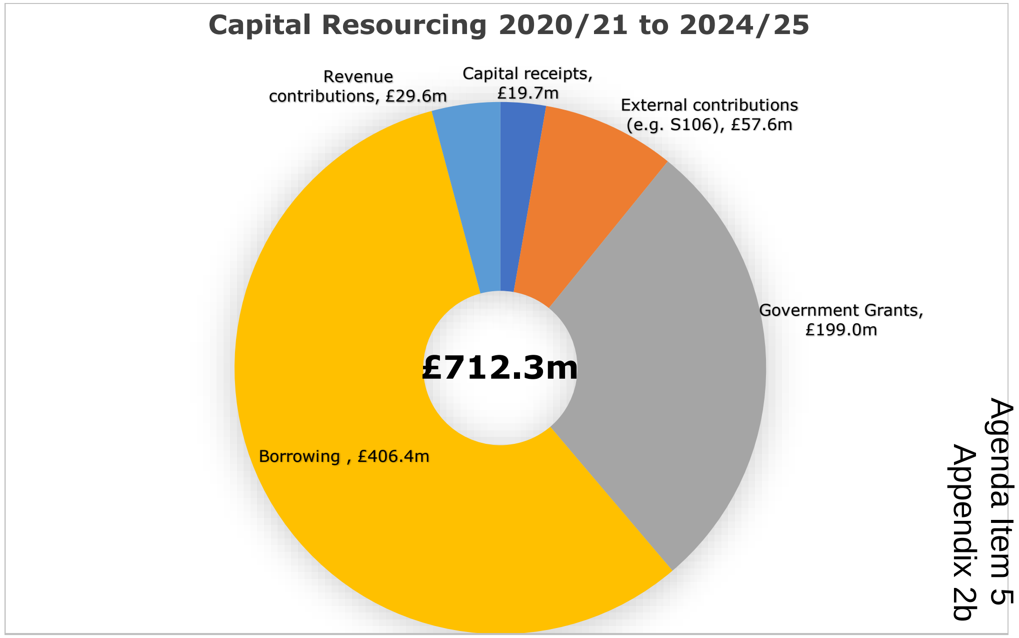
Income Generation Initiatives £7.3m

- £5.4m investment in solar energy creating a revenue return
- £1.0m investment into Street Lighting LED resulting in future lower costs

Other £6.7m

- £6.0m set aside for new schemes that come forward as capital improvements.





WSCC Reset Plan – approach to assessing equality impact during implementation

West Sussex County Council is committed to equality of opportunity, valuing diversity and eliminating unlawful discrimination. This commitment is embedded in the four priorities within the West Sussex Rest Plan.

West Sussex County Council will meet its obligations under the Equality Act 2010. The County Council recognises its duty (the Public Sector Equality Duty) to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it and
- foster good relations between people who share a protected characteristic and people who do not share it.

In the development and in the implementation of plan the Council will ensure that decision-makers will, in a timely way, have due regard to these commitments and can show how this has been done and an equality impact assessment will be completed where needed. The plan recognises the need for the assessment of proposed actions against the public sector equality duty to be carried out separately for each activity or intervention by reference to the likely or expected impact of that activity. Consultation and engagement activity and the evaluation of available data will be used in a focused way to understand the potential impact of proposals.

Some core information about the communities of West Sussex may provide a starting point:

- **Age** – West Sussex has an older population compared with England. In 2018, 23% of the population (195,500 people) were aged 65 years or over, compared with 18% nationally. A notable exception below county level is Crawley, where less than 14% of the population is 65+ years and 22% are aged 0-15 years.
- **Disability** – Using data from a national survey, the portion of the population with a disability equates to 21% of the total population, ranging from 3% of 0-4 year-olds to 60% of people aged 80+ years.
- **Ethnicity** – Population level data is available from the Census. In 2011, 89% of the county population were White British, higher than England (80%). Crawley is, again, notably different from the rest of the county, with 72% White British and 5.2% and 4.3% from Indian and Pakistani backgrounds respectively.
- **Gender/Transgender -** 51% of the West Sussex population is female, reflecting the longer life expectancy of women. In the older age groups the gap is greater, with 55% of 65+ year-olds and 63% of 85+ year-olds being female. There is an absence of reliable data at a national or local level relating

to the number of people who have/are seeking gender re-assignment or identify with a different gender than they were assigned at birth. Nationally the Government have stated a tentative estimate of 200,000 to 500,000 people broadly described as transgender.

- **Marital Status/Civil Partnership** –The Census 2011 described the marital/civil partnership status of residents. In West Sussex, 51% of people aged 16+ were married or in civil relationships, 29% single, 10% divorced, 8% widowed, and 2% separated.
- **Pregnancy and Maternity** – In West Sussex, in 2018, there were 8,540 births, 38 of which were to mothers aged 18 years or under.
- **Religion/Belief –** 66% of people in West Sussex stated they had a religious belief (lower than England - 68%). Crawley had a higher percentage of people who stated their religion as Hindu (5%) or Muslim (7.5%)
- **Sexual Orientation -** Nationally (in 2016) ONS estimated that 2.5% of the UK population aged 16 or above identified as lesbian, gay, bisexual or 'other'. Using this assumption, this represents 17,500 people aged 16+ in West Sussex

The approach will also recognise that there are other groups in the population which are at known higher risk of poorer health and wellbeing outcomes due to the lifestyle, background or other circumstances and these groups will also be considered as part of the impact evaluation to inform decision making.

Impacts of the proposed change

All West Sussex County Council Reset Plan targets aim to deliver positive outcomes for the people of West Sussex. A number of the measures in the Council Plan are aimed to have a positive impact upon the lives of groups of people with protected characteristics. There should not be any negative impacts on any group with a protected characteristic. This will be tested as plans are developed and implemented.

The work of developing proposals to deliver the aims of the re-set plan will include arrangements to ensure an understanding of all potential impacts on those with protected characteristics and the responsibilities of the Council under the public sector equality duty. This will ensure that those who prepare proposals for consideration, those who have the task of scrutinising proposals and those charged with taking decisions carry out these tasks with the information they need to ensure the Council's equality and diversity commitments are met.

Key decision: Yes
Unrestricted
Ref: CAB15 (20/21)

Report to Cabinet

January 2021

Revenue Budget 2021/22, Capital Strategy 2021/22 to 2025/26 and Treasury Management Strategy Statement 2021/22

Report by Director of Finance and Support Services

Electoral division(s): All

Summary

The report in Appendix A sets out a balanced budget for 2021/22 as well as the Capital Strategy for 2021/22 to 2025/26 and Treasury Management Strategy Statement for 2021/22. Since the Cabinet last looked at the budget proposals in November 2020 the one year Comprehensive Spending Review (CSR) for 2021/22 was announced on 25th November 2020 and the provisional financial settlement on 17th December 2020.

West Sussex County Council is required to set a balanced budget for each financial year by statute. The council tax flexibility and grant announcements in the CSR, particularly the provision to increase the Adult Social Care (ASC) precept by up to 3% that were further clarified in the provisional settlement, enables the council to set a balanced budget and review the proposed savings approved for further work by Cabinet in November. The proposed changes are set out in paragraphs 2.2 and 2.3 below.

The Budget Report is prepared on the assumption the Council agrees the 1.99% increase in council tax and a 3.0% increase for the adults' social care precept. Challenges continue for future years as we await the next Comprehensive Spending Review, the Fair Funding Review and proposals for a long term sustainable approach to Adult Social Care.

Recommendation

Cabinet is asked to:

> Endorse the County Council Budget for 2021/22, as set out in Appendix A and Annex 1, the Capital Strategy set out in Annex 2(a) and the Treasury Management Statement set out in Annex 2(b), for approval by County Council on 12 February 2021.

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1 Background and context

1.1 The Budget for 2021/22 has been under review since summer 2020 and was last reviewed by Cabinet on 24th November 2020. This is an annual process, which has been delayed this year as a consequence of the impact of the Covid-19 response during the national lockdown earlier in the year and the on-going uncertainty about future funding levels for local government nationally.

1.2 West Sussex County Council faces a particularly challenging set of circumstances this year, not least of which is the financial impact arising from the pandemic, both in 2020/21 and in terms of any on-going impact in future years, but also in terms of the scale of the pressures for growth in the budget and the continued uncertainty about the outcomes of the Comprehensive Spending Review, the Fair Funding Review, the Review of Business Rates and the future funding of adult social care.

1.3 The November report set out the challenging position reflecting a remaining gap of £23.4m for 2021/22 after progressing the £20.2m outlined in the report. The gap for the next four years prior to savings is £110.6m.

1.4 Subsequent to the November Report, the Government announced its one year Comprehensive Spending Review on Wednesday 25th November. This was followed by the publication of the Provisional Local Government Settlement on 17th December, with detail of the funding of local government in 2021/22, including options for grant funding and the flexibility for increasing council tax.

1.5 The significant announcements are outlined in paragraphs 2.6 to 2.8 in the Budget Report and include council tax flexibilities to increase the council tax by up to 2% without a referendum and the ability to levy an Adult Social Care precept of up to 3%.

2 Revenue Budget 2021/22

2.1 The financial impact of the announcements in the autumn has been reflected in the Budget Report and now reflects a balanced position assuming Council agrees the 1.99% increase in council tax and the 3% ASC precept.

2.2 The following proposed savings (totalling £1.865m), that were approved for further work in November, will not now be progressed at this time:

- Review of Lifelong services (£1.12m)
- Measures to reduce amount of DIY Waste (£0.25m)
- Review of the number of HWRS sites (£0.095m)
- Reduction in Discretionary Bus Passes (£0.2m
- Ending Community Highway Schemes (£0.05m)
- Reduction in Public Transport Support (£0.15m)

2.3 As a consequence of the further work commissioned in November, there have also been some amendments to the phasing and the accounting for some of the proposals:

- National House Project (£1.0m) has been phased across both 2021/22 and 2022/23.
- Increase in Council's top slice of Early Years DSG to compensate for the lost Central DSG grant funding used for the wider benefit of children and young people (£0.45m) has been phased across 2021/22 and 2022/23.
- Removal of Community Initiative Fund (CIF) (£0.248m) has been reviewed and split between Removal of Community Initiative Fund (CIF) (£0.140m) and Review of Democratic Support (£0.108m)

2.4 The savings table below, presented as part of the report to Cabinet in November, has been adjusted to reflect these changes:

November 2020 Savings Proposals (Updated)	2021/22 £000	2022/23 £000
Cabinet Member for Adults and Health		
1. Review of in-house services	640	-
2. Not re-opening Shaw day services	250	-
3. Review of Lifelong services day services	-	2,240
Cabinet Member for Children and Young People		
4. National House Project	250	750
5. Increase in Council's top slice of Early Years DSG to compensate for the lost Central DSG grant funding used for the wider benefit of children and young people	225	225
Cabinet Member for Economy and Corporate Resources		
6. IT service redesign as part of early return of Capita contract	500	250
7. Public Health Grant	370	88
8. Review of Democratic Support	108	-
Cabinet Member for Fire & Rescue and Communities		
9. Development of adapted library service offer in conjunction with Parish Councils	70	-
10. Removal of Community Initiative Fund (CIF)	140	-
Cabinet Member for Highways and Infrastructure		
11. Review highway and transport fees and charges	200	-

2.5 After setting a balanced budget for 2021/22 the Medium Term Financial Strategy sets out a gap prior to any savings delivered of £35.8m for 2022/23, £13.9m for 2023/24 and £4.2m for 2024/25 totalling £53.9m over the over the subsequent three years. We will continue to update the medium term position reflecting any future government announcements, including the next Comprehensive Spending Review, the Fair Funding Review, the Business Rate System Review and the long term plan for Adult Social Care.

3 Consultation, engagement and advice

3.1 Plans for formal public consultation will be formulated in relation to those remaining savings options confirmed for further consideration in November and which trigger a requirement for such consultation. The Forward Plan sets out which proposals will lead to formal consultation arrangements. Stakeholder and specific customer engagement may also be considered important to provide the fullest information base for future decisions in specific areas and those proposals will also be suitably identified within the Forward Plan.

3.2 All proposals are available for further Member scrutiny in line with the usual arrangements prior to the final consideration by the Cabinet or Cabinet Member.

4 Finance

4.1 As this is a Budget Report the financial consequences are covered within the body of the report.

5 Risk implications and mitigations

5.1 The risk assessment implications and mitigations are set out in section five of Appendix A

6 Policy alignment and compliance

6.1 The approach set out above is in alignment with the Reset Plan for West Sussex County Council and delivers a balanced budget for 2021/22 in accordance with statutory duty.

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Appendices

Appendix A – Revenue Budget 2021/22

Annex 1 - Budget Pack:
- Appendix 1 – Summary of Revenue Budget and Precept 2021/22
- Appendix 2 – Analysis of Changes
- Appendix 3 – Balancing the Budget
- Appendix 4 – Grants Towards Specific Services
- Appendix 5 – Reserves
- Appendix 6 – Detailed Portfolio Budgets
- Appendix 7 – Fees and Charges

Annex 2(a) - Capital Strategy 2021/22 to 2025/26
- Appendix A – Capital Programme Portfolio Pages
- Appendix B – MRP Statement 2021/22
- Appendix C – Illustrative External Debt
- Appendix D – Graphical illustration
- Appendix E – Projects to be funded from flexible use of capital receipts

Annex 2(b) – Treasury Management Strategy Statement 2021/22

Appendix A – West Sussex County Council – Treasury Portfolio (31/12/2020)
Appendix B – Economic and Interest Rate Forecast (Link Asset Services)

Annex 2(c) – Prudential Indicators 2021/22 to 2025/26

Annex 3 – Equality Impact Assessment

Annex 4 – Comments and recommendations from Performance and Finance Scrutiny Committee (to follow)

Background papers

None

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Revenue Budget 2021/22, Capital Strategy 2021/22 to 2025/26 and Treasury Management Strategy Statement 2021/22

EXECUTIVE SUMMARY

This budget report forms part of the approach for financial stability, not only setting out the balanced budget for 2021/22, but also looking over the medium to long term as well, whilst ensuring that we deliver on the key priorities within the West Sussex Reset Plan. The report sets out how we propose to balance the budget for 2021/22, as well as providing an update on the Medium-Term Financial Strategy (MTFS) for the subsequent three year period to 2024/25. Despite significant overall reductions in government funding since 2009/10, the Council continues to make progress in delivering its ambitions on behalf of our residents, while achieving this within the resources available to us.

The proposed budget keeps within the 2% reasonableness threshold for core council tax rises and uses the flexibility to raise a further 3% precept for Adult Social Care (ASC). Both of these were announced in the Comprehensive Spending Review in November 2020 and confirmed in the Provisional Local Government Finance Settlement for 2021/22. Using these flexibilities provides us with much needed certainty on funding for 2021/22, at a time when the future for local government finance is undergoing considerable change, adding to the uncertainty about resourcing our future plans.

The County Council continues to focus on the areas which will make the biggest difference to the lives of its residents and the future prosperity of the county. To have a realistic chance of achieving these ambitious objectives in the context of the continuing low levels of public finances, as well as meeting the growing demand of our statutory responsibilities, we propose a core council tax rise of 1.99% plus an additional 3% Adult Social Care precept, giving a proposed total council tax rise of 4.99% for 2021/22.

Net revenue expenditure of £624.833m is proposed for 2021/22, an increase of £31.0m (5.2%) compared with 2020/21. The budget reflects spending pressures such as, pay and prices, costs arising from the National Living Wage and the pressures faced in Adults' and Children's Social Care Services.

Engagement with members, including two members' briefings during the year, as well as being reviewed by scrutiny committees, have kept members informed about the developing budgets. These budgets have been extremely challenging, set against the context of great uncertainty from the ongoing pandemic, as well as the government's decision to once again set out a one year Comprehensive Spending Review (SR20), which was announced on 25th November 2020. This was followed by the Provisional Finance Settlement which was released on 17th December 2020. The savings required to achieve a balanced budget for 2021/22, together with early savings plans for subsequent years, are set out in Appendix 3 to Annex 1 (enclosed with the agenda).

The Capital Strategy (Annex 2(a)) is presented alongside the budget report for approval by the County Council. It sets out a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the Council's key priorities in the West Sussex Reset Plan, together with details of the proposed five-year capital programme. The Capital Strategy includes the Council's Flexible use of Capital Receipts Strategy, also for approval by the County Council.

The Treasury Management Strategy Statement 2021/22, as set out in Annex 2(b), is presented alongside the budget report for approval by the County Council.

RECOMMENDED

That, taking account of the priorities contained in the West Sussex Reset Plan, the Medium Term Financial Strategy and the Provisional Local Government Finance Settlement and noting the Director of Finance and Support Services' assessment of the robustness of estimates and adequacy of reserves (Section 6), the following items be approved:

(1) Net revenue expenditure in 2021/22 of £624.833m (as set out in paragraph 4.1 and Appendix 1).

(2) An increase in council tax in 2021/22 of 4.99% comprising 3.00% for Adults' Social Care and 1.99% to support other General Fund services

(3) The following amounts be approved for the financial year 2021/22 in accordance with Section 42A of the Local Government Finance Act 1992:

(a) That the council tax requirement for 2021/22 is £509.476m.

(b) The council tax base for the year 2021/22 is the aggregate amount calculated of Band D equivalents by the billing authorities to which the County Council issues precepts totalling 337,276.40.

(c) The amount of council tax being the council tax requirement at 3(a) above divided by the council tax base at 3(b) above, shall be £1,510.56 to the nearest penny for Band D.

(d) The amount of council tax payable for dwellings listed in a particular valuation band, calculated in accordance with the proportion set out in Section 5(1) of the Act, shall be as follows:

Band	Amount	Band	Amount
A	£1,007.04	E	£1,846.24
B	£1,174.88	F	£2,181.92
C	£1,342.72	G	£2,517.60
D	£1,510.56	H	£3,021.12

(e) That the district and borough councils be requested to make payments totalling £509.476m to West Sussex County Council of sums due under precepts calculated in proportion to their council tax Band D equivalents as set out in section 7 of the report.

(4) The delegation to the Director of Finance and Support Services of authority to make changes to the report on net revenue expenditure or to the precepts required:

- as a result of a change in the council tax base notified by the district and borough councils,
- arising from updated information from the district and borough councils to the council tax collection funds and business rates forecast and collection funds, or
- arising from any funding announcements from central government.

All such changes of funding (positive or negative) to be applied through the appropriate reserve.

(5) The following further provisions:

(a) The Capital Strategy for the period 2021/22 to 2025/26, as set out in Annex 2(a).

(b) The Flexible Use of Capital Receipts Strategy as set out within the Capital Strategy, Annex 2(a), section 7.

(c) The Treasury Management Strategy Statement 2021/22, as set out in Annex 2(b).

(d) The Prudential Indicators, as set out in Annex 2(c).

CONTENTS

Section One: Introduction

1.1 2020 has clearly been an extraordinary year, with the Covid-19 pandemic providing a number of financial challenges during 2020/21 but also having a significant impact upon the review and development of the Medium-Term Financial Strategy (MTFS) for 2021/22 and beyond. The impacts have been felt both locally and nationally, making this year's budget setting process one of the most challenging in recent memory. As a point of reference, the Office for Budget Responsibility (OBR) has forecast that the economy will contract by 11.3% this year, the biggest decline in three centuries. It is likely to take until the end of 2022 for the economy to return to its pre-pandemic size.

1.2 West Sussex County Council (WSCC) has not only risen to these challenges and played a leading role in the response to the impact of the pandemic across all its services, but in particular in the areas of Adult Social Care and Community Services, whilst simultaneously bringing on board a number of new members of the Executive Leadership Team and continuing to deliver on the improvement plans established for both the Children's Services and the West Sussex Fire & Rescue Service.

1.3 The response to the direct challenges of Covid-19 by West Sussex County Council, together with other partners including our district and borough Councils, whether in terms of social care, support to vulnerable individuals and families, safely re-opening schools, supporting suppliers and partners including the NHS and school transport, has clearly demonstrated the strength of local government and the commitment of all our officers and Members to supporting the residents of West Sussex.

1.4 Alongside the budget and Medium-Term Financial Strategy sits the Council's new corporate plan – the Reset Plan (2021/22 to 2024/25). The Reset Plan has been developed collaboratively with elected Members, WSCC staff, partners and communities to prioritise the most important areas that the Council needs to focus on going forward, in order for the Council's limited resources to be spent and focused on the areas that it is needed most.

1.5 The Reset Plan has been developed in parallel with the budget for 2021/22 and is fully funded. As it is aligned to the budget and medium-term financial strategy, it acts as the framework in which investment decisions can be made based on the priorities of the Council and the outcomes we want to achieve for people in West Sussex. An integrated business and financial planning cycle, based on a good understanding of the factors that drive high quality financial management and service delivery, reflecting the national and local policy context, a comprehensive understanding of the financial position (revenue and capital) and the service challenges in supporting the needs of residents, businesses and communities is a key factor in achieving value for money and a sustainable and resilient financial framework.

1.6 The Reset process brings together our business planning, financial planning and risk management processes. It provides the framework for the County Council's decision making and planning to ensure we are making the very best use of the resources available, understanding the value for money we deliver and at the same time remaining focussed on our priority outcomes. It will also ensure we understand the implications of the tough choices that will need to be made in the face of huge resource and demand challenges, as well as the on-going uncertainties arising from the pandemic, Brexit and outstanding questions about the future of local government funding.

1.7 Back in February 2020, when the Council set the budget for 2020/21, it was anticipated that there would be a three year Comprehensive Spending Review undertaken by the Government ahead of 2021/22. However, due to the Covid-19 pandemic, the Government deferred this review for a further year and the Chancellor of the Exchequer announced a one year Spending Review for 2021/21 on 25th November 2020. More details are reflected below.

1.8 The impact of the pandemic and the many financial challenges we have faced in this very fast changing situation, together with the uncertainty around future Government funding until the Provisional Finance Settlement was announced in December, meant that finalising the budget was delayed until late in the year. However, despite these challenges to being able to finalise a provisional balanced budget for 2021/22 and to reviewing the MTFS, a programme of work, overseen by the Executive Leadership Team, did continue throughout the year. Although later in the year than normal, Members have also been engaged in this process, whether via two dedicated Members Days or via the more formal Cabinet and Scrutiny committee meetings.

1.9 Our improvement journey includes the redesign of business processes to transform services, reduce costs and manage demand. Part of the funding for the work to achieve these ongoing improvements comes from the flexible use of capital receipts. The Flexible Use of Capital Receipts Strategy, which is included in the Capital Strategy **(Annex 2(a))**, outlines the approach.

Covid-19

1.10 Covid-19 has had a material impact upon the financial management challenges of 2020/21. However, a number of funding streams have been made available by the Government to local authorities to address these budget pressures. These funding streams have covered both specific purposes, such as the Infection Control Fund, and generic funding that has provided WSCC with flexibility to use it in line with local circumstances, for example in relation to providing support to care providers. In total the funding provided by the Government thus far to West Sussex County Council to address the impact of Covid-19 in 2020/21 amounts to £89.1m, as set out in Table 1 below. It is likely that additional funding will be provided before the end of the 2020/21 financial year, in particular in recognition of West Sussex entering into Tier 4 over the Christmas period.

Table 1 – Covid-19 Government Grants

Income and Estimated Grants:	**£m**
Covid-19 non ringfenced government grant	(45.853)
Infection Control Grant	(24.321)
Test and Trace	(3.179)
Partnership Funding CCG - Social Care Market	(1.061)
Contain Outbreak Management Fund	(6.912)
Reimbursement of lost income	(2.700)
Emergency food grant	(0.737)
Home to school transport	(1.102)
Protect and increase travel services (emergency active travel fund)	(0.234)
Winter support grant	(2.493)
Bus support services	(0.249)
Travel demand management	(0.175)
Wellbeing for education	(0.090)
PPE Storage	(0.011)
Estimated Grant/ Income	**(89.117)**

Managing the Pandemic in 2021/22

1.11 As part of the Government's Spending Review (SR20) announced on 25th November 2020, the Chancellor, Rishi Sunak MP, made a commitment to provide support for Covid-19 pressures emerging in 2021/22.

1.12 In recognition of the rapidly changing circumstances relating to the impact of the pandemic, it is too early to know the cost implications of the pandemic for 2021/22, consequently no cost pressures have been factored into the budget at this stage. The funding announced as part of the SR20 will consequently be maintained in a specific reserve to manage costs as they emerge. Further information on the funding allocations are outlined later in the report (paragraph 2.8).

Section Two: Spending Review and Financial Settlement

Spending Review 2020

2.1 The SR20 announcements directly impacted the planning for the 2021/22 budget for West Sussex County Council. The most significant aspects were in relation to the following;

a. Council Tax Flexibilities –
    i. Council Tax threshold remains at 2%.
    ii. Adult Social Care Precept – Council Tax can be increased by up to 3%.
b. Pay will increase for all staff on Spinal Column Point 15 or below, for other staff there will be a pay pause for 2021/22.
c. There is an additional grant for social care, worth £300m across the whole country, but WSCC will only receive an additional £800k share of this grant**.**
d. The national Infrastructure Strategy is likely to come with funding streams either via the new Infrastructure Bank or the Levelling Up Fund (worth a total of £4bn), which will be open to all local authorities to make bids to.
e. Further Covid-19 funding will be made available, which will provide additional support in relation to Council Tax, Business Rates and irrecoverable income, alongside further direct support to meet the impact upon service delivery.

2.2 In addition to these announcements, there was also confirmation that existing grant funding, that was due to end in March 2021, will be continued for the duration of 2021/22, ensuring that funds linked to the Troubled Families programme, the Improved Better Care Fund (iBCF), the Social Care Support Grant and the New Homes Bonus will continue to be available.

2.3 The Government has recognised that the funding arrangements for Adult Social Care need to be reviewed and updated, recognising that the demand for care and support is continuing to rise, as are the associated costs. The Care Act 2014 was originally intended to provide a basis for the consolidation of statutory duties, in particular in regard to the assessment of care needs and how these assessed needs were met, to be followed by a subsequent implementation of funding reform, addressing the issues of individuals responsibility for paying for their care needs and the broader funding of adult care service provision. The funding reform element of the Care Act 2014 was not implemented, reflecting a desire by successive governments to revisit the proposals for reform, consequently the funding issues have evolved and worsened in the intervening period.

2.4 The Government acknowledged that reform was required following the General Election in 2019, indicating that there was an intention to bring forward reform proposals during 2020. This commitment has subsequently been delayed, at least in part, as a consequence of the impact of Covid-19and currently there is no indication of when reform proposals will be brought forward. As a direct consequence of this delay, and in further recognition of the budget and service pressures that Adult Social Care is facing, the Government has provided scope for local authorities to levy an additional precept on Council Tax, up to a maximum level of 3%. The decision about the level of precept set has been left to local authorities. Whilst the discretion provided is welcome, a long-term sustainable funding arrangement would be a significant improvement on current arrangements, supporting effective planning and strategic decision making.

2.5 In 2020/21 Adult Social Care represented the largest financial commitment for the County Council, other than Education services funded by separate ring-fenced funding. The demand for Adult Social Care services as well as the complexity of the care and support required continues to increase, consequently driving associated costs higher. Implementing the Adult Social Care precept increase of 3% would deliver an additional £14.6m of funding, which would support a more sustainable financial outlook for both Adult Social Care services and WSCC as a whole, recognising that the financial challenges facing WSCC will be significant throughout the duration of the MTFS as reflected below in Table 2 (paragraph 3.5).

Local Government Finance Settlement

2.6 The Provisional Local Government Finance Settlement, published on 17th December, provided confirmation of the key announcements outlined in the SR20:

- A maximum increase in precept of 5% - a core increase of 2.00% and up to 3% for Adult Social Care
- An increase in Core Spending Power of 4.5%, assuming all authorities levy the maximum precept allowed in 2021/22
- The roll forward of £1.4bn of Social Care Grants plus an additional £300m of funding
- Continuation of the New Homes Bonus with no new legacy payments

2.7 Key funding announcements for West Sussex County Council in the Provisional Settlement are:

Settlement Funding Assessment	£79.257m
Improved Better Care Fund	£20.006m
Social Care Support Grant	£18.169m
New Homes Bonus	£2.352m

2.8 Further details of the Local Government Covid-19 Support Package for 2021/22 were announced alongside the Provisional Local Government Finance Settlement. The package comprises of £1.55bn of unringfenced grant to manage both the immediate and the long term impacts of the pandemic; £670m to enable councils to continue reducing council tax bills for the least able to pay; and an extension of the sales, fees and charges income support scheme to June 2021. The allocations currently published provide the following additional funding to the Council:

Covid-19 Emergency Pressure Grant	£15.618m
Local Council Tax Support	£6.628m

Local Government Funding Outlook

2.9 As a consequence of the impact of the Covid-19 pandemic, further delays have been experienced in undertaking national reviews that will have significant impacts upon the future of local government funding, including the following;

- The Fair Funding Review and Business Rates Review, which will seek to review and implement an equitable basis for the distribution of funding to local government in England, scheduled for implementation in April 2021, has been delayed further.

- The Business Rates Review, seeking to establish a long term approach to sharing risk and reward in growth has similarly been delayed.

2.10 There continues to be a possibility that income derived from both Council Tax and Business Rates will be adversely affected as the economy adjusts to the impact of Covid-19, whilst the economic impact of Brexit also has the potential to affect the financial outlook for local government funding, both of these aspects will be kept under review.

2.11 The financial difficulties faced by local authorities have been highlighted in particular by the recent experiences of the London Borough of Croydon and Nottingham City Council, emphasising the importance of prudence and financial resilience. WSCC continues to demonstrate these qualities, as reflected within the external audit report for the financial year 2019/20 and the prioritisation of maintaining our reserves at an appropriate level.

Section Three: Medium Term Financial Strategy 2021/22 to 2024/25

2020/21 Budget Position

3.1 Since the budget was approved in February 2020, the council has been faced with the effect of the Covid-19 pandemic. Priorities and planned activities have changed significantly as have the financial challenges.

3.2 The latest published forecast outturn position shows an overspend of £5.5m which will be managed through further management actions and/or the use of the revenue contingency. This reflects a £0.1m projected overspend for County Council business as usual activity and £5.4m is the estimated shortfall between the costs of managing the pandemic, including loss of income and undeliverable savings programmes, and the funding supplied from central government.

3.3 The projected overspend excludes an estimated £20m loss of business rates and council tax receipts for 2020/21, as the Government are allowing councils to repay collection fund deficits over the next three years.

3.4 The on-going impact of Covid on council's finances is not fully known and is dependent on a number of factors, such as the time it takes for the economy to recover, the impact on employment for residents and on the demand for council services, particularly for demand-led services such as adults requiring care and children and families in need of support. Some factors, such as the repayment of the collection fund deficit have been provided for in 2021/22 as detailed in paragraph 3.29.

Next Four Financial Years: 2021/22 to 2024/25

3.5 Throughout 2020/21 a programme of work has been undertaken to review the MTFS and set a balanced budget. The current medium term position, is set out in Table 2 below, which reflects that a balanced budget has been identified for 2021/22, in accordance with WSCC's statutory responsibilities, which represents a significant achievement given the scale of the challenges faced when the budget planning work commenced.

Table 2: Budget Gap

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Adults Social Care & Health	210.0	217.1	226.2	236.0
Children and Young People	132.6	139.6	145.5	152.9
Economy & Corporate Resources	49.9	50.5	51.4	52.6
Education & Skills	21.8	23.0	24.2	25.5
Environment	62.1	63.1	64.1	65.7
Finance	15.8	17.0	17.8	18.6
Fire & Rescue and Communities	38.0	39.4	39.0	40.0
Highways & Infrastructure	36.6	37.8	39.0	40.6
Leader	1.5	1.5	1.5	1.5
Non Service*	56.5	80.6	62.1	58.0
Sub-total	624.8	669.6	670.8	691.4
Projected funding	624.8	633.8	656.9	687.2
Budget Gap	**0.0**	**35.8**	**13.9**	**4.2**

*22/23 assumes additional responsibilities following move to 75% Business Rates

NB: Budget gap for 2022/23 onwards is before the application of any savings identified

3.6 The means of providing a balanced budget proposal has involved a combination of a number of moving factors;

- Savings Proposals.
- Demand Pressure Estimates.
- Local Government Finance Settlement.
- The rate of inflation as reflected by the Consumer Price Index in September 2020.

- The outlook for future Council Tax and Business Rates collection.

3.7 A summary of the movement since November 2020 is detailed below in Table 3:

Table 3: Movement in Budget Gap – from November 2020

	2021/22 £m
Net Budget Gap – Cabinet 24th November 2020	**23.4**
Adult Social Care precept – 3%	-14.6
Social Care Support Grant – additional funding	-0.8
New Homes Bonus – additional funding	-0.7
Tax base updated for latest estimates	0.4
Reduction in demand pressures	-6.4
Changes linked to published September CPI/RPI	-4.9
Contingency for pay	2.2
Adjustment to savings	1.4
Updated budget gap	**0.0**

Reserves

3.8 Reserves held by WSCC ensure that there is financial provision set aside to meet known future one-off commitments or liabilities, known as earmarked reserves, but also as a means of ensuring financial resilience against unknown events and risks, known as general reserves. In the context of the current circumstances of a pandemic and a significant period of change and financial challenges, it is critical that WSCC continues to maintain an appropriate level of both earmarked and general reserves, recognising that by definition these reserves can only be used once.

3.9 The Medium Term Financial Strategy is a key tool in ensuring that this outcome is achieved, recognising that the finances of the Council need to be sustainable in the medium term and that, whilst the use of general reserves can be appropriate to support the delivery of service improvements on an invest to save basis, as with the Service Transformation Reserve, reserves may also need to be replenished to maintain effective financial resilience and risk management. The one-off nature of reserves and their purpose consequently serves to emphasise the importance of revenue budgets being sustainable rather than depending upon the use of reserves. The proposals within this report fundamentally reflect this reality.

3.10 The overall projected levels of usable reserves and balances are reviewed annually. Earmarked reserves (excluding schools) are forecast to stand at £166.6m by 31st March 2022, with a further £20.3m held in the General Fund.

3.11 The Budget Management Reserve is used to provide a stable platform for service planning as the MTFS is developed and it is the first call on the Council resources to deal with the any unforeseen in year expenditure if the revenue contingency budget was exhausted. The balance on the reserve as at 1st April 2020 was £35.1m and it is anticipated that the balance will be £38.2m at the end of 2021/22. The reserve provides a safety net against a number of critical assumptions around funding, the non or late delivery of savings in 2021/22 and any legislative or accounting changes imposing new burdens. Given the current unprecedented circumstances, it is even more important to hold this reserve.

3.12 One key change as a result of the funding received from central Government as part of the SR20, is the Council is now holding £22.2m in the Covid-19 Emergency Fund, as set out in paragraph 2.8. It is anticipated that this funding will be drawn down to the revenue budget during the year as required to meet additional pressures arising from the pandemic.

3.13 The Service Transformation Fund is forecast to have a balance of £9.1m at 31st March 2021. It is planned to use this reserve to fund a number of the council's transformational projects during 2021/22:

- work to support the transfer from the current outsourced provider for both the information technology services to a new provision model during the summer 2021 and the remainder of the support services ahead of the contract end in September 2022,
- costs supporting the implementation of Oracle Fusion which covers Finance, HR and Procurement processes,
- any further investment in the Council's Improvement Programmes.

3.14 Any drawdowns from the reserve will be reported in the quarterly performance monitor. An alternative source of funding for these transformational activities could be capital receipts, in line with the Flexible Use of Capital Receipts Strategy. The application of this strategy would depend on the level of capital receipts which the council is able to secure in 2021/22.

3.15 Given the Council is facing such a challenging financial future , it will therefore be crucial that reserves, both general and earmarked, continue to be managed in the medium term in a way that gives due regard to the need to set a legally balanced budget.

Changes to the Budget

3.16 The detailed changes to portfolio budgets for 2021/22 are outlined in paragraphs 4.1 to 4.81 below.

Inflation

3.17 The total included for pay and price increases is £3.5m, as shown in column 2 of Appendix 2. The budget does not provide for a general or across the board inflation uplift but focuses on the key areas to target the provision for areas most under pressure. The approach to allowing for price rises has been as follows:

- Pay budgets – the current provision reflects the CSR announcement on public sector employees and provides for £250 per fte for employees earning an annual salary of £24k and below. For all other employees, a sum of £2.2m (1%) has been set aside in a separate contingency to meet pay awards that may be agreed specifically for local government employees.
- A range of inflationary increases have been included for high value contracts, dependent on the specific indexing included within the contract.
- A 0% inflationary assumption on 'low priority' items.
- There remains a middle category of inflation where for 2021/22 the September CPI of 0.5% has been assumed.
- An assumed 1.1% (September RPI) on areas of discretion over income, as set out below in paragraph 3.19.

3.18 Overall, other than the inflationary adjustments set out in 3.17 above, service budgets are cash-limited and therefore no resources are included centrally to adjust those cash-limits if actual inflation experienced in individual service areas exceeds the allowance made. In this event, services will be required to manage within the proposed cash limited budget. If, over the longer term, actual inflation exceeds the Council's assumptions in the MTFS, this could potentially add significantly to the budget pressures we face.

Fees and Charges

3.19 The proposal for any changes or increases to discretionary fees and charges are detailed in Appendix 7. The level of fees or income generated is influenced or dictated by a number of factors; the Localism Act 2011 and Local Government Act sets out the general legal framework regarding charging for services, as well as this, there are various other specific legal provisions and local policy objectives. The broad categories of the fees and charges can be also found in the Glossary of Terms within Appendix 7. Generally, in line with the County Council's policy to budget for cost inflation, the County Council increases its fees and charges by the published September Retail Price Index (RPI) rate which as at September 2020 increased by 1.1%.

Sources of Financing

3.20 The proposed budget has been developed to align with the priorities set out in the West Sussex Reset plan, and against a background of uncertainty for local government funding as national reviews for Fair Funding and Business Rates are delayed further due to the Covid-19 pandemic outbreak.

Settlement Funding Assessment

3.21 The Provisional Local Government Finance Settlement, announced on 17th December 2020, confirmed the Settlement Funding Allocation (SFA) as unchanged from the 2020/21 level of £79.3m. This is as expected and reflects the government's decision to freeze business rates for 2021/22.

Table 4: Settlement Funding Assessment

	2020/21 £m	2021/22 £m	Change £m	Change %
West Sussex	79.3	79.3	0.0	0.0
England	14,796.9	14,809.7	12.8	0.1

Business Rates: Baseline Funding Allocation

3.22 The West Sussex district and borough councils have yet to confirm their business rate estimates. Given this, and in recognition of the uncertainty faced within the business community from the pandemic and the forthcoming exit from the European Union, the County's 2021/22 budget assumes there will be no growth in excess of the business rates baseline.

3.23 As in previous years, we are also expecting to receive S31 grant compensation to recognise government decisions on limiting the increase in business rates. As these decisions have resulted in a reduction in the sum collectable by local authorities, the government has compensated for the loss in income through specific grants. For 2021/22, the Council has made no assumption of this grant and the sum due to West Sussex will be confirmed following receipt of the district and borough's business rate forecasts.

3.24 Given business rate estimates are not anticipated until late January, any variation from the assumed income for business rates will be adjusted through the Budget Management Reserve.

Business Rate Pooling

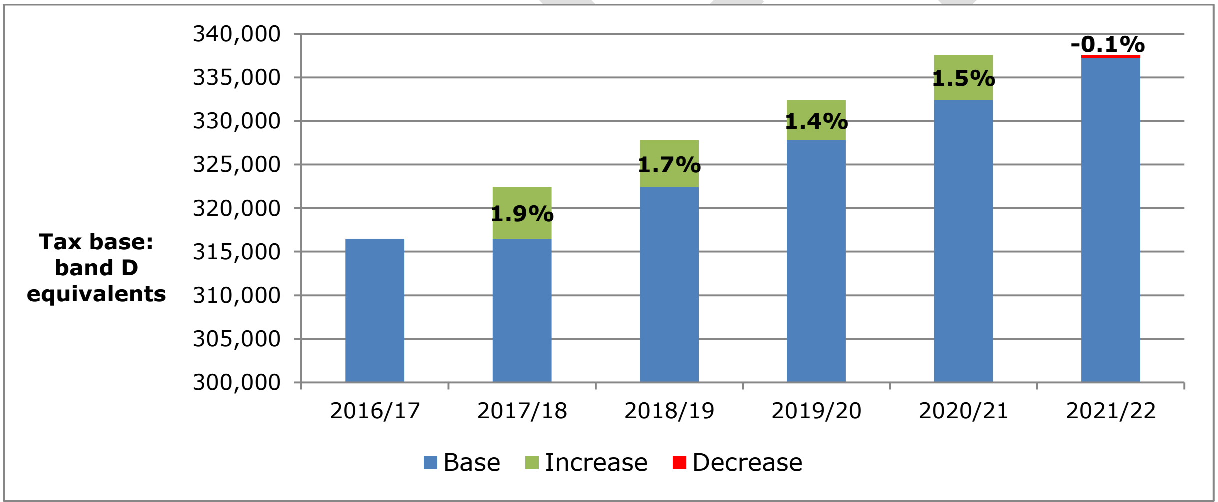
3.25 Since 2015/16 the West Sussex authorities have operated as a pool for business rate purposes. In the current year the arrangement consists of the County Council, Adur, Arun and Horsham District Councils. Pre the Covid-19 pandemic the pool was expected to deliver £4m for investment in projects but the final position, when confirmed in spring 2021, is likely to be reduced.

3.26 With economic uncertainty expected to continue into 2021/22 coupled with the UK's exit from the European Union, there is great uncertainty around the potential benefit of a business rate pool in 2021/22. The member authorities, upon considering the risks and potential exposure to business rate revaluations and appeals resulting from material changes of circumstances relating to Covid-19, have notified the MHCLG that they no longer wish to be designated a pool for 2021/22. There will be no impact on the County's net expenditure as proceeds from the pool were held separately.

West Sussex Local Tax Base 2021/22

3.27 Based upon early estimates from the districts and borough councils, and in recognition of the impact the Covid-19 pandemic has had on employment and claimants for council tax support, the budget assumes a small reduction of 0.1% in the 2021/22 tax base. For subsequent years of the MTFS, the tax base is expected to recover from the pandemic and therefore an annual increase of 1% has been assumed. Figure 1 sets out the movement in the tax base since 2016/17.

Figure 1: Change in the County Council's tax base



3.28 If the final figure is lower than the level assumed, the authority will use its Budget Management Reserve to cover the difference to avoid sudden and late reductions causing last minute service cuts. Assumptions will be reviewed during next year when the MTFS is refreshed.

Collection Fund

3.29 District and borough councils operate a collection fund for both council tax and business rates, which they are responsible for collecting. The actual tax collected may be more or less than expected, meaning that a surplus or deficit must then be allocated to the responsible local authorities in the following year.

3.30 Due to the economic impact of the Covid-19 pandemic and the impact on employment and businesses, authorities are facing significant deficit repayments on their collection funds for 2020/21. In recognition of this, the Secretary of State for MHCLG, Robert Jenrick, announced on 2nd July, that "*the repayment of collection fund deficits arising in 2020/21, will be spread over the next three years rather than the usual period of a year, giving councils breathing space in setting budgets for next year*".

3.31 Accordingly, and in compliance with the Local Authorities (Collection Fund: Surplus and Deficit) (Coronavirus) (England) Regulations 2020, a combined estimated collection fund deficit of £20m has been assumed, spread equally across three years from 2021/22 at £6.7m per annum. As this figure is still subject to confirmation by the districts and boroughs, any variation from this sum will be adjusted through the Budget Management Reserve.

3.32 Following the end of year calculation of the actual 2020/21 collection fund balance, the regulations prescribe that any difference between the estimated sum deferred and the actual deficit may not be adjusted.

Specific Grants

3.33 Alongside the SFA, the government also provides various specific grants. For 2021/22, the non-portfolio specific grants include:

- Social Care Support Grant – £18.2m, an increase of £0.8m from 2020/21 to reflect additional national funding of £300m announced in the SR20;
- Local Council Tax Support (LCTS) – funding of £6.6m to compensate for the increased costs of providing local council tax support following the pandemic. As MHCLG are currently seeking views on the distribution approach, the allocation is indicative and subject to confirmation as part of the Final Settlement;
- Covid-19 Expenditure Pressures Grant – £15.6m to reflect the County's share of the £1.55bn announced as part of SR20 to enable local government to manage costs in 2021/22 relating to the immediate and long-term impact of the pandemic;
- New Homes Bonus – £2.4m to reflect legacy payments relating to 2018/19 and 2019/20 plus an allocation for housing growth in 2021/22.

3.34 In addition, the portfolio budgets include service specific grants such as the Improved Better Care Fund and Dedicated Schools Grant. A summary of all known specific government grants, both service and non-portfolio, are detailed in Appendix 4 of the Budget Pack.

Section Four: Revenue Budget Proposals for 2021/22

4.1 After considering the Provisional Finance Settlement announcement, the budget assumptions for price inflation, business rates and council tax and the savings proposals, net revenue expenditure of £624.8m is proposed for

2021/22. This is an increase of £31.0m (5.2%) compared to 2020/21, as shown in Table 5 below. The net revenue expenditure shown is based on the most up to date information at the time of writing this report and may be subject to change. This is because information is still awaited in some instances regarding funding, such as from the district and borough councils on business rates proceeds.

Table 5: Summary of Change in Net Budget

Item	£m	£m	%
Approved net revenue expenditure 2020/21		593.857	
Allowance for pay and price rises	3.509		0.6
Commitments and service changes	22.125		3.7
Commitments and non-portfolio changes	23.855		4.0
Balancing the budget	-18.513		-3.1
Net increase		30.976	5.2
Net revenue expenditure 2021/22		624.833	

Changes to Portfolio and Non-Portfolio Budgets

4.2 The proposed changes to the budget for 2021/22 are explained by portfolio in the following paragraphs. These changes include growth to meet changing pressures of £46.0m, pay and price changes of £3.5m (detailed in paragraph 3.17 above) and balancing the budget activities of £18.5m.

Adults and Health

4.3 The Adults and Health budget for 2021/22 allows for net expenditure of **£210.0m.** Around 95% of this relates to the cost of funding the social care needs of residents who meet the national eligibility criteria introduced by the Care Act in April 2015.

4.4 Significant service-related pressures include:

i. Growth in demand for adult social care is at unprecedented levels, both because of increasing numbers of older people and from customers with disabilities. Currently in the region of 14,000 people receive a service from adult social care.

ii. Increasing life expectancy and medical advances mean that more people are living with more complex conditions, increasing cost pressures across all care groups. For example, the average cost of a care package for older people has risen by £26 per week or 5.8% in the last year. During this time inflation, as measured by the consumer prices index, has consistently been less than 1%.

iii. Pay is the largest element of care providers' costs and so the National Living Wage (NLW) creates knock-on implications for the County Council. For 2021/22 the hourly rate will rise by 2.2%

to £8.91 per hour; its coverage will also be widened to include all people aged 23 and over. Whilst making provision to pay fee increases to providers at a level greater than a standard inflationary uplift is a matter of choice, in practice the state of the care market in West Sussex leaves limited options. This is a risk that has led the County Council to recognise the NLW as a growth pressure every year since it was introduced in 2016/17. The case for doing this in 2021/22 has been made stronger still by the impact of Covid-19 and the possibility that leaving the European Union may adversely affect the availability of care workers.

4.5 By utilising the proposed Adult Social Care precept of 3% for 2021/22, which amounts to £14.6m, a more sustainable funding position can be achieved. This approach will support the delivery of existing services alongside implementing planned service improvements and developments, with particular focus upon community based, preventative and collaborative working approaches with colleagues from Childrens Services, Education & Skills and Health.

4.6 Demand growth in 2021/22 amounts to £6.1m. Promoting independence as a priority has led to additional investment in areas such as technology enabled care, hospital discharge services and extra care housing. Planned expansion of the reablement service will also support people to remain within their own homes and communities, building upon joint working with Health. These service developments will eventually enable more people to be supported at a lower cost than would otherwise be incurred.

4.7 On an on-going basis the cost arising from demand pressures will remain a significant item within the Medium-Term Financial Strategy.

4.8 The Public Health Grant for 2021/22 will be frozen at the 2020/21 level. This means that the County Council's allocation will be unchanged at £34.7m. Consequently, the impact of inflation will continue to reduce the purchasing power of that funding at a time when Covid-19 has underlined the risks caused by health inequalities. Given the importance of helping people to stay healthy and well, not only for a better quality of life but also to relieve pressure on both the NHS and on our social services, this funding freeze is disappointing.

4.9 Planned savings of **£8.0m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.10 The key explanations of the changes in the 2021/22 budget are shown in Table 6.

Table 6: Adults and Health Budget Changes

Item	£m
Growth for the effect of population change and rising complexity of needs	6.1
Growth for the National Living Wage	2.6
Pay and price allowance	0.3
Transfers between portfolios	-0.1
Reserves transfers	1.0
Savings	-8.0
Other changes	-1.3
Net change	**0.6**

4.11 In addition, the capital programme supports a range of investments in the care market, Extra Care and in-house improvements. Further details of the Capital Strategy can be found in Annex 2 (a).

Children and Young People

4.12 A key element of the Council's budget provides for children and families who are vulnerable and that the County Council has statutory duties to support. The Children and Young People's budget for 2021/22 allows for net expenditure of **£132.6m** and includes additional investment of **£6.1m** compared with 2020/21. Around 90% of this is spent on responsibilities relating to children's social care, including the staffing teams carrying out those responsibilities. The remaining 10% is spent on early help services, children's mental health services (in partnership with Health) and services designed to reduce youth offending.

4.13 Following the Ofsted inspection of our Children's services in May 2019, Ofsted undertook a further, focused review of the service in October 2020. The report highlighted that positive progress had been made on how social workers support families; higher than national average school attendance; and the progressed made following the recommendations of the last inspection. It also highlighted improvements in partnership working and in how the wider organisation now supports children's services. The visit, which focused on the service's response to Covid-19, said vulnerable children received the targeted support they needed during the pandemic and that children's needs were well supported. Following this report a revised Statutory Direction was issued on 10th December 2020 acknowledging that "conditions at the council have improved and now support the continued improvement of children's services", and as a result the setting up of a company to provide children's social care services has been paused for 12 months.

4.14 The Children's Minister stated that she was confident that "the building blocks were in place for improvements", but she was also clear that there was still much more to do "to address the weaknesses identified in 2019, and bring the standard of service up to the quality that children and families in West Sussex deserve". Ofsted were also clear that whilst the foundations for improvement have been put in place, there were still areas of poor practice, and the directorate is already working hard to address these. In order to ensure the required improvement continues at pace, a combination of temporary and permanent investment of £3.1m is being provided in 2021/22.

4.15 Demand for placements for children looked after has increased at an unprecedented rate during 2020/21, with placement volumes now at record levels and significantly more than the budget had allowed for. This creates a knock-on impact for 2021/22, which is why the budget is being increased by £9.8m, to recognise both the full year effect of this increase and the projected demand growth which is estimated to occur in 2021/22. The demand modelling also suggested that £12.5m would be required on a "do nothing different" scenario. However, in recognition that some of the demand is driven by children not exiting care in a timely manner, a lower increase of £9.8m has been assumed. This is a prudent approach given that there are two primary reasons for the delays in care exit; the first is poor permanence planning which is beginning to be addressed as part of the wider children's improvement journey and the second is delays in legal processes and court systems due to the pandemic. The former is within the control of the service and is beginning to be addressed, however the latter is outside of the Council's direct control. A further £0.25m has been allocated in recognition of additional staffing requirements arising from the increased number of children looked after. This growth allocation is partly mitigated by £1.8m of savings related to improved commissioning arrangements for placements for children looked after.

4.16 A further £1.3m has been added to the portfolio to develop an improved allowances scheme and support package for internal foster carers. The aim of this investment is to increase the proportion of children placed with internal foster carers and reduce the proportion placed with independent fostering agencies. Placements made with independent fostering agencies are significantly more expensive than the Council's own in-house foster placements. Therefore, the outcome of having more in-house placements will be reduced placement costs and savings are expected to be delivered from 2022/23 onwards.

4.17 Within Early Help, a more targeted approach will be adopted that identifies and works with the most vulnerable children and families to improve their resilience and divert them from more costly social care interventions. Through this review, £1m of savings has been delivered in 2020/21 with a further £0.95m expected over the next two financial years.

4.18 The net growth budget for the Children & Young People's portfolio is significant. However, there are a number of planned transformation activities that will take place during 2021/22 which are expected to deliver further cashable savings from 2022/23 onwards. These are briefly outlined below:

- Implementation of the Family Safeguarding model of practice. A new service model is principally based on the Hertfordshire experience but also other nationally recognised pilot models. A very wide range of benefits have been seen to accrue, both for children and families, and for the service. Evaluation of these models has resulted in the following benefits being delivered:
    - Significant reductions in repeat police call outs to domestic abuse incidents between the parents of the families in the model.
    - Significant reductions in emergency hospital admissions for the adults within the families in the model.
    - Significant improvement in school attendance.
    - A reduction in children subject to child protection plans.
    - A reduction in care proceedings.
    - A reduction in use of 'care' by the County Council (in Hertfordshire there were 200 fewer under 12's in care compared with the previous year without the model).
- Review of fostering allowances and fostering service redesign. The review and redesign has the ambition of increasing the proportion of internal fostering placements compared with external fostering placements, leading to savings being generated with effect from 2022/23.

4.19 Planned savings (net of DSG savings) of **£3.7m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.20 The key explanations of changes in the 2021/22 budget for the portfolio are shown in Table 7.

Table 7: Children and Young People Budget Changes

Item	£m
Demand growth – placements for children looked after	9.8
Demand growth – increasing staff in children looked after	0.3
Children First improvement programme	2.9
Children First governance team	0.2
National House Project	0.3
Fostering allowances	1.3
One-off funding received in 2020/21	-8.7
Pay and price rise allowance	-0.1
Transfers between portfolios	0.3
Savings (total savings for the portfolio are £3.9m, with £0.2m relating to DSG – see Table 10)	-3.7
LA contribution to DSG (see Table 10)	0.5
Net change	**3.1**

4.21 In addition, capital investment includes a programme of development of existing Children's Social Care placements to provide improved and more local services for vulnerable children and young people. Further details of the Capital Strategy can be found in Annex 2 (a).

Economy and Corporate Resources

4.22 The Economy and Corporate Resources budget provides for net spending of **£49.9m.** The majority of this budget relates to the Cabinet Member's responsibility for a range of support service functions, including customer services, together with outsourced contracts for various support services and information technology. It also covers the costs of economic growth and feasibility support for the One Public Estate programme.

4.23 We continue to review and benchmark the provision of a range of support service functions, so that they provide the support required by frontline services in the most appropriate and efficient manner. The County Council has a long-standing partnership through an outsourced contract with Capita, to provide a number of these services, including information technology, administrative support, HR and payroll. These commercial arrangements will come to an end in September 2022 and work is already underway to review the future of these services and, where appropriate, propose changes ahead of the natural conclusion of the current arrangements.

4.24 Work on the provision of information technology services has concluded that there are benefits to the council by moving to a new provision model at an earlier date. The proposed approach will better support the delivery of council services and the ability to transform its services to provide a modern, responsive and flexible digital, data and technology service. In addition, it is anticipated the new model will be delivered in a reduced cost envelope, delivering a £0.75m per annum financial benefit in a full year and £0.5m in 2021/22.

4.25 The past year has also seen the County Council 'in source' services that have previously been provided by Capita and this has seen a reduction in the payments made under the contract, with a corresponding increase in the cost of internally provided services. The largest of these was the insourcing of the Service Finance function and this accounts for a transfer of £1.5m between this portfolio and Finance.

4.26 The full impact of the pandemic has yet to be reviewed but it is clear that the way that we will be working in the future will be significantly different to the practices of the past. The County Council will be looking closely at future working practices, in order to ensure that we make the most of efficiencies that have been gained over the periods of enforced home working particularly in terms of travel costs.

4.27 The Council continues to invest in the implementation of Oracle Fusion, our new enterprise resource planning platform, which supports the Council with its HR and Finance processes. Replacing the current system will support the delivery of the automation and improved efficiency of existing business processes. It will enable the Council's workforce to work more effectively and efficiently, not least by supporting staff to undertake more tasks via self-service.

4.28 Planned savings of **£3.4m** are included to balance the County Council's overall budget, as described in Appendix 3. The key explanations of changes in the 2021/22 budget for the portfolio are shown in Table 8.

Table 8: Economy and Corporate Resources Budget Changes

Item	£m
Reversal of undelivered saving relating to the redesign of business processes in 2020/21	2.4
Reserves transfers	-3.5
Transformation(£0.7m) and Customer Experience (£1.4m) reversal of expenditure funded on a one-off basis for 2020/21 from capital receipts	2.1
Pay and Price allowance	0.7
Transfer between portfolios - insourcing of Service Finance (transfer to Finance portfolio)	-1.5
Savings	-3.4
Other service changes	0.3
Net change	**-2.9**

4.29 In addition, capital investment supports Growth Programmes which enable strategic infrastructure improvements, focused on improving connectivity and access to the town centres at the heart of the West Sussex economy as well as digital infrastructure for gigabit accessibility for business and residents. Further details of the Capital Strategy can be found in Annex 2 (a).

Education and Skills

4.30 The Education budget for 2021/22 allows for net expenditure of **£21.8m** and includes additional investment of **£1.4m** compared with 2020/21.

4.31 The Home to School transport budget continues to come under pressure as a result of the continuing rise in SEND placements and higher contractual costs due to a growing shortage of external taxi drivers and the increased wage costs of escorts. £0.8m has been allocated to the portfolio to meet both existing pressures carried over from 2020/21 and growth in 2021/22.

4.32 Staffing levels within the Special Educational Needs Assessment Team have remained the same since 2016, whilst over the same period of time the number of children with an EHCP has increased by 20%. An additional £0.4m is therefore required in order to increase the capacity of this team so that it can manage over 5,800 pupils with SEND and help meet future demand.

4.33 Planned savings (net of DSG savings) of **£0.7m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.34 The key explanations of the changes for the 2021/22 budget are shown in Table 9.

Table 9: Education and Skills Budget Changes

Item	**£m**
Home to School Transport to meet the increasing number of High Needs pupils and living wage pressures	0.8
Crawley Schools PFI for inflationary pressure	0.2
Special Educational Needs Assessment Team (SENAT)	0.4
Transfer between portfolios	0.1
Pay and price allowance	0.2
Savings (total savings for the portfolio are £0.8m, with £0.1m relating to DSG – see Table 10)	-0.7
Net change	**1.0**

4.35 Use of capital investment to support the Special Educational Needs Strategy, with a programme of investment in additional places in West Sussex schools, thereby enhancing the choices for children with special educational needs through making adaptions in mainstream schools to accommodate a wider variety of needs. The capital programme also funds additional school places to meet growing demand as well as expenditure to ensure safety within school through boundary and access improvements. Further details of the Capital Strategy can be found in Annex 2 (a).

Dedicated Schools Grant

4.36 The Dedicated Schools Grant settlement has increased by **£57.1m** (9%) to £693.0m across both the Children and Young People (£49.6m) and Education and Skills portfolios (£643.4m).

4.37 2021/22 is the fourth year of the National Funding Formula (NFF) for mainstream schools under the Dedicated Schools Grant (DSG). Allocations for next year have been announced, which include pupil growth, and West Sussex schools are set to gain £45.7m (9.3%). £23.4m of this funding relates to teachers' pay and pension employer contribution costs which were previously funded through separate grants. The remaining £22.3m equates to a 3% increase in most of the national funding formula unit rates and an increase in the Minimum per Pupil Funding levels to £4,000 for primary schools (as previously announced) and £5,150 (3%) for secondary schools. With the inclusion of an additional £180 and £265 per pupil respectively to cover the additional teachers' pay and teachers' pension employer contribution costs now rolled into the DSG, the actual funding rates will be £4,180 and £5,415.

4.38 The maximum sparsity value is set to increase from £26,000 to £45,000 for primary schools, and from £67,600 to £70,000 for secondary schools. This is set to be a first step in expanding and improving the support the NFF provides to small and remote schools. Further changes, planned from 2022/23, will be consulted on in due course.

4.39 The Central School Services DSG block is made up of two separate funding streams; one for the ongoing responsibilities of the Local Authority and the second for historic commitments. Although the former is set to increase by £0.2m (4.9%), again mostly due to teachers' pay and pension employer contribution costs which were previously funded through separate grants, the latter is being reduced by £0.8m (20%).

4.40 In order to help mitigate this reduction in funding and the impact this would have on children and young people, the Early Years DSG block funding contribution towards the cost of the Early Help Service is set to be increased by £0.2m in 2021/22 and a further £0.2m in 2022/23. This will increase the County Council's centrally retained element of the three- and four-year-old funding it receives to 4.5% next year and 5% in 2022/23, which is the maximum allowed under the national funding regulations.

Table 10: LA Contribution to DSG

Item	**CYP £m**	**E&S £m**
Reduction in DSG historic commitments funding	0.7	0.1
Savings	-0.2	-0.1
LA Contribution to DSG	**0.5**	**0.0**

4.41 The Early Years DSG block is set to increase by £1.2m in 2021/22 following an increase in the hourly funding rates of 8 pence for 2 year-olds and 6 pence for 3 and 4 year-olds. This allocation is a provisional one based on the January 2020 census and will be updated later in the year.

4.42 Funding pressures affecting the High Needs Block within the DSG have continued to grow over the last five years since the implementation of the Children and Families Act 2014 resulting in increased requests for:

- Education Health and Care Needs Assessments (EHCNAs);
- pre-16 specialist placements (special schools, Special Support Centres (SSCs) and Independent and Non-Maintained Special Schools (INMSS));
- post-16 High Needs placements in special schools, colleges of Further Education or Independent Specialist Providers (ISP); and

- personal budgets and exceptional needs expenditure to meet very complex needs.

4.43 Our High Needs DSG funding from the Department for Education rose by £8.4m (10.4%) in 2020/21 and is set to rise by a further £10.8m (12.2%) in 2021/22, including £1.4m for teachers' pay and pension employer contribution costs which were previously funded through separate grants. These funding increases are welcome but are not enough to meet the increasing costs of providing for the number of children with education health and care plans (EHCPs).

4.44 Following increasing rates of EHCPs over the past five years, numbers have continued to rise at a lower level than previous years. This is largely due to the impact that the Covid-19 pandemic has had on the EHCP process this year, and the challenges that this has presented to the Special Educational Needs Assessment Team (SENAT) in terms of meeting the statutory timescales. With over 200 EHC needs assessments in process at the beginning of the autumn term we are expecting overall EHCP numbers to start rising sharply again over the remainder of the current year.

4.45 This year the High Needs block is currently forecast to overspend by £9m, and despite the increased funding announced for next year a further shortfall of £5.8m is also expected. Since the County Council's DSG reserves went into deficit for the first time at the end of 2019/20, it is now expected that this deficit will increase to £19m by the end of 2021/22. The County Council has therefore requested a transfer of £2.5m from the Schools DSG block to the High Needs DSG block. This represents 0.5% of the total Schools block, and a decision is expected to be made by the Secretary of State for Education in January 2021.

4.46 In the meantime, the Council continues to adopt a long-term approach to the High Needs funding issue. The SEND and Inclusion Strategy for West Sussex 2019-2024, which built on the SEND strategy for 2016-2019 and the outcomes of the 2018 Ofsted/CQC SEND local area inspection, was published last year. This strategy will continue to help address some of the causes of the pressures on the High Needs block. Some of the action being taken under the strategy includes re-designating the post-16 provision at Oak Grove College to become more specialist from September 2021 and converting the freed up places into pre-16 places in order to reduce the number required in the independent sector, increasing the number of pupils aged 14-16 with SEND receiving education through Chichester College, and the setting up of a specialist outreach team to support the inclusion of year 7 learners with SEND in their local mainstream school.

Environment

4.47 The Environment budget provides for net spending of **£62.1m**. Working with customers and partners, the Waste Management team will continue their work to reduce waste going to landfill through education aimed at changing customer behaviour, as well as the use of alternative disposal routes such as the Refuse Derived Fuel (RDF) contract and separate food waste collections. Over £55m of our net revenue budget is dedicated to supporting our waste disposal and recycling infrastructure.

4.48 A planned refresh of the waste composition analysis that was supposed to take place during 2020 has been delayed due to the impact of Covid-19. However, the premise that food waste comprises the largest element of the residual waste stream is still seen as valid.

4.49 The changed working patterns arising from the restrictions imposed in response to the pandemic will have seen a shift in the mix of recyclables and residual waste. Much of the focus over the coming year will be understanding that shift and any impact that may have on the cost of disposal.

4.50 Trials will be undertaken in 2021 to demonstrate that the introduction of weekly food and absorbent hygiene product waste collections, maintaining fortnightly comingled recycling collections and reducing the frequency of residual waste collections to three weekly, will not only reduce the overall volume of waste collected, but will also improve recycling performance and ultimately deliver savings in the future for the authority.

4.51 Throughout the latter stages of 2019 and into 2020 the wholesale energy market has seen price decreases and increased volatility, impacted by high wind generation and influenced by the nationwide lockdowns. As a consequence, the income generated from the solar farms has been impacted. The budget for 2021/22 reflects the continued pressure that these market forces bring to the commercial investments.

4.52 Alongside the focus on waste, our proposed spending will continue to enhance plans for developing other sustainable technologies, particularly solar energy and battery storage for power.

4.53 In July 2020 the County Council approved a new Climate Change Strategy with a vision that …

> ‘In 2030, West Sussex County Council is carbon neutral and climate resilient, using our limited resources wisely. West Sussex County Council has enabled positive actions and behaviours across our county to mitigate and adapt to climate change’.

4.54 The strategy sets out our commitments to achieve this vision. It gives everyone working at, and with, the County Council a clear indication of our priorities for the next ten years, to realise the short and long-term benefits for our organisation and for our communities.

4.55 Planned savings of **£0.5m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.56 The key explanations of the changes for the 2021/22 budget are shown in Table 11.

Table 11: Environment Budget Changes

Item	**£m**
Increase in insurance premium for the Mechanical and Biological Treatment Plant	0.4
Reduction in market rates for generated energy	1.0
Highways and Transport Restructure cross portfolio movement	-0.4
Pay and price allowance	0.7
Reserves transfers	0.6
Savings	-0.5
Net change	**1.8**

4.57 The capital programme provides the means to invest in green energy technology supporting the Climate Change Strategy and targeting investment in low-carbon upgrade options for routine maintenance and planned projects. Further details of the Capital Strategy can be found in Annex 2 (a).

Finance

4.58 The Finance budget provides for net spending of **£15.8m.** The majority of this budget relates to the Cabinet Member's responsibility for the Finance and Procurement functions. It also covers capital planning and projects, asset management and estates teams, as well as various corporate items such as insurance and precept payments levied by external bodies.

4.59 The impact of Covid-19 has brought about new working practices across the County Council. There is now a strong move to establish these more flexible ways of working on a permanent basis. This means that we are unlikely to need all the administration assets that we currently hold. We are therefore undertaking a review of these assets, in order to understand which ones we need to retain for future use and which ones will be surplus to our requirements. The County Council will then look to dispose of those surplus assets or, where it is more applicable, will try to maximise their use by looking creatively at how we might use them to support economic growth (e.g. sharing space in our buildings with other organisations, such as start-ups). For retained assets we will look at ways to reduce our overall energy consumption, in order to meet our ambition of being a net carbon zero organisation by 2030.

4.60 In order to take further advantage of these opportunities, the County continues to explore innovative ways to work with the private sector to increase the yield we can obtain from surplus assets. We are proposing to set up a Joint Venture (JV) with a long term partner to take forward, and benefit from, the development opportunities that are available by developing these sites with our partner, rather than simply selling the land to a developer. This proposal, setting up a JV with a professional development company, is an established model across a number of local authorities who are looking to maximise the returns from their surplus assets, whilst at the same time minimising the financial risk to the authority.

4.61 Planned savings of **£0.2m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.62 The key explanations of the changes for the 2021/22 budget are shown in Table 12.

Table 12 Finance Budget Changes

Item	**£m**
Transfers between portfolios	1.9
Savings	-0.2
Other service changes	0.2
Net change	**1.9**

4.63 The capital programme provides the means to invest in major development projects as well as tactical site improvement works to optimise usage and future options. Further details can be found in the Capital Strategy (Annex 2 (a)).

Fire & Rescue and Communities

4.64 The portfolio budget provides for net spending of **£38.0m** and includes additional investment of **£0.6m** compared with 2020/21. The budget includes the WSFRS which aims to provide an assured 24/7 emergency response service around the County. WSFRS also has a dedicated resilience and emergency team which, along with the Council's support to community functions, works to promote resilience and capacity across the localities of West Sussex. The portfolio also includes the County Council's Library Service, Archive Service and Registration Service which all provide excellent services to the county's residents.

Fire and Rescue Service

4.65 West Sussex Fire and Rescue Service (WSFRS) have developed an improvement plan following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services in November 2018 to effectively respond to the recommendations of the HMICFRS and to ensure we can provide our residents and communities with confidence in our actions. Re-phasing of the plan took place following Ministerial recommendations that the timelines of the original improvement plan, presented to Members in July 2019, were too ambitious.

4.66 The investment into the service has resulted in significant improvements. In November 2020 a decision was made to close the Independent Advisory Panel as a result of the considerable improvements made by West Sussex Fire and Rescue. The panel recognised that there has been an overwhelming amount of progress since the first meeting on 11th December 2019 and subsequent HMICFRS revisit of which recognition was also reported regards the pace of change and positive impact this was having on staff. In order to continue to deliver the Improvement Plan and embed the changes the base budget has been increased by a further £0.6m.

Communities

4.67 The service works across directorates in collaboration with both local and national partners to support and enable our residents to have safe digital lives. We offer a range of resources developed in response to local intelligence that our communities can access to help them stay safe, connected and to fulfil their potential.

4.68 Working together with our Library Service, the Remote Digital Support Offer supports residents with basic digital help through a team of library staff and volunteers and we are supporting care homes to deliver virtual visits.

4.69 Planned savings of **£0.4m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.70 The key explanations of the changes for the 2021/22 budget are shown in Table 13.

Table 13: Fire & Rescue and Communities Budget Changes

Item	£m
Fire Improvement Programme	0.6
Reversal of Fire improvement expenditure funded on a one-off basis from capital receipts for 2020/21	1.2
Pay and price allowance	0.1
Savings	-0.4
Transfers between portfolios	0.8
Net change	**2.3**

4.71 The capital programme covers the investment in Horsham Fire Station and Fire and Rescue Service equipment to ensure emergency response needs are met. Further details of the Capital Strategy can be found in Annex 2 (a).

Highways and Infrastructure

4.72 The Highways and Infrastructure budget provides for net spending of **£36.6m** and includes additional investment of **£1.5m** compared with 2020/21. This budget maintains and delivers highways and other infrastructure which businesses and local communities need to support economic growth and allows our customers to access services across the County. We will maintain, improve and, where appropriate, expand the highways network for the benefit of all residents and visitors to West Sussex.

4.73 We will invest over £10m of revenue funding each year in highways support and maintenance, this includes additional funding of £0.3m to address a number of safety critical areas including repairs to highways, aids to movement and winter service contributing to a decreased risk for users of being injured on the network.

4.74 A corporate Ash Dieback Action Plan has been developed to effectively address the risks presented by the impact of ash dieback, conserve the ecosystems ash trees are found in across the county, and prepare for a positive regeneration phase with a net biodiversity gain. It is estimated that more than 40,000 trees on A and B roads will be affected by the disease, although survey work continues to be undertaken to confirm the exact number across the whole network. The proposed budget has growth of £1.5m allocated to enable the programme to begin in 2021/22.

4.75 We continue to review the charges we make to highway users in order to ensure that we recover fully our costs and continue to explore ways of utilising funding available to ensure delivery of our core services. The service continues to invest in feasibility studies, enabling the Council to develop sound project proposals for submission for additional funding to improve infrastructure.

4.76 Planned savings of **£1.3m** are included to balance the County Council's overall budget, as described in Appendix 3.

4.77 The key explanations of the changes for the 2021/22 budget are shown in Table 14.

Table 14: Highways and Infrastructure Budget Changes

Item	**£m**
Investment in Ash Die Back Programme	1.5
Pay and price allowance	1.0
Reserves transfers	0.2
Savings	-1.3
Other service changes	-0.2
Net change	**1.2**

4.78 There is significant planned investment in Highways and Infrastructure reflecting the importance of the infrastructure for economic growth. To support our commitment to our highways we are proposing to invest an additional £12m, over and above the existing works programme, in our road maintenance over the next two years. Further details of the Capital Strategy can be found in Annex 2 (a).

Leader

4.79 The Leader budget provides for net spending of £1.4m, which is the same level of spend as 2020/21. This budget supports the costs of running the Chief Executive's office and Policy.

Non-Portfolio

4.80 For completeness, corporate items for commitments and service changes are given in Table 15.

Table 15: Non-Portfolio Budget Changes

Item	£m
Transfers to and from earmarked reserves (net)	-0.3
Transfer from the Business Rates Pilot reserve	-1.4
Increase in the capital financing costs	0.2
Decrease in general contingency	-0.4
Pay contingency	2.2
Decrease in the revenue contribution to capital	-1.8
Increase in the revenue contribution to capital for the Business Rates Pilot	1.4
Covid-19 Emergency Fund	22.2
Net change	**22.1**

4.81 The contingency budget is generally held to cushion the impact of unexpected events or emergencies arising during the year, which were not known about at the time the budget was approved. For 2021/22, given the financial uncertainty as a result of the pandemic, the Council has set the general contingency at £6.4m and added a further £2.2m to establish a pay contingency to cover additional pay pressures the Council may face.

Section Five: Future Financial Risks

5.1 There have been particularly challenging circumstances around budget setting this year; the economic and social impacts of the Covid-19 pandemic, Brexit and uncertainty around the future of local government funding. These present significant levels of uncertainty and potential financial risk and instability.

- The ongoing impacts of Covid-19 remain uncertain, both in terms of service pressures and economically. The government has committed to providing £15.6m to support impacts of the pandemic but the timing and nature of a new workable normal is unknown and the ongoing impact of the pandemic on service demand levels is uncertain.

- The Office for Budget Responsibility (OBR) has forecasted the economy will contract by 11.3% this year and will take until the end of 2022 to return to pre-pandemic levels. Unemployment is expected to peak in the second quarter next year at 7.5% and fall to 4.4% by 2025 (pre-pandemic was 3.8% in 2019) with more pessimistic scenarios showing unemployment peaking at 11% by the end of Q1 2011. There is significant variation in these predictions and the extent of unemployment and how quickly and fully the economy will recover is uncertain.

- The economic downturn and high unemployment rates could adversely impact the income derived from both Council Tax and Business rates. There is the potential for revaluations or reductions in Rateable Values for office space, fire stations and hospitals that could further adversely impact income received. The government has committed to providing funding for 75% of 'irrecoverable losses' but the total impact remains unclear.

- The economy could be further impacted by Brexit and the conditions of the UK's trade deal, both in terms of the financial outlook for local government funding and with regards to the availability of people in areas like social care, which have become heavily dependent on EU nationals.

- Service budgets already include an allowance for inflation, where appropriate. However, there could be a significant risk with Brexit that we see much higher inflation which drive additional cost pressures in 2021/22. Also, in the longer term, if actual inflation exceeds the Council's assumptions in the MTFS, this could potentially add significantly to the budget pressures we face

- It was anticipated that there would be a three year Comprehensive Spending Review undertaken by the Government ahead of 2021/22, however this was delayed in order to focus on responding to the public health and economic impacts of the pandemic. The national reviews were due to provide clarity around the Fair Funding Review, Business Rates Review and Adult Social Care in the medium to long term. There was instead a one-year Spending Review to provide clarity for 2021/22. The demographic profile within West Sussex indicates that we have a higher and growing proportion of older people, which will bring increased demand for services, particularly adults' social care. In addition to this, we are also facing growing demand pressures from increased complexity of care needs, both of which may result in additional financial pressures.

- Within social care growing demand, whether from children looked after, people with a disability or older people, is a major risk. Part of this is the result of population growth, but equally relevant as cost drivers are rising complexity of needs and market-related pressures because of competition for service provision. The proposed increase in the National Living Wage to £10.50 per hour by 2024/25 will add further to this mix of factors.

- Changes in legislation or accounting policies in the future may have a financial impact for the Council. Any developments will be closely monitored and if there is any impact, this could potentially be mitigated through the temporary use of reserves.

- The Council will continue to keep the MTFS under review, given the high degree of uncertainty surrounding any potential impacts from the ongoing pandemic, Brexit and possible service pressures.

Section Six: Robustness of Estimates, Adequacy of Reserves and the Management of Risk

6.1 Section 25 of the Local Government Act 2003 requires each Chief Financial Officer to report to their authority about the robustness of estimates and the adequacy of reserves when determining their budget and level of council tax. Each authority is required to consider their Chief Financial Officer's report when setting the level of council tax. The Director of Finance and Support Services has provided the following assurance:

'By the end of 2020/21 the County Council will have delivered around £277m of savings since austerity began with public finances in 2010. Setting a balanced budget has become more challenging each year as we deal with uncertainty in government funding as well as increasing demand and costs, especially in our social care services. This is particularly relevant for 2021/22 given the financial uncertainty created by the pandemic'

2020/21 financial position

'The current year's budget came under pressure at the start of the year due to the uncertainty of the full impact of the pandemic alongside pressures within the normal County Council services. As at the end of September, we forecast a £5.5m overspend which will be managed through further management actions and/or the use of the Council's contingency budget to meet the estimated shortfall between the cost of the pandemic and the funding supplied from central government.

'In total we are projecting we will hold earmarked reserves (excluding schools and the General Fund) of £146.5m at the end of 2020/21, an increase of £3.6m compared to the forecast included in 2020/21 budget report (£142.9m). This largely relates to an increase in the balances on the districts and boroughs collection funds along with a reduction in the drawdown required from the Service Transformation Reserve.

Managing 2021/22 budget

'The savings proposals for 2021/22, £18.5m in total, take account of the ongoing effects of the current year's financial position. These savings have been assessed as robust, with reliable plans supporting them. The strategic decisions savings proposals are worth approximately £2.8m. In recent years West Sussex County Council has a good track record (in excess of 90%) in delivering its planned savings. The general contingency for the revenue budget is £6.4m.

'On-going robust financial management, strict budgetary control and the on-going monitoring of both savings and investment delivery plans, with processes in place to promote these during the next year is necessary to ensure this budget is delivered. We have done this in previous years, and I believe our processes are robust for this purpose going forward.

'During 2021/22 improvement plans will be developed for all services to ensure services are delivered efficiently and effectively ensuring the long term sustainability of services.

CIPFA Financial Resilience Index

'A financial resilience index for local authorities has recently been published by CIPFA to provide reassurance to councils who are financially stable as well as to prompt challenge where it may be needed. The index applies 15 measures, including areas such as reserves, flexibility with budget and reliance on different funding sources, including fees and charges. It compares the outcome for each authority to peer groups. It does not translate these 15 measures into any 'overall assessment' or make specific comment on the results. The latest published index was as at March 2019 and showed the Council had good resilience in terms of a strong council tax base and at the end of March 2019 had a reasonable level of overall reserves (earmarked and general reserves) when compared to other counties. Since March 2019 the Council still has a reasonable council tax base and the level of reserves has been maintained at a reasonable level.

Conclusion

'For the reasons listed in this section, I am comfortable as the County Council Chief Financial Officer that the Council is operating prudently and has sufficient financial resilience to deal with the risks highlighted within the budget report.

Katharine Eberhart
Section 151 Officer'

Section Seven: Precept and Council Tax

7.1 The 2021/22 council tax base is 337,276.40 Band D equivalents and is set out across the district and borough councils in Table 16 below. The table also shows the sums due under precepts from the respective authorities.

Table 16: Tax Base and Precept 2021/22*

District/Borough Council	Tax base	Precept
Adur	21,232.80	£32,073,418.37
Arun	62,628.00	£94,603,351.68
Chichester	53,983.80	£81,545,768.93
Crawley	34,961.90	£52,812,047.66
Horsham	63,115.10	£95,339,145.45
Mid Sussex	62,223.80	£93,992,783.33
Worthing	39,131.00	£59,109,723.36
Total	337,276.40	£509,476,238.78

* Provisional

7.2 The impact of a 1.99% increase in Council Tax for General Fund purposes and a further 3% for Adults' Social Care, considered in the budget proposals outlined in the previous paragraphs, imply a precept requirement of £509.476m and a Band D council tax of £1,510.56.

7.3 The budget embodies the core principles of living within our means, protecting the vulnerable and bearing down vigorously on administration costs.

Section Eight: Equality Act Considerations

8.1 The County Council formulates its budget proposals having regard to the duties under the Equality Act 2010 and the likely impact on those with protected characteristics, as set out in the Treating People as Individuals Policy.

8.2 In the assessment of individual proposals and in the overall assessment of its plans for savings across portfolios the County Council must have regard to the public sector equality duty. This will ensure that all decisions that will be finally taken include an understanding of the likely impact upon persons with protected characteristics and the steps that are planned to mitigate any adverse impact or otherwise address the commitments the County Council has to its duty. Appendix 3 also mentions any requirement for an Equality Impact Assessment as part of the decision on the saving.

8.3 The budget approval does not constitute a final decision about what the Council's service priorities and service budget commitments will be, or about what sums must be saved within each service portfolio. Specific executive decisions will be taken by the relevant portfolio holders and directors; and shall be made based on a clear understanding of what the potential impacts of doing one thing rather than another will be for the residents of West Sussex. It will be open to directors and Cabinet Members at the time of taking those decisions to choose to spend more on one activity and less on another or, where necessary, to go back to County Council and invite it to reconsider the allocations to different service budgets within the overall Council budget that has been set.

8.4 An overarching Equality Impact Assessment has been carried out and is set out at Annex 3.

Section Nine: Other Issues

Human Resources Implications

9.1 The savings proposals already submitted and agreed by Cabinet Members and those specified within the budget indicate a potential impact for up to 103FTE, where known. This figure may change as plans develop over the coming months. This currently equates to approximately 2.2% of our active workforce as at the end of September 2020. Full consultation has and will continue to occur when needed.

Legal Implications

9.2 The County Council has a legal obligation to deliver a balanced budget within a prescribed timeframe each year. This is part of the set of legal obligations within the Local Government and Finance Acts 1992 and 2003 which also describe the factors and financial considerations which must, in law, inform the calculation of the budget and any council tax precept. The Chief Financial Officer has a responsibility to give formal notice to the Council if those provisions are at risk of not being adhered to. Ultimately the Secretary of State has powers of intervention in local authorities which fail to meet their fiduciary duty. This report outlines how the budget will be balanced with £18.5m of savings. Despite the challenge of reduced government funding we continue to invest in priority areas to deliver the aims of the West Sussex Reset Plan to benefit our residents.

KATHARINE EBERHART

Director of Finance and Support Services

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Background Papers

None

APPENDIX 1

SUMMARY OF REVENUE BUDGET AND PRECEPT 2021/22

Total Net Expenditure 2020/21			Total Net Expenditure 2021/22	
Amount	Amount per Council Taxpayer (Band D equivalent)	SERVICE	Amount	Amount per Council Taxpayer (Band D equivalent)
£000	£		£000	£
209,423	620.36	Adults and Health	209,991	622.61
129,571	383.82	Children and Young People	132,631	393.24
52,805	156.42	Economy and Corporate Resources	49,278	146.11
20,815	61.66	Education and Skills	21,805	64.65
60,378	178.86	Environment	62,129	184.21
13,892	41.15	Finance	15,841	46.97
35,732	105.85	Fire & Rescue and Communities	38,042	112.79
35,401	104.87	Highways and Infrastructure	36,577	108.45
1,452	4.30	Leader	1,452	4.30
559,469	**1,657.29**	**SERVICE TOTALS**	**567,746**	**1,683.33**
28,719	85.07	Capital Financing Costs	28,934	85.79
2,377	7.04	Revenue Contribution to Capital Outlay - County Council	532	1.58
500	1.48	Revenue Contribution to Capital Outlay - Business Rates Pilot	1,900	5.63
-2,970	-8.80	Investment Income	-2,970	-8.81
6,832	20.24	General Contingency	6,400	18.98
0	0.00	Pay Contingency	2,200	6.52
25	0.07	Care Leavers Council Tax Support	25	0.07
-595	-1.76	Transfers to/from (-) Earmarked Reserves - County Council	21,966	65.13
-500	-1.48	Transfers to/from (-) Earmarked Reserves - Business Rates Pilot	-1,900	-5.63
34,388	**101.86**	**NON-SERVICE TOTALS**	**57,087**	**169.26**
593,857	**1,759.15**	**NET EXPENDITURE**	**624,833**	**1,852.59**
-85,110	-252.12	Business Rates Retention Scheme	-79,257	-234.99
0	0.00	Covid-19 Expenditure Pressures Grant	-15,618	-46.31
0	0.00	Local Council Tax Support Grant	-6,628	-19.65
-3,713	-11.00	New Homes Bonus Grant	-2,352	-6.98
-17,343	-51.37	Social Care Support Grant	-18,169	-53.87
-2,000	-5.92	Collection Fund Surplus (-) / Deficit	6,667	19.77
485,691	**1,438.74**	**PRECEPT**	**509,476**	**1,510.56**
	3.99%	Increase in Council Tax Band D on Previous Year		**4.99%**
337,580.90		Council Tax Band D Equivalents	**337,276.40**	

APPENDIX 2

ANALYSIS OF CHANGES

PORTFOLIO	Budget 2020/21	Pay and prices	Committed and Service Changes	Balancing the Budget (Appendix 3)	Total Change in Spending (col 2+3+4) [1]	Transfers between Portfolios	Overall Change in Spending (col 5+6)	Budget 2021/22 (col 1+7)
	column 1	column 2	column 3	column 4	**column 5**	column 6	**column 7**	**column 8**
	£000	£000	£000	£000	**£000**	£000	**£000**	**£000**
Adults and Health	**209,423**	237	8,369	-7,976	**630**	-62	**568**	**209,991**
Children and Young People	**129,571**	351	6,286	-3,906	**2,731**	329	**3,060**	**132,631**
Economy and Corporate Resources	**52,805**	694	649	-3,371	**-2,028**	-1,499	**-3,527**	**49,278**
Education and Skills	**20,815**	216	1,439	-781	**874**	116	**990**	**21,805**
Environment	**60,378**	786	1,907	-540	**2,153**	-402	**1,751**	**62,129**
Finance	**13,892**	24	256	-203	**77**	1,872	**1,949**	**15,841**
Fire & Rescue and Communities	**35,732**	181	1,734	-438	**1,477**	833	**2,310**	**38,042**
Highways and Infrastructure	**35,401**	1,016	1,494	-1,297	**1,213**	-37	**1,176**	**36,577**
Leader	**1,452**	4	-9	-1	**-6**	6	**0**	**1,452**
SERVICE TOTALS	**559,469**	**3,509**	**22,125**	**-18,513**	**7,121**	**1,156**	**8,277**	**567,746**
Capital Financing Costs	**28,719**		215		**215**		**215**	**28,934**
Revenue Contribution to Capital Outlay - County Council	**2,377**		-1,845		**-1,845**		**-1,845**	**532**
Revenue Contribution to Capital Outlay - Business Rates Pilot	**500**		1,400		**1,400**		**1,400**	**1,900**
Investment Income	**-2,970**				**0**		**0**	**-2,970**
General Contingency	**6,832**		724		**724**	-1,156	**-432**	**6,400**
Pay Contingency	**0**		2,200		**2,200**		**2,200**	**2,200**
Care Leavers Council Tax Support	**25**				**0**		**0**	**25**
Transfers to/from (-) Earmarked Reserves - County Council	**-595**		22,561		**22,561**		**22,561**	**21,966**
Transfers to/from (-) Earmarked Reserves - Business Rates Pilot	**-500**		-1,400		**-1,400**		**-1,400**	**-1,900**
NON-SERVICE TOTALS	**34,388**	**0**	**23,855**	**0**	**23,855**	**-1,156**	**22,699**	**57,087**
NET EXPENDITURE	**593,857**	**3,509**	**45,980**	**-18,513**	**30,976**	**0**	**30,976**	**624,833**

[1] The effective change in spending is shown in greater detail in each portfolio section. This represents changes that will either be borne directly by the council taxpayer or via general financing grants from central government.

APPENDIX 3

BALANCING THE BUDGET

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
	£000	£000	£000			
Adults and Health:						
Strategic Decisions:						
Review of in-house residential services	640		640	In 2018 the 'Choices for the Future' transformation programme for in-house services was approved by the Adults Cabinet Member. Within the programme there was a commitment to review the in-house residential services. The County Council is developing an accommodation strategy, partly as significantly fewer referrals are being made to older people's residential services due to initiatives like Home First. It is anticipated there could be opportunities to redevelop some sites into extra care housing or release for a capital receipt. One of these is Marjorie Cobby House in Selsey, which is a resource centre that works primarily with St Richard's Hospital, providing Discharge to Assess (D2A) and interim beds. Since the introduction of Home First and the increase of capacity in the Community Rehabilitation Services there has been a change in referral patterns into the service. It is anticipated there will be a need for a small provision of D2A beds in the Western area, which could be purchased in the external market and closer to the acute setting. The cost for replacing eight beds is approximately £320K, which would be funded from the gross saving to deliver a net benefit of £640k. Marjorie Cobby House is not a long stay resource so impacts for families and people using the service will be minimised if closure is agreed, following consultation that will include staff.	Up to 50 people, circa 30 fte, will be affected. There will be some opportunities for redeployment.	Usual EIA Methodology will apply
Review of Shaw day services	250		250	Shaw day services are provided at six of the 12 care homes that are operated by Shaw Healthcare as part of a block contract on behalf the County Council. Before Covid-19 pandemic closed the services on the 25th March 2020, 92 people were registered to attend the six services which were operating at an average of 45% attendance against capacity. This meant that the County Council was paying for places that were not being used. Since March operational staff report that now only 50 people are either able to or want to return to the same day service provision meaning that demand has significantly reduced further.	n/a	Usual EIA Methodology will apply
Review of Lifelong services day services		2,240	2,240	The County Council has a clear strategic intent to reduce dependence on building based day services for people with learning disabilities and to ensure that people, wherever possible, are able to access local community provision. There is a renewed focus on enabling independence and increasing employment opportunities. There is an intention to significantly reduce the spend on building based services to create the savings. This will be phased in part due to the reduced use of day provision during Covid-19 and the emergence of new ways of offering support, the opportunities afforded by the re-procurement of services at the end of the current contract in March 2022 and continued development of the Council provided day services. Initial discussions have been held with contracted day services about a new model and there will be further consultation with all stakeholders including customers and family carers.	n/a	Usual EIA Methodology will apply

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
Business as usual:						
Non-residential customers to remain at home with reduced package	890	2,610	3,500	An additional 1600 people to benefit from reablement prior to receiving long-term care. The service is proven to deliver better care outcomes. The outcome is expected to be average reductions in care packages that will fund both the increase in investment and produce a net saving.	n/a	Not likely to be required
Redirecting residential customers to home-based care		2,020	2,020	Around 670 older people enter residential care per year, excluding nursing placements. Through the promotion of independence, the aim is to reduce that total by around 450, which is in line with best practice.	n/a	Not likely to be required
Increase supply and use of shared lives carers	448		448	30 additional placements, saving an average of £15k per person per year after allowing for additional investment of £50k in Shared Lives.	n/a	Not likely to be required
Supported Living - transfer of customers from residential provision	1,059		1,059	50 customers to move from residential care to supported living, saving an average of £500 per person per week.	n/a	Not likely to be required
Increase number of customers supported by live-in care	106		106	5 customers to be supported through live-in care rather than by personal assistants/domiciliary care, saving an average of £21.2k per person per year.	n/a	Not likely to be required
Reduce use of single person services for customers where shared services may be suitable	114		114	6 customers currently living in single person services, who would be suitable for living in a shared service, to be moved into new arrangements, saving an average of £19k per person per year.	n/a	Not likely to be required
Absorption of demand growth for adult social care from older people through demand management	4,361		4,361	Demand growth will be managed within the limits of the existing budget, so avoiding the need for the County Council to provide the increase in funding that otherwise would have been necessary. Most of this will be delivered from the full-year effect of actions that are already in place, such as Home First, technology enabled care and an increase in provision of extra care housing.	n/a	Not likely to be required
Review of agency staff	108		108	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**7,976**	**6,870**	**14,846**			
Children and Young People:						
Strategic Decisions:						
National House Project	250	750	1,000	The National House Project is a social enterprise built with young people leaving care, providing sustainable homes and a community of support that enables young people to have confidence in themselves and their future. The cost of accommodation for young people represents one of the highest challenges to local authority budgets. National House Projects deliver improved outcomes for young people at lower costs and reduces demand on wider local authority and partner agency budgets with fewer tenancy breakdowns, improved emotional, physical and mental health and less contact with criminal justice services. Savings of up to £0.2m per annum could be achieved for every residential placement avoided, meaning maximum savings potential of £2m per annum based on a cohort of 10 young people. However, in reality not all young people will be stepped down from residential placements, but potentially foster placements which cost less.	n/a	Usual EIA Methodology will apply

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	225	225	450	To compensate for the continued reduction of DSG grant for the Central Services Schools block used to fund support to the MASH, Early Help services and Education Area Inclusion and Improvement Boards the council could increase the total funds to be topsliced from the DSG Early Years block. Under the Early Years funding regulations 95% of the Early Years funding for 3 and 4 year olds must be passed through to Early Years providers, but the remaining 5% can be topsliced by the County Council towards the overheads incurred in running the service. Since we are currently only topslicing 4% of this budget, we can under the national regulations look to increase our share by a further 1% (£0.450m). The proposed increase in the County Council's centrally retained element equates to 5p per pupil on the hourly rate paid to Early Years providers. This will need to be phased in over the next two years. The DSG funding rates paid to the County Council are set to increase by 8p per hour for 2 year olds and 6p per hour for 3 and 4 year olds in 2021/22.	n/a	Not likely to be required
Business as usual:						
In-house residential programme – reduced independent placement costs	200	100	300	The focus of phase 1 of this proposal is the reopening of the 3 closed homes (Cissbury Lodge, May House and Seaside) in order to both increase capacity and create more appropriate, safe and high-quality provision in response to demand. This will avoid cost in external agency residential placements, particularly high-cost out of county placements, through better meeting the needs of more complex children in county. Phase 2 will focus on investing in the 3 open homes (Orchard House, High Trees and Teasel Close) in order to resolve critical issues with the sites and close the gap between good and outstanding care.	n/a	Usual EIA Methodology will apply
Reduce the number of solo placements and retainers	100	95	195	The main aim of this proposal is to reduce annual spend on solo placements by 50% from 2021 to 2025, with the assumption that the alternative would be shared accommodation sourced through the Direct Payment Scheme at £1.3k per week, the cost of which has been taken into account when calculating savings.	n/a	Usual EIA Methodology will apply
Improved commissioning for children's social care service	1,800	750	2,550	This proposal includes a number of initiatives that will look to step down young people from a residential care into an alternative setting, increase market capacity to effect a change from spot purchasing to increased block contracting, reduce the excessive costs of the most expensive residential placements, and ensure any additional costs are closely monitored to ensure good outcomes and best use of resources.	n/a	Usual EIA Methodology will apply
Early help restructure (year 2 savings)	550	400	950	Redesign of the service to deliver a more targeted Early Help offer, focussed towards supporting the most vulnerable children and families (year 2 of earlier decision).	40-50	Usual EIA Methodology will apply

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
Lease of vacant properties to reduce intentionally homeless costs	100		100	The council is proposing to enter into a lease agreement with a registered housing provider, though which approximately 10 Vacant council owned properties will be used to accommodate intentionally homeless families rather than bed and breakfast arrangements.	n/a	Not likely to be required
Increased grant funding towards support for unaccompanied asylum seeking children	450		450	Increased grant funding rate for 18+ unaccompanied asylum seeking children leaving care, coupled with a reduction in the expected number of additional placements next year.	n/a	Not likely to be required
Review of agency staff	231		231	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**3,906**	**2,320**	**6,226**			
Economy and Corporate Resources:						
Strategic Decisions:						
IT service redesign	500	250	750	The current contract for IT services concludes at the end of September 2022 and work has demonstrated that there are benefits to the council of moving to a new provision model at an earlier date.	n/a	Not likely to be required
Review of Democratic Support	108		108	Removal of post supporting the Community Initiative Fund and a review of member and meeting costs.	1	Usual EIA Methodology will apply
Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	370	88	458	This savings has two elements. (1) Decommissioning of the Help at Home Contract. This has provided a subsidised home support service, but has been used by significantly fewer people during the Covid-19 pandemic and does not align with the County Council's current model of community led support for adult social care. There will be a tapered withdrawal of the service accompanied by ongoing assessment of service user needs and integration with community support. (2) A reduction of £0.1m in the Wellbeing Programme. This will focus on activity that has been disrupted due to Covid-19 and the options created as a result.	n/a	Not likely to be required
Business as usual:						
Reduction in professional fees to support One Public Estate (OPE) delivery	50		50	Reprioritisation of the OPE programme will reduce the requirement for external technical advice and project management.	n/a	Not likely to be required
Review of Economy project budgets	100		100	Projects have now entered the delivery phase and technical and project support is no longer required within the revenue budget.	n/a	Not likely to be required
Digital Infrastructure - 1 FTE Vacancy Freeze	45	-45	0	1 Fte has been frozen for 2021/22 only within the Digital Infrastructure team.	1	Not likely to be required
Facilities Management - associated services	40		40	The reprocurement of soft FM services has led to savings in service provision.	n/a	Not likely to be required
Reshaping communications offer	200		200	A review of the Communications support offered to the County Council in light of changing requirements.	2-4	Usual EIA Methodology will apply
Reduction in corporate stationary requirements	100		100	Savings arising from reduced demand for stationery as a result of new ways of working.	n/a	Not likely to be required
Licencing savings following reprocurement of ERP Solution	400		400	Efficiencies resulting from the replacement of the corporate system which supports the Council with its HR and Finance processes.	n/a	Not likely to be required
Reduction in legal costs required for child protection cases	200		200	Reduction in the level of support required to support child protection cases.	n/a	Not likely to be required

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
HR service redesign	300		300	Restructuring of HR Services to reflect support required to frontline services.	3-5	Usual EIA Methodology will apply
Review of agency staff	118		118	Savings from contract reprocurement.	n/a	Not likely to be required
Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	840	0	840	This saving covers a mix of items, utilising £0.49m of uncommitted growth funding from 2020/21 together with measures that will reduce spending in areas like Substance Misuse but with limited impacts on current activity levels. This will allow expenditure in Economy and Corporate Resources that supports delivery of Public Health to be recharged against the Public Health Grant and so realise the saving.	n/a	Not likely to be required
Sub-total	**3,371**	**293**	**3,664**			
Education and Skills:						
Business as usual:						
Home to school transport – increased internal fleet and greater taxi competition	500		500	There are a number of workstreams already in motion such as paying parents a fuel allowance and annual reviews of lone taxi use. Proposed new initiatives to reduce transport costs include the following: i) Investing and increasing our own internal fleet of minibuses and cars to reduce the need for external commissioning of some SEND transport; ii) Investigating the recent increase in taxi competition due to a downturn in public use to bring greater efficiencies and savings in contract and journey costs which have been controlled by a limited supply; iii) Investigating route and branch project reviews of our transport approach and focusing on particular programmes to bring longer term savings and creative approaches that have not had the time or capacity to undertake internally.	n/a	Not likely to be required
Improve school trading offer (year 2 savings)	150		150	A number of trading opportunities are being explored and developed with the view of increasing overall income (year 2 of earlier decision).	n/a	Not likely to be required
Charge Inclusion and Disadvantaged Pupils Programme to School Effectiveness	127		127	The Disadvantaged Pupils programme is to be funded out of the existing School Effectiveness budget which is funded by government grant next year thereby making a saving within the commissioned school improvement budget.	n/a	Not likely to be required
Closure of Martlets Public Café	0		0	Cost avoidance from closure of onsite catering facility.	4	Not likely to be required
Review of agency staff	4		4	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**781**	**0**	**781**			

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
Environment:						
Strategic Decisions:						
Reduction in MBT Insurance		750	750	Reduction in the Insurance Premium for the MBT facility at Warnham.	n/a	Not likely to be required
Business as usual:						
Review Countryside Fees and Charges	20		20	Review current fees and charges to ensure cost recovery.	n/a	Not likely to be required
Community support for the mobile Household Waste Recycling Sites (HWRS)	50		50	Changes to the funding arrangements in respect of service provision in Selsey and the Witterings.	n/a	Not likely to be required
Restructure of Waste Prevention budgets	128		128	Review of waste prevention support and projects.	n/a	Not likely to be required
Restructure of Electricity Budget	190		190	Savings to reflect the continued reduction in the unit rates in wholesale energy costs.	n/a	Not likely to be required
Development of battery storage site	100		100	Additional income arising from the development of the Halewick Lane site including provision of a Battery storage Facility.	n/a	Usual EIA Methodology will apply
Charge for monitoring travel plans	50		50	The Council requires developers to provide travel plans to support initiatives such as sustainable travel on new sites. The cost of monitoring these plans should be met by the developer and will be through this charge. The charge will be introduced through the planning process and agreed as part of the application.	n/a	Not likely to be required
Review of agency staff	2		2	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**540**	**750**	**1,290**			
Finance						
Business as usual:						
Finance service redesign following implementation of ERP		250	250	Efficiency savings resulting from ERP implementation.	3-4	Usual EIA Methodology will apply
Asset & Estates holding of staffing changes	96	-66	30	Review of recruitment plans to deliver temporary and permanent savings without significant impact on ability to deliver the service.	1	Not likely to be required
Reduction in business rates payable on corporate estate	100		100	Rationalisation in County Council building estate through implementation of the Asset Strategy will reduce business rate liability.	n/a	Not likely to be required
Review of agency staff	7		7	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**203**	**184**	**387**			

APPENDIX 3

Activity	2021/22	2022/23	Total	Description	Estimated fte impact (if known)	Equality Impact Assessment (EIA)
Fire & Rescue and Communities:						
Strategic Decisions:						
Development of adapted library service offer in conjunction with Parish Councils	70		70	The opportunity exists to explore the potential for a Parish to take over the existing Library building whilst maintaining a self-service library offer for the community. The way in which this might work would be dependent on discussions with the individual Parish. Depending on those discussions, savings could also be made on property maintenance (dependent on the continued level of support WSCC wishes to provide), IT and staff supervision.	2	Usual EIA Methodology will apply
Removal of Community Initiative Fund (CIF)	140		140	Cessation of CIF and the crowdfunding platform.	n/a	Usual EIA Methodology will apply
Business as usual:						
Increased income from copy certificates for registrars services	150		150	Increased income as a result of increases in statutory charges for copy certificates.	n/a	Not likely to be required
Review of Partnerships & Communities Team	70		70	Developments in partnership working enable consolidation of team structure and release of vacant posts.	1	Not likely to be required
Review of agency staff	8		8	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**438**	**0**	**438**			
Highways and Infrastructure:						
Strategic Decisions:						
Review highway and transport fees and charges	200		200	Review opportunities to introduce new fees and charges and levels of charge in respect of Highway and Transport services.	n/a	Not likely to be required
Business as usual:						
Use of one off funding to support highways and transport priorities	500		500	Use of unallocated reserve funding.	n/a	Not likely to be required
Reduced level of demand for concessionary bus travel scheme	400		400	Reflects reduced demand for concessionary travel.	n/a	Not likely to be required
Review the management of graffiti removal	50		50	Review approach to graffiti removal and management across the County, with no reduction to service.	n/a	Not likely to be required
On street parking (year 2 savings)	76	75	151	Additional income expected from the implementation of the County Council's Parking Management Plan (year 2 of earlier decision).	n/a	Not likely to be required
Redesign processes for the delivery of highways schemes	50		50	Review the processes for delivery of highways and TROs to improve efficiency. The capital funding for delivery of these schemes remains unchanged.	n/a	Not likely to be required

APPENDIX 3

Activity	**2021/22**	**2022/23**	**Total**	**Description**	**Estimated fte impact (if known)**	**Equality Impact Assessment (EIA)**
Review of agency staff	21		21	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**1,297**	**75**	**1,372**			
Leader						
Business as usual:						
Review of agency staff	1		1	Savings from contract reprocurement.	n/a	Not likely to be required
Sub-total	**1**	**0**	**1**			
Overall total	**18,513**	**10,492**	**29,005**			

Portfolio Summary:	**2021/22 £000**	**2022/23 £000**	**Total £000**
Adults and Health	7,976	6,870	14,846
Children and Young People	3,906	2,320	6,226
Economy and Corporate Resources	3,371	293	3,664
Education and Skills	781	0	781
Environment	540	750	1,290
Finance	203	184	387
Fire & Rescue and Communities	438	0	438
Highways and Infrastructure	1,297	75	1,372
Leader	1	0	1
Total	**18,513**	**10,492**	**29,005**

APPENDIX 4

GRANTS TOWARDS SPECIFIC SERVICES

Portfolio and Grant	2020/21 Budget	2021/22 Budget	Change from 2020/21 Budget	
Specific Government Grants [1]	£000	£000	£000	%
Adults and Health				
Independent Living Fund	4,309	4,309	0	0.0
Local Reform and Community Voices	465	473	8	1.7
Social Care in Prison	68	65	-3	-4.4
Syrian Vulnerable Persons Resettlement Scheme	155	441	286	184.5
Public Health	19,221	19,525	304	1.6
Improved Better Care Fund	19,878	19,878	0	0.0
War Pensions Scheme Disregard	153	137	-16	-10.5
Children of Alcohol Dependent Parents	194	0	-194	-100.0
Rough Sleeping	238	0	-238	-100.0
HIV Pre-exposure Prophylaxis	0	139	139	N/A
	44,681	**44,967**	**286**	**0.6**
Children and Young People				
Dedicated Schools	49,124	49,599	475	1.0
Child Asylum Seekers	2,774	2,774	0	0.0
Adoption Support Fund	1,530	1,830	300	19.6
Asylum - Leaving Care	884	1,684	800	90.5
Public Health	12,962	13,122	160	1.2
Troubled Families	1,190	1,190	0	0.0
Staying Put	241	359	118	49.0
Youth Justice Good Practice	552	563	11	2.0
Improved Better Care Fund	128	128	0	0.0
Extending Personal Advisor Offer (Care Leavers)	72	108	36	50.0
	69,457	**71,357**	**1,900**	**2.7**
Economy and Corporate Resources				
Public Health	0	1,210	1,210	N/A
	0	**1,210**	**1,210**	**N/A**
Education and Skills				
Dedicated Schools	586,801	643,372	56,571	9.6
16-19 Sixth Form	13,403	12,793	-610	-4.6
Pupil Premium	13,723	13,492	-231	-1.7
Crawley Schools PFI	4,532	4,532	0	0.0
Extended Rights to Free Travel	417	483	66	15.8
Higher Education Funding Council for England	120	95	-25	-20.8
PE & Sports	3,400	3,330	-70	-2.1
Universal Free School Meals	7,363	7,100	-263	-3.6
Skills Funding Agency	3,006	3,006	0	0.0
Moderation and Phonics Key Stage 2	27	27	0	0.0
School Improvement Monitoring and Brokerage	800	825	25	3.1
European Structural and Investment Fund	168	0	-168	-100.0
Teachers Pensions	12,403	0	-12,403	-100.0
Teachers Pay	4,344	0	-4,344	-100.0
	650,507	**689,055**	**38,548**	**5.9**
Environment				
Waste PFI	2,124	2,124	0	0.0
	2,124	**2,124**	**0**	**0.0**

APPENDIX 4

Portfolio and Grant	2020/21 Budget	2021/22 Budget	Change from 2020/21 Budget	
Finance				
Inshore Fisheries and Conservation Support	148	148	0	0.0
	148	**148**	**0**	**0.0**
Fire & Rescue and Communities				
Public Health	832	832	0	0.0
Fire Revenue	2,199	2,199	0	0.0
	3,031	**3,031**	**0**	**0.0**
Highways and Infrastructure				
Street Lighting PFI	6,069	6,069	0	0.0
Bus Service Operators	436	436	0	0.0
Lead Local Flood Authority	66	66	0	0.0
Public Health	50	50	0	0.0
	6,621	**6,621**	**0**	**0.0**
TOTAL SPECIFIC GOVERNMENT GRANTS	**776,569**	**818,513**	**41,944**	**5.4**

[1] Where final grant confirmations are outstanding, provisional 2021/22 allocations have been budgeted

Memo: Other Non-Service and Financing Grants	2020/21 Budget	2021/22 Budget	Change from 2020/21 Budget	
	£000	£000	£000	%
Business Rate Retention Scheme	85,110	79,257	-5,853	-6.9
Covid-19 Expenditure Pressures Grant	0	15,618	15,618	N/A
Local Council Tax Support Grant	0	6,628	6,628	N/A
New Homes Bonus Grant	3,713	2,352	-1,361	-36.7
Social Care Support Grant	17,343	18,169	826	4.8
TOTAL OTHER NON-SERVICE AND FINANCING GRANTS	**106,166**	**122,024**	**15,858**	**14.9**

APPENDIX 5

RESERVES

Reserve	Projected balance at 31 March 2021 £000	Projected balance at 31 March 2022 £000	Description
Adult Social Care Support Grant	-1,018	0	Earmarked as a contribution towards funding the cost of engaging a strategic partner to support the delivery of the Adults' Improvement Programme.
Budget Management	-35,066	-38,248	Held to guard against uncertainty and volatility over future Local Government finance settlements, business rate income and localisation of Council Tax benefits, as well as guarding against the risk of non delivery of savings.
Business Infrastructure	-256	-256	Reserve held to pump-prime local economic developments, through developing the broadband network, facilitating new business start-ups, and financing internal infrastructure improvements using local contractors where appropriate.
Business Rates Pilot	-19,420	-17,520	This reserve holds the gains from the 75% business rates retention pilot scheme from 2019/20. The gain will be invested jointly by the County Council and Districts/Boroughs on project work with economic benefit, but is reflected in the County's budget as the lead authority.
Children First Improvement Plan	-1,500	0	Reserve created to support the delivery of the Children First Improvement Plan. The balance at 31 March 2021 represents a planned outturn carry-forward to be applied in 2021/22 to fund ongoing improvement work.
Contracts Reserve	-349	-349	Provides for potential claims arising from the settlement of contractual arrangements.
Covid-19 Emergency Fund	0	-22,246	Holds the balance of monies allocated by central government to support local authorities with pressures arising from the coronavirus pandemic. Whilst all funding received up to 31 March 2021 is expected to be deployed in 2020/21, the 31 March 2022 balance provisionally includes the new Covid-19 Expenditure Pressures and Local Council Tax Support grants which are being held in the reserve pending spending decisions.
Economic Growth Reserve (including Strategic Economic Plan)	-1,353	-1,330	Held to deliver the Economic Growth Plan 2018-2023, including the progression of the economic priorities within the Coast to Capital Local Enterprise Partnership.
Elections	-600	0	To hold annual contributions built into the base revenue budget. Will be used to finance administrative costs in an election year.
Highways Commuted Sums	-4,482	-5,080	Holds a balance of contributions received from developers in respect of future maintenance costs of non-standard highways infrastructure.
Infrastructure Works Feasibility	-382	-1,905	Reserve held to support the development of the County Council's Capital Programme.

APPENDIX 5

Reserve	Projected balance at 31 March 2021 £000	Projected balance at 31 March 2022 £000	Description
Insurance	-5,845	-5,845	Held in respect of the Authority's self-funding insurance scheme, to provide for the risk of unknown future claims. The value of the reserve is subject to regular review by independent insurance advisers to assess its validity in consideration of historical and market trends.
Interest Smoothing Account	-1,078	-1,078	Held to meet temporary shortfalls arising from fluctuations in interest rates, such as a reduction in investment returns or increased costs of borrowing, in line with the prudency principle in the financial strategy over matters over which the Council has little control.
Investment Property Sinking Fund	-100	-200	Held to meet one off expenses associated with the maintenance of the Council's commercial investment property portfolio.
NNDR Appeals	-460	-460	To cover the council's share of any potential liability following successful business rates appeals.
On Street Parking	-1,250	-1,250	Represents the surplus of charges over enforcement and associated costs, which is used to finance on street parking development and eligible transport network expenditure.
One Public Estate	-120	-120	Reserve established in 2017/18 to hold the balance of Government grant funding received to develop plans for rationalising the public estate together with partners including District Councils, Health and Sussex Police.
Crawley Schools Private Finance Initiative (PFI)	-32	-32	The PFI reserves hold the surplus of government credits and other sources of finance over unitary charge payments and other expenditure in the early years of the respective contracts, to meet future expenditure over the life of the PFI arrangements. This equalises the costs to the taxpayer of building and maintaining the facilities over the duration of the contracts. This is underpinned by detailed financial models to ensure that the schemes remain solvent throughout their durations.
PFI Street Lighting	-23,466	-23,024	
PFI Waste Management	-10,541	-10,341	
Schools Sickness and Maternity Insurance Scheme	-1,933	-1,933	Holds the accumulated surplus on the Sickness and Maternity Insurance Scheme operated by the Authority for its maintained schools.
Service Transformation Fund	-9,113	-9,113	The Service Transformation Fund is held to meet the costs of major organisational transformation. It is used to fund short-term costs in order to deliver on-going savings, and as a source of investment to finance improvements to services so that they become more efficient and provide better outcomes.
Statutory Duties Reserve	-2,437	-2,437	Holds funding to meet any obligations over and above that which the Authority has made provision for, such as those relating to payments made outside of payroll, and to meet any costs associated with the implementation of the General Data Protection Regulation (GDPR) and Health and Safety requirements.

APPENDIX 5

Reserve	Projected balance at 31 March 2021 £000	Projected balance at 31 March 2022 £000	Description
Street Works Permit Scheme	-29	-29	Street Works Permit surplus income transferred into reserve as the use of this income is restricted to supporting the delivery of the scheme in line with legislation.
Unapplied Revenue Grants	-360	-360	The Unapplied Revenue Grants reserve represents the unspent balance on revenue grants which are received for specific purposes but where there are no outstanding conditions on the grant which could require its repayment. The grant has therefore been recognised in full in accordance with accounting standards, but the unapplied balance is held in a reserve to fund future expenditure plans relevant to the purpose of the grant.
Waste Management MRMC	-25,350	-23,450	An investment fund to meet the 25-year Materials Resource Management Contract (MRMC) with Biffa Waste Services Ltd for the treatment and disposal of waste, including the development of appropriate facilities.
TOTAL EARMARKED RESERVES (NON SCHOOLS)	**-146,540**	**-166,606**	
Dedicated Schools Grant (DSG)	10,962	16,739	Dedicated Schools Grant: DSG is ring-fenced and can only be applied to finance expenditure on schools. This includes individual school budgets and an element of central expenditure on educational services provided on an authority-wide basis. The accumulated deficit on the reserve is carried forward to be funded from future DSG income in accordance with statute.
School Balances	-15,544	-15,544	The School Balances reserve holds net underspending on locally managed budgets.
TOTAL EARMARKED RESERVES (SCHOOLS & NON SCHOOLS)	**-151,122**	**-165,411**	
General Fund	-20,286	-20,286	The General Fund is the statutory fund into which all the receipts of an authority are required to be paid and out of which all liabilities of the authority are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment.
Capital Grants Unapplied	-34,793	-34,793	Holds the unspent balance on capital grants which are received for specific purposes where there are no outstanding conditions on the grant which could require its repayment.
TOTAL USABLE RESERVES	**-206,201**	**-220,490**	

APPENDIX 6

ADULTS AND HEALTH

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	Net Expenditure 2021/22	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Older People						
	Commissioned Costs						
20,446	Nursing Care (OP)	31,485	-14,094	0	0	**17,391**	-14.9%
34,220	Residential Care (OP)	76,557	-26,894	-5,502	-13,062	**31,099**	-9.1%
14,552	Personal Budgets - Council Managed (OP)	33,301	-9,450	-1,869	-1,616	**20,366**	40.0%
5,729	Personal Budgets - Direct Payments (OP)	6,685	-1,368	0	-48	**5,269**	-8.0%
	Other Costs						
2,388	In-House Day and Residential Care (OP)	2,107	-69	0	-392	**1,646**	-31.1%
9,234	Social Care Activities (OP)	14,977	0	-4,764	-1,509	**8,704**	-5.7%
86,569		165,112	-51,875	-12,135	-16,627	**84,475**	-2.4%
	Physical and Sensory Impairment						
	Commissioned Costs						
2,190	Nursing Care (PSI)	2,042	-410	0	0	**1,632**	-25.5%
6,222	Residential Care (PSI)	6,582	-686	0	0	**5,896**	-5.2%
4,520	Personal Budgets - Council Managed (PSI)	7,196	-869	0	-105	**6,222**	37.7%
8,081	Personal budgets - Direct Payments (PSI)	9,305	-724	0	-1,021	**7,560**	-6.4%
621	Social care activities (PSI)	615	0	0	0	**615**	-1.0%
21,634		25,740	-2,689	0	-1,126	**21,925**	1.3%
	Learning Disabilities						
1,155	Nursing Care (LD)	1,162	-118	0	0	**1,044**	-9.6%
40,571	Residential Care (LD)	42,444	-3,210	0	0	**39,234**	-3.3%
34,245	Personal Budgets - Council Managed (LD)	40,844	-2,740	0	-2,745	**35,359**	3.3%
7,326	Personal Budgets - Direct Payments (LD)	10,652	-544	0	-1,081	**9,027**	23.2%
0	Preventative Services (LD)	1,328	0	-1,328	0	**0**	N/A
10,345	In-House Day and Residential Care Recharges (LD)	10,427	0	0	0	**10,427**	0.8%
3,275	Health Services (LD)	3,805	0	-403	-128	**3,274**	0.0%
	Other Costs						
3,312	Social Care Activities (LD)	3,366	0	0	0	**3,366**	1.6%
-19,064	CCG Contribution to Pooled Budget	0	0	-19,333	0	**-19,333**	1.4%
81,165		114,028	-6,612	-21,064	-3,954	**82,398**	1.5%

APPENDIX 6

ADULTS AND HEALTH

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Working Age Mental Health						
	Commissioned Costs						
1,666	Nursing Care (MH)	2,567	-63	0	0	**2,504**	50.3%
8,417	Residential Care (MH)	9,894	-506	0	0	**9,388**	11.5%
2,921	Personal Budgets - Council Managed (MH)	7,192	-234	0	-33	**6,925**	137.1%
966	Personal Budgets - Direct Payments (MH)	1,079	-50	0	-19	**1,010**	4.6%
-13,970	Recharges To Health	0	0	-19,827	0	**-19,827**	41.9%
	Other Costs						
430	Social Care Activities (MH)	3,150	0	-2,262	-150	**738**	71.6%
9,185	County Council Contribution to Pooled Budget	9,481	0	0	0	**9,481**	3.2%
9,615		33,363	-853	-22,089	-202	**10,219**	6.3%
	Assistive Equipment and Technology						
0	Community Equipment	9,139	0	-9,139	0	**0**	N/A
0	Telecare	879	0	-879	0	**0**	N/A
0		10,018	0	-10,018	0	**0**	N/A
	Universal Services						
0	Community Reablement Service	2,719	0	-2,719	0	**0**	N/A
0	Occupational Therapy & Sensory Services	6,045	0	-5,678	-367	**0**	N/A
0	Meals on Wheels	934	-934	0	0	**0**	N/A
2,050	Support for Carers	4,882	0	-1,950	-870	**2,062**	0.6%
0	Information and Early Intervention	760	0	-760	0	**0**	N/A
2,050		15,340	-934	-11,107	-1,237	**2,062**	0.6%

APPENDIX 6

ADULTS AND HEALTH

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	Net Expenditure 2021/22	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Other Responsibilities						
1,320	Independent Mental Capacity Act/Deprivation of Liberty Safeguarding	1,461	0	0	-158	**1,303**	-1.3%
100	Local Assistance Network	100	0	0	0	**100**	0.0%
2,341	Housing Related Support	2,704	0	-350	0	**2,354**	0.6%
795	Safeguarding	1,296	0	-223	-210	**863**	8.6%
2,201	Commissioning and Service Delivery	4,072	0	-883	-532	**2,657**	20.7%
297	Blue Badge Scheme	451	-157	0	0	**294**	-1.0%
0	Syrian Refugees	441	0	0	-441	**0**	N/A
1,336	Mortuary Services	1,342	0	-1	0	**1,341**	0.4%
8,390		11,867	-157	-1,457	-1,341	**8,912**	6.2%
	Public Health						
0	Staffing & Development	3,561	0	0	-3,561	**0**	N/A
0	Health Intelligence, Economic Evaluation & Needs Assessment	39	0	0	-39	**0**	N/A
0	Health Protection & Quality Programme	110	0	0	-110	**0**	N/A
0	Integrated Sexual Health Services	4,989	0	0	-4,989	**0**	N/A
0	Living Well	3,908	0	0	-3,908	**0**	N/A
0	Ageing Well	1,755	0	-245	-1,510	**0**	N/A
0	Drugs and Alcohol Action Team	6,165	-14	-104	-6,047	**0**	N/A
0	Health Watch	316	0	0	-316	**0**	N/A
0		20,843	-14	-349	-20,480	**0**	N/A
209,423	**PORTFOLIO TOTAL**	**396,311**	**-63,134**	**-78,219**	**-44,967**	**209,991**	**0.3%**

ADULTS AND HEALTH

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.568m or 0.3%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		237	0.1
Committed and Service Changes			
Rising trend in means-tested customer contributions towards social care	-1,000		
Adults demand pressure	6,051		
National Living Wage	2,600		
Increase in application of the Adult Social Care Support Grant 2018/19 reserve	1,018		
Actuarial review of employer pension contributions	-300		
		8,369	4.0
Balancing the Budget			
As detailed in Appendix 3		-7,976	-3.8
Transfers between Portfolios			
Net cross portfolio transfers		-62	0.0
TOTAL CHANGE IN SPENDING		**568**	**0.3**

APPENDIX 6

CHILDREN AND YOUNG PEOPLE

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	<u>Local Authority Funding</u>						
	Services for Children with Disabilities						
6,201	In House Residential & Fostercare	7,018	0	0	0	**7,018**	13.2%
7,055	Externally Commissioned Residential & Fostercare	6,001	0	-466	0	**5,535**	-21.5%
2,073	Disability Short Breaks	2,065	0	0	0	**2,065**	-0.4%
3,883	Direct Payments	4,095	0	-337	0	**3,758**	-3.2%
795	Client Expenditure	870	0	-122	0	**748**	-5.9%
	Services for Children without Disabilities						
8,488	In House Residential & Fostercare	8,893	0	0	0	**8,893**	4.8%
21,653	Externally Commissioned Residential & Fostercare	29,151	0	-60	0	**29,091**	34.4%
4,948	Adoption & Special Guardianship	7,343	0	-81	-1,830	**5,432**	9.8%
1,331	Client Expenditure	1,331	0	0	0	**1,331**	0.0%
1,086	Supervised Contact	1,070	0	0	0	**1,070**	-1.5%
	Services for Asylum Seekers						
494	In House Residential & Fostercare	294	0	0	0	**294**	-40.5%
2,912	Externally Commissioned Residential & Fostercare	3,449	0	0	0	**3,449**	18.4%
267	Client Expenditure	287	0	0	0	**287**	7.5%
415	Asylum Staffing	421	0	0	0	**421**	1.4%
-3,658	Asylum Grant	0	0	0	-4,458	**-4,458**	21.9%
49,100	**Social Care Activities (including Children's Improvement Programme)**	46,396	0	-129	-100	**46,167**	-6.0%
	Services for Care Leavers						
4,921	Care Leavers Accommodation & Support	5,443	0	0	-359	**5,084**	3.3%
1,222	Care Leavers Staffing	1,344	0	0	-108	**1,236**	1.1%

CHILDREN AND YOUNG PEOPLE

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
1,935	**Children's Safeguarding**	2,022	0	-127	0	**1,895**	-2.1%
754	**Youth Offending Service**	1,543	0	-226	-563	**754**	0.0%
1,284	**Child and Adolescent Mental Health Services**	2,086	0	-801	0	**1,285**	0.1%
	Early Help & Prevention						
2,114	Early Help Other	2,477	-65	-706	0	**1,706**	-19.3%
7,159	Early Help Hubs	9,433	0	-6	-2,986	**6,441**	-10.0%
0	Healthy Child Programme	11,026	0	0	-11,026	**0**	N/A
2,071	Intentionally Homeless	2,681	0	-600	0	**2,081**	0.5%
916	Domestic Abuse Services	1,273	0	-80	-300	**893**	-2.5%
152	Young Carers	469	0	-286	-28	**155**	2.0%
129,571	**Local Authority Funding**	158,481	-65	-4,027	-21,758	**132,631**	2.4%
	<u>Dedicated Schools Grant Funding</u>						
	DSG Early Years						
4,617	2 year old entitlement	4,582	0	0	0	**4,582**	-0.8%
41,869	3 & 4 year old entitlement	42,119	0	0	0	**42,119**	0.6%
1,144	Early Years Central Expenditure	1,154	0	0	0	**1,154**	0.9%
	Other DSG						
673	Early Help	1,123	0	0	0	**1,123**	66.9%
821	Children's Social Care	621	0	0	0	**621**	-24.4%
-49,124	**Dedicated Schools Grant**	0	0	0	-49,599	**-49,599**	1.0%
0	**Dedicated Schools Grant and Other Schools Funding**	49,599	0	0	-49,599	**0**	N/A
129,571	**PORTFOLIO TOTAL**	**208,080**	**-65**	**-4,027**	**-71,357**	**132,631**	**2.4%**

APPENDIX 6

CHILDREN AND YOUNG PEOPLE

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £3.06m or 2.4%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		351	0.3
Committed and Service Changes			
Children's Improvement Fund - reversal of prior year one-off funding	-6,873		
Children's Residential Review - reversal of prior year one-off funding	-1,800		
Actuarial review of employer pension contributions	-434		
Increased demand for Children Looked After placements	9,775		
Extending temporary element of Improvement Fund	2,880		
Increased staffing pressure due to Children Looked After demand	250		
Children First Governance Team	235		
Increased Local Authority share of combined services budgets	703		
National House Project	250		
Fostering Allowances and Support	1,300		
		6,286	4.9
Balancing the Budget			
As detailed in Appendix 3		-3,906	-3.0
Transfers between Portfolios			
Net cross portfolio transfers		329	0.3
TOTAL CHANGE IN SPENDING		**3,060**	**2.4**

APPENDIX 6

ECONOMY AND CORPORATE RESOURCES

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Commercial Services						
22,199	Commercial Services	20,381	-535	0	0	**19,846**	-10.6%
	Support Services						
2,163	Information Technology	2,254	0	0	0	**2,254**	4.2%
7,621	Facilities Management	8,132	-243	-175	0	**7,714**	1.2%
4	Catering Service	188	-99	-20	0	**69**	1,625.0%
6,412	Human Resources & Organisational Change	6,414	-103	-107	0	**6,204**	-3.2%
0	Transformation Portfolio Office	742	0	0	0	**742**	N/A
2,542	Service Process Redesign	0	0	0	0	**0**	-100.0%
5,935	Legal Services	6,344	-489	-105	0	**5,750**	-3.1%
1,270	Democratic Services	1,283	0	-122	0	**1,161**	-8.6%
26	Elections	1,026	0	0	0	**1,026**	3,846.2%
1,434	Members Allowances and Expenses	1,434	0	0	0	**1,434**	0.0%
1,519	Communications	1,377	-58	0	0	**1,319**	-13.2%
56	Customer Experience	1,563	0	-5	0	**1,558**	2,682.1%
0	Overheads - Public Health Grant	0	0	0	-1,210	**-1,210**	N/A
28,982		30,757	-992	-534	-1,210	**28,021**	**-3.3%**
	Economy						
318	Digital Infrastructure	714	0	-441	0	**273**	-14.2%
306	Economic Growth	333	-28	0	0	**305**	-0.3%
215	One Public Estate	164	0	0	0	**164**	-23.7%
782	Economic Development	801	0	-132	0	**669**	-14.5%
3	Leader Programme	0	0	0	0	**0**	-100.0%
1,624		2,012	-28	-573	0	**1,411**	**-13.1%**
52,805	**PORTFOLIO TOTAL**	**53,150**	**-1,555**	**-1,107**	**-1,210**	**49,278**	**-6.7%**

APPENDIX 6

ECONOMY AND CORPORATE RESOURCES

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £3.527m or 6.7%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		694	1.3
Committed and Service Changes			
Actuarial review of employer pension contributions	-156		
Reversal of prior year Transformation Portfolio Office funding from capital receipts	742		
Reversal of prior year Customer Experience transformation costs funding from capital receipts	1,419		
County Council Election costs	200		
Enhanced maintenance to inspected services	100		
Independent Visitor Scheme	100		
2020/21 undeliverable saving relating to the redesign of business processes	2,400		
Increase in application of the Elections Reserve	800		
Net reduction in application of the Strategic Economic Plan Reserve	-14		
Net reduction in appplication of the Service Transformation Fund	-4,942		
		649	1.2
Balancing the Budget			
As detailed in Appendix 3		-3,371	-6.4
Transfers between Portfolios			
Net cross portfolio transfers		-1,499	-2.8
TOTAL CHANGE IN SPENDING		**-3,527**	**-6.7**

APPENDIX 6

EDUCATION AND SKILLS

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Local Authority Funding						
	School Budgets						
0	Government Grants to Schools	15,657	0	0	-15,657	**0**	N/A
	Education and Skills Service						
294	Director of Education	128	0	-16	0	**112**	-61.9%
994	Skills & Commercial Services	1,140	0	-21	0	**1,119**	12.6%
-167	School Effectiveness	743	0	-212	-852	**-321**	92.2%
3,173	Inclusion & SEND	4,216	0	-585	0	**3,631**	14.4%
278	Compliance & Pupil Entitlement	357	0	-68	0	**289**	4.0%
	School Transport						
369	Transport Management	369	0	0	0	**369**	0.0%
3,506	Mainstream Transport	3,896	-125	-25	0	**3,746**	6.8%
13,477	SEND Transport	14,243	0	-125	-483	**13,635**	1.2%
181	Post-16 Transport	286	-104	0	0	**182**	0.6%
315	School Crossing Patrols	321	0	-1	0	**320**	1.6%
	Support to Schools						
-37	School Catering	7,368	-152	-152	-7,100	**-36**	-2.7%
1,374	Crawley Private Finance Initiative (PFI)	7,444	0	-1,292	-4,532	**1,620**	17.9%
0	Pupil Premium (Children Looked After)	1,257	0	0	-1,257	**0**	N/A
1,189	School Redundancies & Pensions	1,277	0	0	-95	**1,182**	-0.6%
	Other						
-39	Adult Education	3,081	-64	0	-3,058	**-41**	5.1%
-1,611	Overheads & Recharges	-1,521	0	0	0	**-1,521**	-5.6%
23,296	**Local Authority Funding**	60,262	-445	-2,497	-33,034	**24,286**	4.2%

APPENDIX 6

EDUCATION AND SKILLS

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Dedicated Schools Grant Funding						
	School Budgets						
491,541	Mainstream Schools	550,972	0	0	-12,649	**538,323**	9.5%
39,602	Special Schools & APC	41,964	0	0	0	**41,964**	6.0%
	Education and Skills						
990	Director of Education	1,094	0	0	0	**1,094**	10.5%
404	Skills & Commercial Services	414	0	0	0	**414**	2.5%
1,309	School Effectiveness	1,208	0	0	0	**1,208**	-7.7%
2,481	Inclusion & SEND	2,924	-18	-67	0	**2,839**	14.4%
1,727	Compliance & Pupil Entitlement	2,012	0	-114	0	**1,898**	9.9%
454	School Organisation & Resources	474	0	0	0	**474**	4.4%
	Special Educational Needs						
22,223	Independent & Non-Maintained Schools	32,547	0	0	0	**32,547**	46.5%
1,168	Other Local Authority Schools	1,196	0	0	0	**1,196**	2.4%
5,316	Post-16 Placements	5,963	0	0	0	**5,963**	12.2%
6,794	Alternative Provision	7,073	0	-279	0	**6,794**	0.0%
2,674	Specialist Support	3,955	0	0	0	**3,955**	47.9%
	Support to Schools						
691	Collaborative Inclusion & Improvement	687	0	0	0	**687**	-0.6%
2,900	Growth Fund	2,000	0	0	0	**2,000**	-31.0%
648	Transport (Alternative Provision)	648	0	0	0	**648**	0.0%
63	School Catering	63	0	0	0	**63**	0.0%
940	School Redundancies & Pensions	934	0	0	0	**934**	-0.6%
782	Other Support to Schools	836	0	0	0	**836**	6.9%
	Other						
1,613	Overheads & Recharges	2,831	0	0	0	**2,831**	75.5%
0	Transfer from DSG Reserves	-5,777	0	0	0	**-5,777**	N/A
	Government Grant						
-586,801	Dedicated Schools Grant	0	0	0	-643,372	**-643,372**	9.6%
-2,481	**Dedicated Schools Grant**	654,018	-18	-460	-656,021	**-2,481**	0.0%
20,815	**PORTFOLIO TOTAL**	**714,280**	**-463**	**-2,957**	**-689,055**	**21,805**	**4.8%**

APPENDIX 6

EDUCATION AND SKILLS

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.99m or 4.8%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		216	1.0
Committed and Service Changes			
Home to School Transport pressures	800		
Crawley Schools PFI	200		
Increased Local Authority share of combined services budgets	127		
Special Educational Needs Assessment Team	350		
Educational Psychology Service	62		
Commercial Services	110		
Post-16 Service	72		
Small schools project	-184		
Adult Education management fee	-60		
Actuarial review of employer pension contributions	-38		
		1,439	6.9
Balancing the Budget			
As detailed in Appendix 3		-781	-3.8
Funding from Central Government			
Expenditure:			
Directly allocated to mainstream schools	29,209		
Special educational needs	15,183		
Other minor variations	-67		
Financed by:			
Dedicated Schools Grant (DSG)	-56,571		
Transfer from DSG Reserves	-5,777		
16-19 Sixth Form Grant	610		
Teachers Pay Grant	4,344		
Teachers Pensions Grant	12,403		
PE & Sports Grant	70		
Pupil Premium Grant	231		
Universal Free School Meals	263		
European Structural and Investment Fund	168		
Extended Rights to Free Travel	-66		
Higher Education Funding Council for England	25		
School Improvement Monitoring & Brokerage Grant	-25		
		0	0.0
Transfers between Portfolios			
Net cross portfolio transfers		116	0.6
TOTAL CHANGE IN SPENDING		**990**	**4.8**

APPENDIX 6

ENVIRONMENT

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Environment and Public Protection						
2,204	Energy and Sustainability	5,012	-1,717	-296	0	**2,999**	36.1%
18,179	Waste Recycling	23,103	-1,934	-725	-2,124	**18,320**	0.8%
36,619	Waste Disposal	38,365	-250	-11	0	**38,104**	4.1%
1,059	Waste Strategy and Support	1,004	0	0	0	**1,004**	-5.2%
1,315	Trading Standards	1,361	-34	-11	0	**1,316**	0.1%
59,376		68,845	-3,935	-1,043	-2,124	**61,743**	4.0%
	Other Responsibilities						
1,433	Countryside Services (Including Public Rights of Way)	1,486	-41	-16	0	**1,429**	-0.3%
-431	Planning Services	2,770	-2,667	-1,146	0	**-1,043**	142.0%
60,378	**PORTFOLIO TOTAL**	**73,101**	**-6,643**	**-2,205**	**-2,124**	**62,129**	**2.9%**

APPENDIX 6

ENVIRONMENT

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.751m or 2.9%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		786	1.3
Committed and Service Changes			
Reduction in market rates for generated energy	1,000		
Increase in Waste Mechanical and Biological Treatment facility insurance premium	400		
Actuarial review of employer pension contributions	-43		
Net increase in application of Waste Management Material Resource Management Contract (MRMC) reserve	550		
		1,907	3.2
Balancing the Budget			
As detailed in Appendix 3		-540	-0.9
Transfers between Portfolios			
Net cross portfolio transfers		-402	-0.7
TOTAL CHANGE IN SPENDING		**1,751**	**2.9**

APPENDIX 6

FINANCE

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Finance						
3,533	Finance	5,931	-573	-350	0	**5,008**	41.7%
595	Internal Audit	595	0	0	0	**595**	0.0%
1,388	Strategic Procurement and Contract Management	1,803	-218	0	0	**1,585**	14.2%
1,171	Intelligence and Performance	1,233	0	0	0	**1,233**	5.3%
1,737	Levies and Precepts	1,974	0	0	-148	**1,826**	5.1%
331	Fees and Other Payments	380	0	-49	0	**331**	0.0%
40	Council Tax Hardship Fund	40	0	0	0	**40**	0.0%
170	Insurance	158	0	0	0	**158**	-7.1%
8,965		12,114	-791	-399	-148	**10,776**	20.2%
	Asset & Capital Programme						
4,927	Capital and Infrastructure (Property)	10,433	-3,755	-1,613	0	**5,065**	2.8%
13,892	**PORTFOLIO TOTAL**	**22,547**	**-4,546**	**-2,012**	**-148**	**15,841**	**14.0%**

APPENDIX 6

FINANCE

CHANGE IN SPENDING
As analysed in the table below, the increase in spending is £1.949m or 14%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		24	0.2
Committed and Service Changes			
Actuarial review of employer pension contributions	-73		
Undeliverable income on commercial properties	275		
Littlehampton Harbour Board	62		
Net reduction in application of the Infrastructure Works Feasibility Reserve	-8		
		256	1.8
Balancing the Budget			
As detailed in Appendix 3		-203	-1.5
Transfers between Portfolios			
Net cross portfolio transfers		1,872	13.5
TOTAL CHANGE IN SPENDING		**1,949**	**14.0**

APPENDIX 6

FIRE & RESCUE AND COMMUNITIES

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Fire & Rescue						
2,187	Strategic Leadership, Assurance and Governance	4,213	-298	0	-1,727	**2,188**	0.0%
2,751	Fleet and Fire Equipment	3,741	-14	0	-413	**3,314**	20.5%
1,874	People and Organisational Development	2,334	0	0	0	**2,334**	24.5%
841	Prevention and Inspection	1,228	0	0	0	**1,228**	46.0%
778	Protection	1,626	0	0	-477	**1,149**	47.7%
383	Resilience and Emergencies	383	0	0	0	**383**	0.0%
17,193	Response	17,576	0	0	-59	**17,517**	1.9%
863	Strategic Risk and Improvement	920	0	0	0	**920**	6.6%
26,870		32,021	-312	0	-2,676	**29,033**	8.0%
	Information and Regulatory Services						
6,997	Library Service	7,811	-565	-66	-105	**7,075**	1.1%
768	Record Office	821	-49	0	0	**772**	0.5%
-815	Registration of Births, Deaths and Marriages	1,357	-2,199	-134	0	**-976**	19.8%
6,950		9,989	-2,813	-200	-105	**6,871**	-1.1%
	Communities						
1,520	Communities and Partnerships	2,217	0	-57	-250	**1,910**	25.7%
175	Community Safety and Wellbeing	881	-380	-350	0	**151**	-13.7%
141	County Local Committees	0	0	0	0	**0**	-100.0%
76	Edes House	77	0	0	0	**77**	1.3%
1,912		3,175	-380	-407	-250	**2,138**	11.8%
35,732	**PORTFOLIO TOTAL**	**45,185**	**-3,505**	**-607**	**-3,031**	**38,042**	**6.5%**

APPENDIX 6

FIRE & RESCUE AND COMMUNITIES

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £2.31m or 6.5%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		181	0.5
Committed and Service Changes			
Actuarial review of employer pension contributions	-91		
Fire & Rescue - reversal of prior year one off funding	-100		
Reversal of prior year Fire & Rescue transformation costs funding from capital receipts	1,200		
Fire Improvement Plan - Phase one	500		
Fire Improvement Plan - full year effect of phase two	100		
Worthing Community Hubs project	150		
Increased income from the Registration Service	-25		
		1,734	4.9
Balancing the Budget			
As detailed in Appendix 3		-438	-1.2
Transfers between Portfolios			
Net cross portfolio transfers		833	2.3
TOTAL CHANGE IN SPENDING		**2,310**	**6.5**

APPENDIX 6

HIGHWAYS AND INFRASTRUCTURE

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Highways Service						
2,893	Highways Service	4,811	-1,560	-250	0	**3,001**	3.7%
9,768	Highways Maintenance	10,066	0	0	-66	**10,000**	2.4%
0	Ash Dieback Action Plan	1,500	0	0	0	**1,500**	N/A
0	West Sussex Permit Scheme	1,757	-1,757	0	0	**0**	N/A
8,913	Street Lighting PFI	15,536	0	-139	-6,069	**9,328**	4.7%
21,574		33,670	-3,317	-389	-6,135	**23,829**	10.5%
	Transport and Countryside						
10,966	National Concessionary Fares Scheme	11,804	0	-1,514	-19	**10,271**	-6.3%
1,214	Public Transport Support	2,316	0	-740	-355	**1,221**	0.6%
1,120	Transport Co-ordination and Safety	2,383	-439	-559	-112	**1,273**	13.7%
0	Sussex Safer Roads Partnership	2,520	-2,420	-100	0	**0**	N/A
0	On Street Car Parking	4,619	-4,558	-61	0	**0**	N/A
13,300		23,642	-7,417	-2,974	-486	**12,765**	-4.0%
	Other Responsibilities						
-89	Management and Central	73	0	-90	0	**-17**	-80.9%
616	Fleet Management	0	0	0	0	**0**	-100.0%
527		73	0	-90	0	**-17**	-103.2%
35,401	**PORTFOLIO TOTAL**	**57,385**	**-10,734**	**-3,453**	**-6,621**	**36,577**	**3.3%**

HIGHWAYS AND INFRASTRUCTURE

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.176m or 3.3%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		1,016	2.9
Committed and Service Changes			
Ash Dieback action plan	1,500		
Removal of one-off increase to 2020/21 highway maintenance budget	-178		
Actuarial review of employer pension contributions	-58		
Net increase in application of the Street Lighting PFI reserve	206		
Net increase in application of the Highways Commuted Sums reserve	24		
		1,494	4.2
Balancing the Budget			
As detailed in Appendix 3		-1,297	-3.7
Transfers between Portfolios			
Net cross portfolio transfers		-37	-0.1
TOTAL CHANGE IN SPENDING		**1,176**	**3.3**

APPENDIX 6

LEADER

REVENUE BUDGET 2021/22

Net Expenditure 2020/21		Gross Expenditure 2021/22	Sales, Fees and Charges 2021/22	Other Income 2021/22	Specific Government Grants 2021/22	**Net Expenditure 2021/22**	Net Expenditure Change from 2020/21
£000		£000	£000	£000	£000	**£000**	%
	Chief Executive						
540	Chief Executive	540	0	0	0	**540**	0.0%
283	Policy Team	283	0	0	0	**283**	0.0%
629	Personal Assistants	629	0	0	0	**629**	0.0%
1,452	**PORTFOLIO TOTAL**	**1,452**	**0**	**0**	**0**	**1,452**	**0.0%**

APPENDIX 6

LEADER

CHANGE IN SPENDING

As analysed in the table below, the overall change in spending is nil

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		4	0.3
Committed and Service Changes			
Actuarial review of employer pension contributions		-9	-0.6
Balancing the Budget			
As detailed in Appendix 3		-1	-0.1
Transfers between Portfolios			
Net cross portfolio transfers		6	0.4
TOTAL CHANGE IN SPENDING		**0**	**0.0**

APPENDIX 7

FEES AND CHARGES

Section 3 of the Localism Act 2011 and Section 93 of the Local Government Act sets out the general legal framework regarding charging for services, albeit that various other specific legal provisions and local policy objectives may also influence or dictate the level of fees or income to be generated.

Statutory Fees and Charges are charging structures set by relevant national bodies, usually with regulatory responsibility for the service which must be adhered to.

The proposed **Discretionary Fees and Charges** for 2021/22 are detailed in the document below. Discretionary fees and charges generally fall into the following broad categories:
- Cost Recovery - a fee or charge levied to ensure the cost of the service provided is fully recovered,
- Subsidised - where the County Council has decided to subsidise a service when setting the related fees and charges.

Generally, the County Council increases its fees and charges by the published September Retail Price Index (RPI) rate. This is in-line with the County Council's policy to budget for cost inflation. The **RPI rate as at September 2020 increased by 1.1%.**
All changes will be implemented from 1st April 2021, unless otherwise stated.

A full list of the West Sussex Fees and Charges for 2021/22 will be published separately on our website.

Adult's Services Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Adult Services	Meeting space letting (1)	Small room/Hour	8.29	Exempt (0%)	8.29	8.38	8.38	1.1%	Cost Recovery
Adult Services	Meeting space letting (1)	Medium room/Hour	10.99	Exempt (0%)	10.99	11.11	11.11	1.1%	Cost Recovery
Adult Services	Meeting space letting (1)	Large room/Hour	13.91	Exempt (0%)	13.91	14.06	14.06	1.1%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	One off discretionary fee	176.39	Non-business (0%)	176.39	178.33	178.33	1.1%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	Review request	176.39	Non-business (0%)	176.39	178.33	178.33	1.1%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	Weekly admin fee	5.66	Non-business (0%)	5.66	5.72	5.72	1.1%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	Set-up one-off fee	559.41	Non-business (0%)	559.41	565.56	565.56	1.1%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	One-off fee	282.45	Non-business (0%)	282.45	285.56	285.56	1.1%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	Weekly admin fee	8.08	Non-business (0%)	8.08	8.17	8.17	1.1%	Cost Recovery
Adult Services	Transport to Day Services (2)	Return trip per day	6.04	Non-business (0%)	6.04	6.11	6.11	1.1%	Subsidised

1) Meeting Space Letting: the full charge only applies when the use of the room is unrelated to Adult Services. If use is mixed including Adults' services, then the charge is set at 50%

2) This charge forms part of a social care customer's personal budget if using an in-house day service. This does not generate any income to the County Council

APPENDIX 7

Children's Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Early years providers - Training course fee	Early Years Training - Webinar (1-2 hours)	Training attendee		Exempt (0%)		15.00	15.00	New	Cost Recovery
Early years providers - Training course fee	Early Years Training - Webinar or Face to Face Half day	Training attendee		Exempt (0%)		25.00	25.00	New	Cost Recovery
Early years providers - Training course fee	Early Years Training - Webinar or Face to Face Full Day	Training attendee		Exempt (0%)		50.00	50.00	New	Cost Recovery
Early years providers - Training course fee	Early Years Training - Online course log in	Training attendee		Exempt (0%)		10.00	10.00	New	Cost Recovery
Early years providers - Training course fee	Early Years Training - Conference Face to Face	Training attendee		Exempt (0%)		75.00	75.00	New	Cost Recovery
Early years providers - Training course fee	Early Years Training - Paediatric First Aid full 12 hour course	Training attendee		Exempt (0%)		60.00	60.00	New	Cost Recovery

Legal Services Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Legal	Fee to copy a Common Land or Town or Village Green register entry	Copy	23.55	Non-business (0%)	23.55	23.81	23.81	1.1%	Cost Recovery
Legal	Fee for the supply of a definitive map/statement extract	Copy	11.26	Non-business (0%)	11.26	11.38	11.38	1.1%	Cost Recovery
Legal	Fee for copy orders/agreements	Copy	6.15	Non-business (0%)	6.15	6.22	6.22	1.1%	Cost Recovery
Legal	Fee for other copying – in accordance with the Record Office's current scale of charges	Copy	1.03	Non-business (0%)	1.03	1.04	1.04	1.0%	Cost Recovery
Legal	Fee to process a Highways or CROW Act landowner deposit	Deposit	402.43	Non-business (0%)	402.43	406.90	406.90	1.1%	Cost Recovery
Legal	Fee to process a corrective application made under the Commons Act 2006	Course	846.85	Non-business (0%)	846.85	856.17	856.17	1.1%	Cost Recovery
Legal	Legal agreements linked to S106 contributions	Hour	196.61	Non-business (0%)	196.61	198.77	198.77	1.1%	Cost Recovery
Legal	Highway agreement works	Hour		Non-business (0%)		198.77	198.77	New	Cost Recovery
Legal	West Sussex transit site plot rental (nine plots)	Week	77.00	Non-business (0%)	77.00	77.00	77.00	0.0%	Subsidised

APPENDIX 7

Property Services Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Nursery	SLA	1,387.00	Non-business (0%)	1,387.00	1,402.50	1,402.50	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Nursery Number On Roll	SLA	4.00	Non-business (0%)	4.00	4.05	4.05	1.3%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Primary	SLA	1,387.00	Non-business (0%)	1,387.00	1,402.50	1,402.50	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support)- Primary Number On Roll	SLA	4.00	Non-business (0%)	4.00	4.05	4.05	1.3%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Primary Academy	SLA	1,387.00	Standard	1,664.40	1,402.50	1,683.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Primary Academy Number On Roll	SLA	4.00	Standard	4.80	4.05	4.86	1.3%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Secondary	SLA	1,819.00	Non-business (0%)	1,819.00	1,839.00	1,839.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Secondary Number on Roll	SLA	3.10	Non-business (0%)	3.10	3.15	3.15	1.6%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support)- Secondary Academy	SLA	1,819.00	Standard	2,182.80	1,839.00	2,206.80	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Secondary Academy Number on Roll	SLA	3.10	Standard	3.72	3.15	3.78	1.6%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Special Schools	SLA	1,512.00	Non-business (0%)	1,512.00	1,529.00	1,529.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support) - Special Schools Number on Roll	SLA	3.40	Non-business (0%)	3.40	3.45	3.45	1.5%	Cost Recovery
Facilities Management	Schools SLA's (Building Services and Engineering Support)- Alternative Provision	SLA	1,639.00	Non-business (0%)	1,639.00	1,657.50	1,657.50	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Nursery	SLA	580.80	Non-business (0%)	580.80	587.50	587.50	1.2%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Primary	SLA	580.80	Non-business (0%)	580.80	587.50	587.50	1.2%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Primary Academy	SLA	580.80	Standard	696.96	587.50	705.00	1.2%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Secondary	SLA	1,047.00	Non-business (0%)	1,047.00	1,059.00	1,059.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Secondary Academy	SLA	1,047.00	Standard	1,256.40	1,059.00	1,270.80	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Special Schools	SLA	618.70	Non-business (0%)	618.70	626.00	626.00	1.2%	Cost Recovery

APPENDIX 7

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Facilities Management	Schools SLA's (Caretaking and Premises Support) - Alternative Provision	SLA	618.70	Non-business (0%)	618.70	626.00	626.00	1.2%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Nursery	SLA	339.00	Non-business (0%)	339.00	342.80	342.80	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Primary	SLA	339.00	Non-business (0%)	339.00	342.80	342.80	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Primary Academy	SLA	339.00	Standard	406.80	342.80	411.36	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Secondary	SLA	511.00	Non-business (0%)	511.00	516.80	516.80	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Secondary Academy	SLA	511.00	Standard	613.20	516.80	620.16	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Special Schools	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) - Alternative Provision	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) Additional Play Area Inspection - Nursery, Primary, Secondary, Special School & Alternative Provision	SLA		Non-business (0%)		80.00	80.00	New	Cost Recovery
Facilities Management	Schools SLA's (Grounds Maintenance Support) Additional Play Area Inspection - Primary & Secondary Academy	SLA		Standard		80.00	96.00	New	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Nursery	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Primary	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Primary Academy	SLA	428.20	Standard	513.84	433.00	519.60	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Secondary	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Secondary Academy	SLA	428.20	Standard	513.84	433.00	519.60	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Special Schools	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Schools SLA's (Contract Services Team) Supplies- Alternative Provision	SLA	428.20	Non-business (0%)	428.20	433.00	433.00	1.1%	Cost Recovery
Facilities Management	Buyback 4 SLA'S Nursery - Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Non-business (0%)		2,515.80	2,515.80	New	Cost Recovery
Facilities Management	Buyback 4 SLA'S Primary - Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Non-business (0%)		2,515.80	2,515.80	New	Cost Recovery

APPENDIX 7

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Facilities Management	Buyback 4 SLA'S Secondary - Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Non-business (0%)		3,597.80	3,597.80	New	Cost Recovery
Facilities Management	Buyback 4 SLA'S Special Schools - Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Non-business (0%)		2,771.00	2,771.00	New	Cost Recovery
Facilities Management	Buyback 4 SLA'S Primary Academies- Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Standard		2,515.80	3,018.96	New	Cost Recovery
Facilities Management	Buyback 4 SLA'S Secondary Academies- Building & Surveying, Caretaking, Grounds Maintenance & Contract Services	Four SLA'S		Standard		3,597.80	4,317.36	New	Cost Recovery
Facilities Management	Schools Management Project Admin Fee (SMP) - Nursery, Primary, Secondary, Special Schools	Project		Non-business (0%)		100.00	100.00	New	Cost Recovery
Facilities Management	Schools Management Project Admin Fee (SMP) - Primary Academy & Secondary Academy	Project		Standard		100.00	120.00	New	Cost Recovery
Facilities Management	Mid Year Joining Fee - Nursery, Primary, Secondary & Special School	SLA		Non-business (0%)		50.00	50.00	New	Cost Recovery
Facilities Management	Mid Year Joining Fee - Primary Academy & Secondary Academy	SLA		Standard		50.00	60.00	New	Cost Recovery

APPENDIX 7

Education and Skills Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	Lump sum based on total pupil numbers: <150 pupils	1,079.00	Exempt (0%)	1,079.00	1,091.00	1,091.00	1.1%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	Lump sum based on total pupil numbers: = >150 <500 pupils	1,186.00	Exempt (0%)	1,186.00	1,199.00	1,199.00	1.1%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	Lump sum based on total pupil numbers: = >500 <850 pupils	1,406.00	Exempt (0%)	1,406.00	1,421.00	1,421.00	1.1%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	Lump sum based on total pupil numbers: =>850 pupils	1,513.00	Exempt (0%)	1,513.00	1,530.00	1,530.00	1.1%	Cost Recovery
Education & Skills	SLA With Schools - Outdoor Education: Charge to academies, FE colleges etc	Pupil	1.43	Exempt (0%)	1.43	1.45	1.45	1.4%	Cost Recovery
Education & Skills	SLA With Schools - Free School Meals	N/A	N/A	Exempt (0%)	N/A	N/A	N/A	1.1%	Cost Recovery
Education & Skills	SLA With Schools - Special School Meals	N/A	N/A	Exempt (0%)	N/A	N/A	N/A	1.1%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Secondary School Teacher	Weighted pupil no.	35.48	Non-business (0%)	35.48	36.00	36.00	1.5%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Primary School Teacher	Weighted pupil no.	39.60	Non-business (0%)	39.60	40.00	40.00	1.0%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Nursery, planned places - Teacher	Weighted pupil no.	93.00	Non-business (0%)	93.00	46.00	46.00	-50.5%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Caretaker / Bursar	Flat rate, pro-rated for hours	253.00	Non-business (0%)	253.00	256.00	256.00	1.2%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Nursery Nurse	Flat rate, pro-rated for hours	202.00	Non-business (0%)	202.00	204.00	204.00	1.0%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Special School Teachers	Weighted pupil no.	250.70	Non-business (0%)	250.70	186.00	186.00	-25.8%	Cost Recovery
Education & Skills	Home to School Transport - Primary school children living within walking distance	Year	245.00	Non-business (0%)	245.00	266.00	266.00	8.6%	Cost Recovery
Education & Skills	Home to School Transport - Primary school children living beyond walking distance	Year	280.00	Non-business (0%)	280.00	308.00	308.00	10.0%	Cost Recovery
Education & Skills	Home to School Transport - Secondary school children living within walking distance	Year	371.00	Non-business (0%)	371.00	406.00	406.00	9.4%	Cost Recovery
Education & Skills	Home to School Transport - Secondary school children living beyond walking distance	Year	420.00	Non-business (0%)	420.00	462.00	462.00	10.0%	Cost Recovery
Education & Skills	Home to School Transport - Post 16 students (concessionary and SEN)	Year	651.00	Non-business (0%)	651.00	658.00	658.00	1.1%	Cost Recovery

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Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Education & Skills	SLA with Schools - Education Psychology and behaviour	Full day course	550.00	Non-business (0%)	550.00	550.00	550.00	0.0%	Cost Recovery
Education & Skills	SLA With Schools - Education Psychology and behaviour	Half day course	275.00	Non-business (0%)	275.00	275.00	275.00	0.0%	Cost Recovery
Education & Skills	SLA With Schools - Charges to schools for statutory induction for Newly Qualified Teachers (NQTs)	NQT FTE	309.00	Exempt (0%)	Exempt (0%)	309.00	309.00	0.0%	Cost Recovery
Education & Skills	Charges to Schools for services provided in converting to academy status	School	8,000.00	Exempt (0%)	Exempt (0%)	8,000.00	8,000.00	0.0%	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning NCER	Lump sum according to school size plus sum per pupil: Infant	£0.42 per pupil	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	LA Schools £0.42 per pupil Academies £0.50 per pupil	£0.46 per pupil	LA schools - £0.46 per pupil Academies £0.55 per pupil	9.5%	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning FFT	Lump sum according to school size plus sum per pupil: Infant	£40 school rate + £0.35 per pupil	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	LA Schools £40 school rate + £0.35 per pupil Academies £48 school rate + £0.42 per pupil	£40 school rate + £0.37 per pupil	LA schools £40 school rate + £0.37 per pupil Academies £48 school rate + £0.44 per pupil	5.7% on per pupil rate	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning FFT	Lump sum according to school size plus sum per pupil: Primary	£52 school rate + £0.35 per pupil	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	LA Schools £52 school rate + £0.35 per pupil Academies £52 school rate + £0.42 per pupil	£52 school rate + £0.37 per pupil	LA Schools £52 school rate + £0.37 per pupil Academies £62.40 school rate + £0.44 per pupil	5.7% on per pupil rate	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning FFT Academy Admin	Lump sum according to school size plus sum per pupil: Secondary	Various	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	Various	Various	Various	5.7%	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning FFT	Lump sum according to school size plus sum per pupil: Secondary	£460 school rate + £0.35 per pupil	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	LA schools £460 school rate + £0.35 per pupil Academies £460 school rate + £0.42 per pupil	£460 school rate + £0.37 per pupil	LA Schools £460 school rate + £0.37 per pupil Academies £552 school rate + £0.44 per pupil	5.7% on per pupil rate	Cost Recovery
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning	Lump sum according to school size plus sum per pupil: Special schools	£2.36 per statemented pupil	LA Schools - Outside scope (0%) Academies - Standard Rating (20%)	LA schools £2.36 per statemented pupil Academies £2.83 per statemented pupil	£2.49 per statemented pupil	LA Schools £2.49 per statemented pupil Academies £2.99 per statemented pupil	5.7% on per pupil rate	Cost Recovery
Education & Skills	Range of Ad-hoc services within Education and Skills	Various		Standard		Various	Various	New	Cost Recovery

APPENDIX 7

Planning Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Implementation	S38 & S278 Highway agreements	Agreement	Various	Non-business (0%)	Various	Various	Various	0%	Cost Recovery
Monitoring and Records	Local land charge fees	Search	20.00	Standard	24.00	22.00	26.40	10%	Cost Recovery
Monitoring and Records	Local land charge search follow-up	Request	Various	Standard	Various	Various	Various	7.8-10.5%	Cost Recovery
Monitoring and Records	Highway boundaries information	Request	Various	Standard	Various	Various	Various	7.8-10.5%	Cost Recovery
Monitoring and Records	S106 agreement enquiries	Hour	45.00	Standard	54.00	50.00	60.00	11%	Cost Recovery
Planning and Transport Policy	Access to traffic modelling	Request	Various	Standard	Various	Various	Various	0%	Cost Recovery
Planning and Transport Policy	Copies of highway scheme plans	Plan	Various	Standard	Various	At cost	At cost	0%	Cost Recovery
Highways Development Management	Pre-application advice fees	Written Response or Meeting/Site Visit & Written Response	Various	Standard	Various	Various	Various	0%	Cost Recovery
Monitoring and Records	Monitoring of S106 contributions	Per Trigger	200.00	Outside scope (0%)	200.00	200.00	200.00	0%	Cost Recovery
Monitoring and Records	Highway boundaries – Bespoke enquiries	Hour		Standard		50.00	60.00	New	Cost Recovery
County Planning	Pre-application advice fees	Meeting or Site Visit and Written Response, or Written Response Only	Various	Standard	Various	Various	Various	11.2-15.0%	Cost Recovery
Environment & Heritage	Historic environment record - searches	Householder search	95.00	Standard	114.00	95.00	114.00	0%	Cost Recovery
Environment & Heritage	Historic environment record - searches	Standard search	158.00	Standard	189.60	158.00	189.60	0%	Cost Recovery
Environment & Heritage	Historic environment record - searches	Priority search	252.00	Standard	302.40	252.00	302.40	0%	Cost Recovery
Environment & Heritage	Historic environment record - searches	Statutory undertaker standard search	164.00	Standard	196.80	164.00	196.80	0%	Cost Recovery
Environment & Heritage	Historic environment record - searches	Statutory undertaker priority search	338.00	Standard	405.60	338.00	405.60	0%	Cost Recovery
Environment & Heritage	Advice and support to statutory undertakers	Hours	87.00	Standard	104.40	87.00	104.40	0%	Cost Recovery
Environment & Heritage	Pre-application advice fees	Written response or meeting/site visit & written response	Various	Standard	Various	Various	Various	0%	Cost Recovery
Environment & Heritage	Contribution by District and Borough Councils to maintenance of the Historic environment record	Annual fee	3,000.00	Non-business (0%)	3,000.00	3,000.00	3,000.00	0%	Cost Recovery

APPENDIX 7

Rights of Way and Countryside Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Countryside Facilities	Rental of land and fishing rights	Agreement	Various	Exempt (0%)	Various	Various	Various	N/A	Cost Recovery
Countryside Services	Family Bushcraft	Per family	63.50	Exempt (0%)	63.50	64.20	64.20	1.10%	Cost Recovery
Countryside Services	All guided walks/night hike/food for free with/without hot drink	Per person	6.50	Exempt (0%)	6.50	6.60	6.60	1.10%	Cost Recovery
Countryside Services	Craft events e.g. Christmas Wreaths (includes materials/drinks)	Per person	21.00	Exempt (0%)	21.00	21.50	21.50	2.38%	Cost Recovery
Countryside Services	Hire of Buchan Country Park Countryside Centre with refreshments hourly charge (All potential bookings must be checked and agreed with the duty ranger first)	Per hour (minimum 2-hour charge)	21.00	Exempt (0%)	21.00	21.50	21.50	2.38%	Cost Recovery
Countryside Services	Schools and hire of Forest School area (per child)	Per child	2.10	Exempt (0%)	2.10	2.20	2.20	4.76%	Cost Recovery
Rights of Way	Unopposed Public Path Orders administrative fees	Order	2,300.00	Non-business (0%)	2,300.00	2,325.00	2,325.00	1.09%	Cost Recovery
Rights of Way	Opposed Public Path Orders administrative fees - legal and case officer support to Public Inquiry (in addition to the fee stated as "Unopposed Public Path Order").	Order	1,300.00	Non-business (0%)	1,300.00	1,315.00	1,315.00	1.15%	Cost Recovery
Rights of Way	Opposed Public Path Orders administrative fees - where objections withdrawn following officer correspondence, so Order can be confirmed as unopposed (in addition to the fee stated as "Unopposed Public Path Order").	Order	400.00	Non-business (0%)	400.00	405.00	405.00	1.25%	Cost Recovery
Rights of Way	Un/Opposed Public Path Orders administrative fees - additional Order(s) in addition to the fee stated as "Unopposed Public Path Order" and "Opposed Public Path Order" fee as applicable)	Order	400.00	Non-business (0%)	400.00	405.00	405.00	1.25%	Cost Recovery
Rights of Way	Un/Opposed Public Path Orders administrative fees - additional site inspections by case officer prior to determining application (in addition to the fee stated as "Unopposed Public Path Order" and "Opposed Public Path Order" fee as applicable).	Site visit plus associated costs	200.00	Non-business (0%)	200.00	205.00	205.00	2.50%	Cost Recovery
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (21 days emergency/ unplanned Orders)	Path order	550.00	Non-business (0%)	550.00	556.00	556.00	1.09%	Cost Recovery
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (5 days planned works Orders)	Path order	550.00	Non-business (0%)	550.00	556.00	556.00	1.09%	Cost Recovery
Countryside Services	Licence fee for access across or on to COUNCIL land	Application	Various	Non-business (0%)	Various	Various	Various	1.10%	Cost Recovery
Rights of Way	Charge for advice on PPO legislation and procedures to potential applicants and Order Making Authorities	Per hour	28.00	Exempt (0%)	28.00	28.30	28.30	1.07%	Cost Recovery

APPENDIX 7

Trading Standards Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Trading Standards	Weights and Measures Act 1985 - Inspector of weights and measures	Hour	74.00	Standard	88.80	74.80	89.76	1.08%	Cost Recovery
Trading Standards	Weights and Measures Act 1985 - Support officer	Hour	47.50	Standard	57.00	48.00	57.60	1.05%	Cost Recovery
Trading Standards	Hourly charge for demand led discretionary business support services	Hour	74.00	Standard	88.80	74.80	89.76	1.08%	Cost Recovery
Trading Standards	Variation of a licence (other than name or address)	Hour	74.00	Standard	88.80	74.80	89.76	1.08%	Cost Recovery

Waste Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Waste Recycling	Co-mingled recyclate	Tonne	105.83	Standard	127.00	107.50	129.00	1.6%	Cost Recovery
Waste Disposal	Trade waste	Tonne	147.50	Standard	177.00	150.00	180.00	1.7%	Cost Recovery
Waste Recycling	Green waste	Tonne	61.67	Standard	74.00	62.50	75.00	1.3%	Cost Recovery
Waste Recycling	WEEE category A	Tonne	145.00	Standard	174.00	146.67	176.00	1.2%	Cost Recovery
Waste Recycling	WEEE category B	Tonne	407.08	Standard	488.50	411.67	494.00	1.1%	Cost Recovery
Waste Recycling	WEEE category C	Tonne	407.08	Standard	488.50	411.67	494.00	1.1%	Cost Recovery
Waste Recycling	WEEE category D	Tonne	407.08	Standard	488.50	411.67	494.00	1.1%	Cost Recovery
Waste Recycling	WEEE category E	Tonne	145.00	Standard	174.00	146.67	176.00	1.2%	Cost Recovery
Waste Recycling	Single stream recyclate	Tonne	12.42	Standard	14.90	12.58	15.10	1.3%	Cost Recovery
HWRS Non-Household	Motor vehicle tyre	Tyre	4.17	Standard	5.00	4.17	5.00	0.0%	Cost Recovery
Waste Disposal	Trade waste - mattress disposal	Mattress		Standard		12.50	15.00	New	Cost Recovery

APPENDIX 7

Energy Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Energy Services	Schools display energy certificates - SLA	Per certificate	55.00	Non-business (0%)	55.00	56.00	56.00	1.8%	Cost Recovery
Energy Services	Schools display energy certificates - SLA Academy	Per certificate	55.00	Standard	66.00	56.00	67.20	1.8%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 1	1-5 meters	338.00	Non-business (0%)	338.00	342.00	342.00	1.2%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 1. Academy	1-5 meters	338.00	Standard	405.60	342.00	410.40	1.2%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 2	6-9 meters	394.00	Non-business (0%)	394.00	399.00	399.00	1.3%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 2. Academy	6-9 meters	394.00	Standard	472.80	399.00	478.80	1.3%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 3	10+ meters	490.00	Non-business (0%)	490.00	496.00	496.00	1.2%	Cost Recovery
Energy Services	Schools energy management service - SLA. Band 3. Academy	10+ meters	490.00	Standard	588.00	496.00	595.20	1.2%	Cost Recovery

APPENDIX 7

Finance Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Schools Financial Services	Schools financial services SLA - Section 8 charges. Secondary school	School, per annum	852.00	Non-business (0%)	852.00	£1,000 per school plus £0.50 per pupil	£1,000 per school plus £0.50 per pupil	Not applicable - Change in charging basis	Cost Recovery
Schools Financial Services	Schools financial services SLA - Section 8 charges. Primary & nursery school	School, per annum	1,200.00	Non-business (0%)	1,200.00	£1,000 per school plus £0.50 per pupil	£1,000 per school plus £0.50 per pupil	Not applicable - Change in charging basis	Cost Recovery
Schools Financial Services	Schools financial services SLA - Section 8 charges. Special school	School, per annum	1,200.00	Non-business (0%)	1,200.00	£1,000 per school plus £0.50 per pupil	£1,000 per school plus £0.50 per pupil	Not applicable - Change in charging basis	Cost Recovery
Schools Financial Services	Schools Financial Services - Level 3 services. Year-end financial closedown	Fixed (4 hours)	144.00	Non-business (0%)	144.00	146.00	146.00	1.4%	Cost Recovery
Schools Financial Services	Pre-booked visits to schools	Hours	130 minimum	Non-business (0%)	130 minimum	£36.50 per hour (minimum 2.5 hours) plus a flat rate travel charge of £40.50	132 minimum	Not applicable - Change in charging basis	Cost Recovery
Schools Financial Services	Pre-booked dial-ups to schools	Hour	36 minimum	Non-business (0%)	36 minimum	£36.50 per hour (minimum 1 hour)	36.50 minimum	Not applicable - Change in charging basis	Cost Recovery
Schools Financial Services	Training events/workshops	Person	50.00	Non-business (0%)	50.00	50.00	50.00	0%	Cost Recovery
Schools Financial Services	Training events/workshops	Person	80.00	Non-business (0%)	80.00	80.00	80.00	0%	Cost Recovery

APPENDIX 7

Fire Service Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
FRS - Special Services	Major appliance/ large vehicle & crew	Hour	345.00	Standard	414.00	350.00	420.00	1.4%	Cost Recovery
FRS - Special Services	Major appliance/ small vehicle & crew	Hour	295.00	Standard	354.00	300.00	360.00	1.7%	Cost Recovery
FRS - Special Services	Pumping appliance	Hour	230.00	Standard	276.00	235.00	282.00	2.2%	Cost Recovery
FRS - Special Services	Small vehicle (e.g. 4wd)	Hour	225.00	Standard	270.00	230.00	276.00	2.2%	Cost Recovery
FRS - Special Services	Testing of dry riser	Test	299.40	Standard	359.28	305.00	366.00	1.9%	Cost Recovery
FRS - Special Services	Additional dry riser	Test		Standard		225.00	270.00	New	Cost Recovery
FRS - Special Services	Copy of fire report	Report	90.00	Standard	108.00	95.00	114.00	5.6%	Cost Recovery
FRS - Special Services	Fire investigation interview	Hour	135.00	Standard	162.00	140.00	168.00	3.7%	Cost Recovery
FRS - Special Services	Fire investigation report (standard)	Report	437.25	Standard	524.70	440.00	528.00	0.6%	Cost Recovery
FRS - Special Services	Fire report photocopies of maps and plans	Copy		Standard		25.00	30.00	New	Cost Recovery
FRS - Special Services	Labour (dependent on role) - First hour or part thereof	Hour	Various	Standard	Various	70.00	84.00	n/a	Cost Recovery
FRS - Special Services	Labour (dependent on role) - Each subsequent 1/2 hour	Half Hour	Various	Standard	Various	37.00	44.40	n/a	Cost Recovery
FRS - Special Services	Event Charges	Hour	350.00	Standard	420.00	355.00	426.00	1.4%	Cost Recovery
FRS - Special Services	Repeated calls to an unwanted automatic fire alarm (AFA)	Per incident		Standard		400.00	480.00	New	Cost Recovery
Commercial Training	Open course face to face training - Fire safety - various	Per head	125.00	Exempt (0%)	125.00	125.00	125.00	0.0%	Cost Recovery
Commercial Training	On-Site face to face training - Fire safety awareness	Course - Max 20 people.	350.00	Exempt (0%)	350.00	350.00	350.00	0.0%	Cost Recovery
Commercial Training	On-Site face to face training - Fire extinguisher	Course - Max 15 people.	440.00	Exempt (0%)	440.00	440.00	440.00	0.0%	Cost Recovery
Commercial Training	On-Site face to face training - Fire warden	Course - Max 15 people.	585.00	Exempt (0%)	585.00	585.00	585.00	0.0%	Cost Recovery
Commercial Training	On-Site face to face training - Manual handling	Course - Max 15 people.	585.00	Exempt (0%)	585.00	585.00	585.00	0.0%	Cost Recovery
Commercial Training	On-Site face to face training - Management of fire risk	Course - Max 15 people.	585.00	Exempt (0%)	585.00	585.00	585.00	0.0%	Cost Recovery
Commercial Training	Fire extinguisher maintenance	Extinguisher	Various	Exempt (0%)	Various	Various	Various	0.0%	Cost Recovery

APPENDIX 7

Records Office Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Record Office	Publication fees for film and TV	Photograph	53.33	Standard	64.00	54.17	65.00	1.6%	Cost Recovery
Record Office	Room hire of work room (up to 12 people)	Full day	84.00	Exempt (0%)	84.00	85.00	85.00	1.2%	Cost Recovery
Record Office	Publication fees for Garland photos UK rights	Image	22.50	Standard	27.00	23.33	28.00	3.7%	Cost Recovery
Record Office	Publication fees for Garland photos world rights	Image	45.00	Standard	54.00	46.67	56.00	3.7%	Cost Recovery
Record Office	Publication fee in books with print run of 1-1000	Photograph	5.83	Standard	7.00	5.83	7.00	0.0%	Cost Recovery
Record Office	Publication fee in books with print run of 1001-3000	Photograph	11.67	Standard	14.00	11.67	14.00	0.0%	Cost Recovery
Record Office	Publication fee in books with print run of 3001-5000	Photograph	17.50	Standard	21.00	17.50	21.00	0.0%	Cost Recovery
Record Office	Publication fee in books with print run of 5001 and over	Photograph	23.33	Standard	28.00	23.33	28.00	0.0%	Cost Recovery
Record Office	Publication fees for national media/ periodicals	Photograph	22.50	Standard	27.00	23.33	28.00	3.7%	Cost Recovery
Record Office	Record Office 'surgeries'	Hour	34.17	Standard	41.00	34.17	41.00	0.0%	Cost Recovery
Record Office	Publication fees for other commercial publications	Photograph	31.67	Standard	38.00	31.67	38.00	0.0%	Cost Recovery
Record Office	Publication fees for local media	Photograph	5.83	Standard	7.00	5.83	7.00	0.0%	Cost Recovery
Record Office	Publication fees for Eric Gill Collection	Item	9.58	Standard	11.50	9.58	11.50	0.0%	Cost Recovery
Record Office	Scanned image and print A3	Sheet	19.17	Standard	23.00	19.17	23.00	0.0%	Cost Recovery
Record Office	Scanned image and print A3-A1	Sheet	38.33	Standard	46.00	38.33	46.00	0.0%	Cost Recovery
Record Office	Scanned image and print A4	Sheet	9.58	Standard	11.50	9.58	11.50	0.0%	Cost Recovery
Record Office	Supply of scanned image - A3-A0	Sheet	25.00	Standard	30.00	25.00	30.00	0.0%	Cost Recovery
Record Office	Supply of scanned image - A4-A3	Sheet	12.50	Standard	15.00	12.50	15.00	0.0%	Cost Recovery
Record Office	Supply of scanned image - up to A4	Sheet	6.25	Standard	7.50	6.25	7.50	0.0%	Cost Recovery
Record Office	Car parking - full day	Day	6.25	Standard	7.50	6.25	7.50	0.0%	Cost Recovery

APPENDIX 7

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Record Office	Car parking - half day	Half day	3.13	Standard	3.75	3.13	3.75	0.0%	Cost Recovery
Record Office	Daytime tours of Record Office	Tour	36.00	Exempt (0%)	36.00	37.00	37.00	2.8%	Cost Recovery
Record Office	Genealogical research fees	Tour	30.00	Standard	36.00	30.00	36.00	0.0%	Cost Recovery
Record Office	Other searches	Hour	30.00	Standard	36.00	30.00	36.00	0.0%	Cost Recovery
Record Office	Orders by post (up to 3 colour copies)	Up to 3 sheets	7.08	Standard	8.50	7.08	8.50	0.0%	Cost Recovery
Record Office	Orders by post (up to 5 copies)	Up to 5 sheets	5.42	Standard	6.50	5.42	6.50	0.0%	Cost Recovery
Record Office	Evening tours of Record Office	Tour	67.00	Exempt (0%)	67.00	68.00	68.00	1.5%	Cost Recovery
Record Office	Out of office talks	Talk	55.83	Standard	67.00	56.67	68.00	1.5%	Cost Recovery
Record Office	Short research fee	30 mins	15.00	Standard	18.00	15.00	18.00	0.0%	Cost Recovery
Record Office	Evening talks at the Record Office	Person	6.67	Standard	8.00	6.67	8.00	0.0%	Cost Recovery
Record Office	Self-service microform copying	Sheet	0.38	Standard	0.45	0.38	0.45	0.0%	Cost Recovery
Record Office	Self-service printing from computer	Sheet	0.38	Standard	0.45	0.38	0.45	0.0%	Cost Recovery
Record Office	A3 and A4 photocopies	Sheet	0.50	Standard	0.60	0.50	0.60	0.0%	Cost Recovery
Record Office	Coffee time sessions	Person	7.50	Exempt (0%)	7.50	7.50	7.50	0.0%	Cost Recovery
Record Office	Photocopies - A3 colour	Sheet	2.50	Standard	3.00	2.50	3.00	0.0%	Cost Recovery
Record Office	Photocopies - A4 colour	Sheet	1.25	Standard	1.50	1.25	1.50	0.0%	Cost Recovery
Record Office	Room hire of work room (up to 12 people)	Half day	42.00	Exempt (0%)	42.00	42.50	42.50	1.2%	Cost Recovery
Record Office	Certified copies of documents	Document	11.67	Standard	14.00	12.50	15.00	7.1%	Cost Recovery
Record Office	DIY photography in search room	Day	10.00	Standard	12.00	10.00	12.00	0.0%	Cost Recovery
Record Office	Baptism certificate			Standard		25.83	31.00	New	Cost Recovery

APPENDIX 7

Libraries Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Libraries	Audiobooks (up to 8 cassettes/CDs)	3 weeks	1.45	Non-business (0%)	1.45	1.45	1.45	0%	Cost Recovery
Libraries	Audiobooks (9+ cassettes/CDs)	3 weeks	2.90	Non-business (0%)	2.90	2.90	2.90	0%	Cost Recovery
Libraries	Audiobooks (Playaway - digital audio)	3 weeks	2.90	Non-business (0%)	2.90	2.90	2.90	0%	Cost Recovery
Libraries	Fax: to UK	Per page	1.67	Standard	2.00	1.67	2.00	0%	Cost Recovery
Libraries	Fax: to Europe	Per page	2.25	Standard	2.70	2.25	2.70	0%	Cost Recovery
Libraries	Fax: to Rest of World	Per page	2.83	Standard	3.40	2.83	3.40	0%	Cost Recovery
Libraries	Fax: receiving fax	Per page	1.13	Standard	1.35	1.13	1.36	0%	Cost Recovery
Libraries	Public access computers: Charge for non-members using PCs	Hour	1.67	Standard	2.00	1.67	2.00	0%	Cost Recovery
Libraries	Reservation Fees - Books in West Sussex or partnership libraries	Item	1.00	Non-business (0%)	1.00	1.00	1.00	0%	Cost Recovery
Libraries	Reading groups - Subscription	Year	27.50	Standard	33.00	27.50	33.00	0%	Cost Recovery
Libraries	CDs - Other	1 week	1.20	Non-business (0%)	1.20	1.20	1.20	0%	Cost Recovery
Libraries	Membership card replacement	Card	1.75	Non-business (0%)	1.75	1.75	1.75	0%	Cost Recovery
Libraries	Overdue charges (Administration charge for overdue letter)	Letter	1.75	Non-business (0%)	1.75	1.75	1.75	0%	Cost Recovery
Libraries	Reservation fees - Books reserved directly online	Item	0.60	Non-business (0%)	0.60	0.60	0.60	0%	Cost Recovery
Libraries	Reservation fees - Books from elsewhere	Item	7.50	Non-business (0%)	7.50	7.50	7.50	0%	Cost Recovery
Libraries	Reservation fees - Books from British Library	Item	11.00	Non-business (0%)	11.00	11.00	11.00	0%	Cost Recovery
Libraries	Overdue charges (Adult Books)	Day	0.30	Non-business (0%)	0.30	0.30	0.30	0%	Cost Recovery
Libraries	Overdue charges (Audio books)	Day	0.30	Non-business (0%)	0.30	0.30	0.30	0%	Cost Recovery
Libraries	Overdue charges (General DVDs)	Day	0.60	Non-business (0%)	0.60	0.60	0.60	0%	Cost Recovery
Libraries	Overdue charges (Music CDs)	Day	0.30	Non-business (0%)	0.30	0.30	0.30	0%	Cost Recovery

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Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Libraries	DVDs (General)	1 Week	2.00	Non-business (0%)	2.00	2.00	2.00	0%	Cost Recovery
Libraries	Exhibition booking fee	Per week, when items are for sale	13.50	Exempt (0%)	13.50	13.50	13.50	0%	Cost Recovery
Libraries	Photocopying - A4 Black and White	Copy	0.13	Standard	0.15	0.13	0.16	0%	Cost Recovery
Libraries	Photocopying - A3 Black and White	Copy	0.17	Standard	0.20	0.17	0.20	0%	Cost Recovery
Libraries	Photocopying - A4 Colour	Copy	0.42	Standard	0.50	0.42	0.50	0%	Cost Recovery
Libraries	Photocopying - A3 Colour	Copy	0.83	Standard	1.00	0.83	1.00	0%	Cost Recovery
Libraries	Printing: charge for internet prints - A4 Black and White	Page	0.17	Standard	0.20	0.17	0.20	0%	Cost Recovery
Libraries	Printing: charge for internet prints - A4 Colour	Page	0.50	Standard	0.60	0.50	0.60	0%	Cost Recovery
Libraries	Reference research	Half-hour, after initial free 30 mins	15.00	Standard	18.00	15.00	18.00	0%	Cost Recovery
Libraries	Lettings - Community use	1 hour	10.00	Exempt (0%)	10.00	10.00	10.00	0%	Cost Recovery
Libraries	Lettings - SME business	1 hour	20.00	Exempt (0%)	20.00	20.00	20.00	0%	Cost Recovery
Libraries	Lettings - Commercial use	1 hour	40.00	Exempt (0%)	40.00	40.00	40.00	0%	Cost Recovery
Libraries	Lettings - Crawley library meeting rooms - Community use	1 hour	12.00	Exempt (0%)	12.00	12.00	12.00	0%	Cost Recovery
Libraries	Lettings - Crawley library meeting rooms - SME business use	1 hour	24.00	Exempt (0%)	24.00	24.00	24.00	0%	Cost Recovery
Libraries	Lettings - Crawley library meeting rooms - Commercial use	1 hour	48.00	Exempt (0%)	48.00	48.00	48.00	0%	Cost Recovery
Libraries	Lettings - Longley exhibition room - Community use	1 hour	22.00	Exempt (0%)	22.00	22.00	22.00	0%	Cost Recovery
Libraries	Lettings - Longley exhibition room - SME business use	1 hour	44.00	Exempt (0%)	44.00	44.00	44.00	0%	Cost Recovery
Libraries	Lettings - Longley exhibition room - Commercial use	1 hour	88.00	Exempt (0%)	88.00	88.00	88.00	0%	Cost Recovery
Libraries	Lettings - Worthing library lecture theatre - Community use	1 hour	22.00	Exempt (0%)	22.00	22.00	22.00	0%	Cost Recovery
Libraries	Lettings - Worthing library lecture theatre - SME business use	1 hour	44.00	Exempt (0%)	44.00	44.00	44.00	0%	Cost Recovery
Libraries	Lettings - Worthing library lecture theatre - Commercial use	1 hour	88.00	Exempt (0%)	88.00	88.00	88.00	0%	Cost Recovery

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Registrar's Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Citizenship ceremony	Individually organised citizenship ceremony for one person at a registration office.	Ceremony	115.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	115.00	95.83	115.00	0.00%	Cost Recovery
Citizenship ceremony	Individually organised citizenship ceremony for a family at a registration office.	Family ceremony	150.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	150.00	125.00	150.00	0.00%	Cost Recovery
Citizenship ceremony	Individually organised citizenship ceremony for one person at a registration office on a Saturday	Ceremony	130.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	130.00	108.33	130.00	0.00%	Cost Recovery
Citizenship ceremony	Individually organised citizenship ceremony for a family at a registration office on a Saturday	Family ceremony	160.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	160.00	133.33	160.00	0.00%	Cost Recovery
Non-Statutory Ceremonies	Fee for commemorative certificate	Certificate	9.17	Standard	11.00	9.17	11.00	0.00%	Cost Recovery
Additional fee for Notice of Marriage given on Saturdays	Additional administration fee for notice appointments requested on Saturdays. Added to reflect increased cost of delivery of a Saturday service	Notice	10.42	Standard	12.50	10.42	12.50	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Monday - Thursday	Ceremony	217.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	217.00	180.83	217.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Friday	Ceremony	280.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	280.00	233.33	280.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Saturday / Sunday	Ceremony	310.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	310.00	258.33	310.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Public Holiday	Ceremony	404.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	404.00	336.67	404.00	0.00%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Monday - Thursday	Ceremony	181.00	Standard	217.00	180.83	217.00	0.00%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Friday	Ceremony	233.00	Standard	280.00	233.33	280.00	0.00%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Saturday / Sunday	Ceremony	258.00	Standard	310.00	258.33	310.00	0.00%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Public Holiday	Ceremony	337.00	Standard	404.00	336.67	404.00	0.00%	Cost Recovery

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Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Monday - Thursday	Ceremony	260.00	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	260.00	216.67	260.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Friday	Ceremony	315.00	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	317.00	264.17	317.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Saturday / Sunday	Ceremony	371.83	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	376.00	313.33	376.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Public Holiday	Ceremony	476.17	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	490.00	408.33	490.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Monday - Thursday	Ceremony	217.00	Standard	260.00	216.67	260.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Friday	Ceremony	264.00	Standard	317.00	264.17	317.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Saturday / Sunday	Ceremony	313.00	Standard	376.00	313.33	376.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Public Holiday	Ceremony	408.00	Standard	490.00	408.33	490.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Monday - Thursday	Ceremony	430.00	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	455.00	379.17	455.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Friday	Ceremony	471.67	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	505.00	420.83	505.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Saturday / Sunday	Ceremony	573.50	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	618.00	515.00	618.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Public Holiday	Ceremony	636.17	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	682.00	568.33	682.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Monday - Thursday	Ceremony	379.00	Standard	455.00	379.17	455.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Friday	Ceremony	421.00	Standard	505.00	420.83	505.00	0.00%	Cost Recovery

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Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Saturday / Sunday	Ceremony	515.00	Standard	618.00	515.00	618.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Public Holiday	Ceremony	568.00	Standard	682.00	568.33	682.00	0.00%	Cost Recovery
Attendance of Registrars in West Sussex Venue Cat C room (e.g. The Drawing Room)	Additional ceremony at venue already paying for one ceremony - i.e. baby naming	Additional ceremony	96.00	Standard	115.00	95.83	115.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Monday - Thursday	Ceremony	645.83	Standard	775.00	645.83	775.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D	Friday	Ceremony	688.33	Standard	826.00	688.33	826.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Saturday / Sunday	Ceremony	753.33	Standard	904.00	753.33	904.00	0.00%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Public Holiday	Ceremony	817.50	Standard	981.00	817.50	981.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Monday - Thursday	Ceremony	696.67	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	775.00	645.83	775.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Friday	Ceremony	739.17	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	826.00	688.33	826.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Saturday / Sunday	Ceremony	811.83	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	904.00	753.33	904.00	0.00%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Public Holiday	Ceremony	885.33	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	981.00	817.50	981.00	0.00%	Cost Recovery
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Monday - Thursday	Ceremony	430.00	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	455.00	379.17	455.00	0.00%	Cost Recovery
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Friday	Ceremony	471.67	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	505.00	420.83	505.00	0.00%	Cost Recovery
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Saturday / Sunday	Ceremony	573.50	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	618.00	515.00	618.00	0.00%	Cost Recovery

APPENDIX 7

Agenda Item 6
Annex 1

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Public Holiday	Ceremony	636.17	Standard 1st April 2020 - Standard & non business (0%) 1st April 2019	682.00	568.33	682.00	0.00%	Cost Recovery
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Monday - Thursday	Ceremony	379.00	Standard	455.00	379.17	455.00	0.00%	Cost Recovery
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Friday	Ceremony	421.00	Standard	505.00	420.83	505.00	0.00%	Cost Recovery
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Saturday / Sunday	Ceremony	515.00	Standard	618.00	515.00	618.00	0.00%	Cost Recovery
Venue Licensing	Licence valid for three years for a venue to hold marriages & civil partnerships	License	2018.00	Non-business (0%)	2018.00	2018.00	2018.00	0.00%	Cost Recovery
Licensing a Religious Building to hold civil partnerships	Appeal against a refusal to grant a license.	Appeal	403.00	Non-business (0%)	403.00	403.00	403.00	0.00%	Cost Recovery
Venue Licensing	License valid for three years for a venue to hold marriages & civil partnerships: Fee for additional room	Additional room	347.00	Non-business (0%)	347.00	347.00	347.00	0.00%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Monday - Thursday	Ceremony	366.67	Standard	440.00	366.67	440.00	0.00%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Friday	Ceremony	406.67	Standard	488.00	406.67	488.00	0.00%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Saturday / Sunday	Ceremony	501.67	Standard	602.00	501.67	602.00	0.00%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Public Holiday	Ceremony	555.00	Standard	666.00	555.00	666.00	0.00%	Cost Recovery
Registrar to register a civil partnership at a religious building	Monday - Thursday	Ceremony	172.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	172.00	143.33	172.00	0.00%	Cost Recovery
Registrar to register a civil partnership at a religious building	Friday	Ceremony	231.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	231.00	192.50	231.00	0.00%	Cost Recovery
Registrar to register a civil partnership at a religious building	Saturday / Sunday	Ceremony	260.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	260.00	216.67	260.00	0.00%	Cost Recovery

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Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Registrar to register a civil partnership at a religious building	Public Holiday	Ceremony	346.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	346.00	288.33	346.00	0.00%	Cost Recovery
Attendance of Registrars at a venue subject to specific partnership arrangement to Register a marriage/civil partnership	Friday	Ceremony	279.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	279.00	232.50	279.00	0.00%	Cost Recovery
Attendance of Registrars at a venue subject to specific partnership arrangement to Register a marriage/civil partnership	Saturday	Ceremony	310.00	Standard 1st April 2020 - Non business (0%) 1st April 2019	310.00	258.33	310.00	0.00%	Cost Recovery

Gypsy and Travellers Sites Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Gypsy and Travellers Sites	Gypsy Roma Traveller site plot rental – Fairplace Hill (4 X Double pitch plot rental)	Week	104.50	Exempt (0%)	104.50	105.50	105.50	0.96%	Subsidised
Gypsy and Travellers Sites	Gypsy Roma Traveller Site plot rental – Fairplace Hill (5 X Single pitch plot rental)	Week	83.00	Exempt (0%)	83.00	84.00	84.00	1.20%	Subsidised
Gypsy and Travellers Sites	Plot rental all other sites	Week	56.50	Exempt (0%)	56.50	57.00	57.00	0.88%	Subsidised
Gypsy and Travellers Sites	Gypsy Roma Traveller site plot rental – Fairplace Hill (1 X Single pitch plot rental)	Week	99.69	Exempt (0%)	99.69	100.69	100.69	1.00%	Subsidised

APPENDIX 7

Highways Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Licensing - Highways	Hoarding application	M2 per 6 weeks	N/A	Non-business (0%)	N/A	27.00	27.00	New	Cost Recovery
Licensing - Highways	Hoarding application - Extension	M2 per 8 weeks	N/A	Non-business (0%)	N/A	27.00	27.00	New	Cost Recovery
Licensing - Highways	Hoarding application - Retrospective	Additional fee per license	302.00	Non-business (0%)	302.00	305.30	305.30	1.1%	Cost Recovery
Licensing - Highways	Scaffold license	Month	190.00	Non-business (0%)	190.00	192.10	192.10	1.1%	Cost Recovery
Licensing - Highways	Scaffold license - Extension	Extra months	127.00	Non-business (0%)	127.00	128.40	128.40	1.1%	Cost Recovery
Licensing - Highways	Scaffold license - Retrospective	Additional fee per license	302.00	Non-business (0%)	302.00	305.30	305.30	1.1%	Cost Recovery
Licensing - Highways	Special event orders Section 16 (Note: In exceptional circumstances, a fee reduction may be agreeing at the discretion of the Traffic Manager for community events with minimal impact on the network)	Order	2,145.00	Non-business (0%)	2,145.00	2,168.60	2,168.60	1.1%	Cost Recovery
Licensing - Highways	Temporary traffic orders: by Notice - only if agreed with Streetworks Section (S14 (2))	Notice	428.00	Non-business (0%)	428.00	432.70	432.70	1.1%	Cost Recovery
Licensing - Highways	Temporary traffic orders: by Notice followed by full Order (NOTICE + 2nd public notice) (S14 (1))	Order	2,145.00	Non-business (0%)	2,145.00	2,168.60	2,168.60	1.1%	Cost Recovery
Licensing - Highways	Temporary traffic orders: by Order (S14 (1))	Order	2,145.00	Non-business (0%)	2,145.00	2,168.60	2,168.60	1.1%	Cost Recovery
Licensing - Highways	Temporary traffic orders: Extension	Order	2,145.00	Non-business (0%)	2,145.00	2,168.60	2,168.60	1.1%	Cost Recovery
Licensing - Highways	Public path orders administrative fees - Temporary traffic regulation order (path closure) (6-month orders)	Path order	2,000.00	Non-business (0%)	2,000.00	2,022.00	2,022.00	1.1%	Cost Recovery
Licensing - Highways	Public path orders administrative fees - Temporary traffic regulation order (Path closure) (Extensions)	Path order	2,000.00	Non-business (0%)	2,000.00	2,022.00	2,022.00	1.1%	Cost Recovery
Licensing - Highways	Vehicle crossover licence - Application fee	Application fee	154.00	Non-business (0%)	154.00	155.70	155.70	1.1%	Cost Recovery
Licensing - Highways	Vehicle crossover licence - Works permission fee	Works permission fee	221.00	Non-business (0%)	221.00	223.40	223.40	1.1%	Cost Recovery
Licensing - Highways	Letter to support VCO legality - Part of house sale	Per letter	50.00	Non-business (0%)	50.00	50.60	50.60	1.2%	Cost Recovery
Licensing - Highways	Section 50 - New Roads and Street Works Act 1991: Private apparatus in the highway	Units of 200m per street	586.00	Non-business (0%)	586.00	592.50	592.50	1.1%	Cost Recovery
Document Copies - Highways	Local land charges -Provision of site drawing, electronic	Number	51.00	Standard	61.20	51.60	61.90	1.1%	Cost Recovery
Document Copies - Highways	Local land charges -Provision of controller specification	Number	53.00	Standard	63.60	53.58	64.30	1.1%	Cost Recovery

APPENDIX 7

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Document Copies - Highways	Local Land Charges -Provision of SCOOT, UTC or MOVA data	Number	99.00	Standard	118.80	100.10	120.10	1.1%	Cost Recovery
Flood Risk Management/Drainage Advice and Data	Developer enquiries (pre app advice) for housing developments - professional advice over and above risk summary data - one off charge	Hectares of development - banded	Various	Standard	Various	Various	Various	1.1%	Cost Recovery
Local Highway Operations - Markings	Access protection lines - road markings to deter parking across private access - per set	New lines	135.00	Standard	162.00	136.50	163.80	1.1%	Cost Recovery
Local Highway Operations - Markings	Access protection lines - road markings to deter parking across private access - per set	Refurbishment	135.00	Standard	162.00	136.50	163.80	1.1%	Cost Recovery
Licensing - Highways	Moving elevated work platform - Notice required	Up to 10 working days	103.00	Non-business (0%)	103.00	104.00	104.00	1.0%	Cost Recovery
Local Highway Operations	Tourist & private directional signs – Survey and admin fees (Design and manufacture costs in addition to this)	Application	319.00	Non-business (0%)	319.00	323.00	323.00	1.3%	Cost Recovery
Signs - Highways	Tourist & private directional signs - Non-refundable vetting fee	Application	128.00	Non-business (0%)	128.00	129.40	129.40	1.1%	Cost Recovery
Temp Signs - Highways	Temporary direction signs (new developments) - First 5 signs	Up to 5 signs	561.00	Non-business (0%)	561.00	567.20	567.20	1.1%	Cost Recovery
Temp Signs - Highways	Temporary direction signs (new developments) - Additional signs	Additional sign	112.00	Non-business (0%)	112.00	113.20	113.20	1.1%	Cost Recovery
TROs - Highways	TROs required as a consequence of development or another promoter	TRO	7,847.00	Non-business (0%)	7,847.00	7,933.30	7,933.30	1.1%	Cost Recovery
Licensing - Highways	Skip license - Initial 14-day license	14 days	62.00	Non-business (0%)	62.00	63.00	63.00	1.6%	Cost Recovery
Licensing - Highways	Skip license - 14-day extension	14 days	62.00	Non-business (0%)	62.00	63.00	63.00	1.6%	Cost Recovery
Licensing - Highways	Skip license - Over run fee cost recovery	License	92.00	Non-business (0%)	92.00	93.00	93.00	1.1%	Cost Recovery
Licensing - Highways	Skip license - Retrospective	Application	103.00	Non-business (0%)	103.00	104.00	104.00	1.0%	Cost Recovery
Licensing - Highways	Materials on a highway - Licence 171 to temporarily deposit building materials etc, no excavation (non-apparatus) etc OVER 24-hours: 1 to 5 days	Licence 1 to 5 days	90.00	Non-business (0%)	90.00	91.00	91.00	1.1%	Cost Recovery
Licensing - Highways	Licence 171 excavation	Licence 1 to 5 days		Non-business (0%)		592.50	592.50	New	Cost Recovery
Licensing - Highways	Moving elevated work platform - Over run fee	Day	154.00	Non-business (0%)	154.00	155.70	155.70	1.1%	Cost Recovery
Licensing - Highways	Moving elevated work platform - Admin fee for change of date	One off	36.00	Non-business (0%)	36.00	36.40	36.40	1.1%	Cost Recovery
Licensing - Highways	Scaffold - Fine for over run or failure to notify removal complete	Application	239.00	Non-business (0%)	239.00	242.00	242.00	1.3%	Cost Recovery

APPENDIX 7

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Licensing - Highways	Materials on a Highway - Licence to temporarily deposit building materials - Over run per day	Day	36.00	Non-business (0%)	36.00	36.40	36.40	1.1%	Cost Recovery
Licensing - Highways	Temp vehicle crossover licence: Developer applications - 1 to 5 properties (dwellings) on site	Application	559.00	Non-business (0%)	559.00	565.20	565.20	1.1%	Cost Recovery
Licensing - Highways	Temp vehicle crossover licence: Developer applications - 6 to 25 (dwellings) properties on site	Application	1,118.00	Non-business (0%)	1,118.00	1,130.30	1,130.30	1.1%	Cost Recovery
Licensing - Highways	Temp vehicle crossover licence: Developer applications - 25+ properties (dwellings)	Application	2,794.00	Non-business (0%)	2,794.00	2,824.70	2,824.70	1.1%	Cost Recovery
Licensing - Highways	Temporary direction signs (new developments) - unauthorised sign removal	Each sign removal	103.00	Non-business (0%)	103.00	104.10	104.10	1.1%	Cost Recovery
Traffic Signals	Temporary switch off for pedestrian crossing	Each	611.00	Non-business (0%)	611.00	617.00	617.00	1.0%	Cost Recovery
Traffic Signals	Temporary switch off for signalised junction	Each	796.00	Non-business (0%)	796.00	804.00	804.00	1.0%	Cost Recovery
Local Highway Operations	Tree planting contribution	Application	150.00	Outside scope (0%)	150.00	200.00	200.00	33.3%	Subsidised
Local Highway Operations	Various licences -Under S115E of Highways Act and Consents to temporary activities - Admin fee	Application		Non-business (0%)		Various	Various	New	Subsidised
Local Highway Operations	S59 Licence Agreements	Application		Non-business (0%)		500.00	500.00	New	Cost Recovery

Transport Fees and Charges

Service	Fee or Charge	Per what?	2020/21 Fee or Charge ex VAT (£)	VAT Type	2020/21 Fee or Charge (inc VAT where applicable) (£)	Proposed 2021/22 Fee or Charge ex VAT (£)	Proposed 2021/22 Fee or Charge (inc VAT where applicable) (£)	% Increase 2021/22	Type of Charge
Road Safety	Cycle training course - complete beginner	1 hour session	35.30	Exempt (0%)	35.30	35.70	35.70	1.13%	Cost Recovery
Road Safety	Cycle training course - beginner/road riding	1.5 hour session	41.00	Exempt (0%)	41.00	41.40	41.40	0.98%	Cost Recovery
Transport Bureau - Transport	Minibus permit S19	Permit	15.00	Non-business (0%)	15.00	15.00	15.00	0.00%	Cost Recovery
Road Safety	Experienced driver assessment	Hour	47.60	Exempt (0%)	47.60	48.10	48.10	1.05%	Cost Recovery
Road Safety	Cycle training course - advanced	2 hour	46.10	Exempt (0%)	46.10	46.60	46.60	1.08%	Cost Recovery
Transport Bureau - Transport	English National Concessionary Travel Scheme - replacement bus pass	Pass	10.00	Exempt (0%)	10.00	10.00	10.00	0.00%	Cost Recovery
Transport Bureau - Transport	Transport DBS – DBS Checks for external transport staff	Check	70.00	Non-business (0%)	70.00	72.00	72.00	2.86%	Cost Recovery

West Sussex Capital Strategy 2021-2041

1. Purpose

1.1. The West Sussex Capital Strategy 2021-2041 drives the Council's strategic capital investment ambition to support the sustainable long-term delivery of services. The Strategy supports delivery of the West Sussex Plan, the Council's vision for the county and its commitment to the communities of West Sussex as part of a suite of strategic financial management approaches that inform the Medium-Term Financial Strategy.

1.2. The Capital Strategy is informed by the Council's Asset Management Strategy, which collates services' asset requirements and integrates them with corporate asset management objectives. It sets the framework for prioritising the identification, development and delivery of capital projects across all services seeking investment. It establishes the control environment for delivering and reporting projects, ensuring consistent and transparent decision-making.

1.3. The Strategy conforms with the Local Government Act 2003, which sets out the power to borrow, affordable borrowing limits, power to invest and relevant guidance. It is also informed by the CIPFA Prudential Code 2017 and Treasury Code of Practice 2017 and relevant guidance. In line with best practice set out in the Prudential and Treasury Codes, it:

- applies a long-term approach
- explores external influence on the Capital Strategy e.g. a Local Enterprise Partnership
- examines commercial activity/ambition
- determines implications of the Treasury Management Strategy
- ensures Council Plan priorities drive capital investment
- examines available resources and capacity to deliver
- assesses affordability against ambition and addresses any gap
- identifies capital financing principles
- demonstrates integration with other strategies and plans
- produces a 5-year capital investment plan, with actions, timescale, outputs and outcomes; plus a five-year funded programme in line with the Medium Term Financial Strategy
- identifies risks and mitigations
- outlines capital governance, monitoring, processes and procedures.

1.4. Several external organisations and partners help inform the Council's capital strategy, including district and borough councils via local plans and partnerships and funding bodies, including Government departments and devolved funding bodies. The Capital Strategy brings together the demand for capital investment and the available funding to enable the

Council to set out its plan to fund the development and delivery of its priorities over the medium term through the five-year Capital Programme.

2. Principles

2.1. Capital expenditure is defined as expenditure that results in the acquisition, construction or enhancement of an asset that continues to benefit the Council for a period of more than one financial year. Assets can include land, buildings, roads and plant and equipment. At West Sussex County Council (WSCC), spending on projects can be capitalised if they meet the definition of capital expenditure.

2.2. The Capital Strategy sets the direction for the next 20 years. It informs and shapes the five-year Capital Programme, which acts as the delivery mechanism for the Strategy. The Capital Programme is reviewed and updated annually to ensure it remains focused on the Council's Priority Outcomes and can react to changes in circumstances.

2.3. The key principles of the Capital Strategy are:

- Maintenance of assets is prioritised ahead of other projects
- Capital expenditure contributes to the achievement of the Council's Priority Outcomes
- Investment decisions make the best use of resources
- Capital investment decisions are made within a clear framework
- There is a corporate approach to generating capital resources
- Business intelligence data drives long-term asset planning to meet the needs of services

2.4. Block Maintenance Programmes of investment are prioritised for funding ahead of any further investment projects. Block Maintenance Programmes are made up of:

- Asset condition works – maintaining assets at an agreed level
- ICT infrastructure – ensuring the Council remains able to deliver a modern and compliant service

2.5. Other projects are considered after the Block Maintenance Programme has been financed based on the extent to which they contribute towards the Council's Reset Plan priorities. Projects are assessed via business cases demonstrating they will deliver benefits derived from the Reset Plan priorities and the extent to which they impact ongoing revenue costs to the County Council.

2.6. Projects that deliver Reset Plan objectives and are self-financing, in that the revenue benefits include income sufficient to cover the total cost of delivery, including financing costs, are funded from the Future Economic Developments line in the programme. Section 7 covers the arrangements for the projects funded from the Future Economic Developments line in detail.

3. Programme Objectives and Priorities

3.1. The West Sussex Reset Plan sets out the Council's vision and priority areas for the county. Individual Service Business Plans identify objectives for each service to deliver the Reset Plan for their area of responsibility. Service-owned Asset Management Strategies set out the fixed asset requirements and opportunities to deliver those objectives.

3.2. The Block Maintenance Programme includes the following areas of asset management:

- Corporate Estate maintenance – including the corporate and service-operated estate
- Schools maintenance – across the Local Authority maintained school estate
- Highways maintenance – including network condition-based repairs, upgrade and replacement of signals and signage and structural maintenance
- Fleet – investment in the Council's vehicles including Fire and Rescue, Highways and Transport and Social Care vehicles
- Energy efficiency projects – where external Salix funding pays back the investment
- ITC investment - so the Council can deliver modern and compliant services

3.3. Other projects are discretionary and the justification for prioritising investment is made via a business case. The business case considers the extent to which projects deliver Reset Plan objectives set against technical project deliverables and the financial impact to the Council. Where the Council receives external funding to meet strategic demands and objectives (including provision of school places and highways improvements to meet increased demographic and development demand), this reduces or even eliminates the capital costs of projects. Financial considerations include:

- Cost Avoidance – projects that fully offset the costs of increasing service demand, including the cost of project development and delivery with a clear net revenue payback
- Cost-Neutral Outcome – projects that deliver service outcomes that can be delivered at no additional net revenue cost to the Council, including project development, delivery and priced risk
- Strategic Investments - with a longer-term payback period within the approved framework governing the approach to acquiring investment

assets, including that cash receipts on disposal to be treated as general capital receipt

- Borrowing costs – where external funding is not received, the cost of borrowing is included to indicate the full cost of project delivery

3.4. Current examples of Opportunity Programme spend include: Highways Major Projects, funded from external grants and developer contributions; and SEND Strategy, where increased in-county capacity reduces requirements for more costly independent placements.

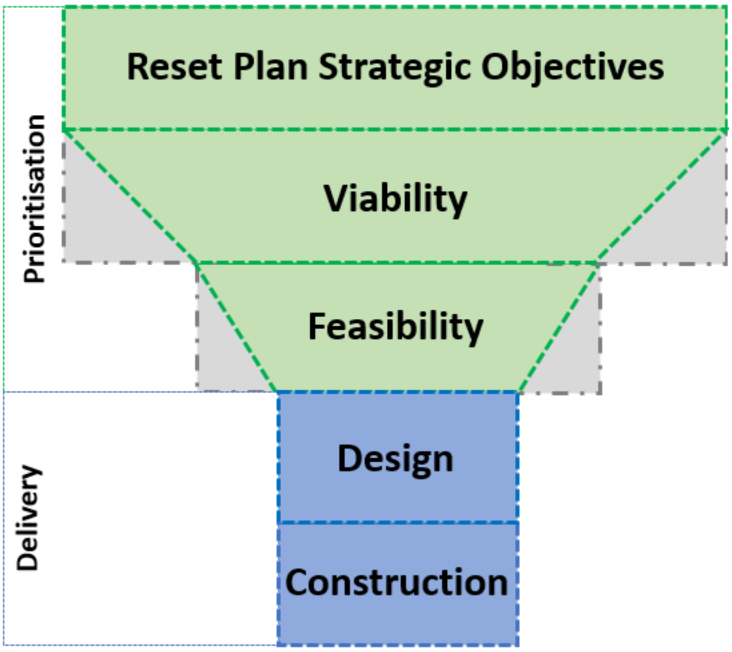
3.5. Future Economic Developments is a financing line in the programme through which projects are developed according to the same process as projects in the Opportunities programme but financed under different arrangements. Projects are funded from Future Economic Developments because the revenue benefits exceed the total cost of their delivery, including development, operational and financing costs. As such, the revenue cost of borrowing is not budgeted.

4. Corporate Governance Arrangements for Capital Investment

4.1. The Block Maintenance Programmes are approved via a simple business case led by service asset condition survey data. Agreed condition scoring methodologies define an on-going programme of activity designed to maintain an overall standard for each type of asset. A list of proposed works is presented each year, with delivery, changes and reactive budgets delegated to the relevant Asset Manager. A list of actual works completed in the previous year and impact on the overall condition is included alongside options for future years programmes and funding.

4.2. Other proposed projects are led by Reset Plan objectives based on service data and expressed through Asset Management Strategies. A framework of clear investment criteria is agreed by elected members as a filter to ensure that project development time and costs are focused on the projects and options most likely to meet service and corporate objectives.

4.3. Each project is brought through a standard gateway process characterised by the following stages, which focus and reduce the options taken forward:



4.4. Detailed planning is delegated to officers within an approved Capital Prioritisation Framework. Proposals are assessed via standard business case demonstrating the extent to which they contribute towards Reset Plan strategic objectives and performance indicators and:

- Contribute towards the execution of Statutory functions
- Incur capital costs against corporate resources
- Invest to save, with a clear revenue payback
- Invest strategically, with a longer-term payback period
- Support the Council's Climate Change Strategy

4.5. Revenue viability funding is allocated to projects emerging from service asset strategies demonstrating likely contributions to corporate objectives. Investment of revenue feasibility funding is subject to senior officer approval of shortlisted options.

4.6. Member approvals are required for delivery stages for significant and high value projects and changes and projects costing over £0.5m are subject to Key Decision before proceeding. Lower value or less significant changes are approved within agreed limits set out in Table 1.

Table 1 Senior officer approval limits

Limit	**Approval**
(i) Where the level of investment or variation is no more than 5% of the total project cost or no greater than £250,000;	Senior officer

Limit	Approval
(ii) Where, not fitting within (i), the level of investment or variation is no more than 10% of the total project cost or no greater than £1m and (iii) Where the decision has not previously been marked by the relevant Cabinet Member for decision by the Cabinet Member	Senior officer will consult the Cabinet Member before deciding
(iv) Where the matter has been the subject of previous Cabinet Member decision delegating further decisions	Delegated Officer
(v) Where the relevant Executive Director, in discussion with the Cabinet Member, does not consider the matter to be politically sensitive and so the use of officer delegation would be appropriate	Executive Director

4.7. The overall programme approach is reviewed and approved by the County Council each year at its budget setting meeting and Financial Regulations (Financial Regulation B, paragraphs 2.2 – 2.4) set out the associated governance arrangements.

4.8. Options appraisals are based on the HM Treasury Green Book five-case business case model, adapted to meet local requirements1. All business cases and project changes are reviewed at officer 'Programme Board' meetings before being recommended to the relevant decision-maker for approval.

4.9. As well as the maintenance programmes, large schemes and development projects that make up much of the Capital Programme, the Council also allocates grants to community groups. Grant Allocation programmes are approved by the County Council based on their SOC and delegated to an identified member or officer to make awards in accordance within the agreed process.

4.10. A quarterly performance report on the Capital Programme is published in the Members' Bulletin and linked to the Members' Information Network database. Oversight of programme performance management is part of the core business of the Cabinet and the Performance and Finance Scrutiny Committee (PFSC) each quarter. Scrutiny committees may also consider individual projects.

[1] HM Treasury's Green Book Five-Case Model, is as follows:
Strategic – there is a robust "case for change" which meets corporate objectives
Economic – the scheme delivers value for money
Financial – the scheme is affordable within capital and revenue resources
Commercial – procurement arrangements and any deal structure have been considered
Management –ensuring strong arrangements for the set-up and delivery of the project

4.11. The quarterly report includes a summary of the Capital Programme Risk Register, maintained in accordance with the Council's Risk Strategy. The Risk Register is reviewed monthly at officer programme boards and a summary of new and changed risks is presented to the senior officers on a monthly basis, or escalated directly, as appropriate.

5. Current 5 year programme

5.1 Capital investment is made in order to maintain, support and enhance delivery of the County Council's strategic objectives as set out in the Reset Plan. The Reset Plan objectives and current programme allocations in each area are set out below:

Keeping people safe from vulnerable situations

- Children's Social Care – a programme of development of existing Children's Social Care placements to provide improved and more local services for vulnerable children and young people
- Adults' Social Care – a range of investments in the care market, including the high needs sector, Extra Care and in-house improvements
- Horsham Fire Station – a new fire station, ensuring future emergency response needs are met
- Fire and Rescue Service equipment – keeping the service supported with state-of-the-art emergency response equipment
- Highways safety and resilience improvements – including flood risk-management, road safety schemes and footways improvements

A sustainable and prosperous economy

- Growth Programmes – strategic infrastructure improvements improving connectivity and access to the town centres at the heart of the West Sussex economy
- Digital Infrastructure – providing the infrastructure backbone for gigabit accessibility for businesses and residents
- Major Highways Projects – including the Lyminster Bypass, re-alignment of the A29 between Bognor and Westergate and corridor improvements on the A2300 and A259
- Local Transport Improvements – a programme of traffic management schemes aimed at improving traffic flow

Helping people and communities to fulfil their potential

- Additional School places – to meet the needs of our growing communities

- Special Educational Needs and Disabilities Strategy – a programme of investment in additional places in West Sussex schools, increasing quality and local choices
- School Access Initiative – enhancing the choices for children with special educational needs by making minor adaptations to accommodate a wider variety of needs in mainstream schools
- Safeguarding Schools – boundary and access improvements to ensure that children are safe and secure within schools

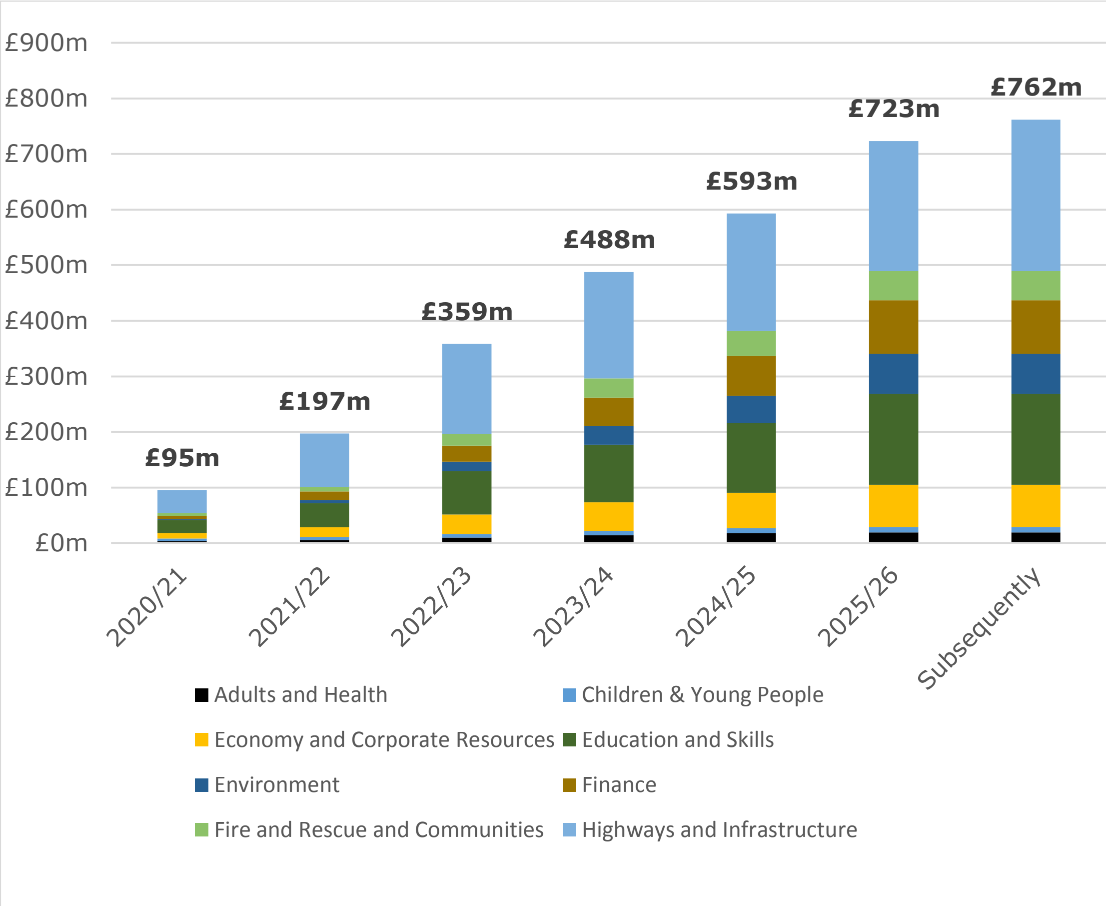
Making best use of resources

- Highways maintenance across the networking, including programmes addressing the condition of carriageways, footways, structures, signals
- Education property maintenance across the school estate, ensuring that schools are safe, secure and suitable learning environments
- Corporate maintenance across the property estate, ensuring that buildings are safe, secure and suitable for service requirements
- Energy Generation – exploring green energy technology to reduce the Council's reliance on fossil fuels, reduce carbon consumption and maximise cost-efficiency of energy usage
- Carbon reduction – targeting investment in low-carbon upgrade options for routine maintenance and planned projects
- Corporate estate improvements – including major development projects at Broadbridge Heath Park development and Horsham Enterprise Park, as well as tactical site improvement works to optimise usage and future options
- Waste management – ensuring closed landfill sites are suitably maintained and managed to protect local environments
- Fleet – investment in the Council's vehicle requirements to support activities across the range of services

6. Capital Programme expenditure and funding

6.1. The total value of schemes in the 2021/22—2025/26 capital programme is £666.5m. Figure 1 analyses the Capital programme; Appendix A gives further details.

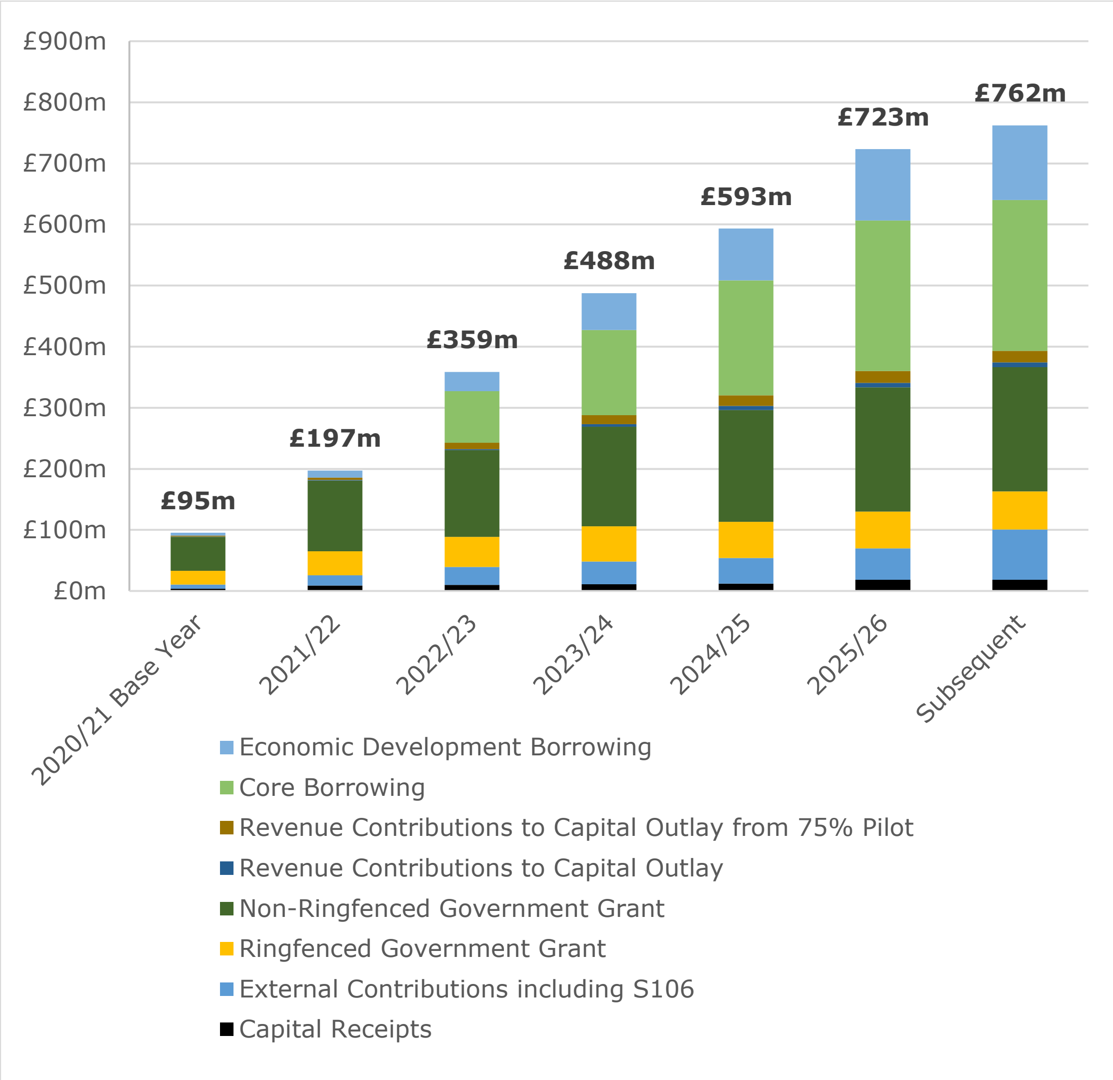
Figure 1: Capital programme expenditure 2020/21 to 2025/26 and subsequent years



6.2. Capital expenditure may be financed from a range of corporate and external resources. Corporate resources include capital receipts, revenue contributions, reserves and corporate borrowing. External sources include Government grants and private sector contributions such as developer contributions. External resources can sometimes come with limitations on their use such as ring-fenced grants or restrictions on the application of s106 funds. The programme reflects capital spending plans at the date when the County Council formally approves the Budget and MTFS. During the year additional funding (for instance, capital grants or developer contributions) may become available.

6.3. The assumed funding profile for the programme to 2025/26 is shown in Figure 2.

Figure 2: Capital programme funding 2020/21 to 2025/26 and subsequent years



6.4. Capital plans, outlined in section 5, show a borrowing requirement of £6.9m is required to finance the Council's capital expenditure plans in 2021/22.

6.5. The revenue impact (capital financing cost as a percentage of net revenue streams) of the recommended borrowing strategy for the Council's capital programme (excluding Economic Development schemes, PFI and finance leases) is outlined below in Table 2. As part of the capital financing cost, the Council has to make an annual contribution from revenue to repay long-term borrowing, namely its Minimum Revenue Provision (MRP). Appendix B sets out the Council's (MRP) Statement for 2021/22.

Table 2: Revenue impact of the Capital Programme borrowing strategy (excluding Economic Development schemes, PFI and finance leases)

	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Net Revenue Expenditure	624.8	633.9	656.9	687.2	700.0
Capital Programme Financing Charges					
- MRP	10.8	11.2	13.7	15.9	17.8
- Interest	17.9	17.5	18.5	19.3	21.0
TOTAL	28.7	28.7	32.2	35.2	38.8
% Ratio	4.6%	4.5%	4.9%	5.1%	5.5%

6.6. The implications of the capital programme outlined in paragraphs 6.1 to 6.3 in terms of the Council's Authorised Borrowing Limit and Operational Boundary are detailed in the Treasury Management Strategy Statement which is set out in Annex 2(b) of the main budget report.

6.7. The Council has considered long term capital planning and the implications this will have on both the level of borrowing and the revenue budget. As at 31 March 2021 the Council had external loans with the Public Works Loans Board (PWLB) totalling £474.8m, with a maturity profile which stretches out to 2071. Appendix C sets out the Council's borrowing profile to 2071 and assumes that from 2026/27 onwards the Council has an annual core programme borrowing requirement of £20m and continues to hold useable reserves, provisions and working capital (£130m each year from 2043/44 onwards).

6.8. Within the Economic Developments borrowing figures, the borrowing need gradually reduces over the period to 2071, due to both the application of capital receipts generated by some of the Economic Development projects, along with other projects generating revenue returns to reduce the associated borrowing need.

6.9. A list of the relevant Prudential Indicators for 2021/22 to 2025/26 is set out in Annex 2(c) of the main budget report, including the commercial investment indicators.

7. Non-Treasury Investments

7.1. The Council's capital investment plans (Section 3) includes a portfolio of Economic Development projects, or non-treasury investments. This portfolio will generate economic benefit to the county and a revenue return to the Council, which will meet the West Sussex Reset Plan objectives. The Council's Economic Development projects are only agreed when supported by approved business cases and subject to members' obtaining appropriate assurance regarding the security of capital sums involved. PFSC undertakes appropriate scrutiny.

7.2. Examples of the Council's non-treasury, Economic Development, investments include (but are not limited to) the following.

- Working in partnership with other councils to improve energy efficiency and reducing energy costs for the local residents and small to medium-sized businesses in Sussex (including solar farms and solar panel installations).
- Third party loans and investments made for service purposes.
- Corporate estate improvements – including major development projects at Broadbridge Heath Park development and Horsham Enterprise Park, as well as tactical site improvement works to optimise usage and future options

7.3. Business cases for all schemes set out the economic or regeneration benefits for the community, together with the funding arrangements and all associated revenue costs (for instance the cost of borrowing) applicable to the schemes. Business cases demonstrate the ongoing stewardship, sustainability, affordability and benefits of any proposed project. Funding arrangements may include (but are not limited to) the following:

- Corporate borrowing when evidenced that any income return will first cover all associated revenue (capital financing) costs.
- Share capital in companies associated with the project(s).
- Capital receipts generated by the project(s).

7.4. The Council acts prudently investing in Economic Development projects, including a rigorous evaluation of potential opportunities and risks against the principles outlined above. As a minimum, the Council discloses the assessment of Economic Developments and the associated capital financing costs over the life-cycle of the MTFS; but also as assessed over the longer-term (as set out in the Prudential Indicators – Annex 2(c) within the main budget report).

7.5. The Council's Economic Development projects forecast to achieve a contribution net of capital financing costs (MRP and interest) of £1.2m in 2020/21 as shown in Table 3.

Table 3: Financial performance of Commercial and Economic Development projects 2020/21

Commercial and Economic Development scheme type	Investment to date £m	Capital financing costs £m	Forecast income £m	Net contribution £m
Investment properties	34.890	1.262	2.060	0.798
All solar & battery storage projects	19.037	1.027	1.390	0.363
Total	53.927	2.289	3.450	1.161

8. Flexible Use of Capital Receipts Strategy 2021/22

8.1. In 2019/20 and 2020/21, the Council approved the flexibility to apply capital receipts to fund transformation projects as enabled by the Secretary of State's Direction and outlined in the Government's Statutory Guidance on the flexible use of capital receipts. For 2021/22, the Council proposes to use the flexibility to fund up to £10.0m qualifying transformation expenditure, although the use of capital receipts flexibility is not currently built into the proposed budget. Should availability of suitable, qualifying projects and funding allow, the Council will consider adding projects it will fund through flexible use of capital receipts and this will be reported through the Quarterly Performance Monitor.

8.2. The Council's flexible use of capital receipts to fund transformation projects will continue to be subject to development and approval of robust business cases. The business cases will demonstrate that: the initiative will transform services, generate future savings or reduce future costs, and the costs being funded are implementation or set up costs and not on-going operational costs.

9. Risks

9.1. Preparation, financing and delivery of a multi-year capital programme involves a series of risks. Operational risk management is undertaken proportionately across the range of individual projects and programmes in the wider capital programme. Table 5 sets out the Capital Strategy risks and their mitigations.

Table 5: Capital programme risks and mitigations

Key Risk	Mitigations
Schemes taken forward do not support West Sussex Plan objectives	• Service Strategies and Asset Management Strategy aligned with West Sussex Plan • Member engagement in Capital Strategy development and in shaping prioritisation of the programme. • Member scrutiny ahead of County Council approval
High priority scheme not reflected in existing capital plans	• Yearly review of priorities • Governance flexibility to amend priorities in-year
Availability of feasibility and other revenue funding constrains approved capital plans	• Creation of Feasibility Reserve • Outline Business Cases to include feasibility funding requirement • Future programmes to be funded on basis of capital and revenue requirements
Schemes' total costs are above budget	• Comprehensive viability/ feasibility studies undertaken before capital estimates are included in the funded programme • Budgets managed by SRO and programme sponsors within defined functional programmes
Lack of capacity prevents timely delivery of schemes	• Use of multi-disciplinary consultancy (MDC) for professional services • Monthly highlight reports for timely identification and resolution of resource issues
Unaffordability of financing costs in revenue budget	• Preparation of Treasury Management Strategy • MTFS budgets reflect ongoing revenue costs of capital programme
Economic Development schemes fail to generate an adequate revenue return	• Rigorous evaluation and scrutiny of business cases before making investments. • Regular monitoring of income against relevant costs.
Expiry of time limited S106 contributions	• Monitoring system in place to ensure that contributions are spent within appropriate time period
Spending is not in line with grant conditions (e.g. Local Growth Fund)	• Monitoring of spending against agreed profiles and grant conditions • Negotiation with grant-awarding bodies where conditions may not be met
Interest rate volatility regarding borrowing	• Regular monitoring of interest rates • Use of external advisors
Implications of Brexit both on delivery and financing of capital programme	• Regular monitoring and awareness

10. Knowledge and Training

10.1. Comprehensive Capital Programme and Project Management training was undertaken during the summer of 2016, reaching the majority of Programme and Project Managers following the implementation of governance arrangements in December 2015. Further Project Management and Business Case development training was undertaken ahead of a review of capital governance and management arrangements. Further training and support will be put in place following implementation of the review. The Capital Programme Office provides advice and support to programme and project managers on an ongoing basis.

10.2. The Council uses professional advisory services as necessary in the preparation and delivery of its capital programme. For example, these include:

- Faithfull + Gould (multi-disciplinary consultant)
- WSP (highways and public realm consultant)
- Savills (property advisory services)
- Montagu Evans (valuers)
- Link (treasury management advisory)

10.3. CIPFA's Treasury Management Code of Practice requires that staff with responsibility for treasury management and property investment receive adequate training. Staff undertake regular professional training to ensure their skills are kept up to date. Future training needs are periodically reviewed as part of staff appraisals and personal development plans. Training options for officers include professional qualifications from CIPFA and other appropriate organisations; attendance at workshops and seminars run by the Council's appointed treasury management advisor; and on the job training.

Appendices

Appendix A – Capital Programme Portfolio Pages

Appendix B – Minimum Revenue Provision (MRP) Statement 2021/22

Appendix C - Illustrative External Debt/Internal Borrowing Projections

Appendix D – Graphical Illustration of Debt Projections to March 2071

Appendix E – Flexible Use of Capital Receipts

Background papers

Statutory Guidance on the Flexible Use of Capital Receipts (updated)
Department for Communities and Local Government, March 2016

CAPITAL PROGRAMME 2021/22 - 2025/26

2020/21 £000	CAPITAL PROGRAMME (Expenditure)	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
3,571	Adults and Health	2,039	4,300	4,345	3,973	1,000	0	15,657
4,522	Children and Young People	1,000	1,060	1,000	1,000	1,200	0	5,260
9,851	Economy and Corporate Resources	7,358	17,679	16,886	11,979	12,000	0	65,902
23,569	Education and Skills	19,506	34,816	25,582	21,583	38,935	0	140,422
1,453	Environment	4,511	11,220	16,000	16,330	22,500	0	70,561
6,457	Finance	8,837	13,836	22,262	20,252	24,293	0	89,480
4,681	Fire and Rescue and Communities	3,645	12,731	13,289	10,696	7,550	0	47,911
41,391	Highways and Infrastructure	54,761	65,735	29,747	19,780	22,639	38,602	231,264
95,495	**TOTAL CAPITAL PROGRAMME**	**101,657**	**161,377**	**129,111**	**105,593**	**130,117**	**38,602**	**666,457**

2020/21 £000	FINANCING	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
3,700	Capital Receipts	5,300	1,000	1,000	1,000	6,500	0	14,800
6,977	External Contributions including S106	9,730	12,521	7,998	5,102	9,103	30,815	75,269
22,304	Ringfenced Government Grant	17,015	9,913	8,580	1,200	1,200	2,400	40,308
55,712	Non-Ringfenced Government Grant	60,265	26,345	20,596	20,210	20,006	0	147,422
612	Revenue Contributions to Capital Outlay	532	532	2,532	2,532	1,032	0	7,160
1,500	Revenue Contribution to Capital Outlay – Business Rates Pilot	1,900	7,040	4,500	2,000	2,000	0	17,440
0	Core Borrowing	0	84,314	55,060	49,059	58,378	0	246,811
4,690	Economic Development Borrowing	6,915	19,712	28,845	24,490	31,898	5,387	117,247
95,495	**TOTAL PROGRAMME**	**101,657**	**161,377**	**129,111**	**105,593**	**130,117**	**38,602**	**666,457**

CAPITAL PROGRAMME 2021/22

FINANCED FROM	£000	£000	%
External Sources and Service Portfolio Direct Funding			
Government Grants			
Adults and Health	750		
Economy and Corporate Resources	1,081		
Education and Skills	3,229		
Highways and Infrastructure	11,955		
		17,015	16.74%
External Contributions			
Education and Skills	1,894		
Highways and Infrastructure	7,836		
		9,730	9.57%
Total		26,745	26.31%
Corporate Funding			
- Capital Receipts	5,300		
- Government Grant	60,265		
- Revenue Contributions to Capital Outlay	532		
- Revenue Contribution to Capital Outlay – Business Rates Pilot	1,900		
- Borrowing	6,915		
Total Corporate Funding		74,912	73.69%
TOTAL CAPITAL PAYMENTS		**101,657**	**100%**

Adults and Health

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
In-Flight Projects								
NHS Transfer/A Place to Live - 38 Alinora Crescent	20	0	0	0	0	0	0	**0**
Westergate Extra Care	750	750	0	0	0	0	0	**750**
Tempe	2	0	0	0	0	0	0	**0**
Choices For The Future Part A	659	311	0	0	0	0	0	**311**
Choices For The Future Part B	1,180	978	1,800	600	0	0	0	**3,378**
East Grinstead Extra Care Housing	960	0	0	0	0	0	0	**0**
Total In-Flight Approved Projects	**3,571**	**2,039**	**1,800**	**600**	**0**	**0**	**0**	**4,439**
Proposed Projects*								
NHS Capital Grants	0	0	1,000	745	455	0	0	**2,200**
Adults In-House Residential Services Phase 1	0	0	1,500	3,000	3,518	1,000	0	**9,018**
Total Proposed Starts List	**0**	**0**	**2,500**	**3,745**	**3,973**	**1,000**	**0**	**11,218**
TOTAL PROGRAMME	**3,571**	**2,039**	**4,300**	**4,345**	**3,973**	**1,000**	**0**	**15,657**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
A Plave to Live Grant	20	0	0	0	0	0	0	**0**
Department of Health Grant	750	750	0	0	0	0	0	**750**
NHS Capital Grant	339	0	0	745	0	0	0	**745**
Corporate Resources	2,462	1,289	4,300	3,600	3,973	1,000	0	**14,162**
Total Funding	**3,571**	**2,039**	**4,300**	**4,345**	**3,973**	**1,000**	**0**	**15,657**

* All projects approved subject to business case

Children and Young People

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
In-Flight Projects								
Cissbury Lodge	2,303	0	0	0	0	0	0	**0**
Seaside	1,474	0	0	0	0	0	0	**0**
May House	745	0	0	0	0	0	0	**0**
Brick Kiln Farmhouse Accommodation	0	60	0	0	0	0	0	**60**
Total In-Flight Approved Projects	**4,522**	**60**	**0**	**0**	**0**	**0**	**0**	**60**
Proposed Projects*								
Children's Social Care – Phase 2	0	940	1,060	1,000	1,000	1,200	0	**5,200**
Total Proposed Starts List	**0**	**940**	**1,060**	**1,000**	**1,000**	**1,200**	**0**	**5,200**
TOTAL PROGRAMME	**4,522**	**1,000**	**1,060**	**1,000**	**1,000**	**1,200**	**0**	**5,260**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Corporate Resources	4,522	1,000	1,060	1,000	1,000	1,200	0	**5,260**
Total Funding	**4,522**	**1,000**	**1,060**	**1,000**	**1,000**	**1,200**	**0**	**5,260**

* All projects approved subject to business case

Economy and Corporate Resources

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
In-Flight Projects								
Crawley Growth Programme	805	0	0	0	0	0	0	**0**
Worthing Public Realm	314	661	2,300	0	0	0	0	**2,961**
Burgess Hill Growth Programme	719	0	0	0	0	0	0	**0**
Converged Fibre (Business Rates Pilot)	3,099	600	300	0	0	0	0	**900**
Transformation Programme	3,700	2,800	0	0	0	0	0	**2,800**
Gigabit Voucher Scheme (Business Rates Pilot)	200	800	1,850	0	0	0	0	**2,650**
Creative Bognor	241	0	0	0	0	0	0	**0**
Gigabit	773	474	0	0	0	0	0	**474**
Total In-Flight Approved Projects	**9,851**	**5,335**	**4,450**	**0**	**0**	**0**	**0**	**9,785**
Proposed Projects*								
Digital Infrastructure (Business Rates Pilot)	0	500	2,890	3,301	0	0	0	**6,691**
Rural Connectivity (Business Rates Pilot)	0	0	2,000	2,000	2,000	2,000	0	**8,000**
Crawley Growth Programme	0	415	3,339	5,585	6,877	5,000	0	**21,216**
Growth Programme	0	0	0	1,000	1,000	3,000	0	**5,000**
Worthing Public Realm	0	442	1,000	0	0	0	0	**1,442**
Burgess Hill Growth Programme	0	666	4,000	5,000	2,102	2,000	0	**13,768**
Total Proposed Starts List	**0**	**2,023**	**13,229**	**16,886**	**11,979**	**12,000**	**0**	**56,117**
TOTAL PROGRAMME	**9,851**	**7,358**	**17,679**	**16,886**	**11,979**	**12,000**	**0**	**65,902**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Local Enterprise Partnership (LEP) Grant	3,301	1,081	6,000	5,201	0	0	0	**12,282**
Corporate Resources	4,970	4,377	4,639	5,000	7,877	8,000	0	**29,893**
External Contributions	0	0	0	2,185	2,102	2,000	0	**6,287**
Revenue Contribution to Capital Outlay - Business Rates Pilot	1,580	1,900	7,040	4,500	2,000	2,000	0	**17,440**
Total Funding	**9,851**	**7,358**	**17,679**	**16,886**	**11,979**	**12,000**	**0**	**65,902**

* All projects approved subject to business case

Education and Skills

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
In-Flight Projects								
Basic Need Programme	7,172	1,606	3,026	3,000	3,000	3,401	0	**14,033**
Special Educational Needs & Disability Programme	1,445	2,029	0	0	0	0	0	**2,029**
Schools Access Initiative	244	250	250	0	0	0	0	**500**
Community Schools Capital Maintenance Grant	10,053	2,017	2,400	0	0	0	0	**4,417**
Devolved Formula Capital Grant	1,360	0	0	0	0	0	0	**0**
Safeguarding in Schools	570	0	0	0	0	0	0	**0**
Tanbridge All Weather Pitch	15	68	0	0	0	0	0	**68**
Forest All Weather Pitch	20	90	0	0	0	0	0	**90**
Woodlands Mead College	850	2,807	10,015	6,220	0	0	0	**19,042**
Weald All Weather Pitch	780	0	0	0	0	0	0	**0**
Section 106 Infrastructure Programme	250	1,418	5,000	0	0	0	0	**6,418**
Section 106 FFE & IT Programme	810	220	0	0	0	0	0	**220**
Total In-Flight Approved Projects	**23,569**	**10,505**	**20,691**	**9,220**	**3,000**	**3,401**	**0**	**46,817**
Proposed Projects*								
Future Years Basic Need	0	1,000	5,000	5,000	10,000	29,055	0	**50,055**
Future Years Capital Maintenance	0	6,801	6,291	5,819	5,383	5,229	0	**29,523**
Future Years Devolved Formula Capital Grant	0	1,200	1,200	1,200	1,200	1,200	0	**6,000**
Schools Capital Maintenance Block (Additional)	0	0	470	500	0	0	0	**970**
Special Educational Needs & Disability Programme	0	0	1,164	3,843	2,000	0	0	**7,007**
Titnore Lane - Land	0	0	0	0	0	50	0	**50**
Total Proposed Starts List	**0**	**9,001**	**14,125**	**16,362**	**18,583**	**35,534**	**0**	**93,605**
TOTAL PROGRAMME	**23,569**	**19,506**	**34,816**	**25,582**	**21,583**	**38,935**	**0**	**140,422**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Basic Need Grant	6,264	2,508	5,026	7,690	11,670	28,028	0	**54,922**
Capital Maintenance Grant	9,821	8,818	8,691	5,819	5,383	5,229	0	**33,940**
Devolved Formula Capital Grant	1,360	1,200	1,200	1,200	1,200	1,200	0	**6,000**
Special Educational Needs & Disability Grant (SEND)	556	2,029	1,164	1,153	0	0	0	**4,346**
Corporate Resources	1,660	3,057	10,735	6,720	330	0	0	**20,842**
External Contributions	3,908	1,894	8,000	3,000	3,000	4,478	0	**20,372**
Total Funding	**23,569**	**19,506**	**34,816**	**25,582**	**21,583**	**38,935**	**0**	**140,422**

* All projects approved subject to business case

Environment

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Subsequent	Total
	£000	£000	£000	£000	£000	£000	£000	£000
In-Flight Projects								
General After Care Works	15	34	27	0	0	0	0	**61**
Faygate	18	82	546	0	0	0	0	**628**
Carbon Reduction Programme	152	0	0	0	0	0	0	**0**
Fairbridge Waste Transfer Site - Japanese Knotweed	12	300	0	0	0	0	0	**300**
Your Energy Sussex - Schools Solar PV Programme	486	355	200	0	0	0	0	**555**
Your Energy Sussex - Westhampnett Solar Farm	30	40	0	0	0	0	0	**40**
Your Energy Sussex - Project Design	6	200	0	0	0	0	0	**200**
Your Energy Sussex - Halewick Lane	600	2,500	6,447	2,000	0	0	0	**10,947**
Your Energy Sussex - Bird Protection	134	0	0	0	0	0	0	**0**
Total In-Flight Approved Projects	**1,453**	**3,511**	**7,220**	**2,000**	**0**	**0**	**0**	**12,731**
Baystone Farm	0	0	0	0	550	0	0	**550**
Climate Change	0	1,000	3,000	3,000	3,000	0	0	**10,000**
Faygate	0	0	0	0	780	0	0	**780**
Brookhurst Wood - Site HA	0	0	0	2,000	2,000	500	0	**4,500**
Your Energy Sussex Programme	0	0	1,000	9,000	10,000	22,000	0	**42,000**
Total Proposed Starts List	**0**	**1,000**	**4,000**	**14,000**	**16,330**	**22,500**	**0**	**57,830**
TOTAL PROGRAMME	**1,453**	**4,511**	**11,220**	**16,000**	**16,330**	**22,500**	**0**	**70,561**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Corporate Resources	1,453	4,511	11,220	14,000	14,330	22,000	0	**66,061**
Revenue Contribution to Capital Outlay (RCCO)	0	0	0	2,000	2,000	500	0	**4,500**
Total Funding	**1,453**	**4,511**	**11,220**	**16,000**	**16,330**	**22,500**	**0**	**70,561**

* All projects approved subject to business case

Finance

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Subsequent	Total
	£000	£000	£000	£000	£000	£000	£000	£000
In-Flight Projects								
Structural Maintenance	2,200	759	500	0	0	0	0	**1,259**
Staff Capitalisation - Property	702	0	0	0	0	0	0	**0**
Gypsy, Roma & Traveller Site Improvements Programme	220	120	0	0	0	0	0	**120**
Burrscrofte Demolition	7	0	0	0	0	0	0	**0**
Crawley County Buildings Demolition	392	398	0	0	0	0	0	**398**
Targeted Minor Asset Improvement Plan (CLOG)	100	100	215	0	0	0	0	**315**
Chichester High School Demolition	77	0	0	0	0	0	0	**0**
Willow Park Departure	172	0	0	0	0	0	0	**0**
Accessibility Audit	200	200	700	1,100	0	0	0	**2,000**
Stedham Depot	40	0	0	0	0	0	0	**0**
Propco: Barnham	10	0	0	0	0	0	0	**0**
Propco: Orchard Street	1	106	0	0	0	0	0	**106**
Horsham Enterprise Park	2,336	1,000	825	0	0	0	0	**1,825**
Total In-Flight Approved Projects	**6,457**	**2,683**	**2,240**	**1,100**	**0**	**0**	**0**	**6,023**
Proposed Projects*								
Capital Improvements Programme	0	700	620	4,868	6,000	9,028	0	**21,216**
Future Years Staff Capitalisation - Property	0	614	626	639	652	665	0	**3,196**
Future Years Structural Maintenance	0	2,300	2,300	1,000	2,300	2,300	0	**10,200**
Future Years Gypsy, Roma & Traveller Improvements Site Programme	0	300	300	300	300	300	0	**1,500**
Propco Others	0	0	250	1,750	1,000	2,000	0	**5,000**
Future Economic Developments	0	0	0	5,000	10,000	10,000	0	**25,000**
Procurement of Business Management Solution	0	1,500	0	0	0	0	0	**1,500**
Broadbridge Heath Park	0	740	7,500	7,605	0	0	0	**15,845**
Total Proposed Starts List	**0**	**6,154**	**11,596**	**21,162**	**20,252**	**24,293**	**0**	**83,457**
TOTAL PROGRAMME	**6,457**	**8,837**	**13,836**	**22,262**	**20,252**	**24,293**	**0**	**89,480**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Corporate Resources	6,457	8,837	13,836	22,262	20,252	24,293	0	**89,480**
Total Funding	**6,457**	**8,837**	**13,836**	**22,262**	**20,252**	**24,293**	**0**	**89,480**

* All projects approved subject to business case

Fire and Rescue and Communities

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
In-Flight Projects								
Fleet	1,840	950	1,681	0	0	0	0	**2,631**
Fire Equipment	366	34	0	0	0	0	0	**34**
Horsham Fire Station	859	1,461	7,000	7,389	5,000	0	0	**20,850**
Worthing Community Hub	1,093	400	600	0	0	0	0	**1,000**
Self Service Library Terminals	523	0	0	0	0	0	0	**0**
Total In-Flight Approved Projects	**4,681**	**2,845**	**9,281**	**7,389**	**5,000**	**0**	**0**	**24,515**
Proposed Projects*								
Electric Vehicles	0	0	100	0	0	0	0	**100**
Future Years Fire Equipment	0	300	350	400	350	350	0	**1,750**
Future Years Fleet	0	500	2,000	4,500	4,346	5,200	0	**16,546**
Fire and Rescue Estate Improvements Programme	0	0	1,000	1,000	1,000	2,000	0	**5,000**
Total Proposed Starts List	**0**	**800**	**3,450**	**5,900**	**5,696**	**7,550**	**0**	**23,396**
TOTAL PROGRAMME	**4,681**	**3,645**	**12,731**	**13,289**	**10,696**	**7,550**	**0**	**47,911**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Electric Vehicles Grant	0	0	100	0	0	0	0	**100**
Corporate Resources	4,681	3,645	12,631	13,289	10,696	7,550	0	**47,811**
Total Funding	**4,681**	**3,645**	**12,731**	**13,289**	**10,696**	**7,550**	**0**	**47,911**

* All projects approved subject to business case

Highways and Infrastructure

CAPITAL PROGRAMME 2021/22 to 2025/26

Project	Approved Budget Profiled							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Subsequent	Total
	£000	£000	£000	£000	£000	£000	£000	£000
In-Flight Projects								
Annual Works Programme	19,592	3,744	7,526	0	0	0	0	**11,270**
Footway Improvement Programme	1,516	0	0	0	0	0	0	**0**
A2300 Corridor Capacity Enhancement, Burgess Hill	9,500	5,500	4,471	0	0	0	0	**9,971**
A259 Corridor Capacity Enhancement, Arun	4,616	10,073	7,470	0	0	0	0	**17,543**
A284 Lyminster Bypass	1,030	2,276	12,348	8,513	0	0	0	**23,137**
A285 Road Safety	19	0	0	0	0	0	0	**0**
A29 Re-alignment, Bognor Regis, Phase One	1,500	5,039	4,500	0	0	0	0	**9,539**
Flood Management	278	102	0	0	0	0	0	**102**
On Street Parking	27	0	0	0	100	398	0	**498**
Operation Watershed	375	0	0	0	0	0	0	**0**
Staff Capitalisation 2020/21	1,908	0	0	0	0	0	0	**0**
West of Horsham	741	2,500	674	0	0	0	0	**3,174**
Emergency Active Travel Fund, Tranche One	176	0	371	0	0	0	0	**371**
A259 Bognor to Littlehampton Corridor Enhancement, Arun	0	325	849	0	0	0	0	**1,174**
LED Street Lighting	113	1,500	3,490	3,490	3,490	3,398	5,387	**20,755**
Total In-Flight Approved Projects	**41,391**	**31,059**	**41,699**	**12,003**	**3,590**	**3,796**	**5,387**	**97,534**
Proposed Projects*								
Footways Improvement Programme	0	1,500	0	0	0	0	0	**1,500**
Annual Works Programme	0	13,320	15,777	16,077	14,777	14,777	0	**74,728**
Future Years Operation Watershed	0	300	300	0	0	0	0	**600**
Future Years Staff Capitalisation - Highways	0	1,332	1,359	1,386	1,413	1,441	0	**6,931**
Traffic Signals Refurbishment Programme	0	250	0	0	0	0	0	**250**
Emergency Active Travel Fund Tranche Two	0	1,000	600	281	0	0	0	**1,881**
Haywards Heath South Road	0	0	0	0	0	2,625	0	**2,625**
Additonal Highways Maintenance	0	6,000	6,000	0	0	0	0	**12,000**
A29 Re-alignment, Bognor Regis, Phase Two	0	0	0	0	0	0	33,215	**33,215**
Total Proposed Starts List	**0**	**23,702**	**24,036**	**17,744**	**16,190**	**18,843**	**33,215**	**133,730**
TOTAL PROGRAMME	**41,391**	**54,761**	**65,735**	**29,747**	**19,780**	**22,639**	**38,602**	**231,264**

Financing	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Subsequent £000	Total £000
Sources of Funding								
Flood & Coastal Erosion Grant	78	102	0	0	0	0	0	**102**
Local Enterprise Partnership (LEP) Grant	15,242	7,735	0	0	0	0	2,400	**10,135**
Local Transport Maintenance Grant	16,681	14,787	11,043	11,043	11,043	11,043	0	**58,959**
Local Integrated Transport Grant	3,734	3,734	3,734	3,734	3,734	3,734	0	**18,670**
Department for Transport A259 Bognor to Littlehampton	0	0	849	0	0	0	0	**849**
Pot Hole Action Fund	0	818	0	0	0	0	0	**818**
Highways Incentive Fund	2,300	2,300	0	0	0	0	0	**2,300**
Emergency Active Travel Fund	176	1,000	971	281	0	0	0	**2,252**
Rural Payments Agency Grant	111	0	0	0	0	0	0	**0**
Corporate Resources	0	16,449	44,617	11,876	5,003	5,237	5,387	**88,569**
External Contributions	3,069	7,836	4,521	2,813	0	2,625	30,815	**48,610**
Total Funding	**41,391**	**54,761**	**65,735**	**29,747**	**19,780**	**22,639**	**38,602**	**231,264**

* All projects approved subject to business case

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Minimum Revenue Provision (MRP) Statement – 2021/22

1.1 In accordance with the Local Authorities (Capital and Accounting) (England) Regulations 2003, the Council is required to make an annual contribution from revenue to repay long-term borrowing, namely its 'Minimum Revenue Provision (MRP)'. The 2008 amendment to these regulations gives local authorities the flexibility to set MRP at a level it considers to be prudent.

1.2 The Ministry of Housing, Communities and Local Government (MHCLG) has issued statutory guidance (updated 2018) on determining a prudent level of MRP, which presents four ready-made options for the calculation, but makes clear that other methodologies are permissible. The guidance distinguishes between historic capital expenditure notionally supported by central government through the provision of Revenue Support Grant ('supported borrowing'), and self-financed 'unsupported' borrowing. Transitory provisions of the MHCLG guidance permit the treatment of any self-financed borrowing prior to 1 April 2008 as supported for the purposes of the MRP calculation.

1.3 The Council has adopted the Asset Life Annuity method (MHCLG option 3b) for the calculation of MRP on unsupported borrowing. Under this approach, the Council fully expenses to the General Fund the cost of the asset initially financed through borrowing over a period equal to the useful life of that asset. Annuity rates are linked to rates published by the Public Works Loans Board (PWLB). MRP on outstanding supported borrowing is made on a 2% annuity basis over a 40-year period.

1.4 Private Finance Initiatives and leases may be arranged to finance the acquisition of non-current assets as an alternative to borrowing where this is financially or operationally advantageous and is in accordance with the strategy for the capital programme. In line with MHCLG guidance and to mitigate the impact of the move to International Financial Reporting Standards (IFRS) on the Council's revenue account, it is the policy of West Sussex County Council to make an annual MRP charge equal to the portion of the PFI unitary charge or lease payment taken to the Balance Sheet to reduce the liability. However, where a lease premium is made (and immediately taken to write down the Balance Sheet liability), the Council shall spread the MRP charge over the useful life of the asset.

1.5 This statement takes immediate effect, and MRP in the current financial year shall be calculated in accordance with the methodology set out above.

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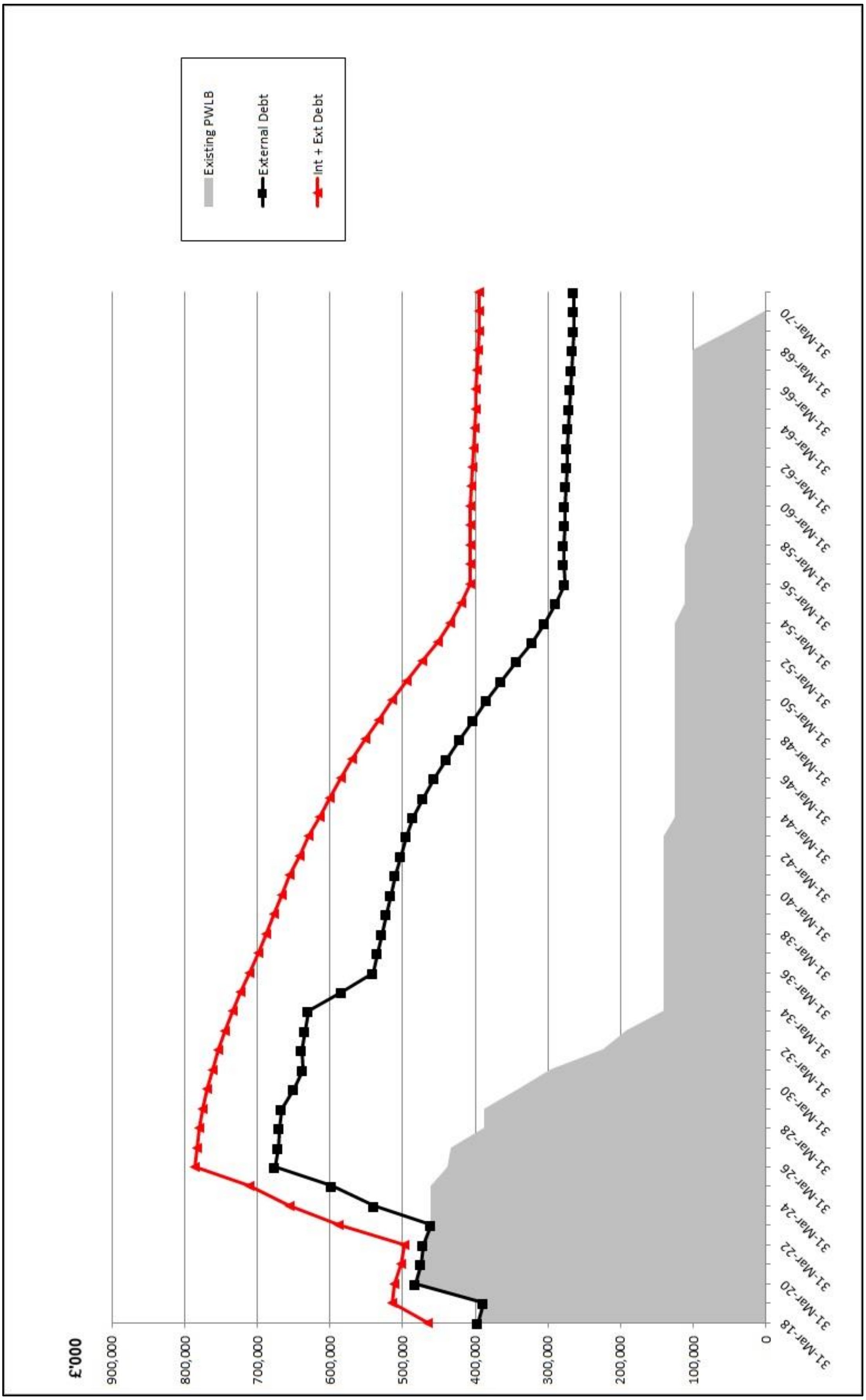
Illustrative External Debt/Internal Borrowing Projections
(Excluding short-term borrowing from the Chichester Harbour Conservancy)

Year Ending	Existing PWLB Debt £'m	Core Borrowing (New) £'m	Other Borrowing (New) £'m	New Borrowing (Total) £'m	Internal Borrowing £'m	Total Borrowing £'m
31 March 2020	481.8	0.0	0.0	0.0	28.7	510.5
31 March 2021	474.8	0.0	0.0	0.0	27.9	502.7
31 March 2022	471.3	0.0	0.0	0.0	25.9	497.2
31 March 2023	461.3	0.0	0.0	0.0	127.0	588.3
31 March 2024	461.3	0.0	77.0	77.0	118.0	656.3
31 March 2025	461.3	0.0	135.6	135.6	114.5	711.4
31 March 2026	437.2	55.0	183.5	238.5	110.7	786.4
31 March 2027	432.5	59.1	178.8	237.9	113.1	783.5
31 March 2028	386.4	108.3	174.0	282.3	110.9	779.6
31 March 2029	386.4	110.7	169.1	279.8	108.4	774.6
31 March 2030	339.2	145.4	164.2	309.6	119.9	768.7
31 March 2031	295.9	182.0	159.1	341.1	124.7	761.7
31 March 2032	224.9	260.1	153.9	414.0	114.7	753.6
31 March 2033	192.2	293.8	148.6	442.4	109.7	744.3
31 March 2034	140.0	346.4	143.2	489.6	104.7	734.3
31 March 2035	140.0	305.7	137.7	443.4	139.7	723.1
31 March 2036	140.0	269.0	132.0	401.0	169.7	710.7
31 March 2037	140.0	268.2	126.2	394.4	164.7	699.1
31 March 2038	140.0	268.0	120.3	388.3	159.7	688.0
31 March 2039	140.0	268.1	114.2	382.3	154.7	677.0
31 March 2040	140.0	268.6	108.1	376.7	149.7	666.4
31 March 2041	140.0	268.4	101.7	370.1	144.7	654.8
31 March 2042	140.0	267.1	95.4	362.5	139.7	642.2
31 March 2043	140.0	264.9	89.1	354.0	134.7	628.7
31 March 2044	125.0	277.1	82.7	359.8	130.0	614.8
31 March 2045	125.0	268.6	77.0	345.6	130.0	600.6
31 March 2046	125.0	259.2	71.2	330.4	130.0	585.4
31 March 2047	125.0	248.7	65.3	314.0	130.0	569.0
31 March 2048	125.0	237.1	59.4	296.5	130.0	551.5
31 March 2049	125.0	224.4	53.3	277.7	130.0	532.7
31 March 2050	125.0	212.0	47.0	259.0	130.0	514.0
31 March 2051	125.0	198.5	40.6	239.1	130.0	494.1
31 March 2052	125.0	183.9	34.3	218.2	130.0	473.2
31 March 2053	125.0	168.1	28.6	196.7	130.0	451.7
31 March 2054	125.0	155.5	23.6	179.1	130.0	434.1
31 March 2055	110.0	159.4	19.8	179.2	130.0	419.2
31 March 2056	110.0	149.5	16.9	166.4	130.0	406.4
31 March 2057	110.0	151.6	15.7	167.3	130.0	407.3
31 March 2058	110.0	152.9	14.5	167.4	130.0	407.4
31 March 2059	100.0	163.5	13.3	176.8	130.0	406.8
31 March 2060	100.0	164.1	12.1	176.2	130.0	406.2
31 March 2061	100.0	164.6	10.8	175.4	130.0	405.4
31 March 2062	100.0	164.6	9.5	174.1	130.0	404.1
31 March 2063	100.0	164.6	8.2	172.8	130.0	402.8
31 March 2064	100.0	164.6	6.8	171.4	130.0	401.4
31 March 2065	100.0	164.6	5.4	170.0	130.0	400.0
31 March 2066	100.0	164.6	4.0	168.6	130.0	398.6

Year Ending	Existing PWLB Debt £'m	Core Borrowing (New) £'m	Other Borrowing (New) £'m	New Borrowing (Total) £'m	Internal Borrowing £'m	Total Borrowing £'m
31 March 2067	100.0	164.6	2.6	167.2	130.0	397.2
31 March 2068	100.0	164.6	1.4	165.9	130.0	395.9
31 March 2069	50.0	214.6	0.1	214.7	130.0	394.7
31 March 2070	0.0	264.6	0.0	264.6	130.0	394.6
31 March 2071	0.0	264.6	0.0	264.6	130.0	394.6

Graphical Illustrative of Debt Projections to 31 March 2071



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Projects to be funded from flexible use of capital receipts

The Council intends to apply £2.8m capital receipts in 2021/22 to fund the following transformation projects.

Project description	Qualifying expenditure	Budgeted expenditure £m	Expected Savings *
Smartcore	Investment in transformational project that supports HR, Procurement and Finance processes to enable automation and improved efficiency	1.5	Efficiencies and savings through improved processes, automation and enabling more tasks to be undertaken via self-service
Waste Service	Service redesign to improve efficiencies in waste collection and disposal contracts	0.3	Reductions in demand pressure and contract efficiencies to achieve savings in 2023-2025
Waste Service Transformation	Continuation of initiatives with the district and boroughs to incentivise recycling (rephased from 2020/21 due to Covid restrictions)	1.0	
Total		**2.8**	

*In most instances the ongoing savings do not depend solely on this investment. Delivering the forecast savings will also require the focus of other, existing resources.

Expenditure on further activities to which the Council could potentially apply flexible use of capital receipts include the following:

- Work to support the transfer of information technology services to a new provision model and the transfer of the remainder of support services ahead of the contract end in September 2022. The expenditure would be to enable efficiencies and achieve savings.
- Any further investment on Fire & Rescue in order to effectively respond to the recommendations of the HMICFRS report particularly in areas surrounding Fire Safety, prevention and protection. This expenditure would be transformational work to improve the service.
- Any further investment on Children First Improvement Programme to transform the service for improved practice, efficiency and effectiveness.

Impact on affordability of Prudential Borrowing

The incremental impact on the Council's Prudential Indicators of £2.8m additional Capital Expenditure in 2021/22 due to its Flexible use of Capital Receipts Strategy is as follows.

Prudential Indicators	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Capital Financing Requirement	+£2.8m	-	-£0.1m	-£0.1m	-£0.1m
Operational Boundary	-	+£1.4m	+£1.3m	-£0.1m	-£0.1m
Authorised Borrowing Limit	+£2.7m	-£0.1m	-£0.1m	-	-

Flexible Use of Capital Receipts – Status on Projects relating to Expenditure in 2019/20

In 2019/20, we incurred £4.0m qualifying expenditure on activities within the Children First Improvement Plan (£2.3m), Fire & Rescue Improvement Plan (£0.1m) and Service Transformation Activities (£1.6m). This expenditure in 2019/20 has enabled a number of workstreams of improvement activity which have led to improved practice, efficiency and effectiveness.

Children's Services are at the start of their improvement journey so much of the work has been to develop the plan for the most critical areas of practice improvement and the progress has been evidenced and tracked by the independent commissioner appointed by the Secretary of State for Education, along with the Ofsted monitoring visit in November 2019 and focussed visit in October 2020.

Qualifying expenditure on Fire & Rescue Improvement Plan was on improving the accuracy of data and the timely processing of information enabling transformation of the stations' analysis of local risk management to target the highest risks and to reduce demand and cost for the service.

Service Transformation activities have focused on enhancing digital capabilities and delivering service improvements, increasing efficiencies and improving customers' experience. For example, enabling customers to pay electronically or book online for the majority of the Council's services.

Treasury Management Strategy Statement (2021/22)

1 Background

1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:

> *"The management of the Council's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".*

1.2 In accordance with the CIPFA definition, the Council's treasury management function aims to manage risk; the successful identification, control and monitoring of risk are integral elements to treasury management activities and include credit and counterparty risk, liquidity risk, market and interest rate risk, refinancing risk and legal and regulatory risk.

1.3 The Council is required to operate a balanced budget which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties, financial instruments or externally managed pooled funds commensurate with the Council's risk appetite, providing adequate liquidity initially before considering investment return.

1.4 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure the Council can meet its capital spending obligations. The management of longer term cash may involve the arrangement of long and/or short term loans (external borrowing) or may use longer term cash flow surpluses in lieu of external borrowing (internal borrowing). On occasion, when it is prudent and economic, any external debt previously drawn may be repaid and/or restructured to meet the Council's risk or cost objectives.

1.5 The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The resulting treasury operations generate interest costs in relation to external debt and income arising from investments, both of which affecting the available revenue budget. Furthermore, since cash balances generally arise from the Council's earmarked reserves and working balances, it remains paramount to ensure adequate security of the sums invested, as any loss of principal will in effect result in a loss to the General Fund Balance.

1.6 Additionally, the Council's commercial activities (economic developments) or loans to third parties will impact on the treasury function; these activities are generally classed as non-treasury investments (usually arising from capital expenditure) and are separate from the day-to-day treasury management activities. Further details are set out in the annual Capital Strategy report (see Section 2).

2 Reporting Requirements

2.1 **Capital Strategy:** CIPFA's Prudential and Treasury Management Codes require all local authorities to prepare a separate Capital Strategy report which provides the following:

- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- An overview of how the associated risk is managed; and
- The implications for future financial sustainability.

2.2 The aim of the Capital Strategy is to ensure that all elected members of the County Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. The Capital Strategy is reported alongside the Budget Report and the Treasury Management Strategy Statement for Council approval. Details of the Council's borrowing needs arising from the capital plans along with associated Prudential Indicators are also set out in the Capital Strategy.

2.3 Non-treasury investments will be reported through the Capital Strategy. This ensures the separation of the core treasury management function for investments made under statutory provisions granted to the Council under the Local Government Act 2003 (governed by security, liquidity and yield principles) from the Council's commercialism policies where investments are usually driven by expenditure on an asset. To demonstrate proportionality between the Council's treasury management operations and non-treasury (economic developments) high-level comparators are shown in Sections 5 and 6 of this report.

2.4 **Treasury Management Reporting:** In accordance with CIPFA's 'Treasury Management Code of Practice' the Council is required to receive and approve, as a minimum, three main reports each year, which incorporates a variety of policies, estimates and actuals, including:

(a) The Treasury Management Strategy Statement (TMSS) detailing how the Council's investments and borrowings are to be organised; including the annual investment strategy which approves the parameters on how treasury investments are to be managed. Details of the Council's capital plans (including relevant prudential indicators) and the Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time) are set out in the Council's Capital Strategy.

(b) A Mid-Year Treasury Management Report – Updating the Council with the progress of the capital position, treasury management activity and performance, and whether any policies and/or prudential and treasury indicators require revision; delegated to the Performance and Finance Scrutiny Committee in accordance with governance arrangements approved in February 2014. Additionally, the Regulation, Audit and Accounts Committee receive quarterly reports on compliance with the treasury management strategy.

(c) An Annual Treasury Management Report – Providing details of actual treasury operation as compared to the estimates within the strategy, together with a selection of actual prudential and treasury indicators; delegated to the Performance and Finance Scrutiny Committee as approved by County Council in July 2018.

2.5 Before recommendation to County Council, the TMSS report receives appropriate scrutiny from the Performance and Finance Scrutiny Committee. In addition, the Council maintains a Treasury Management Panel comprising the Cabinet Member for Finance and four other elected members. The Panel functions as an advisory body supporting the Director of Finance and Support Services in implementing the Council's borrowing and investment strategies and reviewing all treasury management reports.

2.6 Treasury management issues reported within the attached 2021/22 TMSS include the Council's:

Capital Issues:

- A summary of capital expenditure plans up to 31 March 2026; and
- Associated capital financing plans, including forecasts of the Council's future borrowing requirement.

Treasury Management Issues:

- Current treasury position (**attached at Appendix A**);
- Treasury indicators which limit the treasury risk and activities of the Council;
- Prospects for interest rates as provided by the Council's treasury management advisor (**attached at Appendix B**);
- The borrowing and repayment strategy;
- Policy on borrowing in advance of need;
- Debt rescheduling;
- The investment strategy;
- Creditworthiness policy; and
- Policy on the use of external service providers.

2.7 These elements cover the requirements of the Local Government Act 2003; CIPFA's Prudential and Treasury Management Codes; and the Ministry of Housing, Communities and Local Government's (MHCLG) Investment Guidance.

3 Training

3.1 CIPFA's Code of Practice requires the Director of Finance and Support Services to ensure that members involved with treasury management receive adequate training in treasury management. Future training for members responsible for the scrutiny of the Council's treasury management policies and activities, and members acting in an advisory role to the Director of Finance and Support Services remain under constant review.

3.2 Additionally, the training needs of treasury management officers are periodically reviewed as part of staff appraisals and personal development plans. Ongoing training options for officers include professional qualifications from CIPFA and other appropriate organisations; attendance at workshops and seminars run by the Council's appointed treasury management advisor; and on the job training in line with the approved Treasury Management Practices (TMPs) as provided by the Principal Finance Officer (Treasury Management & Insurance).

4 Treasury Management Advisors

4.1 The Council contracts external providers of treasury management services in order to acquire access to a wide range of specialist skills and resources including:

- Credit advice;
- Investment advice;
- Debt management advice;
- Capital and financial accounting advice; and
- Economic and interest rate forecasting.

4.2 The Council recognises that the responsibility for all treasury management decisions always remain with the organisation and therefore will ensure that undue reliance is not placed upon its external service providers. Treasury management decisions will be undertaken with regards to all available information including, but not solely, that received from treasury advisors.

4.3 The Council will ensure that the terms of the appointment of external treasury management advisors and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review. A three year contract with Link Group (Treasury Solutions) commenced on 1 November 2016 and was extended for an additional two years up to 31 October 2021 following a review undertaken in 2019 of the service received.

4.4 With the contractual period with Link Group ending in 2021/22, a treasury management advisor procurement exercise is scheduled to take place during 2021. Any resulting changes to the existing arrangements will be reported to the Performance and Finance Scrutiny Committee and the Treasury Management Panel.

5 Capital Programme (2021/22 to 2025/26)

5.1 The Council's capital expenditure and financing plans as contained within the approved Capital Programme set out in the Capital Strategy are key drivers of treasury management activity. The output of the Capital Programme is reflected in the Council's prudential indicators (which are included within the Capital Strategy) which are designed to provide members with an overview and confirm such expenditure and financing plans are both affordable and prudent.

5.2 The table below is a summary of the Council's capital expenditure plans, both those agreed previously and those forming part of the current budget cycle for approval by County Council in February 2021:

Capital Expenditure by Service	**2020/21 Estimate £'m**	**2021/22 Estimate £'m**	**2022/23 Estimate £'m**	**2023/24 Estimate £'m**	**2024/25 Estimate £'m**	**2025/26 Est. *(i)* £'m**
Adults and Health	3.6	2.1	4.3	4.3	4.0	1.0
Children & Young People	4.5	1.0	1.1	1.0	1.0	1.2
Economy and Corporate Resources	9.8	7.4	17.6	16.9	12.0	12.0
Education & Skills	23.6	19.5	34.8	25.6	21.6	38.9
Environment	1.4	4.5	11.3	16.0	16.3	22.5
Finance	6.5	8.8	13.9	22.3	20.2	24.3
Fire & Rescue and Communities	4.7	3.6	12.7	13.3	10.7	7.6
Highways and Infrastructure	41.4	54.8	65.7	29.7	19.8	61.2
Total Capital Expenditure	**95.5**	**101.7**	**161.4**	**129.1**	**105.6**	**168.7**

(i) 2025/26 estimate includes subsequent years spend.

5.3 Capital expenditure as reported above may be financed from a range of external and internal sources. External sources include private sector contributions (such as s106 developer contributions) as well as government grants; internal sources include capital receipts, revenue contributions and reserves set aside for capital purposes.

5.4 Borrowing is required to meet the cost of any capital expenditure not financed by internal and/or external funding sources. The table below summarises how the Council's capital expenditure plans will be financed across the period through to 2025/26, with any funding shortfall resulting in a borrowing requirement:

Financing the Capital Programme	**2020/21 Estimate £'m**	**2021/22 Estimate £'m**	**2022/23 Estimate £'m**	**2023/24 Estimate £'m**	**2024/25 Estimate £'m**	**2025/26 Estimate £'m**
Capital Expenditure	**95.5**	**101.7**	**161.4**	**129.1**	**105.6**	**168.7**
Government Grants	-78.0	-77.3	-36.3	-29.2	-21.4	-23.6
External Contributions	-7.0	-9.8	-12.5	-8.0	-5.1	-39.9
Capital Receipts	-3.7	-5.3	-1.0	-1.0	-1.0	-6.5
Revenue Funding	-2.1	-2.4	-7.6	-7.0	-4.5	-3.1
Financing (Excl. Borrowing)	**-90.8**	**-94.8**	**-57.4**	**-45.2**	**-32.0**	**-73.1**

Financing the Capital Programme	2020/21 Estimate £'m	2021/22 Estimate £'m	2022/23 Estimate £'m	2023/24 Estimate £'m	2024/25 Estimate £'m	2025/26 Estimate £'m
Borrowing (Core)	0.0	0.0	-84.3	-55.1	-49.1	-58.3
Borrowing (Economic Developments)	-4.7	-6.9	-19.7	-28.8	-24.5	-37.3
Total Financing	**-95.5**	**-101.7**	**-161.4**	**-129.1**	**-105.6**	**-168.7**

5.5 The above financing table excludes other long-term liabilities, such as existing PFI schemes (Crawley Schools; Street Lighting and Waste Management) and leasing arrangements which already include borrowing instruments within their contractual terms; and so the Council is not required to separately borrow for them.

6 Borrowing and Repayment Strategy

6.1 The capital expenditure plans set out in Section 5 provide details of the service activity of the Council. The treasury management function ensures that cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the Council's cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.

6.2 The borrowing strategy covers the relevant prudential and treasury indicators, and the current and projected debt positions. The key objectives of the Council's current borrowing strategy are:

(1) Ensure that future external debt is affordable within revenue budget constraints; with the timing of when to arrange new debt governed by the Council's long-term cash flow forecasts (as per the requirements of the capital plans through to 2025/26); and

(2) Potentially borrowing in advance of need so that external debt (fixed-rate funding) is arranged whilst interest rates are lower than they are projected to be over the next few years.

6.3 For all new external debt arrangements, the Council will first ensure that due diligence is given to both the affordability of such debt in the revenue budget and the future plans regarding the repayment of the debt; including the possible use of capital receipts or as per the agreed terms and conditions of any new debt arrangements (including 'annuity' and 'equal instalments of principal' loan structures).

6.4 **Approved Funding Sources:** The Council's primary objective when borrowing money is to strike an appropriately low risk balance between securing low interest borrowing costs whilst achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term capital plans change is a secondary objective.

6.5 There is no counterparty risk associated with borrowing, except that associated with money laundering. In conjunction with advice received from its treasury management advisor the Council will keep under review the following fixed or variable rate long-term and short-term (in lieu of long-term) borrowing options as sources of finance for the approved capital programme, including:

- Borrowing against internal resources held by the Council (including usable reserves and working capital) in lieu of external borrowing;
- Public Works Loan Board (PWLB) and any successor body;
- Borrowing from other UK local authorities (particularly regarding borrowing for Economic Developments on a short-term basis);
- Borrowing from the money markets (institutional lenders authorised by the Prudential Regulation Authority and/or the Financial Conduct Authority to operate in the UK);
- Borrowing from multilateral development banks; and
- Borrowing from the UK Municipal Bond Agency plc and/or other special purpose companies created to enable local authority bond issue.

6.6 The Council has previously relied on the PWLB as its only source of funding, with approved alternative market borrowing options (including forward starting loans and bond issuance via the UK Municipal Bond Agency) being held under consideration. The Director of Finance and Support Services will continue to assess the benefits of approved market loan alternatives during 2021/22. Capital finance may additionally be raised by other methods that are not borrowing but may be classed as other debt liabilities (including leasing).

6.7 In November 2020 HM Treasury published the outcomes of the PWLB review that aims to ensure that local authorities invest public funds in infrastructure and front-line services only. As a result, from December 2020 local authorities (non-HRA) will be able to access funding at the PWLB Certainty Rate of UK Gilts plus 0.80%; representing a 1% reduction as compared with the cost of pre-December borrowing. From this date however all new PWLB borrowing will be conditional on the Council demonstrating that over the period of the capital programme there will be no intention to buy investment assets primarily for yield (for example the purchase of investment property) irrespective of whether the transaction would be financed from a source other than the PWLB. The Council confirms that capital plans have been reviewed and are compliant with these PWLB requirements.

6.8 **Current Portfolio Position:** At 31 December 2020 the Council had external loans with the PWLB totalling £474.8m. In accordance with the approved 2020/21 Treasury Management Strategy no external borrowing was arranged during the period April to December 2020; cash supporting the Council's usable reserves and working capital was used as a temporary funding measure in lieu of external borrowing. Consequently, the Council's internal borrowing at the end of 2020/21 is forecast to be £27.9m (£28.7m at 31 March 2020) as set out in paragraphs 6.11 and 6.12.

6.9 Capital plans (paragraph 5.4) highlight that a borrowing requirement of £6.9m is required to finance the Council's capital expenditure plans in 2021/22; all relating to economic development projects.

6.10 In accordance with CIPFA's Prudential Code, the Council's underlying borrowing need (the total historic outstanding capital expenditure which has not yet been financed) is represented by its Capital Financing Requirement (CFR). Capital expenditure financed through debt is subject to a minimum revenue provision charge (the Minimum Revenue Policy) which is set out in the Capital Strategy.

6.11 An analysis of the Council's levels of usable reserves, provisions and working balances show these are likely to be sufficient to continue with an internal borrowing strategy throughout 2021/22 and 2022/23, with the need to externally borrow for the capital programme from 2023/24 onwards. The table below details the estimates of these year-end balances through to 2025/26, assuming no new additional external debt or optional refinancing of existing debt is arranged:

Balance Sheet Projections (at 31 March)	**2020/21 Estimate £'m**	**2021/22 Estimate £'m**	**2022/23 Estimate £'m**	**2023/24 Estimate £'m**	**2024/25 Estimate £'m**	**2025/26 Estimate £'m**
Capital Financing Requirement	518.5	505.2	577.8	615.4	644.9	682.2
CFR (Economic Developments)	81.4	86.2	103.6	129.6	150.5	183.5
Capital Financing Requirement	**599.9**	**591.4**	**681.4**	**745.0**	**795.4**	**865.7**
Less: PFI Schemes and Leases *(i)*	-91.7	-88.7	-87.6	-83.2	-78.5	-73.8
Borrowing CFR *(ii)*	**508.2**	**502.7**	**593.8**	**661.8**	**716.9**	**791.9**
Existing Borrowing Profile (PWLB)	-474.8	-471.3	-461.3	-461.3	-461.3	-437.2
Short-Term Borrowing *(iii)*	-5.5	-5.5	-5.5	-5.5	-5.5	-5.5
Under Borrowing	**27.9**	**25.9**	**127.0**	**195.0**	**250.1**	**349.2**

(i) International Financial Reporting Standards (IFRS)16 requires the Council to account for lessee operating leases (off Balance Sheet) as finance leases from 1 April 2022. The Council currently estimates that leases totalling £3.4m will be added to the Balance Sheet from 1 April 2022 as a result of IFRS16; and as such have been included in the above (and subsequent) tables in Section 6.

(ii) The 'Borrowing CFR' excludes other long-term liabilities (PFI schemes and finance leases) that form part of the Council's total borrowing requirement.

(iii) Money held and invested on behalf of the Chichester Harbour Conservancy (CHC) and its associated charities; repayable to CHC on any given notice.

Balance Sheet Projections *(continued)*	2020/21 Estimate £'m	2021/22 Estimate £'m	2022/23 Estimate £'m	2023/24 Estimate £'m	2024/25 Estimate £'m	2025/26 Estimate £'m
Under Borrowing	**27.9**	**25.9**	**127.0**	**195.0**	**250.1**	**349.2**
Usable Reserves	-206.2	-220.5	-148.3	-138.0	-134.5	-130.7
Provisions	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0
Working Capital	-65.0	-65.0	-65.0	-65.0	-65.0	-65.0
Funding required for investments greater than one year	100.0	100.0	100.0	100.0	100.0	100.0
Short Term Investment(-) / External Borrowing (cumulative)	**-158.3**	**-174.6**	**-1.3**	**77.0**	**135.6**	**238.5**

6.12 The Council has previously approved that a proportion of its usable reserves (including PFI/MRMC reserve balances) are held in long-term strategic investments; as a result the Council's external debt and internal borrowing projections (including CFR forecasts; and internal borrowing as a percentage of the CFR) are summarised below:

Debt Projections	2020/21 Estimate £'m	2021/22 Estimate £'m	2022/23 Estimate £'m	2023/24 Estimate £'m	2024/25 Estimate £'m	2025/26 Estimate £'m
Gross External Debt (1-Apr)	**581.2**	**572.0**	**565.5**	**554.4**	**627.0**	**680.9**
Repayment of Existing Debt	-7.0	-3.5	-10.0	0.0	0.0	-24.1
CHC Movement	0.5	0.0	0.0	0.0	0.0	0.0
External Debt (Core Borrowing)	0.0	0.0	0.0	0.0	0.0	55.0
External Debt (Economic Developments)	0.0	0.0	0.0	77.0	58.6	47.9
PFI/Finance Lease Movement	-2.7	-3.0	-1.1	-4.4	-4.7	-4.7
Gross External Debt (31-Mar)	**572.0**	**565.5**	**554.4**	**627.0**	**680.9**	**755.0**

Debt Projections *(continued)*	**2020/21 Estimate £'m**	**2021/22 Estimate £'m**	**2022/23 Estimate £'m**	**2023/24 Estimate £'m**	**2024/25 Estimate £'m**	**2025/26 Estimate £'m**
Cumulative Gross External Debt (at 31-March)	**572.0**	**565.5**	**554.4**	**627.0**	**680.9**	**755.0**
Cumulative Internal Borrowing (at 31 March)	27.9	25.9	127.0	118.0	114.5	110.7
Capital Financing Requirement	**599.9**	**591.4**	**681.4**	**745.0**	**795.4**	**865.7**
Internal Borrowing (%)	**4.6%**	**4.4%**	**18.6%**	**15.8%**	**14.4%**	**12.8%**

6.13 As shown in the table above, under the Council's current capital plans, usable reserves and long-term strategic investment assumptions, it is forecast that the Council will be required to externally borrow in 2023/24 which reflects the need to ensure that cash (useable reserves and working capital) is available to maintain the £100m long-term investment limit up to 2025/26 (as set out in paragraph 7.49). Whilst the continuation of an internal borrowing strategy in 2021/22 remains prudent, the continued benefits will be regularly monitored against the potential for incurring additional costs through deferring external borrowing into future years when long-term borrowing rates are forecast to rise (**Appendix B**).

6.14 **Revenue Impact:** The revenue impact (capital financing cost as a percentage of net revenue streams) of the recommended borrowing strategy relating to the Council's capital programme (excluding service funded Economic Developments, PFI schemes and Finance Leases) is outlined below:

	2020/21 Actual £'m	**2021/22 Estimate £'m**	**2022/23 Estimate £'m**	**2023/24 Estimate £'m**	**2024/25 Estimate £'m**	**2025/26 Estimate £'m**
Net Revenue Expenditure	593.9	624.8	633.9	656.9	687.2	700.0
Capital Financing Charges	28.5	28.7	28.7	32.2	35.2	38.8
% Ratio	**4.8%**	**4.6%**	**4.5%**	**4.9%**	**5.1%**	**5.5%**

6.15 In accordance with this recommended borrowing strategy, the Council forecasts that the costs of long-term external borrowing (interest charges) in 2021/22 will be:

- PWLB Borrowing: £19.3m (£19.5m in 2020/21); of which £1.4m will be service funded from economic development schemes.
- PFI schemes and finance leases: £11.0m (£11.2m in 2020/21)

6.16 **Borrowing in Advance of Need:** Any decision to borrow in advance will be within forward approved CFR estimates and arranged to take advantage of favourable borrowing rates (given such rates are forecast to rise in the future) thereby ensuring that value for money can be demonstrated and that the Council can ensure the security of such funds. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through quarterly compliance reports (and annual report to the Performance and Finance Scrutiny Committee).

6.17 The Authorised Borrowing Limit (paragraph 6.21) constrains borrowing in advance of future capital need by limiting such borrowing to within CFR estimates over a three year planning period, therefore confirming that it is not being taken for revenue profit (investment of the extra sums borrowed) or speculative purposes.

6.18 **Limits to Borrowing Activity:** Within the prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. These indicators ensure that the Council's gross external debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus estimates for any additional CFR for 2021/22 and the following two financial years. Based on the gross external debt projections (paragraph 6.12) the Director of Finance and Support Services reports that the Council complied with these prudential indicators in 2020/21 and does not envisage any non-compliance over the period of the capital programme.

6.19 The 'Operational Boundary' is the limit (Prudential Indicator) beyond which external debt is not normally expected to exceed, as set out below:

Operational Boundary	**Estimate 2020/21 £'m**	**Estimate 2021/22 £'m**	**Estimate 2022/23 £'m**	**Estimate 2023/24 £'m**	**Estimate 2024/25 £'m**	**Estimate 2025/26 £'m**
External Debt (including CHC)	480.3	476.8	466.8	466.8	466.8	497.7
Economic Developments	0.0	0.0	0.0	77.0	135.6	183.5
PFI Schemes/ Finance Leases	91.7	88.7	87.6	83.2	78.5	73.8
Operational Boundary	**572.0**	**565.5**	**554.4**	**627.0**	**680.9**	**755.0**

6.20 The 'Authorised Borrowing Limit' is a further key Prudential Indicator that reports the maximum level of borrowing. This represents the limit beyond which external debt (including overdrawn bank balances and short-term borrowing undertaken for unexpected cash flow movements) is prohibited, as approved by County Council. It reflects the level of external debt which, whilst not desired, could be afforded in the short-term (e.g. when borrowing in advance of capital need) but is not desirable in the long term.

6.21 This limit is a statutory limit determined under Section 3(1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans or those of a specific council; although to-date this power has not yet been exercised.

Authorised Borrowing Limit	**Estimate 2020/21 £'m**	**Estimate 2021/22 £'m**	**Estimate 2022/23 £'m**	**Estimate 2023/24 £'m**	**Estimate 2024/25 £'m**	**Estimate 2025/26 £'m**
Gross Debt *(i)*	600.5	578.3	633.3	711.8	716.5	721.2
PFI Schemes / Finance Leases	91.7	88.7	87.6	83.2	78.5	73.8
Authorised Borrowing Limit	**692.2**	**667.0**	**720.9**	**795.0**	**795.0**	**795.0**

(i) Gross debt estimates allow for external borrowing in advance of need for up to a maximum of two years; furthermore, gross debt includes additional headroom (£40m) for unexpected cash flow movements. For example, the 'Authorised Borrowing Limit' for 2021/22 (£667m) equals the maximum external debt forecast in any one financial year over a three year period (i.e. the 'Operational Boundary' over the period 2021/22 to 2023/24; therefore £627m for 2023/24) plus £40m.

(ii) The Authorised Borrowing Limit as reported above (£795m in 2025/26) is lower than the equivalent limit approved in the 2020/21 Treasury Management Strategy; reflecting a reduction to commercial property investment opportunity borrowing and the inclusion of the 2025/26 annual revenue charge (MRP) reducing the overall borrowing requirement.

6.22 In addition, the 'Maturity Structure of External Borrowing' Treasury Indicator are limits that highlight the existence of any large concentrations of external debt needing to be replaced at times of uncertainty over interest rates, and is designed to protect against excessive exposures to interest rate changes in any one period, in particular over the course of the next ten years. It is calculated as the amount of projected debt that is maturing in each period as a percentage of total projected external debt. The maturity period of borrowing is determined by reference to the earliest date on which the lender can require payment.

6.23 The upper and lower limits for the maturity structure of external debt in 2021/22 (with actual split as at 31 December 2020 included for comparison) are set out below:

Debt Maturity	**Actual 31/12/20**	**Lower Limit 2021/22**	**Upper Limit 2021/22**
Over 30 Years	26%	0%	40%
Over 25 to 30 Years	0%	0%	25%
Over 20 to 25 Years	3%	0%	25%
Over 15 to 20 Years	0%	0%	25%
Over 10 to 15 Years	38%	0%	50%
Over 5 to 10 Years	28%	0%	60%
Over 1 to 5 Years	3%	0%	35%
Under 12 Months	2%	0%	25%

6.24 **Borrowing for Cash-flow Purposes:** The Council continues to approve the use of short-term loans (normally for up to one to three months) to cover unexpected cash-flow shortages. Short-term borrowing for cash-flow purposes, up to a maximum of £40m, will be limited to the following external funding sources:

- Borrowing from other UK local authorities (excluding Police and Crime Commissioners, Fire Authorities and Local Authority Pension Funds);
- Borrowing from the money markets (financial institutions authorised by the Prudential Regulation Authority to operate in the UK).

6.25 Additionally, the Council holds and invests money on behalf of third parties including the Chichester Harbour Conservancy and its associated charities. The Council reports any such money as short-term borrowing given the requirement that it is available for repayment at any future point in time.

6.26 **Debt Rescheduling:** Depending on the interest rates during 2021/22, there may be opportunities to reschedule some of the council's debt. However, if any repayment or rescheduling of existing PWLB debt was approved the rationale would be one or more of the following:

- The generation of cash savings and/or discounted cash flow savings;
- Helping to fulfil the treasury management strategy;
- Enhancing the balance of the debt portfolio (amending the maturity profile and/or the balance of volatility).

6.27 **Reporting:** All borrowing and rescheduling activity will be reported to the Performance and Finance Scrutiny Committee (within the Mid-Year Review and/or Annual Treasury Management reports); and to the Regulation, Audit and Accounts Committee and Treasury Management Panel within the prescribed compliance reports.

7 Annual Investment Strategy (Treasury Investments)

7.1 CIPFA and the MHCLG have extended the meaning of 'investments' to include both financial and non-financial investments. This section deals solely with financial investments, as managed by the Council's Treasury Management Team. Non-financial investments are dealt with in the separate Capital Strategy report.

7.2 The Council's main treasury management activity continues to be the investment of its surplus funds, representing income received in advance of expenditure plus balances and reserves held. All treasury (financial) investments are made under statutory provisions granted to the Council by the Local Government Act 2003 (Section 12; 'Power to Invest').

7.3 The Director of Finance and Support Services, in consultation with the Cabinet Member for Finance and the Treasury Management Panel, recommends that a continuation of the existing investment strategy be approved in 2021/22; subject to the following changes.

(1) To ensure that the Council achieves a more ethical investment policy (in line with Council's Climate Change Strategy):

(a) The inclusion of the requirement that in the future all external fund managers selected by the Council in relation to its pooled fund investments be signed up to the United Nations "Principles of Responsible Investment" (UNPRI).

(b) That internally managed investments made in the future with corporate (non-bank) organisations will adhere to the UNPRI principles.

(2) The Council approves the use of short-term Money Market Funds that operate under a Variable Net Asset Valuation, when a change from a Low Volatility Net Asset Valuation is adopted by the fund to allow continual and effective operation in a (or potential) negative interest rate environment.

(3) An increase to the maximum limit for the total invested in short-term Money Market Funds from £150m to £175m. To be utilised only in exceptional circumstances for the management of the Council's daily cash flows given the high level of investment balances currently held (see paragraph 7.4).

7.4 At 31 December 2020 the Council's investments amounted to £400.6m (**Appendix A**). In the past twelve months the Council's average investment balance was circa £375m (higher than original £280m forecast due to emergency Covid-19 funding received in 2020 ahead of actual spend) and is forecast to average around £320m throughout 2021/22.

7.5 The Council's investment policy has regard to the CIPFA Treasury Management Code of Practice and MHCLG's Guidance on Local Government Investments. The Council's investment priorities will be the security first, liquidity second and then investment return ('SLY' investment principles). Accordingly, the Council will look to strike an appropriate balance between risks and return; minimising the risk of incurring losses from defaults against the risk of receiving unsuitably low investment income.

7.6 In accordance with the CIPFA and MHCLG guidance, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of high creditworthy counterparties which also enables diversification and thus avoidance of concentration risks. In assessing credit ratings (as provided by Link Group) the Council employs the 'Lowest Common Denominator (LCD)' approach, meaning that it uses the lowest rating of those published by Fitch Ratings Ltd, Moody's Investors Service Ltd or Standard & Poor's.

7.7 Credit ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of markets. To achieve this consideration the Council will engage with its treasury management advisors to maintain a monitor on market pricing such as 'credit default swaps' and overlay that information on top of credit ratings.

7.8 Other information sources used will include the financial press, share price and other such information pertaining to institutions (banks, corporates etc.) in order to establish the most robust scrutiny process on the suitability of potential investment counterparties. The Council continues to remain alert for any signs of credit or market distress that might adversely affect its treasury management activities and corrective action will be taken when deemed appropriate to ensure the security of the total investment portfolio.

7.9 Accordingly, the Director of Finance and Support Services will comply with the following policies when investing funds, whether directly or via the London money market. Investments arranged via the London money market will be made through approved brokers. The list of approved brokers in 2021/22 comprises:

- BGC Partners (including Martin Brokers)
- Imperial Treasury Services
- Institutional Cash Distributors (ICD) Ltd
- King and Shaxson Limited
- Tradition (UK) Limited
- TP ICAP Group (including ICAP and Tullett Prebon Europe Ltd)

7.10 **Creditworthiness Policy:** The primary objective governing the Council's investment criteria is the security of its investments, although the yield or investment return is also a key consideration (paragraph 7.5). After this objective the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in and the criteria for choosing investment counterparties with adequate security (including monitoring their security); and

- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

7.11 The credit risks associated with making unsecured bank deposits remain evident (due to bail-in legislation) relative to the risks of other investment options available to the Council (including bank secured, local authority and non-bank corporate deposits). In addition to the risks associated with bail-in, the largest UK banks (those with more than £25bn of retail/Small and Medium-sized Enterprise (SME) deposits) are required by UK law to separate core retail banking services from their investment and international banking activities; this being known as 'ring-fencing'. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt-up. Several banks are very close to the threshold so may come into scope in the future regardless.

7.12 Ring-fencing is a regulatory initiative created in response to the global financial crisis to improve the resilience and resolvability of banks by changing their structure. In general, simpler activities offered from within a ring-fenced bank will be focused on lower risk, day-to-day core transactions; whilst more complex and 'riskier' activities are required to be housed in a separate non-ring-fenced bank. This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

7.13 While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The probability of a bail-in of a ring-fenced bank is smaller than a non-ring-fenced entity from the same banking group; but the loss incurred as a result of a bail-in would likely be higher. This is because retail (ring-fenced) banks will typically have more capital to protect against losses, but fewer wholesale deposits and senior unsecured creditors to share losses with. The Council will continue to assess ring-fenced and non-ring-fenced banks in the same way that it does for other financial institutions. Those with sufficiently high ratings (and other credit metrics considered, paragraphs 7.7 and 7.8) will be considered for investment purposes.

7.14 At 31 December 2020, 45% of the Council's internally managed investment portfolio (excluding externally managed pooled funds) is invested in short-term unsecured bank deposits and short-term money market funds in accordance with the policies as contained within the 2020/21 TMSS. The Director of Finance and Support Services confirms that the Council will not be holding any investment at 31 March 2021 that will be in breach of the recommended 2021/22 strategy.

7.15 Under MHCLG Investment Guidance investments are categorised as either '**Specified**', '**Non Specified**' (both categories being approved as suitable for Council treasury investment) or '**Loans**'. Specified investments are designed to offer high security and high liquidity, with the minimum of formalities. The MHCLG Guidance defines specified investments as those:

- Denominated in Sterling;
- With a maximum maturity of one year (365 days);
- Not defined as capital expenditure by legislation; and
- Invested with one of:
  - The UK Government (including Gilts, Treasury Bills and DMADF).
  - A local authority in England, Wales, Scotland or Northern Ireland.
  - An institution or investment scheme of 'high credit quality'.
  - Supranational Institutions (e.g. The European Investment Bank).

7.16 For investments to be regarded as specified, the Council defines 'high credit quality' as institutions and securities meeting the following criteria:

(a) UK Institutions (Banks, Building Societies and Corporates): Minimum long-term credit rating of **A-**; rated by at least two of the three rating agencies; Fitch, Moody's and Standard & Poor's (S&P).

(b) Non-UK Banks: Minimum long-term credit rating of **A+**; rated by at least two of the three rating agencies (Country holding a sovereign rating of at least **AA+**).

(c) Non-UK Corporates: Minimum long-term credit rating of **A-**; rated by at least two of the three rating agencies (Country holding a sovereign rating of at least **AA+**).

(d) Money Market Funds: Assigned a **AAA** credit rating; rated by at least two of the three rating agencies and holding assets exceeding £1bn. The Council approves the use of Money Market Funds that operate under a Constant Net Asset Valuation (funds that invest exclusively in government securities) or operate under a Low Volatility and/or Variable Net Asset Valuation (all other short-term liquidity funds).

(e) UK Local Authorities: Assumed rating aligned with the prevailing UK sovereign rating (**AA-** as at 31 December 2020) unless an actual credit rating exists from any of the three rating agencies.

(f) UK Registered Social Landlords (formerly Housing Associations): Minimum long-term credit rating of **A-**; rated by at least one of the three rating agencies.

(g) Externally Managed Pooled Funds: Assigned a **AAA** credit rating; rated by at least one of the three rating agencies.

7.17 Any investment not meeting the 'Specified' investment criteria listed above will be treated as if it were unrated ('Non-Specified' investment; paragraph 7.45). For secured investments the credit rating relevant to the specific investment (covered bonds) or underlying collateral (reverse repurchase agreements) will be used as opposed to the individual rating of the bank/building society issuing the security.

7.18 **Monitoring Credit Quality:** Credit rating information is supplied by Link Group (the Council's treasury advisor) on all active counterparties that comply with the criteria listed above. Any counterparty failing to meet the criteria will be omitted from the counterparty (dealing) list. Any rating changes, rating 'watches' (notification of a likely change) or rating 'outlooks' (notification of the longer term bias outside the central rating view) are provided to officers almost immediately after they occur and this information is considered before actual dealing arrangements. Where an institution has its credit rating downgraded so that it fails to meet any of the approved investment criteria then:

- No new investments will be made after the date of notification;
- Any existing investments that can be immediately recalled or sold at no cost (financial penalty) will be;
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty; and
- Details will be reported to the Director of Finance and Support Services, the Cabinet Member for Finance and Treasury Management Panel members.

7.19 Where an institution is placed on negative rating watch (notification of a possible rating downgrade) the reasons for the rating action will be evaluated. Unless there is sufficient cushion to absorb a two-notch downgrade to the long-term credit rating (to remain at or above the Council's minimum approved rating criteria) then decisions on new investments will be subject to approval by the Director of Finance and Support Services. This policy will not apply to negative 'outlooks', which indicate a longer term view rather than an imminent change to an institution's rating.

7.20 If an institution is placed on negative rating watch and is at (or likely to fall below) the Council's minimum rating criteria then no investments will be arranged until the outcome of the review is announced. Again, this policy will not apply to negative 'outlooks'.

7.21 Additional requirements under the CIPFA Treasury Management Code require the Council to supplement credit rating information. Whilst the above policies rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use; additional market information (see paragraphs 7.7 and 7.8) will be applied before making any specific investment decisions from the approved pool of counterparties. This additional market information will be applied to compare the relative security of differing investment counterparties.

7.22 The Director of Finance and Support Services and the Council's treasury management advisor will continue to analyse and monitor market indicators and credit developments on a regular basis and respond as necessary to ensure the security of the capital sums invested. No investments will be made with an organisation if there are substantive concerns about its credit quality, even though it may meet the approved minimum credit rating criteria (as set out in paragraphs 7.16 and 7.25).

7.23 **Liquidity Management:** The Council uses purpose-built short-term cash flow forecasting software (SAP Treasury Management Module) to determine the maximum period for which funds may prudently be invested. The Council is however planning to undertake a procurement exercise to replace the existing treasury management system in 2021; as part of the Council's SAP replacement project. It is expected that new cash flow forecasting software will be operational from August 2021.

7.24 Cash flow forecasts are made on a prudent basis with income under-estimated and expenditure over-estimated. Additionally, the Council seeks to maintain a smooth profile of maturing investments, allowing it to cover unexpected items of expenditure and to react to favourable market conditions as they arise. Monetary limits on long-term investments are set by reference to the Council's Medium Term Financial Strategy (MTFS) and long-term forecasts of usable reserve balances. The Council also operates a number of interest paying bank call (instant-access) accounts and money market funds where cash is deposited at competitive overnight interest rates and can be withdrawn without notice; these funds are therefore highly liquid.

7.25 **Investment Policy:** The Director of Finance and Support Services will undertake the most appropriate form of investments in keeping with the approved strategy objectives, income and risk management requirements and the Council's Treasury Indicators. Accordingly the Council may invest its surplus funds over a range of maturity periods with any of the approved counterparty types listed below, subject to maximum monetary and duration limits (covering both 'Specified' and 'Non-Specified' investments) as shown, to ensure that prudent diversification of the investment portfolio is achieved:

(a) Unsecured Bank Deposits

Credit Rating	**Cash Limit *(i)***	**Time Limit *(i)***
AAA	£15m	2 Years
AA+	£15m	1 Year
AA	£15m	1 Year
AA-	£15m	1 Year
A+	£15m	1 Year
A	£15m	6 Months
A-	£15m	100 Day
RBS Banking Group: Ring Fenced Bank only	£15m	1 Year
Money Market Funds	£25m *(ii)*	Overnight
BBB+ (or below)	No Approval	No Approval

(i) *Maximum exposure limits (monetary and time) approved per individual financial institution holding an applicable credit rating.*

(ii) *Maximum monetary limits per fund approved as £25m or 0.5% of the fund's total assets under management (AUM), whichever is lower.*

(b) Other Internally Managed Investments (Bank Secured, Government Issues, UK Local Authorities and Non-Bank)

Institution/ Issue Credit Rating	**Cash Limit *(iii)***	**Time Limit *(iii)***
UK Government	Unlimited	50 Years
Local Authorities	£25m	20 Years
AAA	£25m	10 Years
AA+	£25m	5 Years
AA	£25m	4 Years
AA-	£25m	3 Years
A+	£15m	2 Years
A	£15m	1 Year
A-	£15m	6 Months
BBB+	£10m	100 Days
Money Market Funds	£25m *(iv)*	Overnight
Housing Associations (rated A- or higher)	£15m	5 Years
BBB (or below)	No Approval	No Approval

(iii) *Maximum exposure limits (monetary and time) approved per individual Local Authority, Housing Association, financial institution (secured bond) and applicably rated non-financial institution.*

(iv) *Maximum monetary limits per fund that invest in* ***government securities only*** *approved as £25m or 2% of the fund's total assets under management (AUM), whichever is lower.*

(c) Externally Managed Investments

Externally Managed	**Cash Limit**	**Time Limit**
Pooled Funds	See Note *(v)*	No Defined Maturity. Withdrawals made on: - Liquidity requirements - Fund performance

(v) *Maximum monetary limits for externally managed pooled funds (including ultra-short dated bond, multi-asset income and property funds) will be approved as £25m (AAA rated funds), £15m (all other funds) or 5% of the fund's total assets under management (AUM), whichever is lower.*

7.26 **Bank Unsecured:** Includes bank current accounts, call (instant-access) accounts, notice accounts, fixed-term deposits, certificate of deposits and senior unsecured bonds with banks and building societies, other than multilateral development banks (for example the European Investment Bank). These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

7.27 **Bank Secured:** Includes covered bonds, reverse repurchase agreements (repos) and other collateralised arrangements with banks and building societies. These investment types are secured against the bank's assets, which consequently limits the potential losses in the unlikely event of insolvency and means that they are exempt from bail-in. Covered bonds will be considered when secured against a 'pool' of residential and/or low loan-to-value mortgages held by the issuing bank. Covered bonds differ from mortgage or asset-backed securities because the bank which issues the bond always remains responsible for paying dividends and repaying capital. The Council's investments are therefore protected firstly by having a direct call on the 'pool' and secondly by a call on the general assets of the issuer.

7.28 The Council accepts repo/reverse repo as a form of collateralised lending and will be approved on entering into a Global Master Repo Agreement (GMRA). Should any investment counterparty not meet the Council's senior unsecured rating (as set out in paragraph 7.25) then a 102% collateralisation will be required. Acceptable collateral will include index linked gilts, conventional gilts, UK treasury bills, delivery by value (a basket of gilts covering differing maturity periods) and corporate bonds (subject to a minimum A- bond issue rating).

7.29 For secured bank deposits, where there is no investment specific credit rating but the collateral upon which the investment is secured has a credit rating, then the higher of the collateral credit rating or the counterparty credit rating will be used in determining monetary and duration limits (as set out in paragraph 7.25). The combined secured and unsecured investments in any one bank will not exceed the monetary limit approved for secured investments.

7.30 **Government Backed:** Loans, deposits, bonds and/or bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in and there is an insignificant risk of insolvency; for example, statutory provisions set out in the Local Government Act 2003 preventing a UK local authority default. Investments with UK local authorities can be made for up to twenty years (but may include early repayment conditions for both lender and borrower).

7.31 In any future period of significant market stress, the Council will maintain required levels of security by restricting new investments to those organisations of high credit quality only and reducing maximum duration limits in accordance with the prevailing market conditions. If there are insufficient financial institutions of high credit quality then the Council's surplus cash will be deposited with the UK Government, via the Debt Management Office (DMO) and UK treasury bills, or other local authorities.

7.32 **Registered Social Landlords (RSLs):** Loans, deposits and/or bonds either issued on an unsecured basis or guaranteed by or secured against the assets of the RSL (formerly known as Housing Associations). These bodies are tightly regulated by Homes England and the Regulator of Social Housing; and as providers of public services they retain a likelihood of receiving government support if needed.

7.33 **Corporates:** Loans, bonds and/or commercial paper issued by companies other than banks, building societies and RSLs. These investments are not subject to bail-in but are exposed to the risk of the company going insolvent. The Council approves the use of investments issued by corporates that hold credit ratings in accordance with the approved investment policy (as set out in paragraphs 7.16 and 7.25) up to a maximum of £15m per company (£10m for corporates rated BBB+). Additionally, the Council will adhere to the UN's Principles of Responsible Investment (UNPRI) when approving investments with corporates.

7.34 **Money Market Funds:** Pooled investment vehicles consisting of unsecured money market deposits and similar instruments, unless the fund consists of government securities only (paragraph 7.36). Such funds have the advantage of providing wide diversification of investment risks and high liquidity, coupled with the services of a professional fund manager. Fees of between 0.10% and 0.20% per annum are deducted from the interest paid to the Council.

7.35 The Council continues to use short-term money market funds that offer same-day liquidity as an alternative to instant access bank accounts, subject to approved monetary limits per fund set as £25m or 0.5% of the fund's total assets under management (calculated against the previous working day's closing assets total) whichever is lower.

7.36 In times of significant market stress the Council may consider the use of money market funds that invest in government securities only as an alternative to Debt Management Office (DMO) deposits, up to a limit per fund of £25m or 2% of the fund's total assets under management, whichever lower (calculated as per paragraph 7.35). Such funds will be treated as a separate counterparty to a standard cash money market fund provided by the same sponsor.

7.37 **Externally Managed Pooled Funds:** Shares in diversified investment vehicles which may consist any of the investment types listed above (paragraphs 7.26 to 7.33) plus (but not limited to) equity shares, emerging market debt, and infrastructure/property. These funds allow the Council to diversify its investment portfolio into asset classes other than cash without the need to own and manage the underlying investments (undertaken by a professional fund manager in return for a fee).

7.38 Ultra-short dated bond funds (enhanced cash funds) provide an alternative to short-term money market funds in the management of cash-flow liquidity (up to 12 months) with the potential of increasing investment returns; whilst introducing the potential for short-term capital volatility not evident in money market funds. Multi-asset income and property funds provide the potential for enhanced returns over the longer-term but are significantly more volatile when viewed in the short-term. Consequently, all externally managed pooled funds may experience times of displaying capital losses when viewed over a short-term horizon, contravening 'SLY' investment principles.

7.39 The Council will only approve external fund managers who are a confirmed signatory to the UN's Principles of Responsible Investment (UNPRI). Selection of funds will then be subject to credit risk appraisal undertaken by the Director of Finance and Support Services and will be reported to the Cabinet Member for Finance and the Treasury Management Panel. The Council's current investments in such funds are listed in **Appendix A**.

7.40 Because these funds have no defined maturity date and may be subject to experiencing periods of capital loss, their performance and continued suitability in meeting the Council's investment objectives will be regularly monitored by the Director of Finance and Support Services. Any compliance issues arising from pooled fund investments (for instance periods of capital loss) will be reported within quarterly compliance reports to the Regulation, Audit and Accounts Committee.

7.41 **The Council's Main Provider of Banking Services:** The Council currently banks with Lloyds Bank plc (Lloyds ring-fenced bank), the contract being effective up to 30 September 2022. Lloyds currently meets the Council's minimum credit criteria, however, should its credit rating fall below the minimum rating criteria as prescribed in this strategy report (paragraph 7.16) the provider may continue to be used for short-term (overnight) liquidity requirements and business continuity arrangements.

7.42 Balances held within current accounts will be aggregated together with investments held with the Council's banker on a daily basis and should remain within set counterparty monetary limits as prescribed within this strategy report (paragraphs 7.25 and 7.43). Occasionally however, the Council is in receipt of 'large' amounts of income which cannot be deposited into separate investment counterparties due to intra-day dealing deadlines. In such instances the Council approves that an operational breach of the Council's main banker's set monetary limits may occur for a maximum period of one working day, with corrective action being taken on the next available working day as appropriate.

7.43 **Country, Group and Sector Limits:** Due care will be taken to consider the county, group and sector exposure (in addition to duration and monetary exposure). Specific limits for which investments may be placed are set out below:

Limit Type	**Cash Limit**
UK Central Government	Unlimited
Any single UK Local Authority (excluding individual Fire Authorities and Police and Crime Commissioners)	£25m
Any single financial institution, including UK building societies	£25m
Any single corporate or RSL: Rated A- or above	£15m
Any single corporate (including RSLs): Rated BBB+	£10m
Maximum % invested in UK domiciled institutions/organisations	100%
Maximum investment amount per banking group	£25m
Maximum corporate exposure	£50m
Maximum RSL exposure (rated above A-)	£25m
Maximum money market fund exposure (excluding pooled funds)	£175m
Maximum externally managed pooled fund exposure	£100m
Maximum investment total for non-UK countries	£90m
Maximum investment per individual non-UK country	£30m
Maximum invested in negotiable instruments held in a broker's (including King & Shaxson) nominee account	£100m

7.44 Investments in multilateral development banks, short-term money market funds and externally managed pooled funds do not count against the limit for any single non-UK country as shown above (£30m), since the risk is diversified across many countries.

7.45 **Non-Specified Investments:** Any investment not meeting the MHCLG definition of a 'Specified' investment (or 'Loan') is classified as 'Non-Specified'.

Having considered the rationale and risks associated with non-specified investments, the following have been determined appropriate for the Council's use:

- Long-term (greater than one year) investments
- Investments with credit ratings below A- (corporates)
- Investments in externally managed pooled funds (not rated AAA)
- Investments denominated in foreign currencies (Euros)
- Investments that are defined by legislation as capital expenditure

7.46 The following monetary limits will be applied to Non-Specified treasury investments in 2021/22; including maintaining the £100m maximum amount approved as being available for long-term investment (see paragraph 7.49):

Investment Type	**Cash Limit**
Total long-term investments (greater than one year)	£100m
Total investments with corporates rated below A-	£30m
Total investments within externally managed pooled funds, including ultra-short dated bond funds (not rated AAA);	£60m
Total investments denominated in foreign currencies	£2.8m
Total investments defined as capital expenditure	£0.2m

7.47 **Long-Term Investments:** Long-term investments including gilts, covered bonds, corporate bonds, supranational bank bonds, local authority loans, RSLs deposits/bonds, externally managed pooled funds and an equity investment with the UK Municipal Bond Agency are approved by the Council. At 31 December 2020 the Council had £63.0m invested for greater than one year. The maximum monetary limit for long-term investments with any one organisation is set at £15m (£25m for individual UK local authorities).

7.48 As required by the Prudential Code, the Council is required to set limits for total funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for the early sale of an investment (potentially incurring additional costs) and are based on the availability of funds after each year-end (as detailed in the Council's Balance Sheet Projections; paragraph 6.11).

7.49 The resulting treasury indicator for long-term investments is shown below:

Treasury Indicator *(i)*	**Upper Limit 2020/21**	**Upper Limit 2021/22**	**Upper Limit 2022/23**	**Upper Limit 2023/24**	**Upper Limit 2024/25**	**Upper Limit 2025/26**
Maximum Invested for a Year or longer	£100m	£100m	£100m	£100m	£100m	£100m

(i) Limits for future years to be reviewed on an annual basis.

7.50 No long-term investment will be arranged with any bank or building society on an unsecured basis.

7.51 **Non-Sterling Investments:** Occasionally the Council may receive grant funding denominated in Euros and subsequently incurs expenditure in Euros. To remove the exchange rate risk associated with converting such funds into Sterling, these can be held in a Euro denominated bank account. The Director of Finance and Support Services may therefore make investments denominated in Euros up to a maximum limit of €3.1m (£2.8m equivalent based on a 1.1071 exchange rate).

7.52 **Investments Defined as Capital Expenditure:** Investments defined by legislation as capital expenditure, such as company shares, are covered by the Council's non-treasury (commercial) investment policy as set out in the Capital Strategy. The Council does however hold an equity investment in the UK Municipal Bond Agency plc; a capital finance company established in 2014 by the Local Government Association. This capital investment was originally approved in February 2015 considering the Council's significant borrowing requirement in the period up to 2026, having the aim of providing the Council with a borrowing alternative to the PWLB.

7.53 **Policy on Financial Derivatives:** The Council has previously made use of financial derivatives that are embedded into investments, to reduce interest rate risks through the use of forward dated deals and to increase income through the use of callable deposits. The 'General Power of Competence' in Section 1 of the Localism Act 2011 removed much of the uncertainty over local authorities' use of standalone financial derivatives (those not embedded into an investment), including swaps and options. The CIPFA Treasury Management Code of Practice requires the Council to clearly state their policy on the use of financial derivatives in the annual strategy.

7.54 The Council does not intend to use standalone financial derivatives unless they can be clearly demonstrated to reduce the overall level of financial risks the Council is exposed to. Embedded derivatives, including those present in externally managed pooled funds and forward starting investments, will not be subject to this policy; however, the risks they present will be managed in line with the overall treasury risk management strategy. Should this position change the Director of Finance and Support Services, after seeking a legal opinion on the use of standalone financial derivatives, will develop a detailed and robust risk management framework governing their use and will ensure that treasury management officers have the appropriate training.

7.55 **Loans:** Loans to third parties (individuals and/or non-rated companies) will be approved based on the economic and social benefits to the Council and the residents of West Sussex; or following an external credit assessment of the companies involved. At 31 March 2020 the Council had an outstanding loan with the Littlehampton Harbour Board, which commenced in March 2015 and is being repaid annually over a period of twenty years. Interest applicable to this loan is being received to fully recover costs incurred by the Council and not to generate additional income. Additionally, during 2019/20 the Council introduced the "Financial Support for Recruitment and Retention Employee Loan" scheme, whereby eligible employees (in post designated by the Council as hard to fill) can apply for interest free loans up to £10,000 with repayment terms over a maximum five year period.

7.56 **CIPFA Consultation on Treasury Management Code of Practice**: Statutory guidance currently issued by CIPFA and MHCLG makes clear that all treasury investments must adopt security, liquidity and yield (SLY) principles; ethical issues then play a subordinate role to those priorities. However, CIPFA plans to undertake a wider consultation in early 2021 which will include how ethical investment policies (including counterparty exposure and risk strategies) can be incorporated into the Treasury Management Code of Practice. It is anticipated that a new Code of Practice will be published in the second half of 2021/22 for adoption from April 2022. CIPFA's planned consultation in no way lessens the Council's commitment to ensure that any fund managers that we consider investing with are signed up to the UNPRI principles (see paragraph 7.3).

8 Investment Income (2021/22)

8.1 Interest forecasts provided by Link Group (**Appendix B**) show that the Bank of England's Bank Rate will remain at 0.10% throughout 2021/22 and the Director of Finance and Support Services has calculated expected investment income based on this assumption.

8.2 The Council is expected to have an average investment portfolio of £320m throughout 2021/22 (paragraph 7.4). Given the Bank Rate forecast and the continuation of the Council's 2020/21 investment strategy (including approved long-term strategic investments) it is forecast that the portfolio will attract an average interest rate of 0.66% in 2021/22. Consequently, the Council expects to receive investment income totalling £3.0m (including a £1.2m contribution from the interest smoothing reserve) as shown in the table below:

Investment	**Average Portfolio £'m**	**Interest Rate (%)**	**Interest £'m**
Liquidity Portfolio	75.0	0.01	-
Short-Term Investment Portfolio	170.0	0.19	0.3
Long-Term Investment Portfolio	75.0	2.39	1.8
Gross Interest Return	**320.0**	**0.66**	**2.1**
Less transfers to specific reserves	n/a	n/a	-0.3
Interest smoothing reserve transfer	n/a	n/a	1.2
Investment Income (2021/22)	n/a	n/a	**3.0**

8.3 If actual levels of investments and interest rates differ from the forecasts then performance against the budget will be correspondingly different. Given the constraints on the Council's 2021/22 revenue budget, the Director of Finance and Support Services will monitor the investment income budget throughout the period and report any changes to the above forecast within Quarterly Performance Monitors (QPMs).

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Appendices
Appendix A – West Sussex County Council - Treasury Portfolio (31/12/2020)
Appendix B – Economic and Interest Rate Forecast (Link Asset Services)

Background Papers

None

West Sussex County Council - Treasury Portfolio (31/12/2020)

Gross External Debt

External Borrowing	**31/12/20 £'m**
Fixed Rate: Public Works Loan Board (PWLB)	474.6
Fixed Rate: PWLB (on behalf of the Littlehampton Harbour Board)	0.2
Variable Rate: Short-Term *(Chichester Harbour Conservancy)*	4.8
Total External Borrowing	**479.6**

Other Long Term Liabilities *(i)*	**31/12/20 £'m**
Private Finance Initiatives (PFI)	90.0
Finance Leases	1.7
Total Other Long-Term Liabilities	**91.7**

Total Gross External Debt	**571.3**

(i) Other Long Term Liabilities: Expected position at 31 March 2021.

Treasury Investments

Internally Managed Investments	**31/12/20 £'m**
Bank Secured: Long-Term Covered Bond	10.0
Bank Unsecured: Short-Term Cash Deposits (Current Accounts)	0.1
Bank Unsecured: Short-Term Cash Deposits (Fixed-Term)	40.0
Bank Unsecured: Short-Term Cash Deposits (Notice Accounts)	29.5
Bank Unsecured: Short-Term Certificate of Deposits	15.0
Bank Unsecured: Money Market Funds	68.6
Local Authority: Long-Term Investments	5.0
Local Authority: Short-Term Investments	159.5
Registered Social Landlords: Long-Term Investments	10.0
Total Internally Managed Investments	**337.7**

Externally Managed Investments	**31/12/20 £'m**
Multi-Asset Income Funds	15.4
Property Funds	22.6
Ultra-Short Dated Bond Funds	24.9
Total Externally Managed Investments	**62.9**

Total Treasury Investments	**400.6**

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Economic and Interest Rate Forecast (Link Group)

1 Prospect for Interest Rates

1.1 The Council has appointed Link Group (Treasury Solutions) as its treasury advisor and part of their service is to assist the Council in formulating a view on interest rates. The following table gives their central view (updated November 2020) and reflects the conclusion of the review of PWLB borrowing and the resulting 0.80% margin over gilt yields (PWLB Certainty Rate) available to local authorities:

Rate (%)	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022	Jun 2022	Sep 2022	Dec 2022	Mar 2023	Jun 2023	Sep 2023	Dec 2023	Mar 2024
Bank Rate	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3-Month (i)	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6-Month (i)	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12-Month (i)	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5-Yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10-Yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25-Yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50-yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

(i) Link Group's forecast for average investment earnings (replacing previous LIBID forecasts)

1.2 As shown in the table above, no increase in Bank Rate is expected over the forecast period (up to March 2024) as UK economic recovery is expected to be only gradual and therefore prolonged. The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to first 0.25% and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to November 2020, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England made it clear that he currently thought that such a move would do more damage than good and that more quantitative easing was the favoured tool if further action became necessary.

1.3 Additionally, interest rate forecasts provided by Link Group are predicated on an assumption of a reasonable agreement being reached on trade negotiations between the UK and the EU by 31 December 2020. However, as the differences between a Brexit deal and a no deal are not as big as they once were, the economic costs of a no deal have diminished. Indeed, since the Withdrawal Agreement laid down the terms of the break-up, both the UK and the EU have made substantial progress in granting financial services equivalence and the UK has replicated the bulk of the trade deals it previously had with non-EU countries via the EU. In a no deal under these circumstances (a "cooperative no deal") UK Gross

Domestic Product (GDP) in 2021 may be only 1% lower than if there were a deal. In this situation, financial services equivalence would probably be granted during 2021 and if necessary, the UK and the EU would probably rollover any temporary arrangements in the future. The bigger risk is that relations between the UK and the EU deteriorate to such an extent that both sides start to unravel the agreements already put in place. In such an "uncooperative no deal" UK GDP could be 2.5% lower in 2021 than if there was a deal, with acrimony continuing beyond 2021.

1.4 **Borrowing Rates:** As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take global economies (including the UK) a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment (as shown on 9 November 2020 when the first results of a successful Covid-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

1.5 **Balance of risks to the UK:** The overall balance of risks to economic growth in the UK is probably now skewed to the upside but is subject to major uncertainty due to the coronavirus and how quickly successful vaccines may become available and widely administered to the population. It may also be affected by what, if any, trade deal the UK agrees with the EU as part of Brexit. There is relatively little UK domestic risk of increases or decreases in Bank Rate or significant movement in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term (up to six months) and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows due to unexpected domestic developments and those in other major economies could impact UK gilt yields (and so PWLB rates).

1.6 A summary of downside/upside risks to the current forecasts for UK gilt yields, and therefore corresponding PWLB borrowing rates, include:

Downside Risks	Upside Risks
• **Covid** – risks of further national lockdowns or severe regional restrictions during 2021. • **Brexit** – if UK/EU trade negotiations were to cause significant economic disruption and downturn in the rate of growth. • **Bank of England** acts too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and	• **Post Covid** – stronger than currently expected recovery in UK economy, especially if effective vaccines are administered quickly to the UK population and lead to a resumption of normal life and a return to full economic activity across all sectors of the economy. • **Post Brexit** – if an agreement is reached that removes most threats

Downside Risks	Upside Risks
increases in inflation, to be weaker than we currently anticipate. • A resurgence of the **Eurozone sovereign debt crisis**. There remains a sharp divide between northern EU countries favouring low debt to GDP and annual balanced budgets and southern countries (e.g. Italy where the cost of the coronavirus pandemic has added to its already huge debt mountain) who want to see jointly issued Eurobonds to finance economic recovery. This divide could undermine the unity of the EU in time to come. • Weak capitalisation of some **European banks**, which could be undermined further depending on extent of credit losses resultant of the pandemic. • **Geopolitical risks,** for example in China, Iran or North Korea, but also in Europe and other Middle Eastern countries, which could lead to increasing safe haven flows.	of economic disruption between the EU and the UK. • The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

1.7 Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts (and Bank of England monetary policy decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

1.8 Full details of economic commentaries and interest rate forecasts as provided by Link Group are held by the Director of Finance Support Services (Financial Reporting: Treasury Management Team).

2 Counterparty Creditworthiness Update

2.1 Although the credit rating agencies changed their outlook on many UK banks from Stable to Negative during the quarter ended 30 June 2020 due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, the majority of ratings were affirmed due to the continuing strong credit profiles of major UK financial institutions. However, as more information emerges on actual levels of bank credit losses through quarterly earnings reports, this has the potential to cause rating agencies to revisit their initial rating adjustments from earlier in the current year. These adjustments could be negative or positive, although it should also be borne in mind that UK banks went into this pandemic with strong balance sheets. Additionally, the three rating agencies have reviewed banks from around the world with similar results in many countries of most banks being placed on Negative Outlook, but with a small number of actual downgrades.

2.2 Although bank CDS prices (these are market indicators of credit risk) spiked upwards at the end of March and into early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. Nevertheless, prices are still elevated as compared to late February 2020. Pricing is likely to remain volatile as uncertainty continues however, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link Group monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

3 Investment and Borrowing Rates

3.1 Investment returns are likely to remain exceptionally low during 2021/22 with little increase in the following two years. Based on the current Link Group central assumptions for interest rates, the suggested budgeted earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average Earnings per Financial Year	**Nov-20 Forecast**
2020/21	0.10%
2021/22	0.10%
2022/23	0.10%
2023/24	0.10%
2024/25	0.25%
Long-term (periods over 10 years in the future)	2.00%

3.2 **Negative Interest Rates:** While the Bank of England said in August and September 2020 that it is unlikely to introduce a negative Bank Rate (at least in the next 6 to 12 months) and in November omitted any mention of negative rates in the minutes of the meeting of the Monetary Policy Committee, some deposit accounts are already offering negative rates for shorter periods. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant there is a surfeit of money swilling around at the very short end of the market. This has seen several market operators, including the UK Debt Management Office (DMADF account), offer nil or negative rates for very short term maturities. This is not universal, and money market funds (MMFs) are still offering a marginally positive return (albeit by a reduction in the fees charged) as are a number of financial institutions for investments at the very short end of the yield curve.

3.3 Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government.

3.4 **Borrowing Advice:** The policy of avoiding new borrowing by running down spare cash balances has served many local authorities well over the last few years. However, borrowing interest rates fell to historically very low rates as a result of the Covid-19 crisis and the quantitative easing operations of the Bank of England; indeed, UK gilt yields up to six years were negative during most of the first half of 2020/21. Furthermore, in November 2020 HM Treasury announced the conclusion to their review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which has the purchase of assets primarily for yield in its three year capital programme.

3.5 Link Group's long-term (10-year) forecast for Bank Rate is 2.00% and all PWLB rates are currently under 2.00%. Therefore, there is now value in borrowing from the PWLB for all types of capital expenditure for all maturity periods, especially as current rates are at historic lows. However, greater value can be obtained in borrowing for shorter maturity periods (and/or the continuation of an internal borrowing policy) so that the Council can assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs.

3.6 Longer-term borrowing could also be considered for the purpose of certainty, where that is desirable, or for flattening the profile of a heavily unbalanced maturity profile.

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PRUDENTIAL INDICATORS (2021/22 TO 2025/26)

Capital Programme	Actual 31-Mar-20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Capital Expenditure (i)	**92,339**	**95,495**	**101,657**	**161,377**	**129,111**	**105,593**	**168,719**
Capital Financing Requirement (CFR) - Service	531,206	518,502	505,186	577,776	615,379	644,958	682,195
CFR - Economic Developments	78,699	81,440	86,251	103,640	129,624	150,480	183,448
Capital Financing Requirement (Closing Balance)	**609,905**	**599,942**	**591,437**	**681,416**	**745,003**	**795,437**	**865,643**
Gross External Debt	486,794	480,319	476,803	466,787	466,772	466,756	497,787
Economic Developments	0	0	0	0	76,954	135,623	183,448
PFI Schemes and Finance Leases	94,382	91,726	88,750	87,671	83,251	78,531	73,765
Actual Debt/Operational Boundary (ii)	**581,176**	**572,045**	**565,553**	**554,458**	**626,977**	**680,910**	**755,000**
Gross External Debt		600,560	578,227	633,240	711,749	716,468	721,235
PFI Schemes and Finance Leases		91,726	88,750	87,671	83,251	78,531	73,765
Authorised Borrowing Limit	**N/A**	**692,286**	**666,977**	**720,910**	**795,000**	**795,000**	**795,000**

Revenue Impact	Actual 31-Mar-20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Capital Financing Costs (Corporately Funded)	28,189	28,533	28,664	28,669	32,248	35,212	38,758
Net Revenue Expenditure	575,469	593,857	624,833	633,874	656,914	687,238	700,000
Ratio (%)	**4.9%**	**4.8%**	**4.6%**	**4.5%**	**4.9%**	**5.1%**	**5.5%**

(i) 2019/20 actual capital expenditure includes PFI notional investment, as per Note 6 of the Council's "Statement of Accounts"
(ii) The *Operational Boundary* represents the Council's forecast of its gross external debt (including PFI and Finance Lease liabilities)

Non-Treasury Investments (iii)		Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Forecast Income		3,450	3,777	3,964	4,425	5,089	5,693
Net Revenue Expenditure		593,857	624,833	633,874	656,914	687,238	700,000
Income to Net Service Ratio (%)		**0.6%**	**0.6%**	**0.6%**	**0.7%**	**0.7%**	**0.8%**
Forecast Income		3,450	3,777	3,964	4,425	5,089	5,693
Cost of Borrowing (Capital Financing)		2,289	2,345	2,484	2,824	3,315	3,763
Investment Cover Ratio		**1.5**	**1.6**	**1.6**	**1.6**	**1.5**	**1.5**

(iii) Income relating to Investment Property (purchased before April 2020) and Your Energy Sussex (inc. solar farms and solar panels) schemes.

TREASURY MANAGEMENT INDICATORS

Maximum % Gross Borrowing at Fixed and Vairiable Rates	Actual 31-Mar-20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Maximum % Gross Borrowing at Fixed Rates	99%	100%	100%	100%	100%	100%	100%
Maximum % Gross Borrowing at Variable Rates	1%	25%	25%	25%	25%	25%	25%

Internal Borrowing Forecast	Actual 31-Mar-20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Under/Over(-) Borrowing (iv)	28,729	27,897	25,884	126,958	118,026	114,527	110,643
Under/Over(-) Borrowing as a % of CFR	4.7%	4.6%	4.4%	18.6%	15.8%	14.4%	12.8%

Maturity Structure of External Debt	Actual 31-Mar-20	Lower Limit 2020/21	Upper Limit 2020/21	Lower Limit 2021/22	Upper Limit 2021/22
Debt Maturity (v):					
Over 30 Years	26%	0%	40%	0%	40%
Over 25 to 30 Years	0%	0%	25%	0%	25%
Over 20 to 25 Years	3%	0%	25%	0%	25%
Over 15 to 20 Years	0%	0%	25%	0%	25%
Over 10 to 15 Years	41%	0%	65%	0%	50%
Over 5 to 10 Years	25%	0%	45%	0%	60%
Over 1 to 5 Years	3%	0%	35%	0%	35%
Under 12 months	2%	0%	25%	0%	25%

(iv) The Council's forecast levels of internal borrowing based on gross external debt projections.
(v) These percentages reflect maximum values to allow for new external and/or debt restructuring. They do not reflect actual maturity values.

Upper Limit for Principal Sums Invested over 365 Days	Actual 31-Mar-20	Upper Limit 2020/21	Upper Limit 2021/22	Upper Limit 2022/23	Upper Limit 2023/24	Upper Limit 2024/25	Upper Limit 2025/26
Maximum invested for a year or longer (vi)	£72.2m	£100m	£100m	£100m	£100m	£100m	£100m

(vi) Limits for future years to be reviewed on an annual basis.

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Equality Impact Report: Budget 2021/22

Implementation date 1st April 2021 – 31st March 2022
EIR completed by: Rebecca Taylor Tel: 0330 222 6878

1 Decide whether this report is needed and, if so, describe how you have assessed the impact of the proposal.

1.1. One of the County Council's most significant strategic decisions is the budget and the service plans and commitments which it is designed to deliver. In setting the budget the County Council must be aware of and consider a range of statutory and other legal responsibilities. These responsibilities must inform the decision to set the budget and the Council must explain how it undertakes that process of consideration. The public sector equality duty is an important element of this process for delivering a rational and lawful budget.

1.2. The public sector equality duty is the duty to have regard to the impact of proposals on persons and groups with protected characteristics. The Council discharges the public sector equality duty through several measures, particularly by applying detailed consideration of such impacts arising from the planning and implementation of service changes, especially where those changes reduce current service levels or reduce the funds available to deliver them. The public sector equality duty impact is best understood and assessed using detailed service and customer information held or secured by those leading, planning and implementing service change. The information is used to support the decisions which generate service plans. The County Council takes the budget decision on the basis that this arrangement for discharging the public sector equality duty is in place.

1.3. Where statutory or some other customer or public consultation is required to help the impact assessment work, this is included as part of change planning and implementation. Where specific service user data is required to better understand the potential impact on those with protected characteristics, this is secured. Different levels of assessment or different forms of data gathering are used dependent upon the needs of the particular service plan under consideration. The overall budget proposal explains how these different approaches apply in relation to the body of service plans.

1.4. The background to the budget for 2021/22 is continued demand pressure for acute and essential services on which many of our more vulnerable residents rely and that these demand increases will outstrip any Government funding changes. As such, a programme of well-considered and planned savings is essential to ensure the Council achieves its legal duty to approve a realistic and balanced budget, with the minimum adverse impact for residents.

1.5 The savings planned for 2021/22 are £18.5m and need to be viewed in the context of a draft overall net revenue budget of around £625m. The savings measures included in the budget report to balance the budget contain further information on how the equality impact work will be addressed as part of each proposed saving (Annex 1, Appendix 3)

1.6 The Cabinet's decision of November 2020 included a list of strategic savings proposals which were agreed to be progressed. Some are no longer being pursued at this time but, where required to inform the future decision on these proposals the Council follows a clear process of consultation, including the range of legal responsibilities to be met. All the proposals for further Cabinet or Cabinet Member decision will be available for pre-scrutiny by the relevant Scrutiny Committee, including consideration of the information from consultations and impact assessments and how these have been taken into account.

1.7 The emphasis in budget planning continues to be on delivering efficiencies, cost reductions and income generation with a view to protecting core services along with the Reset Plan priorities. The Council's over-arching aim has been to avoid arbitrary or across the board budget reductions, as these would not reflect the Council's priorities and would be more difficult to assess in terms of impact on the broad range of responsibilities, including the public sector equality duty. Instead the Council has focused on specific measures to both understand impacts and address any adverse impacts for services or support. In all cases, unless stated otherwise, each service prepares an impact assessment to inform the eventual decision based on the Council's approach to its public sector equality duty so that the decision making has full regard to such assessment

2 Describe any negative impact for customers or residents.

2.1. Efforts have been made when compiling the savings programme to minimise the impact on residents generally and on those with a protected characteristic where any is identified.

2.2. The total £18.5m savings planned for 2021/22 are split between Strategic Decisions (where the relevant Cabinet Member will be making a key decision) amounting to £2.4m and business as usual or operational decisions which make up the remaining £16.1m.

2.3. Every effort has been made to indicate the nature of these decisions at an early point in planning for 2021/22, to provide for consultation and maximise consideration of measures to mitigate any adverse effects of the proposals.

2.4. The Council has made efforts to continue to provide residents with services to meet needs and identified priorities, even in areas where a reduction to a discretionary activity has needed to be considered. Work will be done on equality impacts and how to mitigate any potentially adverse impact within the individual case for decisions to be taken and their implementation.

3 Describe any positive effects which may offset any negative impact.

3.1. A balanced budget has been developed on the basis of a primary aim of meeting all statutory duties to provide services supporting the priority needs and interests of West Sussex residents and which should result in a positive impact for residents including those with a protected characteristic. Available information on potential impact has informed the process of prioritisation.

3.2. As well as the revenue budget, the County Council will be asked to approve an updated capital programme for 2021/22 to 2025/26. The capital programme sets out how the County Council proposes to invest in assets to deliver the Council's vision for and its commitment to West Sussex as set out in the Capital Strategy in Annex 2 (a). It too will be implemented through decision-making arrangements which address the need to take account of the public sector equality duty.

4 Describe whether and how the proposal helps to eliminate discrimination, harassment and victimisation.

4.1. One of the key aims of developing specific savings proposals, rather than simply assume across the board budget cuts, is to plan savings that balance the budget on the basis of protecting core or critical services and delivering West Sussex plan priorities.

4.2. In preparing the savings outlined, it is believed that no individual group whether it be by age, sex, race, disability, gender reassignment (including transgender), sexual orientation, religion or belief or any other identifiable group will suffer from discrimination, harassment or victimisation as a direct consequence. The focus on opportunities to eliminate discrimination will be addressed in service plans and implementation.

5 Describe whether and how the proposal helps to advance equality of opportunity between people who share a protected characteristic and those who do not.

5.1. The savings identified by services will be expected to maintain equality of opportunity between people who share a protected characteristic and those who do not. This is part of the work that will take place ahead of the individual equality impact work on each saving proposal and service plan area.

6 Describe whether and how the proposal helps to foster good relations between persons who share a protected characteristic and those who do not.

6.1. The savings identified by services will be expected, where possible, to foster good relations between persons who share a protected characteristic and those who do not.

6.2. This is part of the work that will take place ahead of the individual equality impact work on each service area.

7 What changes were made to the proposal as a result? If none, explain why.

7.1. Changes to proposals will be addressed in the evaluation of consultation and representations and recorded in specific decision reports or identified for clarification in service plan implementation.

8 Explain how the impact will be monitored to make sure it continues to meet the equality duty owed to customers and say who will be responsible for this.

8.1. Monitoring will be through equality impact work at individual service level and also business planning and performance framework planning processes. Hence each Directorate will be responsible for monitoring the impact on their own services

To be signed by a Director or Head of Service to confirm that they have read and approved the content.

Signed by: Katherine Eberhart

Date: 12th January 2021

Your position: Director of Finance and Support Services

Key decision: Yes
Unrestricted
Ref: CAB16 (20/21)

Report to Cabinet

January 2021

Local House Project for Care Leavers

Report by Executive Director of Children, Young People and Learning

Electoral divisions: All

Summary

West Sussex County Council is relentless in its ambition for care leavers to experience a safe, happy, healthy and successful life; one in which they;

- Are better prepared and supported to live independently,
- Have improved access to education, employment and training,
- Experience stability in their lives and feel safe and secure,
- Receive improved access to health support, and
- Achieve financial stability

The National House Project is part of the DfE Innovation Programme, which affords an opportunity to increase and further enhance the range and choice of accommodation for young people who are care experienced. The aim of the project is to better prepare care leavers for independence, help them take ownership and responsibility for their accommodation and support them to improve their outcomes.

The evidence from other House Project sites indicates that the service is effectively improving outcomes for care leavers and has reduced demand on supported accommodation from young people that are willing and able to live independently with support. Developing a local house project in West Sussex would enable care leavers to be provided with affordable social housing locally, delivering improved outcomes for these young people at lower costs and reduce demand on wider local authority and partner agency budgets. It is therefore proposed to create a local house project in West Sussex.

Recommendation

That Cabinet approves the implementation of a Local House Project in West Sussex in order to deliver the savings outlined in this report.

Proposal

1 Background and context

1.1 The Council currently sources accommodation options for looked after people aged 16+ through a dynamic purchasing system (DPS), which has been in place since 2017. This mechanism provides young people with placement options that support them to develop the necessary skills to transition to full independence.

1.2 Young people are leaving care with the knowledge and understanding needed to sustain independent living. However, identifying and securing appropriate, local and affordable accommodation for them to transition on to is a constant challenge.

1.3 Every year in England around 10,000 young people face the daunting prospect of leaving care – moving to independence without the support of close family and at a much earlier age than the general population. The experience has been likened to being "dropped off a cliff". Research suggests that about a third of care leavers experience homelessness within the first two years after leaving care. They are more likely to experience mental health problems and to spend time in prison (more than a quarter of adult prisoners were once in care).

1.4 There is a tendency in care to focus on managing risk and vulnerability, which means looked-after young people can lead quite sheltered lives up to the point they move on.

1.5 It was against this backdrop that the National House Project framework was developed. The project takes a ground-breaking approach to enabling young people leaving care to achieve successful independence through its commitment to young people's ownership.

1.6 The project, which became a charity in 2018, supports councils to set up local schemes that are co-produced with housing partners. There are currently 11 local House Projects in different parts of the UK. Meanwhile, the National House Project is working with the Life Changes Trust to establish projects in Scotland.

1.7 The National House Project provides support and guidance to local authorities through a paid membership arrangement to establish a local House Project, see 2.3.

1.8 The model for the project is a housing company based on a tenant-managed housing co-operative model, run for, and by, young people aged 16-18 who are leaving care. It comprises a staff team, (including facilitators to support young people) and a range of partner agencies. The properties are allocated to House Project young people under tenancy agreements, alongside a bespoke package of support until the young person is considered ready and able to transition out of the project, at which point they and their home revert to a standard long-term council tenancy. The project involves young people working with the project team to refurbish the property, to engender a sense of ownership and enable them to create a home that meets their needs.

1.9 Crucial to the success of the House Project is the stock and flow of suitable properties via registered housing providers (RPs) or from district and borough council housing stock.

1.10 The project aligns closely to the developing national policy and legal context, which asks local authorities and its partners to intervene more effectively and in some circumstances for longer to redress the poor outcomes all too often associated with care leavers. The House Project provides an opportunity for West Sussex County Council to continue to strengthen its response to the needs of young people in this way.

1.11 The project also supports the recently launched West Sussex Health and Care in Housing Memorandum of Understanding, which sets out the overarching goal for the county to become an exemplar of good practice in joint working between health, housing and social care in order to deliver the best outcomes possible for the vulnerable households reliant on these services in West Sussex.

2 Proposal details

2.1 The aim of the House Project is to provide a new accommodation offer for care leavers with longer term savings for the wider public sector through improved outcomes.

2.2 The proposal is to fund a local House Project for a 3-year period. Implementing a local House Project will offer a group of care leavers (each project generally works with between 10 and 15 young people at one time) with the opportunity to take ownership of their accommodation from the start; for example, from furnishing and decorating, to minor structural changes, to managing their own tenancy. They will do this with specialist support from the project team, who will work to a psychologically informed practice framework (ORCHIDS) and whose approach will be trauma informed (including formulations, risk assessments, safety plans, attachment and drug related issues). This will help to equip care leavers with the necessary practical and emotional skills to deal with the challenges that they may experience in managing a tenancy or household. In addition to the professional support, all the young people in the project will form a network and support each other on a day-to-day basis.

2.3 The Local House Project will be managed and run by the County Council. The membership agreement will provide us with support and guidance from the National House Project and will be jointly worked under a partnership. The membership programme will provide WS staff with training and support to deliver the ORCHIDS framework. The membership includes team formulation to inform and deliver tailored support along with monthly consultation for County

Council staff. The Local House Project staff will be provided with monthly meetings to;

- Share practice and service developments
- Develop Policies and Procedures
- Deliver professional inputs on
    - ORCHIDS Framework
    - the House Project Programme,
    - trauma Informed Practice
    - performance
    - documentary making
    - evaluation,
    - engagement with young people and Care Leavers National Movement (CLNM)
    - web design and maintenance

The West Sussex Local House Project will have access to, and support with the set-up of our House Project Programme. Further support from the National House Project will include;

- developing local partnerships to build support for the programme;
- how to work with young people in informal non-classroom environments;
- resources for each module;
- regular practitioner team support and moderation meetings;
- national networking opportunities for the Local Authority's Virtual Head and other members of the team.

The Children's Contract and Commissioning team will oversee the project and provide regular QA reports and evaluations. An evaluation framework based on ORCHIDS has been developed by the Care Leavers National Movement (CLNM) and will be used by young people to peer review each other's LHPs. The Young People will be trained to evaluate.

2.4 Based on successful outcomes (to be reviewed at the end of year 2) there will be the opportunity to extend the Local House Project beyond the 3-year period. Any extension will be subject to a new re-procurement process.

3 Other options considered (and reasons for not proposing)

3.1 An alternative option would be to continue with the housing support options already in place in West Sussex and not consider developing a local House Project. However, given the projected number of young people who are likely to require supported accommodation in the next four years (the number of CLA who are 16+ has grown by 20% in the past 12 months, from 221 in Nov 2019 to 265 in Nov 2020) and the limited options currently available to these young people, an expansion of options would be beneficial to avoid young people remaining in unsuitable placements which are not effectively preparing them for independence.

4 Consultation, engagement and advice

4.1 The House Project was co-designed with young people from the start and works on cooperative principles through which adults and young people in and leaving care work together to refurbish properties that become their homes, developing a long-term community of support. The process focuses on maximising young people's ownership of all aspects of the project, so they feel proud of what they have developed and have confidence in themselves and their futures. More detail on how young people have been engaged in the national project's design, and will be locally should this project be adopted in West Sussex, can be found in Appendix A.

4.2 The proposal was considered by the Children and Young People's Services Scrutiny Committee at the meeting on 7 January 2021. The Committee fully supported the proposal and recommended that outcomes for care leavers involved in the project be monitored by the Corporate Parenting Panel.

4.3 There is a need to secure a strategic relationship with a Registered Provider of social housing (RP) and develop a better understanding and strategic approach to how the Council works with all housing resources, in the District & Boroughs, local housing providers, housing support providers and other VCSE organisations, to improve housing outcomes for young people 16+.

4.4 We require sector expertise to achieve this and therefore we require the services of Housing Associations' Charitable Trust (HACT) to unlock the wider resources in the community that improves access to housing and improved outcomes for children and young people. HACT is an innovation agency providing future-oriented solutions, projects and products for UK social housing. HACT work alongside social housing organisations to drive change within their own businesses through a platform of projects, products, research, insight and consultancy.

5 Finance

Revenue consequences

5.1 The itemised projected revenue costs per annum for the project are as follows; all project staff will be directly employed by the Council.

Project costs	Per annum cost
Project Manager	£55,000
2 x Facilitators	£80,000
Expenses	£5,000
Activities linked to project	£5,000
National House Project membership fee	£50,000
Psychology support	£12,000

Office space *	£10,000
Refurbishment	£20,000
Other Costs	£13,000
Total	**£250,000**

***please see point 5.3 (c).** This accommodation has not yet been sourced; however the preference and first option will be identifying suitable accommodation within Council's current assets. Therefore, depending on whether suitable existing accommodation can be found there is potential for this £10k of funding not to be required.

5.2 Incorporating the projected savings that will be delivered by this project (see paragraph 5.3), the overall impact to the children's revenue budget is as follows.

	Current Year 2020/21 £m	**Year 1** 2021/22 £m	**Year 2** 2022/23 £m	**Year 3** 2023/24 £m
Revenue budget for placements for young people aged 16+	6.30	6.30	6.30	5.55
Budget increase to cover House Project costs	0.00	0.25	0.00	0.00
Savings delivered through reduction in placement costs	0.00	-0.25	-0.75	0.00
Remaining budget	6.30	6.30	5.55	5.55

5.3 The effect of the proposal:

(a) **How the cost represents good value**. The proposal will offer improved value through moving young people to more cost-effective arrangements that better prepare them for independence. A study of the House Project scheme nationally (see Appendix A) noted an "indication of improvements in young people's wellbeing and in early progress across outcomes". Based on evidence from the national work of the scheme to date and estimates provided by the House Project using West Sussex data, the following table demonstrates the potential savings which can be achieved through moving young people from different placement types into a House Project scheme.

Original Placement Type	Average cost	Local House Project cost (under 18)*	Local House Project cost (over 18)	Minimum cost avoidance	Maximum cost avoidance
	(a)	(b)	(c)	(a) - (b)	(a) - (c)
Internal Foster Care	£ 18,000	£ 6,336	£ -	£ 11,664	£ 18,000
Independent Foster Care	£ 48,600	£ 6,336	£ -	£ 42,264	£ 48,600
Independent Residential	£ 239,700	£ 6,336	£ -	£ 233,364	£ 239,700

All costs are per annum, based on a full year effect for 1 young person

*Rent rate for the South East taken from; Regulator of Social Housing; Published 26 September 2019 (highest amount used) -London, the South East and the East of England have the highest net rents on average (ranging from £98.99 to £121.85 per week) and the North East has the lowest average weekly net rent of £77.89

Based on these figures, the following examples give an indication of what a scheme with capacity for ten young people might deliver;

- One young person moving from independent residential provision (£239,700) and nine young people moving from internal fostering (£162,000) reducing annual placement expenditure by a total of £401,700 – this will cover annual operating costs and achieve a saving of circa £200,000.

- Six young people moving from independent residential provision (£1,438,200) and four young people moving from independent fostering (£194,400), reducing annual placement costs by a total of £1,632,600 – this will cover annual operating costs and achieve a saving of circa £1,400,000.

(b) **Future savings/efficiencies being delivered** On this basis, it has been agreed the Council will identify independent sector residential placements as an area of focus due to the potential to maximise the savings achievable, and therefore an overall saving of £1m has been allocated to this project for 2021/22 and 2022/23. Please note the above examples are based on 10 young people. The maximum number of young people in one

Local House Project is 15. For the first Local House Project the Council intends to aim for 12 young people and therefore, depending on the original placement type of the identified young people, the actual amount of savings delivered could be higher. The National House Project scheme is not prescriptive about the route and placement type from which a young person moves into the project. The move must be right for the young person and, given that the work is very much driven by young people, the cohort of young people needs to be able to work together and have a range of skills and contributions. Each local House Project determines which young people join the project and therefore any opportunity to delivery savings.

(c) **Human Resources, IT and Assets Impact**. This proposal will require the Council the recruitment of one Project Manager and two Facilitators to support the project. The National House Project will provide job descriptions and person specifications for these roles, which will be evaluated by HR officers prior to recruitment, and will support with the selection and recruitment of staff if required. In terms of young people's accommodation there will be no asset implications for the Council as a result of this proposal, as all properties will come from district, borough or Registered Provider housing stock, with the young people as the holders of any tenancy. The project will need a base which serves both as an office for staff, but more importantly a safe space for young people to meet on a regular basis with the option to drop in for support as and when required. It would be helpful if the base had cooking facilities. This accommodation has not yet been sourced - however the preference and first option is for suitable accommodation within Council's current assets.

6 Risk implications and mitigations

Risk	Mitigating action
Dependency on housing partners to buy into the project and ensure sufficient 'stock and flow' of suitable properties. At this stage we do not know where the properties will be.	The development of the Health in Housing Memorandum of Understanding (MoU) to co-develop and make a collective commitment for Care Leavers. The MoU follows a number of reset opportunities within West Sussex which build on the partnership working that has been developed around the ongoing joint response to the Covid-19 pandemic. A key opportunity has arisen to also bring a much greater involvement from local health partners in future housing planning, in the role that housing plays in long-term population health. HACT to support in understanding the opportunities of working with local housing

Risk	Mitigating action
	organisations in new ways to secure properties.
Projected savings of £250K for 21/22. There is a risk savings will not be achieved in the Local House Projects first year. The project plan/timeline plots actual move on for the first cohort (from their current placement) in year 2. A further risk to this timeline is the dependency on Housing partners to provide enough housing stock in year 1.	The first cohort of young people could include older young people who potentially could move on from their current placement with more pace. With the services of HACT we increase our likelihood in securing timely agreements and allocations from Housing partners.
There are likely to be complex legal processes and negotiations involved in establishing the local House Project as a company, negotiating contracts for leasing properties etc. – these may impact project delivery times.	Savings targets have been set for 2022/23 in order to allow sufficient time for the project to bed in. The project will align with other work to develop a more strategic approach to housing across West Sussex and improve relationships with and buy-in from partners, which will support delivery. A dedicated project manager will help ensure that timelines are adhered to.
The delivery of benefits may be impacted by the level and type of occupancy of the scheme; either by delays to young people moving in or out of project accommodation, or if insufficient young people are identified to take part in the scheme from placements that have been identified as a priority (i.e. residential care).	The project team will establish a robust process and clear links with relevant operational staff (e.g. the Leaving Care service) to ensure that referrals to the scheme are appropriate and that transitions into and out of the scheme are planned well in advance.

7 Policy alignment and compliance

7.1 The House Project will support the Council to deliver its strategic commissioning aims by;

- Providing a pathway for local and affordable social housing,
- Supporting the Council to align with the guidance issued by the Ministry for Housing, Communities and Local Government (Joint Housing Protocol for Care Leavers (Oct 2020)
- Supporting the Local Offer for care leavers, and

- Supporting the aims of the Health in Housing MoU to co-develop and make a collective commitment towards the use of housing to improve the long-term health and wellbeing of communities

7.2 The Local House Project will be procured under a Single Tender Waiver. The National House Project is the only provider offering this service therefore we intend to commission the project using a Direct Award.

7.3 The West Sussex Local House Project will increase opportunities for Care Leavers to prepare for and access local affordable long-term housing. Nationally there is limited appropriate housing opportunities for young people when leaving the care system, this has led nationally to one third of Care Leavers becoming homeless within the first two years of leaving care and 25% of homeless people are care experienced.

Lucy Butler
Executive Director of Children, Young People and Learning

Contact Officer:
Shelly Dichello – Children's Contracts and Commissioning Manager, 03302224131

Appendices

Appendix A – DFE: The House Project evaluation October 2020

Background Papers – None

Department for Education

The House Project for young people leaving care

Evaluation report

October, 2020

**Jo Dixon,
Caroline Cresswell and Jade Ward,
Department of Social Policy and Social Work, University of York**

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Acknowledgements

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Key messages

Round 2 of the House Project (HP) (funded 2017 to 2020) created the National House Project (NHP), a co-ordinating hub with charitable status, which successfully oversaw implementation of 5 new local HPs (LHPs), supported the original Stoke HP and managed sustainability and scale-up. LHPs helped young people leaving care aged 16 and over to find and move to tenancies, alongside a package of psychologically informed, intensive and individualised support to improve their emotional and practical readiness for independent living. The mixed-methods evaluation derived the following messages:

- having a national co-ordinating hub, in the form of the NHP charity, brought consistent and expert leadership, creativity and freedom to drive forward the HP innovation, independent of local authority (LA) processes. Benefits included the NHPs capacity to generate momentum and utilise knowledge and learning to enhance the HP framework and refine implementation and operational processes. The membership approach for LHPs provided opportunities for knowledge exchange, peer support, training, and practice consistency and a collective identity
- learning indicated that obtaining commitment from multi-agency partners (such as LAs, housing and health) prior to project set-up, is essential for effective and timely project implementation and operation, and the provision of support to HP young people. Early buy-in from partners was made a requirement for new LHPs
- the HP showed that effective co-production and participation support empowered young people to work collectively to design services that work with them and for them. The innovative HP groupwork and co-production approaches promoted young people's active involvement in planning their transition from care and also developing their LHPs. This also enabled them to form friendships and a peer community to support each other to leave care together
- difficulties finding properties for HP young people and with local access to the essential therapeutic input that underpins the HP, highlighted gaps in the general provision of suitable accommodation and psychological support for care leavers
- relationship-based work with care leavers relies on a consistent allocated worker with relevant skills, access to training and security in their role. The extensive LHP staff role and pilot nature of the project, which brought short-term contracts and uncertainties about continuation, impacted on staff recruitment and retention
- the HP involved young people moving to tenancies prior to age 18. To ensure that they are prepared and ready for independent living, the HP introduced procedures and expectations to deliver support, promote fidelity and protect service quality. It is vital that LHPs adhere to these, can co-ordinate property availability with young people's readiness to move, and work with PAs and carers to create contingency plans should move-in timescales alter or young people's wishes or needs change

Executive summary

Introduction

This report presents findings from an evaluation of the House Project (HP). The HP (an expansion of the Stoke-on-Trent HP pilot) was funded via Round 2 of the Department for Education's (DfE) Children's Social Care Innovation Programme from April 2017 to March 2020. It aimed to implement the HP framework for young people leaving care in 5 local authorities (LAs) and create a central hub, the National House Project (NHP), to coordinate local house projects (LHPs) and further develop and expand the approach.

The project

The HP aims to improve outcomes for young people (in accommodation, education, employment and training (EET), wellbeing, autonomy and integration) and service level outcomes (including sustainability and scale-up of the HP, standardising HP processes to improve implementation and delivery, recruiting further LAs and achieving cost savings). The HP supports young people leaving care aged 16 and over to have greater control of their transitions to independent living. The main components include help to move to their own tenancies with intensive, individualised pre and post-move support. This includes provision of a 6 to 9 month accredited modular skills development HP programme (HPP), underpinned by ORCHIDS (the HP's own framework comprising key areas for working with young people, based on the theory of self-determination) and psychologically informed practice, to improve young people's independent living skills and their tenancy and EET readiness. The NHP took over operational management from the Round 2 lead LA (Warwickshire) in 2018. It supported the initial set-up and early operation of each LHP to enable them to deliver their own projects. Each LHP has a project manager and 2 support workers (facilitators) to work with a cohort of around 10 young people. There is a strong focus on groupwork, peer support and relationships. For example, the HP works with young people to form a community of support via weekly group meetings and the Care Leavers National Movement (CLNM). For LHP staff, the monthly community of practice workshops enable peer support via knowledge sharing, training and access to the expertise of the NHP team and psychology, participation and education consultants.

The evaluation

The mixed-methods evaluation took place from May 2018 to April 2020. It comprised a process strand to understand the enablers and challenges of implementing and operating the HP, an impact strand to explore outcomes for young people and an economic strand comprising a cost benefit analysis. A counterfactual method was not possible due to low response rates from a comparison group of non-HP care leavers. Instead, a before and after analysis was undertaken with 40 HP young people to explore the HP's contribution to change in outcomes over time, supplemented by qualitative data from young people and their HP and LA workers. Data was gathered at 3 points: baseline (HP entry); T2 (6 to 9 months later); and follow-up (data collection endpoint, December 2019), from the HP monitoring database (workbook), focus groups, interviews and surveys with NHP, LHP and LA staff, young people, NHP consultants and the housing providers. In all, data was gathered from 37 professionals, 33 interviews with young people and workbook data on 54 young people. Stoke HP young people and staff also took part in follow-up interviews.

Key findings

The HP achieved its intended service level outcomes. It was successfully operating in 4 LAs and less so in 1 by the evaluation endpoint, despite initial delays in HP set-up. All 5 LAs and Stoke have committed to continuing their HP and there was widespread interest in the HP with 2 new LAs implementing the framework and 3 more imminent at the end of the evaluation. The infrastructure for the NHP to support implementation and to develop and scale the HP was in place and key components refined, such as the newly AQA awarding body accredited HP programme (HPP) for young people's skills development, and establishing the basic requirements for new LAs wishing to join the HP. The CLNM and local meetings enabled a strong co-production approach, providing young people with opportunities to work together and contribute to HP development and promotion.

Factors that eased HP implementation and operation included having a national co-ordinating body (the NHP) to provide expertise in project set-up and delivery in LA settings. This enabled LHPs to deliver their own projects, streamlined procedures across LHPs and provided access to training and shared learning. Regular HP communication with LA strategic leads and housing providers proved to be essential to secure referrals and properties and manage timescales for move-in. Having a national profile seemed to aid buy-in by bringing a collective identity and credibility, whilst multi-agency working offered a holistic and coordinated support package for young people (including input from housing providers, psychologists, EET providers, benefits agencies and the police) and advice and training for LHP staff. A dedicated and multi-disciplinary LHP team with strengths in relationship-based and psychologically informed approaches was considered by NHP and LHP staff as critical to project effectiveness. LHP staff noted the expansive nature of their role, which involved working across sectors to support young people.

Operational challenges included early difficulties in recruiting LAs and staff prior to the NHP being in place; extended timescales for securing properties due to local availability and protracted contract arrangements; and negotiating eligibility and referral processes for HP young people, which entailed focused work to raise awareness among frontline workers. This required a careful balance to get sufficient numbers into the HP without opening it to all care leavers, as project capacity was limited. Additionally, criteria could be narrow, involve a degree of matching, and influenced by financial viability (such as care placement type and age of referrals, which had implications for resources brought into the project and the potential cost savings to the LA).

The HP recruited 54 young people during the evaluation,14 of whom did not continue. A group of 40 was followed up between baseline and endpoint. They were representative in characteristics and histories of care leavers in their LAs and nationally. At baseline, 69% were living in foster or residential care and 26% had left their care placements. Analysis of the outcome areas in which the HP aimed to have an impact showed initial progress. This included early indications of improved wellbeing, autonomy and integration. Data from young people via the Good Childhood Index showed improved life satisfaction over time and a proxy measure of autonomy indicated that they felt better able to make decisions. Young people felt listened to and most felt part of a community and valued the support networks formed with HP young people and staff. Young people and workers also talked of the positive impact of the HP offer of a long-term home and individualised support. Just over half (53%) of the group had moved to their HP home by follow-up, thus limiting evaluation of post-move outcomes. The average age of move in was 17 and all were settling well. There was little unexpected movement and no evidence of evictions or homelessness, suggesting stability in the early months post-care. Some young people had waited 9 months or more for a HP property, due to a lack of housing availability or in some cases, young people’s readiness to move. There was little evidence of improved EET participation at follow-up. While 60% were in EET, the number not in EET doubled.

The total cost of delivering the HP was £1,303,216. In the absence of a counterfactual, the cost analysis is illustrative and uses an attribution approach, which uses scenarios based on assumptions that 33% (low), 50% (medium) and 66% (high) of the benefits (outcomes) may be attributed to the HP. A return on investment (ROI) was calculated (dividing benefits by the costs). In the 50% scenario, the HP showed a positive ROI of 2 from year 3; indicating a potential saving of £2.00 for each £1.00 invested in the HP.

Lessons and implications

HP staff recommended that LA and housing leads must be on board at set-up stage to secure commitment to the project and sufficient and timely referrals and properties. LHP and LA staff cited the benefits of consistency via the NHP’s experienced leadership and the HP framework, while noting that the flexibility to enable local area fit and respond to young people’s needs was a key strength of the approach. Co-production and groupwork to develop young people’s practical and emotional skills were considered crucial to their engagement with the HP and building peer support networks. For LHPs, the community of practice and psychological input to their work provided a deeper understanding of young people’s needs and of strategies to address them. Further monitoring across LHPs will be important for tracking long-term outcomes and experiences for HP young people.

1. Overview of the project

Project context

Many care leavers experience challenges and poor outcomes during their journeys to adulthood (Stein 2012). Most take on the responsibilities of independent living aged 16 to 18, earlier in comparison to young people in the general population, who tend to leave home in their late 20s (ONS 2016). Messages from care leavers highlight experiences of isolation and loneliness post-care (Dixon and Baker 2016) and studies of marginalised adults show an over-representation of care leavers (Centrepoint 2010, MoJ 2012, NAO 2015, DfE 2016). Studies highlight the importance of safe and settled accommodation after care. Positive accommodation outcomes have been shown to compensate for earlier difficulties and are associated with education, employment and training (EET) participation and positive wellbeing (Wade and Dixon 2006, Barnardo's 2015). Studies suggest that for many care leavers, finding accommodation takes initial priority over other life areas and that securing their own tenancy is often the preferred choice over semi-independent or transitional options (Dixon et al 2015). Research also shows the benefits and importance of having at least 1 positive and reliable relationship to support young people through the transition from care to adulthood (Parry and Weatherhead 2014).

In response to these issues, the original Stoke-on-Trent House Project (Stoke HP), which took place from July 2015 to November 2016 (see evaluation report) was developed via Round 1 of the Department for Education's (DfE) Children's Social Care Innovation Programme (Innovation Programme). It recognised the role that early preparation, a stable home and consistent personalised support after care can play in improving overall outcomes for care leavers. Central to the approach was increasing young people's choice, agency and integration by empowering them to actively manage their transition and to work collectively to develop a project that understands and meets their needs. It offered scope to sustain positive long-term outcomes by offering young people the skills, confidence, peer support and opportunities to achieve them.

The current House Project (HP) was funded from April 2017 to March 2020 through Round 2 of the DfE Innovation Programme, to scale-up the Stoke HP and develop a central hub to support the expansion of the HP to a further 5 local authorities (LAs), Warwickshire, Islington, Oxfordshire, Rotherham and Doncaster. As outlined in Table 1, the LAs varied in size and type. Rankings on the index of multiple deprivation (IMD) showed high levels of deprivation in 4 of the LAs, with LA2 amongst the most deprived and LA1 amongst the 20% least deprived. This variation was reflected in the percentage of school children eligible for free school meals, where LA1 had fewer and LA2 had double the national figure (15% primary and 14% secondary), Property rental costs in the LAs also varied and were lower than the national average of £959.00 per month in all but

LA2. In Ofsted inspections (2014 for LA3 and 2017 for others), 3 LAs were rated good for leaving care services, LA1 required improvement and LA4 was judged outstanding.

Table 1. The House Project Round 2 local authorities

	Type of LA	Index of Multiple Deprivation ranking (IMD)	Looked after children (LAC) and leaving care (LC) services Ofsted ratings	Primary and secondary school children eligible for free school meals	Average regional rental costs 2019
1	County	124th (amongst 20% least deprived)	LAC - Requires improvement LC - Requires improvement	9% (primary) 7 % (secondary)	£701 per month
2	London Borough	26th most deprived	LAC - Good LC - Good	29% (primary) 34% (secondary)	£1,613 per month
3	County	35th most deprived	LAC - Good LC - Good	11% (primary) 9 % (secondary)	£845 per month
4	Metropolitan Borough	52nd most deprived	LAC - Requires improvement LC - Outstanding	17% (primary) 16% (secondary)	£633 per month
5	Trust	42nd most deprived	LAC - Good LC - Good	16% (primary) 15% (secondary)	£633 per month

Source: Ofsted Inspections, Average UK Rental Costs (Statistica Research Department 2020) and IMD

The number of care leavers aged 17 to 21 ranged from 206 in LA4 to 456 in LA1. The proportion aged 17 to 18 who were NEET in HP LAs was higher than the national figure of 30%, with the exception of LA3, and ranged from 22% to 44%. The percentage of care leavers aged 19 to 21 who were NEET was also higher than the national figure of 39%, with the exception of LA3 (32%). All HP LAs had higher proportions of NEET care leavers compared with young people in the general population (6.2% of all 16 to18 year olds and 13% of 19 to 24 year olds in 2018). As was the case nationally, most care leavers aged 19 to 21 in the HP LAs were in accommodation judged suitable, mostly in independent living (35%), followed by staying put with former foster carers (26%). See Tables 8 and 9 in Appendix 3 for further details of the LAs and their leaving care populations.

Project aims and intended outcomes

The HP was funded via Round 2 of the Innovation Programme. The bid was led by Stoke on Trent but responsibility transferred to a new lead LA, Warwickshire, at the start of the project in April 2017. Three out of 5 potential LAs decided not to proceed and new LAs were identified by October 2017. This, and the longer than anticipated time taken to formalise the management procedures, resulted in initial delays to the project becoming operational. This was resolved after Warwickshire appointed the permanent hub managers, who came into post in May 2018, which brought increased momentum to HP operation and scale-up. The hub was incorporated as the NHP charity in August 2018 and operational management formally transferred to the NHP in December 2018.

The HP aimed to build on learning from the Stoke HP and scale up by rolling it out to a further 5 LAs. It also aimed to create a vehicle for steering and accelerating development of the approach through the establishment of a central co-ordinating hub. The main aims and components of the HP included:

- a national hub to coordinate and scale up the HP and create a community of practice to provide support and training to all HP staff. The national hub subsequently became the National House Project (NHP) charity[1]
- local House Projects (LHP) in 5 LAs each with a NHP trained project manager and at least 2 direct support workers to provide intensive support[2]
- recruitment of around 10 young people in the process of leaving care per cohort in each LHP to receive intensive support to move into a property and ongoing groupwork and professional support to graduate from LHPs after 20 months or so
- a young person centred, co-production approach to enable young people to make decisions about LHP development and their own journeys, facilitated by local group meetings and the Care Leavers National Movement (CLNM) steering group
- use of the in-house developed ORCHIDS framework, which provides a psychologically-informed, holistic plan for working with young people, aiming to empower them to meet the goals of Ownership, Responsibility, Community, Home, Independence, Developmental direction and Sense of wellbeing
- a learning programme, now called the House Project Programme (HPP) to engage young people in skills development opportunities to help them prepare for independent living, improve skills to become a good tenant and for employment.[3]

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[1] Further information on the NHP's activities, staff team and affiliates, and the associated Care Leavers National Movement, can be found here: https://thehouseproject.org/
[2] HP support workers had different titles across the LHPs. They are referred to as facilitators in this report.
[3] The HPP is a 13-module accredited programme for all HP young people, offering support to gain the experiences, skills and knowledge for successful outcomes. It was in the pilot stages of development during the evaluation and was being fully integrated into the 5 LHPs by December 2019, with plans for further development and refinement. It is envisaged that the HPP will be made a requirement of the HP model for all LHPs. It is designed to be delivered flexibly over 6 to12 months, to suit the needs of young people and fit around their other EET commitments.

- working with a range of housing providers to identify and secure tenancies
- access to the NHP consultants (psychologist, education and young people's participation experts) to inform the development of the support package for young people as well as staff training and development
- achieve cost savings by pooling the accommodation and support budgets for young people, in order to provide personalised packages of support (beyond 18 where needed) and reducing costs associated with poor outcomes in longer term

Through these components, the HP intended to achieve the following outcomes:

For young people:

- improved accommodation stability and satisfaction
- increased and sustained participation in EET
- improved personal and social networks
- improved confidence, autonomy and wellbeing

For services and the HP:

- more efficient use of resources through pooled budgets and cost benefits of improved outcomes
- improved project set-up procedures
- sustainability of the HP as an effective option for care leavers
- scalability and sustainability informed by a strong evidence base

Project activities

To achieve its intended outcomes, the HP has completed the following activities:

- created the NHP to recruit, coordinate and support new LHPs. This was central to the establishment of standard approaches, processes and templates to enable quicker local set-up, share best practice between the LHPs, deliver training and create a blueprint for easier replication and scaling of the HP
- implemented and supported the development of the HP in the 5 LAs and continued to support the Stoke HP
- delivered HP staff training in ORCHIDS and, via the input of the NHP clinical psychologist, training in trauma informed practice, attachment and self-determination theories and the use of formulations for holistically assessing and understanding young people's stories to plan bespoke support to meet their needs
- supported young people, through co-production techniques and via the CLNM, to take an active role in shaping their LHP and the overall NHP framework and embedded the groupwork approach for supporting young people to work together to develop their practical and emotional skills and form a peer community

- provided young people with bespoke, intensive 1-1 support from facilitators
- developed and delivered the HPP and ORCHIDS framework for the first cohort of 54 young people, to prepare them to manage their transitions from care to a HP property and increase their ability live independently after graduating from the HP
- identified and secured houses and flats from a range of housing providers to set-up tenancies for 21 young people who had moved into their HP homes
- achieved costs savings through pooled budgets and reduced costs associated with accommodation, housing breakdowns and poor outcomes

At the end of the evaluation, the NHP had recruited several new LHPs, with 2 becoming operational during the Round 2 funded timeframe. The DfE has awarded further funding to enable the NHP to continue to scale the HP, develop the digital infrastructure to connect care leavers and the LHPs and to build the capacity and quality of the service to support the ongoing design and rapid roll out of the HP.

Changes to planned activities included:

- the HP did not become fully operational until December 2018, later than planned. Time and effort focused on recruiting new LAs as 3 were unable to continue, and the transfer of HP management from the lead Round 2 LA (Warwickshire) to the newly formed NHP hub. Momentum picked up considerably after the creation of the NHP, it's gaining charitable status, and setting up systems to mobilise the LHPs. All staff and most young people had joined the 5 LHPs by the end of 2018
- 1 LHP adopted a house-share approach instead of individual properties
- an original intention to operate a Staying Close component (a specific approach for residential care leavers to stay close to former carers), was not taken forward

The project's theory of change

The HP theory of change was developed by the Stoke HP team (Figure 4, Appendix 2). A workshop, facilitated by the evaluation team and attended by managers and facilitators from the 5 LHPs and the NHP team, took place in 2019 to review the theory of change and HP activities and outcomes in light of project developments. A revised theory of change that focused on outcomes for young people in the short, mid and long-term, was co-developed using a logic model (Figure 5, Appendix 2). The workshop identified potential risks to the success of the HP (such as a lack of buy-in from young people and LAs and failure to secure sufficient properties that met young people's needs). Enablers included the expertise, commitment and outward facing ethos of the HP, the ability to build relationships with external partners and the young person-led approach. At the time of reporting, the revised theory of change was under review by the NHP and LHPs.

2. Overview of the evaluation

The evaluation began in May 2017, however, due to time taken during the first 13 months of the HP in recruiting LAs and HP young people, data collection took place from June 2018 to December 2019. Comprising 3 strands, it aimed to: describe the HP and how it was operating in practice to understand factors necessary for delivering a sustainable and transferable project; explore its impact on outcomes for young people and on their experiences and those of staff supporting them; and explore costs associated with the project. Co-production with young people was incorporated into the evaluation to align to the overall aim of the HP, to empower young people to take a central role in all HP activities. This included peer research methods, whereby care leavers received training and support to conduct interviews with their peers. The training was delivered in August 2019 by the University of York evaluation team to a group of young people who applied and were recruited from the HP and DfE Staying Close projects.

Evaluation questions

The evaluation questions for each strand are summarised below:

Process strand

- was the HP implemented as planned and how did it operate in practice across different settings – what common factors supported success and what is the added benefit of the hub?
- what are the recommendations for replication and sustainability?

Impact strand

- what were the characteristics and circumstance of those participating in the HP?
- did the HP approach lead to improved outcomes for HP care leavers? Such as:
    - greater post-care accommodation stability and satisfaction
    - greater participation in EET
    - improved wellbeing (using the Good Childhood Index (GCI and Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) measures)
    - improved social integration and relationships
- what were young people’s experiences of the HP and the support they received?

Economic strand

- what was the cost of delivering the HP in relation to service as usual and what savings occurred, based on the avoidance or reduction of poor outcomes?

Evaluation methods

A mixed-methods research design underpinned by a participatory approach was used, incorporating a counterfactual, which involved the recruitment of a comparison group of care leavers. However, a low response rate meant that it was not possible to include the comparison group (see limitations section below). Process and impact data was gathered from a range of participants (see Table 2) across 3 timepoints:

- baseline – when young people enter the LHPs
- time 2 (T2) - a second data collection point 6 to 9 months post-baseline
- follow-up - data collection endpoint (in December 2019)

Table 2. Evaluation data collection methods and response rates

Data collection and respondents	Baseline	T2	Follow-up
Interviews with 2 NHP officers, 5 LA senior managers, and a former Stoke HP manager	8	-	3
Interviews with 4 NHP consultants	4	-	3 (75%)
Interviews with 5 LHP managers	5	-	5
Interviews with 10 LHP facilitators	10	-	10
Online survey of 5 HP housing providers	-	-	3 (60%)
Online survey of 35 social workers or personal advisers of HP young people at endpoint	-	-	7 (20%)
Interviews with the Stoke HP manager and facilitators	-	-	3
Focus groups with young people in 5 LHPs and CLNM	5	5	1
Peer researcher-led interviews with HP young people	-	-	33 (83%)
GCI measure of wellbeing completed at both points	31		31
SWEMWBS measure completed at both points	30		30
HP Workbook (child data tracker) HP group	-	54	54
HP Workbook (child data tracker) comparison group	40	-	0
Online survey of 40 comparison group young people	-	9 (22%)	5 (12%)
Stoke HP cohort housing and EET outcomes data	-	-	5 (50%)
Data on local spend and costs gathered from 5 LHPs	-	-	4 (80%)
Follow-up interviews, GCI and SWEMWBS with original Stoke HP cohort 4 years after entering the HP	-	-	5 (50%)

Source: Evaluation data. (Percentages are given where response rates were lower than 100%)

Changes to evaluation methods

There were 2 changes to the evaluation methods:

- the original evaluation plan involved a quasi-experimental, difference in difference design, involving a counterfactual comprised of care leavers who were eligible for the HP but who were not recruited to the first cohort. This was not carried out as planned, due to difficulties in gathering sufficient data for a viable comparison group. As an alternative, a logically constructed counterfactual, involving before and after comparison for the intervention group was used (for example, comparing outcomes at follow-up to baseline circumstances for the HP cohort). This approach was supplemented by qualitative data and by comparing evaluation data to nationally available data on outcomes for care leavers for the same years as the intervention, to explore the likely contribution of the HP to observed outcomes. The lack of a viable comparison group also affected the costs analysis. In the absence of a counterfactual, the economists used a low-high attribution model

- the DfE requested an additional component to provide an update on the longer-term outcomes of the Stoke HP. This included interviews with 3 project staff and 5 young people from cohort 1 some 3 to 4 years after joining the Stoke HP

Limitations of the evaluation

Overall, the evaluation plan proved appropriate for understanding the factors that had supported implementation and early impact of the HP. Difficulties in obtaining data from a comparison group as outlined above prevented a counterfactual. Limitations to the evaluation, are discussed in Appendix 3 and summarised below:

- difficulties gathering follow-up data for the comparison group via the workbook and a low response to online surveys, led to insufficient data for this group, preventing a full comparative impact analysis. As described above, before and after analysis of outcomes was carried out for the HP cohort, supplemented by evaluation interview data and nationally available data for care leavers
- time taken to formalise management procedures, set up the NHP and the project becoming operational in the LHPs reduced the timescales for the HP intervention and the length of the evaluation follow-up period. The evaluation captured data for 18 months of the HP operation, however, almost half of the HP young people had not moved into their HP homes at the follow-up timepoint and those who had moved in, had been in their homes between 2 weeks and 9 months. The evaluation therefore is limited to findings on early impact and outcomes of the HP support and accommodation experiences for some young people and on the pre-move support only for around half of the group

3. Key findings

This section addresses the research questions for each of the 3 evaluation components (sections A to C) and presents findings from the Stoke HP follow-up (section D).

A. Process findings

Service level outcomes

Findings here are based on a thematic analysis of data from the HP operational phase collected from HP stakeholders at data collection endpoint. This included analysis of 22 interviews and 10 surveys (see Table 2 above). Findings also drew on data gathered from interviews conducted with the Stoke HP manager and 2 facilitators, to provide a longer-term perspective on learning and impact associated with embedding the HP approach (please see Appendix 6 for supporting quotes and detail on process findings).

The HP in practice

Data from stakeholders showed that the HP successfully achieved its service level outcomes. The NHP charity and Board of Trustees were established, along with the CLNM. The project was operating in 4 LAs as planned, and in 1 LA less successfully, due to difficulties engaging with the proposed HP approach. All 5 committed to continuing the HP. A further 2 LAs were implementing the HP with at least 3 more imminent during the evaluation timeframe. Protocols for working with a range of NHP consultants (education, participation, business development and therapeutic experts) were in place and reported to be working well, with recent plans to embed their approaches in the NHP agreements with new LAs. The NHP took on more staff and developed procedures and contractual agreements to standardise processes and clarify expectations for new LAs to assist buy-in to the HP approach. This included the development of a proforma for potential LAs to self-assess their readiness for the HP (see Appendix 9).

The HP support package for young people was underpinned by the psychologically informed ORCHIDS framework and the newly accredited HPP, which was in the final stages of development at evaluation end. These brought evidence informed approaches and consistency to the HP offer and were co-produced with NHP and LHP staff and young people. The community of practice sessions, which took place monthly for all LHP staff, were reported by staff and the NHP officers as providing an effective forum for delivering best practice training (see Appendix 7 for detail), enabling practitioner peer-to-peer support and learning, and building on experience to streamline operational procedures. The Stoke HP recruited a sixth cohort and was working with 2 cohorts each year. Other LHPs recruited a second cohort and 4 LAs gave commitment to extending HP staff contracts. Negotiations continued with 1 LA regarding sustainability, and with other LAs in England and Scotland as part of the NHP business plan to expand the HP.

The HP young people

The 5 LHPs became operational between July and October 2018, with young people mostly entering the LHPs between August 2018 and March 2019. Each LHP aimed to recruit around 10 young people to their first cohort and numbers varied from 8 in LA1 to 14 in LA3 (see Table 9, Appendix 3).

In all, 54 young people entered the HP during the evaluation timeframe. Of these, 14 left early, most due to disengagement (7) though 4 were not ready to live in a HP property due to high needs or difficulties. One left as they did not wish to wait 6 months for a HP property and 2 had positive moves out of the HP. NHP officers noted that these young people were able to maintain contact with the HP should they wish. Of the 54 who had entered the project, 21 (39%) had moved into their HP home by follow-up. The LHPs continued to work with housing providers to find properties for the remaining HP group.

The HP cohort was representative of care leavers nationally, in terms of reasons for entering care and general characteristics (see Table 8 and DfE 2018). There were slightly fewer girls than boys in the full HP group (48% and 52% respectively) and the age at baseline ranged from 15 to 18 years (mean 16.5). The majority identified as white British (74%), with 10% identifying as Black and 4% as Asian, reflecting national data for looked after children. Unaccompanied asylum seeking children (UASC) accounted for 6% of the HP group, as was the case nationally, and all came from 1 LHP.

On average, HP young people had been in care for 4 years at baseline (with a mean age of 11.9 years at entry to care). There was evidence of placement instability whilst in care ranging from 1 to 21 placements (a mean of 5.6 moves). Baseline monitoring data (see Table 9, Appendix 3), showed that 33% (13) had physical health difficulties and 10% (4) had learning difficulties. At entry to the HP, 41% (22) of young people were in foster care, 28% (15) were in residential care and 6% (3) lived with family. A further 26% (14) had left their final care placements to live in semi-independent accommodation and hostels.

Data for the comparison group (40) indicated that it was generally well matched to the HP group. For example, the mean age at baseline was 16.7 years, the mean age at entry to care was 12.2 years and the mean number of placements was 6.7.

What contributed to HP service level outcomes?

Interviews and surveys identified several factors as important to the successful operation and sustainability of the HP. Findings draw on LHP, LA and NHP staff and consultant perspectives on what worked well and what posed a challenge for the HP and, aligned to this, what had an impact on experiences for HP young people.

NHP – the added value of a national, coordinating hub

There was evidence from staff views and the level of progress achieved, that the creation of the NHP had generated momentum in the implementation and scale up of the HP. The HP workforce placed value on having the central hub and consistent, experienced leadership provided by the NHP. They highlighted the NHP as an important factor for coordinating HP implementation, easing delivery of the HP approach in the LAs and improving the support for young people. Staff indicated that the NHP brought all LHP teams under 1 banner to engrain a sense of “camaraderie” and, for 1 LHP manager, “a sense of belonging and community, that sharing of ideas… sharing our wealth of knowledge and abilities to make things better on the whole for all young people.” One LHP manager commented that this “authenticated” the project by bringing that “national recognition that we’re all working together for the best outcomes for our young people.” A facilitator noted that the national profile also “benefits young people, as being a national project makes them feel part of something bigger and provides them with opportunities to widen their connections for peer support.” The national profile was seen by 1 LHP manager as instrumental in promoting the HP framework going forward, “as a way of practice” rather than another discrete local project.

The monthly NHP-led community of practice meetings were appreciated by LHP managers and facilitators as important forums for peer consultation, “swapping notes”, sharing learning and best practice based on successes and challenges and for receiving wide ranging training to increase their knowledge and skills to support young people. It was also seen as an avenue for the LHPs to comment on and shape the HP framework. There had been some initial frustration with NHP activities, which had revolved around the perceived risks of being too prescriptive and the short timescales for delivering activities. LHP staff had welcomed opportunities to feedback to the NHP and influence further development of the approach. LHP staff also valued being able to draw on the NHP team’s expertise at monthly consultation meetings with LHPs or being able to “just phone if I'm unsure of anything, if we need some additional training.” (LHP manager).

The NHP provided the main vehicle for sustainability and replication of the HP, via streamlining of processes and documents and building the business case to engage new LAs. The NHP team were seen as experts in the field and a safe pair of hands, which was considered vital for reassuring LAs when bringing in a third sector organisation to work with their care leavers. The NHP was also able to bring an element of creativity and freedom in how the project evolved, without being dependent on an individual LA. The independence of the NHP was seen by NHP and LHP staff as useful in steering an innovative project and overcoming some of the obstacles of LA systems. For example, NHP officers commented on the risk averse culture of LAs that, whilst protecting young people, did not best prepare them for independent adulthood. Their experience of working in LAs helped them to address some of the concerns around adopting a project that enabled young people to take more control over their move to independent living.

Commitment of LA strategic leads

LHP managers stressed the importance of making time to focus on establishing links and gaining that crucial commitment from their LA strategic leads and corporate parents. This was seen as essential to embedding the HP framework within the local area and gaining buy-in from housing partners, allowing LHPs to drive the delivery and sustainability of the project forward or regroup to reflect on what they could learn from to improve local fit.

> "So much effort and time and everything [went] into setting it up - getting the right links and services involved and now we've got to a stage where it feels like we have been recognised." (LHP manager).

The climate of uncertainty within LA children's services, particularly in respect to changes in senior management and doubts over forward-funding and sustainability of new initiatives, had at times deflated the LHP workforce. Those involved in the delivery of the HP emphasised the wider value of obtaining the expressed commitment of strategic leads which, LHP managers felt, had encouraged the LHP teams as it validated the impact of their work. LA leads equally noted that recognition and endorsement of the project's potential benefit for young people from Directors of Children's Services had provided that "real sense of momentum" for the project. The impact of gaining LA commitment to the HP was evidenced through its acceptance as a core area of work within the leaving care service and also permanent contracts for some HP managers and facilitators being agreed towards the end of the Round 2 funding. The economic climate within LAs, however, meant that despite strong commitment to the HP, sustainability had only been possible for some because of Innovation Programme funding. As 1 LA lead explained, "without that DfE funding, I think we may have seen the project close after the first year because there's been delays. We're going again because of the DfE funding".

Implementing the HP in different LAs

LHP managers felt that in setting up the first HP in their LAs they had the necessary flexibility to adopt the HP framework and adapt it to meet their local circumstances. This, together with the ability to draw on learning from the Stoke HP pilot and the other LHPs, was, as a LHP manager highlighted, the "best of both worlds". Another explained;

> "[Being] a framework means that you can tweak and change it in each authority. [It] gives each authority [and] each worker a guideline of how to run the project with the young people, but it also gives us a little bit of autonomy and how we can make the project work within our area. We're all coming from different local areas with different pressures from different people in different ways…, that message is quite important."

LHP managers highlighted the benefits of a coordinating body, common processes and of drawing on direct advice of the NHP hub and HP consultants with regards to the gaps in practice. Nevertheless, LHP staff felt that LHPs should retain discretion for local adaptability and take the lead on discrete work packages (such as working with local EET schemes) to enable them to make the most of the local offer and to tailor the support to the needs of the local care leaver population. To this end, the LHP workforce and some LA leads welcomed the flexibility within the HP approach and cautioned against the development of a more rigid framework that stipulated key components that LHPs must follow to meet fidelity to an ascribed model, “I appreciate that the NHP has to be able to demonstrate its value by adapting and changing and doing some of those things, but it jars against some of the stuff that we would do back at the ranch.” (LA Lead). It was suggested by the NHP officers that as the HP is scaled up across the country, the development of regional sub-groupings will be beneficial for the LHP workforce to consult and share learning regarding distinct issues that arise in their local areas and regions.

The fit between the HP and the existing LA service offer

LHP managers talked of the challenge of embedding the project alongside existing services that focused on accommodation for care leavers. The idea of continuity with existing LA service offers or plans to consolidate the existing support for care leavers (including accommodation and independence), was considered an incentive for most LAs to buy in to the HP. However, as the HP was a new framework combining a pre- and post-move support package and accommodation, LHP staff felt that there was a “lot of relearning” for those managing existing services. For example, LAs had in place a range of pre-existing service-level agreements with multi-agency partners (including housing providers, benefits agencies and EET providers). LHP managers noted that difficult conversations could arise with these partners in gaining their buy-in to the HP as they were effectively asking them to assist with provision for a select group of 10 or so young people, when there was a wish “to do the best for all young people under our service.” One LHP manager highlighted the dilemma posed by the LHP being deemed “a platinum standard” service within the leaving care offer. They noted that whilst this accreditation was welcomed, the HP was starting to be seen by practitioners as a gateway to accommodation support for all care leavers though it was not suited to all, or had sparked questions about equity of support for all care leavers in the area, given the level of individualised support and access to post-care accommodation offered to HP young people.

There were examples of the HP aligning with existing provision, including, as a LHP manager highlighted, closer working with the virtual school head (VSH) to ensure greater alignment between the HPP and young people’s Pathway Plans and personal education plans (PEPs) to ensure everyone was working cohesively to provide opportunities to support a young person’s goals and skillset and avoid any duplication of activity. The education consultant, who had contributed to the development of the HPP, commented on the importance of involving VSHs across all LHPs going forward, to help them understand how the HPP contributes to young people’s skills and learning and to galvanise local support and opportunities for young people.

Communication with children's social care professionals

A key learning point that LHP managers reflected upon for cohort 2 in their respective areas, was the importance of strengthening communication with social work teams and sustaining communication with individual practitioners working with HP young people. Some LHP managers commented that a lack of initial contact with social work teams had stalled project momentum. They suggested that building relationships with social work and leaving care teams, carers and independent reviewing officers (IROs) was essential to delivering the project, obtaining referrals and maximising support for HP young people. LHP staff advised investing time to establish such links early in the LHP set-up so that stakeholders were clear on who the project was aimed at, what it provided and how it worked alongside the wider children's social care workforce, as a LHP manager noted;

> [It's about] getting in there early when new social workers come on board, and making sure they are aware and they back their young people, because it's really important that they are part of their young person's journey on the House Project."

Latterly, LHPs had strengthened communication with social work teams, to publicise the HP, clarify its aims and what support can be expected of the LHP, and the reciprocal expectations of social workers and PAs. This included drawing up terms of reference and joint recording systems to ease working relationships and communication. This renewed approach had been reinforced by gaining the support of LA managers and IROs to encourage wider engagement and, as a HP staff member noted, a "buzz" around the project, which had proved useful given the turnover within children's social care, with some LHPs needing to re-sell the parameters of the HP support offer.

LHP managers also advised establishing firmer relationships with carers, due to the pushback that had tended to be received during cohort 1 recruitment, where some carers were uncomfortable with the HP becoming involved with young people so early. The LHP facilitators noted how gaining the buy-in and interest of a young person's social worker or PA and carers can facilitate the young person's engagement in the HP and assist a coordinated approach to planning and supporting their leaving care journey. One noted, "I think it's really important just to keep the communication up [with] social workers... key workers and the foster carers…as we're all part of the same team really."

Establishing eligibility and recruitment processes

A number of factors emerged as important for recruitment of subsequent cohorts.

- Recruitment

Recruitment of cohort 1 had taken up a lot of LHP staff time, largely due to a lack of awareness of the HP amongst social work teams, as discussed. Some facilitators talked of spending several days going through "massive spreadsheets" of potential young people. The importance of clear communication of the HP support components was highlighted, as there were signs that LA practitioners had not understood the intentions of the project and had initially expressed caution at referring their young people. For example, some social workers were unaware of the intensive programme of support that occurs before young people move into a designated HP property. LHP managers began to develop new strategies for future cohorts, such as promotional emails to social workers, setting out the criteria, requirements, referral routes and support package. LHP managers also noted the benefits of them maintaining a presence at various panels with LA service managers and practitioners so that the criteria for potential referrals could be updated, “keeping it current in people's heads, so that social workers are now [approaching the LHP] rather than us having to chase them.” (LHP facilitator).

- Eligibility

Whilst maintaining visibility was important, some LHPs cautioned against opening up referral channels too much, as HP capacity was limited to around 10 young people per cohort in most LHPs. Furthermore, there was a need to carefully manage, and to some extent narrow, the HP eligibility criteria, which carried implications for referral processes. LHP staff talked about needing to strike a balance between maintaining diversity and financial feasibility when recruiting the cohort. This meant establishing recruitment strategies that ensured the right combination of placement types and ages. For example, if 10 young people from foster care who might benefit from the HP were recruited, the ability to demonstrate cost savings after covering the operational costs of the project would be reduced. The age and level of need of referrals also had cost implications for resourcing the HP support package. Based on learning from cohort 1, some LHP teams highlighted the importance of maintaining diversity within the cohort and operating less rigid criteria to maintain a needs-led approach. It was also considered important to operate some flexibility to meet local care population needs and to ensure the best range of options for care leavers. Some LHPs had extended eligibility to include young people aged 18 and those with complex needs and disabilities for their new cohorts.

- Matching

The LHP teams advised on building in reasonable time to match young people to the project effectively. Successful matching of young people was also crucial for the development of the HP community, the central component through which young people were expected to thrive and experience the full benefit of the HP. Though levels of matching had varied, some consideration of whether the group would “gel” and whether any existing issues or relationships were evident was required. The NHP officers subsequently noted that experience showed that this was not as significant as first thought. LHP managers also noted that having adequate lead-in time to meet young people had been useful to help reach an understanding of their motivation and needs, not least because being part of the HP cohort required a lot of engagement from young people in terms of their own journeys and also in contributing to the wider HP activities (such as meetings, groupwork sessions, and promotional presentations). Early meetings with the individual social workers had proved useful to ensure consensus about whether the HP was the right option, the support needed, and the goals for the young person.

Multi-agency working

The HP promoted a multi-agency and multi-disciplinary approach, as evidenced by the NHP consultants and Board of Trustees. This was replicated at local level, with LHPs drawing on the support of relevant services. Staff talked of the need to demonstrate the potential benefits of the HP to a range of agencies "to keep the message out there that this can work, and it will work if we work together." (LHP manager). The LHP teams successfully liaised with local services and providers to promote the support components offered by the HP and raise awareness of issues faced by their young people as well as their strengths. For example, the HP pre-move support and HPP package to increase young people's tenancy-readiness proved attractive to housing providers, while working with benefits agencies to increase awareness of young people's circumstances could help navigate strategies to avoid young people being sanctioned and the associated impacts. Partnership working with clinical psychologists was also valued, to help with assessments (known as formulations) of young people as well as providing support for LHP staff in their direct work. Some LHPs struggled to secure this input at local level (as discussed below). LHP's also formed links with VSHs, education and employment providers to source opportunities or coordinate support to sustain EET attendance, while links with the Police offered insights into local issues to keep young people safe and their properties secure. A LHP manager reported that community police officers had fostered good relationships with their young people and carried out checks to avert potential risks with properties or neighbours. LHP staff noted that honest conversations about the needs and circumstances of their cohort ensured that partners were committed to HP goals, and that young people were not set up to fail through a lack of support or understanding or by being offered options that did not meet their needs or interests.

Working with housing providers to secure HP properties

One of the most important partnerships for the LHPs was that with housing providers. Some LHPs had pre-established relationships with LA social housing departments, nevertheless considerable work was needed to source other providers (such as housing associations, private landlords, property developers and investors). On all accounts, gaining buy-in to the project and securing properties in the required areas had posed a consistent challenge to project delivery and a protracted and difficult process for most LHP teams. One LHP manager felt that the "burden of housing" should not be placed on them, particularly as the stress associated with sourcing suitable housing in the required timeframe reverberated across the team. Most LHPs acknowledged that it had been difficult for facilitators to experience challenge and disappointment from young people, as well as from their carers, key workers and social workers, over the delay to HP properties becoming available. Once on board, most partnerships were working well, and a LHP manager described an “absolutely excellent relationship with our housing department and we'd got all that set up and I still meet with them on a monthly basis”. There were some less constructive experiences, for example, relating to the costs of maintaining empty properties if young people were not ready to move in or had moved out. The 3 housing providers who responded to surveys were very positive about their experience of working with the LHPs and young people. All were keen to remain involved.

An important lesson from LHPs in securing housing for their first cohort, was the need to have pre-existing agreements in place committing a set number of properties. The NHP officers stated that going forward, this would be central to conversations with new LAs. In this scenario, LHP managers can plan and be confident that they can source suitable housing for young people within a reasonable timeframe. Moreover, commitment from housing providers needed to be consolidated by groundwork from the corporate parent with regards to setting in motion legal processes and their role in guarantor agreements and equitable tenancy agreements for care leavers in social and private sector properties. Several LHP managers highlighted that these formal internal processes needed to be initiated and signed-off sooner to avoid potential setbacks in moving young people into a designated property and a potential loss of cost savings. The NHP officers advised that to secure commitment and ease planning, new LHPs must bring housing providers “on board from the outset, sharing a vision” and emphasising the mutual benefits for housing providers being supported to become good corporate parents whilst they get “good tenants who have a support system behind them.” It was also acknowledged that co-ordinating the timing of properties being available and young people’s readiness to move could be a challenge and carried implications for costs (extended placement costs or the costs of empty properties) and for ensuring that young people’s needs were prioritised.

Using an evidence and psychologically informed practice framework

The HP operated as an evidence based, outcomes focused framework. It was designed to offer a structure for LHPs to engage in, and a shared and tested approach to guide their work with young people. Central to the practice framework was ORCHIDS, which guided all HP activities and was founded on the psychological theories of self-determination (SDT), attachment, child development and trauma informed practice. SDT in particular, underpinned the framework, identifying the importance of 3 core attributes (autonomy, competence and connectedness) to promote young people’s emotional, social and psychological development (Ryan and Deci 2000).

The use of the framework was considered by the NHP team to have offered a robust yet flexible practice approach to upskill LHP staff and achieve a consistent way of working. They noted that it aimed to direct, but not constrain, their work with young people, as the NHP psychologist explained, “It is just a scaffold, but it's pretty robust. It doesn't say, 'This is what you do.' It says, 'These are some of the principles… to which you need to be working.' (See here for information on the HP psychologically informed framework.)

The NHP worked closely with their consultant clinical psychologist, who had been involved in implementing the Stoke HP and remained instrumental in overseeing the HP approach. The NHP psychologist supported the NHP officers and the LHP staff, providing welcome expertise at strategic level and also advice and training, such as in the use of trauma informed approaches and the use of formulations (shared understandings of a young person's difficulties, risks, early experiences and coping mechanisms) to ensure that all involved were able to tailor support and be responsive to young people's needs and experiences.

The NHP psychologist had recommended that LHPs commission local psychologists to assist with the formulations for young people via monthly consultations. This proved to be a challenge for most of the LHPs, due to lack of availability of psychologists and in particular those with expertise in trauma informed practice. This led to both time-consuming commissioning activities and a lack of psychological input for some LHPs. The NHP officers reported that where regular consultation with psychologists had been possible, there had been noticeable benefits to practice, "in how the staff worked and the management of risk and [the] differentiated approach to young people." The centrality and importance of the psychological input to the HP's support of young people was demonstrated by the NHP's intention to make it a component of new LA agreements. The NHP officers also noted that this aspect had been important learning for the HP, and towards the end of the evaluation, negotiations were underway with the NHP psychology provider to commission provision, so that all LHPs can have access to psychologists from the outset. This was intended to speed up access to support and also avoid "resource hungry" commissioning processes and spot purchasing. The NHP psychologist also suggested the creation of a national collaboration network among psychologists supporting LHPs, to standardise fidelity in trauma-informed work with care leavers.

An experienced and stable LHP team

Following on from the above, a key enabler of the HP delivery was the LHP staff team, however, this had also posed a key challenge. LHP managers each highlighted the value of an experienced and skilled team in ensuring the effective delivery of the project, particularly in building the consistency of relationships with, and for, young people. Knowledge and experience of working with young people was important and an understanding of the housing sector proved equally beneficial in helping to navigate the complexities of allocation and tenancy processes (see Appendix 8 for HP workforce profiles). The majority of LHP staff had professional backgrounds in youth work or housing. The NHP officers considered that getting the right staff was imperative and this often came down to an understanding of the HP ethos and "there's got to be something about them, that they can make relationships with young people and have honest and straightforward conversations with them." It was apparent from interviews with LHP managers and facilitators that their roles were expansive and often exceeded original expectations, particularly in the early days of getting the LHPs up and running. One facilitator commented, "the role is huge... what is expected of you, not just from the House Project point of view but from a council point of view." Roles had involved liaising with a range of agencies and providers and supporting young people across a range of life areas. This had involved a steep learning curve, for example, some facilitators expressed concern about being involved in the process of sourcing housing providers, "a lot of stuff I was completely out of my depth with in terms of housing, in terms of financial stuff. A lot was being fired at us…which should be dealt with at a management level." LHP facilitators who left the project noted that they had sought other employment to achieve a better work-life balance, as the HP role had been demanding and required considerable flexibility. The long-term facilitators in the Stoke HP, agreed that the role required, "going above and beyond", and being responsive to support young people.

Three of the 5 LHPs had experienced staff turnover in the 18 months or so of operation. This had implications for the delivery of the project activities as well as continuity of support and relationships with young people. LHP managers highlighted a challenge in sustaining a stable team and recruitment of new staff, resulting from insecurity in the social care and youth work sector. One LHP manager felt that a low applicant rate for the facilitator role was linked to the uncertainty around HP sustainability, it being difficult to sell a fixed-term role. The NHP officers also attributed LHP staff turnover to the uncertainty of the HP beyond the original funding period, "there was a rising anxiety across all projects because actually funding was running out in March 20." Subsequently all LAs have agreed to continue, most extending LHP staff contracts, and in some cases making them permanent posts. A LA lead in an area that had experienced difficulties in attracting a suitably experienced pool of potential facilitators, approached candidates from a recent recruitment round for PAs to assess their interest in the facilitator role. As a result, facilitators were recruited for cohort 2 and beyond.

B. Impact findings

Outcomes for young people

Young person level outcomes, identified via the theory of change and evaluation plan, included accommodation stability and satisfaction, engagement with EET, increased wellbeing, integration and autonomy, and reduced risk. These were explored using statistical analysis of the workbook data and measures. In most cases, results were not statistically significant (possibly due to the small sample size and variable duration of the intervention). Results that reached a level of statistical significance are reported using a p-value ($p \leq .05$ level) (see Table 10, Appendix 3). A thematic analysis of qualitative data was used to illustrate views and experiences of young people and the professionals supporting them. Findings are based on data from the workbook, wellbeing measures and from qualitative data from surveys, focus groups and peer research interviews.

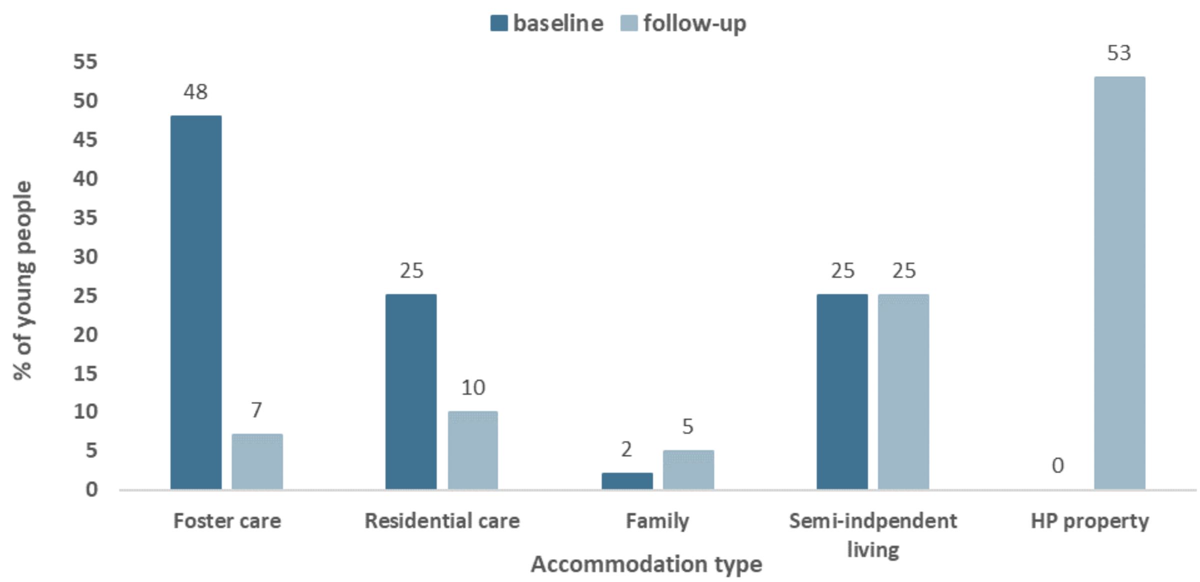
A follow-up group was selected comprising those young people who remained in the HP at data collection endpoint and had been in the project for at least 6 months. This duration offered sufficient time to see early impact and for young people to progress through the HPP. This provided a group of 40 young people for follow-up analysis, to explore distance travelled in outcomes between baseline and follow-up.

The average age for the group at follow-up was 17.7, with 60% aged 18 to 19 and having legally left care. The average duration of HP intervention during the evaluation timeframe was 13.6 months (ranging from 9 to 16 months). Limited comparison group data is presented where possible, however, as noted earlier, a full comparative analysis was not possible due to limitations with the data. (See Tables 8 to 10, Appendix 3 for data and Appendix 5 for the views of young people about their experiences since entering the HP).

Accommodation outcomes

The aim of the HP was to prepare and support young people so that they were ready to experience a positive move to accommodation of a type and in a location that met with their needs and wishes, within 6 months or so of entering the HP. As illustrated in Figure 1, many young people were still living in care placements or in semi-independent living or with family at follow-up. This limited scope for the evaluation to explore the experiences and impact of moving into HP homes.

Figure 1. Accommodation at baseline and follow-up



Just over half of the follow-up group had moved into their HP homes (53%, 21), and of these, two-thirds (67%,14) had done so less than 6 months before the data collection endpoint.[4] All but 2 had sustained their HP accommodation (1 had moved to another HP property and 1 had a planned and supported move to independent living outside of the project). A further 15% (6) had been allocated HP properties and were preparing to move in. The mean timescale between allocation and move-in was 27 days (ranging from 1 to 58 days). Properties had yet to be found for 33% (13) of the group.

- Movement and stability

There was no evidence of homelessness and relatively little unexpected movement during the evaluation timeframe.[5] A total of 60% (24) experienced 1 move and 5% (2) had 2 moves between baseline and follow-up, an average of 13.6 months later.

Some moves were expected as young people moved from their baseline accommodation to their HP home, however 7 (30%) of these young people had an additional move prior to being allocated a HP property. Four had left their care placements and moved to supported semi-independent accommodation, 1 had moved in with family and 2 had moved to temporary accommodation while waiting for HP properties.

This highlighted the challenge of coordinating the timing of HP housing availability with plans for young people leaving their care placements or other baseline accommodation. Existing research suggests that many care leavers experience multiple moves, housing difficulties and accommodation breakdown in the year or so after leaving care. Gill (2017) found that 26% of care leavers had sofa surfed, 14% had slept rough and, in the first year after leaving care, 35% had subsequently moved house. Comparatively, this suggests positive signs of accommodation stability for the HP group, many of whom had settled despite experiences of considerable instability whilst in care (for example, 55% (22) had experienced between 5 and 15 care placement moves since entering care).

Most (90%, 36) of the follow-up group were aged 18 or under at follow-up and therefore, in the early stages of their leaving care journeys. Longer-term monitoring during and particularly after young people graduate the HP, is necessary to assess the impact of the HP on post-care stability and outcomes after 18. This will be particularly important as HP young people reach their 20s, when (as is the case for all care leavers) statutory leaving care support ceases (age 25) and when care leaver exemptions such as the shared rate allowance (up to age 22) and, in some areas, council tax exemption (up to age 25) come to an end, thereby potentially increasing their future accommodation costs.[6]

As planned, HP young people had moved on from their care placements sooner than care leavers generally. National data and research suggests that around 33% of young

[4] Young people had lived in their HP homes from 2 weeks to 9 months (a mean of 5 months) by follow-up.
[5] The mean number of moves between baseline and follow-up was 0.7 and ranged from 0 moves to 2.
[6] See paragraph 2 Department for Work and Pensions (2014) Local Housing Allowance Guidance Manual.

people move from their care placements before their 18th birthday (NAO 2015, DfE 2016). At follow-up, 63% (10) of the under 18s in the follow-up group had left their care placement and moved to semi-independent (19%, 3) or HP accommodation (44%, 7).

Of those who had moved to their HP home (21), two-thirds (67%,14) had done so aged 17, 9% (2) were aged 16 and 24% (5) were 18. This reflects the aim of the HP to provide early supported and planned transitions directly to a potentially long-term home, thus minimising the cost and the impact on young people, of crisis or unplanned moves from care and the use of multiple transitional, semi-independent options (see section 3.C). It was acknowledged by staff and young people that moving pre-18 placed greater importance on the need for robust support networks and relationships, as one LHP manager and a 17 year old HP young person described;

> "[There] is a risk in putting young people that are the age that they are into their properties [and] the most important part of the project that we've seen is those relationships that have been built up. So, they've built up this connection and family of support that's not necessarily just us, there's other people out there that they go to."

> "[I was] quite scared cos I was on my own for the first time, but I knew I had family not too far away so it was all right."

- Accommodation satisfaction and experiences

Data gathered via the GCI showed high levels of satisfaction with accommodation in the group throughout (78% at baseline and 87% at follow-up). This was evident for those who had moved to their HP homes, with all but 1 of the 21 movers reporting being happy with their HP home at follow-up (30% of whom were very happy). Analysis, though not statistically significant, suggested a small increase over time in how happy they were with where they were living. For example, reported happiness with both the home and the area they lived in, increased from means of 7.4 and 6.8 at baseline to 7.7 and 7.6 respectively at follow-up (see Tables 10 and 11, Appendix 3). There was, however, a degree of dissatisfaction amongst some young people about the timescales for moving into their HP homes, as explained, "I just felt like disheartened… cos there was only like 3 people moved into our flats and it was sort of sold to us that everyone was gonna be in by now." (See Appendix 5.)

On average, young people had moved into their HP home 8 months after joining the project. One-third, however, had waited between 9 and 15 months for a property (33%, 9), longer than expected, and some had yet to move in. Delays were mostly attributed to the lack of availability of properties within the local area and protracted timescales for securing properties, as a young person explained, "because of the council trying to find properties it's took longer than it was supposed to." In some instances, time taken to allocate properties was due to young people not being considered ready for independent living, as some acknowledged, "I'm in a hostel at the moment and after [worker] sees what I’m like in this hostel for a couple of months I will move out and go to my House Project place where I’ll be set.” LHP staff also highlighted that a need to ensure some parity across the cohort added to the delay in securing properties, as they needed to be of a comparable type and standard to those that other HP young people were living in.

Some young people were understanding of the reasons for the time taken and felt that there had been good communication and planning with LHP staff throughout. Others, however, felt more strongly that they had been misled or let down. In 2 LAs, where there had been changes in LHP staff and concern about continuation of the HP, some young people were unsure if they would be allocated a HP property at all, as explained;

> “I was on the project for over a year, and they basically just kept saying, 'Oh, in a month's time… it's just going to take 1 more month and then it's 8 months later and they're telling people that it's going to be the next year… then after a year-and-a-half, we all just get told that we're not getting flats and that was that.”

One young person felt that delays moving to a HP property were due to issues with the project and staff rather than their readiness for independent living;

> “I kind of felt like it was unfair. After all of these months, after I’d met the criteria that I worked really hard to meet…there were still concerns…with them saying they don’t know whether if something would happen I would come to them. So it wasn’t to do with my independence anymore, wasn’t whether I was capable of living by myself.”

For a few young people, it was evident that they had entered the HP mainly to find a property, and they had disengaged from the wider HP support. This raised the issue of planning for those young people who were unwilling or unable to comply with the full expectations of the HP, to find other accommodation in a timely and supported manner.

Young people who had moved into their HP properties generally described a sense of excitement about a “new start” and having “my actual own space”. Understandably, this could be accompanied by some trepidation about living alone or feeling lonely.

> “When I first moved in I was excited cos obviously, wow there's this new space and it's all mine, but at the same time there was a sense of uneasiness cos I hadn't lived by myself before at all. It was a bit of a scary experience I can't lie, the first couple nights.”

A small number were less anxious, either because they were moving into new homes as a group or, as 1 noted, “because I’ve moved so much it’s a sort of standard operation.”

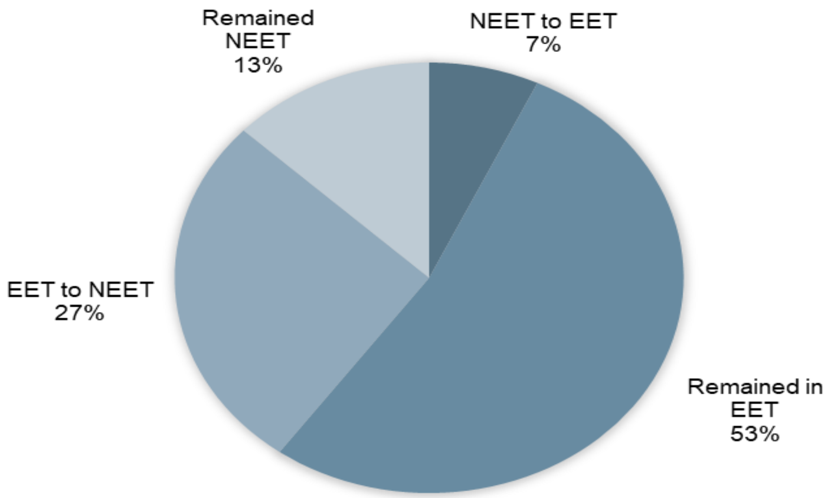
Four of the LHPs provided sole occupancy HP accommodation. One, meanwhile, had taken an early decision to provide shared HP accommodation for their first cohort, largely due to the high cost of property rents and limited availability in the area. There was some concern about the house share approach, in terms of the logistics of it providing a long-term home and the impact on young people's sense of creating a home and stability if house mates moved out and new people moved in. There were also issues relating to the cost if properties were under-occupied. Young people from other LHPs were asked during interviews whether they might prefer single occupancy houses or house shares. Most said they would prefer to live on their own. Reasons included freedom, personal space, creating a home of their own and the perception that it offered greater stability in the long-term, as 1 explained, "…because, I guess if you live in a shared house you're gonna have to move again eventually, and I thought the whole point was like staying somewhere." Interviews with those in house shares showed that they generally worked well. Young people talked of community and company, often socialising and cooking together. Their PAs also commented on the positive impact on young people;

> "My young person feels more confident in their ability to manage independently. They have enjoyed living with other young people, they are supportive of each other and enjoy each other's company. This has improved his sense of belonging, and improved his integration into the local community."

Participation in EET

There was a high level of participation at baseline, with the majority of the group in EET (80%, 32). Over half were in education (52%, 21), while 23% (9) were in employment and 5% (2) in apprenticeships. One-fifth of the group was NEET (20%, 8). By follow-up, over half (53%, 21) of those who had been in EET at baseline had sustained their participation in EET. Participation had fluctuated for others, with some achieving improved outcomes by entering EET, while others had become NEET (see Figure 2). Most of those in EET at follow-up were in further education (58%,14)

Figure 2. HP young people's participation in EET over time (direction of travel)



There was a significant increase over time in the number of HP young people who were NEET, which had doubled by follow-up (from 20% (8) to 40% (16) p=.057). This was higher than figures for same age care leavers nationally (30%) (DfE 2019).[7] Overall, there was little evidence of improved outcomes in EET for the HP group by follow-up.

Over half of those in EET (56%,18) were living in their HP homes, whilst 37% (3) of those who were NEET had moved in. It was not clear whether those doing better in their EET journeys had been more likely to be allocated properties, or whether settling into their HP homes had helped young people to maintain or improve their participation. Some LHP facilitators advised that it was better for young people to be in EET before moving to their properties, as 1 commented, “I think it's harder to get the motivation going once they've moved in because they've got the property and they get their Universal Credit.”

Though not statistically significant, there was some area variation with the percentage of HP young people in EET being higher in LAs 3 and 5 in comparison with care leavers in their own and other LAs (see Table 3). LA2 in particular had higher NEET levels, which may be explained by the older age-range of the LA2 cohort, which included 19 year olds.[8]

Table 3. Percentage of HP young people in EET or NEET compared to all care leavers aged 17 to 18

Care leavers	LA1		LA2		LA3		LA4		LA5		National	
	HP	All	HP	All	HP	All	HP	All	HP	All	HP	All
In EET	50%	57%	40%	53%	87%	72%	43%	56%	86%	67%	60%	64%
NEET	50%	38%	60%	35%	13%	22%	57%	44%	14%	-	40%	30%

Source: Evaluation (HP) and DfE 2019 (All). (Some DfE data is unreported, so figures do not total 100%)

- Experiences of being in EET and being NEET

There was acknowledgement that several young people had dropped out of education or had left or lost employment over the follow-up timeframe as 1 LHP manager described, “NEET does seem to be quite high and people will be on courses and then drop out quite a lot.” In most cases however, the increase in the number of NEET young people over time appeared to reflect school and college courses coming to an end and for some, the end of compulsory education during the follow-up period. Most of those in the NEET group (75%, 12), were aged 18 or 19. A further reason for the increase, might be located in existing research that suggests that many care leavers shift their focus from pursuing EET options to prioritising finding accommodation during the transition from care (Dixon and Baker 2016). Some care leavers, may therefore, pause their EET journeys, only

[7] At T2, 8 months later, there had been an increase in the number who were NEET (33%, 13). Data for the comparison group at T2 showed similar participation levels to the HP group (31% NEET, 69% in EET).
[8] As shown in Table 8, Appendix 3 the percentage of NEET care leavers tends to be higher amongst those aged 19 to 21 in comparison to care leavers aged 17 to 18 years (DfE 2019).

returning to education (for example supported by second chance learning), once they have found settled accommodation. Although HP young people were receiving focused support with accommodation, it was still an uncertain time for some.

Those who were NEET were being supported by the HP to improve their education and employment skills. The initial HP offer of learning support through ASDAN had not been wholly popular with the cohort and had been replaced with the HPP, which could lead to an AQA certificate. The NHP education consultant noted that the HPP had been redeveloped in consultation with young people and that its web-based modular approach, which offered young people a more creative way of developing and demonstrating their learning and skills through a portfolio of activity, was designed to be more appealing to young people who may have had less positive experiences of learning in the past and had become disengaged. Through their role in moderating the HPP, the NHP education consultant considered that it was having a positive impact on young people's abilities, "What's lovely actually is we've had 3 big moderations over the last 6 months and each time, the portfolios that people are bringing have improved considerably."

A legal requirement for young people to be in EET until their 18th birthday means that LAs have a duty to support them to participate (DfE 2016b). The development of the HPP helped to meet this duty in line with Raising Participation Age (RPA) requirements, by providing a tailored programme of re-engagement opportunities. The NHP officers stated that once fully operational, young people engaged in the HPP will be considered to be in EET, even if the programme is their only activity. Some LHP staff questioned whether making the HPP mandatory might restrict young people's choice; something that will require monitoring as the HPP approach is further developed and utilised.

In addition to the HPP, some of the NEET group were involved in voluntary work as peer support workers in the LHPs or taking online courses. Some LHPs formed links with local EET providers to identify options and, with LHP support, some young people reported being better able to identify EET goals and access more realistic or relevant options;

> "So, every time I got turned down I just felt like a failure because I was thinking why aren't I getting employed by anyone, but really, I was just applying for the wrong jobs."

> "[Facilitator] created a little group chat on Facebook where she's always posting jobs and stuff for people to look at, and if any takes your eye then there's a job there."

In acknowledging that the number of HP young people NEET was an issue, some LHP managers and facilitators were also mindful that it was important to support young people into something they wanted to do rather than something to "tick the EET box". This LHP manager noted a lack of job opportunities for young people and support from employers;

"It's like lots of little bitty jobs that haven't got much security and they're not really often aware of the needs of the young people. So [young people] are not being supported in the work place maybe as much as they should be."

Some LHPs were working with jobcentre and benefits agency staff to advocate on behalf of their young people, so that employment advisors were able to put the young person's evidence of readiness for employment into important context, as described;

"They [now] look at their ability to engage and things like that, so there's not as much put on them - it's [typically] 35 hours a week on job search [and] a lot of our young people can't manage that, so it's looking at what is appropriate." (LHP manager).

Wellbeing, autonomy and risk

- Psychological and subjective wellbeing

Mental health difficulties were reported for 22% (9) of the group by LHPs at baseline, double the rate for young people in the general population though lower than reported in existing research on care leavers.[9] Young people's sense of general and psychological wellbeing was assessed using the GCI and SWEMWBS during the evaluation.

The GCI measure of subjective wellbeing was gathered at baseline and follow-up focus groups and interviews.[10] Three-quarters of the group (76%, 31) completed a GCI at both points. There was a significant change in satisfaction with life as a whole, suggesting improved overall wellbeing (from a baseline mean of 6.7 to 7.8 at follow-up, p=.014). This reflected the mean for 10 to 17 year olds generally (see Tables 10 and 11, Appendix 3).

The SWEMWBS was administered to young people by LHP staff at baseline and follow-up. Data was available for 30 young people at both timepoints. Most analyses did not reach statistical significance so findings are illustrative.[11] Overall scores for young people ranged from 17.9 to 35 at baseline and 15.8 to 35 at follow-up, indicating possible

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[9] Data suggests a higher prevalence of mental health difficulties in care and leaving care populations. DfE (2017) Strengths and Difficulties Questionnaire report that 39% of looked after children had high emotional and behavioural needs. Meltzer et al (2003) found that 45% of 5 to17 year old looked after children had a mental health disorder compared to 10% of all young people. Research suggests that such difficulties are likely to emerge during adolescence (McCrory et al 2010) and that for care leavers, the experience of transitioning from care and taking on the responsibilities of adulthood early can trigger mental distress and anxiety (The Scottish Health Survey 2001, Dixon 2008, Matthews and Sykes 2012).

[10] The GCI measure of children's subject wellbeing comprises 1 global rating of satisfaction with life as a whole, and a 10-item measure (scoring 0-unhappy to 10-very happy) of happiness in life areas that young people aged 10 to 17 have identified as important to them (The Children's Society 2017, 2018).

[11] SWEMWBS comprises 7 statements scored 1 to 5. Total scores range from 7 to 35, with higher scores indicating positive mental wellbeing. It is designed for samples of around 50 so statistical analysis is limited by the small HP sample (30).

evidence of poor mental wellbeing for 26% at baseline, reducing to 19% at follow-up.[12] This suggestion of improved wellbeing was reflected in an increase in mean scores for the group (23.7 at baseline to 25.1 at follow-up) though this change did not reach a level of statistical significance.[13] (See Table 10, Appendix 3). Mean scores for the HP group were comparable to the UK population norm for the measure (mean 23.6).

Analysis of the change in wellbeing over time showed no significant difference across the LHPs or whether or not a young person had moved into their HP property. There was, however, a significant association between wellbeing and EET participation at follow-up, with those whose wellbeing had improved being more likely to be in EET (for example, of those with higher scores, 88% (15) were in EET while 12% (2) were NEET, p=.022). It was not clear whether this reflected the positive impact of engaging in EET, or an indication that those with improved mental wellbeing were more likely to engage in EET.

- Autonomy

Encouraging a sense of autonomy was central to the HP's aims for young people. It is, however, difficult to measure, therefore, decision making was used as a proxy indicator. Young people were asked whether they were able to make up their own mind about things and about how much choice they had in life. Though not statistically significant, there was an increase in young people reporting that they were able to make up their own mind often or all of the time (from 71% to 83%) and there was a significant change over time in how much choice they felt they had (increasing from a mean of 7.5 to 8.8, p=.007). One young person described, "anything that they told me, even if I didn't feel like it would be useful I would just go along with it, but now like I sort of think for myself."

- Difficulties and risk

There was evidence of risk behaviour for most young people in the group at baseline and this continued for many. Data recorded by LHP staff indicated that 45% (18) had 3 to 5 difficulties and 37% (15) had 1 or 2. Just under one-fifth (17%, 7) had no identified difficulties. As shown in Figure 3, the most evident difficulties were risky drug use (45%,18) and alcohol use (37%,15), which were higher than nationally reported data. There was also evidence of self-harm (33%,13) and being at risk of child sexual

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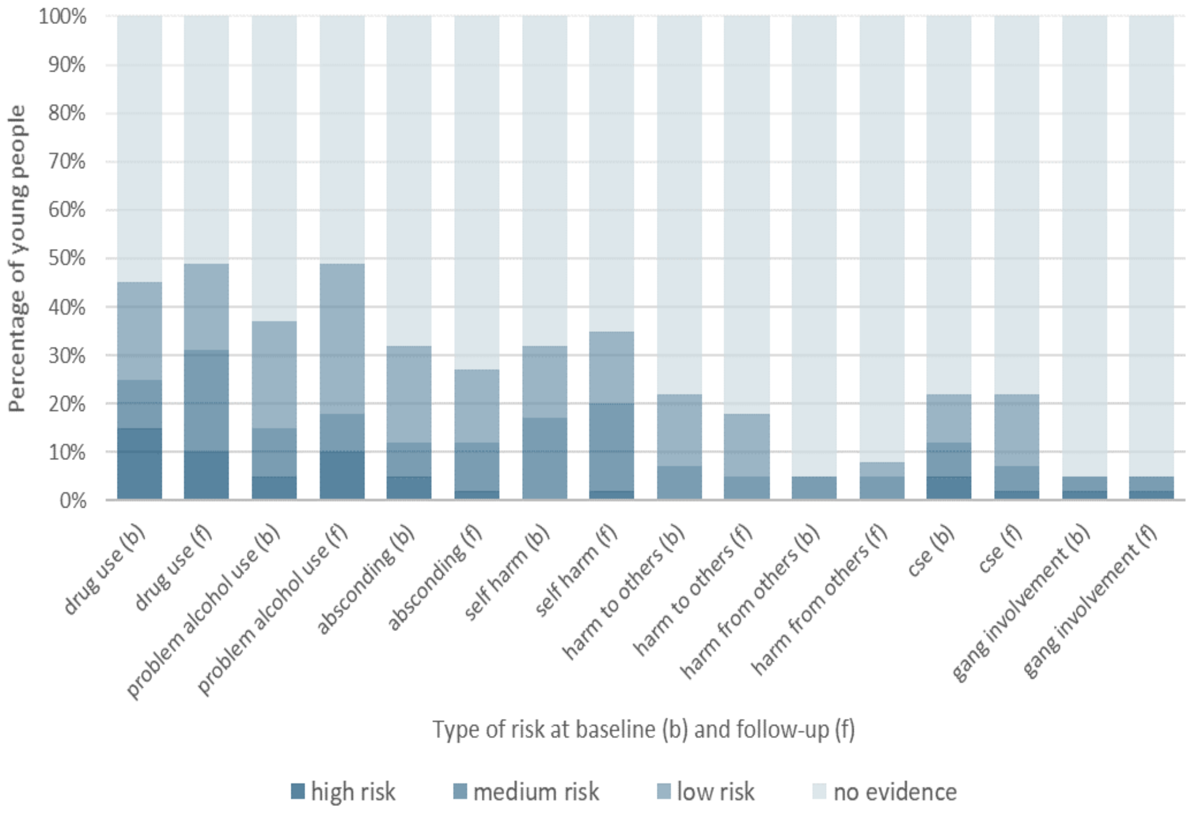
[12] Studies indicate that SWEMWBS has good validity for measuring mental wellbeing within UK populations (see UK population norms). The SWEMWBS website suggests cut points have been calculated in line with other mental health measures and that scores of 7 to 17 represent 'probable' depression or anxiety and scores of 18 to 20 suggest 'possible' depression or anxiety (Shah et al in press).
[13] Individual scores had increased for 57% (17), suggesting improved wellbeing, whilst they remained unchanged for 7% (2) and decreased for 36% (11).

exploitation (CSE) for about 1 in 5 (22%, 9), demonstrating the level of vulnerability in the group.[14]

There was no statistically significant change in the number and level of risk over time for the group.[15] Patterns in the data did suggest some increase in risky alcohol use (48%,19) and fewer young people were reported as being at risk of absconding (27%,11) and harm towards others (17%, 7). Although specific issues were not explored in detail, HP young people and staff talked about the focus of learning sessions on "keeping safe", "safe relationships", "mediation" and being "respectful" of each other.

Figure 3. Risk levels at baseline (b) and follow-up (f) for HP follow-up group (40)



Preparation for independent living

The HP intention for young people to leave care placements before their 18th birthday placed a responsibility upon the LHPs to ensure that young people were able to do so in

[14] Comparative figures for the national care population show 11% of care leavers aged 16 to 19 had a diagnosed substance misuse problem (DfE 2012), 11% of looked after children go missing (DfE 2019) and 32% experience self-harm (Harkess-Murphy et al 2013). Data from the Metropolitan Police reported that 21% of CSE victims are looked after children (MPS).

[15] 48% (19) the HP group were reported to have 3 to 5 difficulties, 40% (16) had 1 or 2 difficulties, and 12% (5) had no difficulties at follow-up.

a planned and supported manner and that they were ready for the move. The HPP provided a 6 to 9 month skills programme, which young people were expected to complete prior to moving, to help prepare them for leaving care and to develop the emotional and practical skills necessary for living independently. This included providing groupwork sessions, training, information and hands-on experience across a range of practical life skills and tenancy skills, including personal safety, money management, cooking, basic home maintenance and painting and decorating, all of which could feed into their progress through the HPP. Importantly, young people attended sessions on housing and tenancy processes, and on benefits and allowances to improve their knowledge of relevant systems and the associated expectations. These included:

- Support to improve practical skills

Interview data showed that the LHPs had drawn on external professionals to help deliver sessions, such as utilities companies to lead workshops on setting up gas and electricity accounts, working with housing providers to run sessions on tenancy responsibilities, jobcentres to explain benefit entitlements, and the police to advise on personal and property safety. Young people's reviews of the sessions suggested a mixed reception, as indicated below. Some found them useful and fun, others found them too basic and some wanted refresher sessions nearer the time of move-in. Most young people considered the training sessions to have helped them gain more confidence to live independently.

> "I learnt all the different ways about budgeting... it was only like money management, like learning about other taxes and bills, I already knew the basics."

> "Cos now I've learnt more about, like systems in general, like benefits, or like housing … you're just gonna automatically feel more confident cos it's like not an unknown with everything. I wouldn't say I was naïve but I was just a child when I joined the House Project and I didn't understand like tenancies and things like that."

Most young people recognised and valued the HP as a whole package that offered them a range of skills and opportunities, and not just a way of obtaining accommodation.

> "It's not all about, oh you're just getting a flat and you're just going to move in. It's about meeting new people. You learn new things…money management, how to cook."

> "The House Project is like a safety net for [us] care leavers. Before they were just being dumped after they turned 18 and they would just fail most of the time, but [House Project] gives you the support and the guidance to flourish."

- Support to improve social skills, communication and confidence

A central component of the HP, and an exemplar of best practice, was the active involvement of young people. This was evident in the expectation that they contribute to group activities and training sessions and through their involvement in the running of the

LHPs and the NHP. This ensured that the HP was co-produced and also offered young people opportunities to gain a wealth of social and practical skills associated with project engagement and delivery. At local level, groupwork activities and team building events helped to build confidence, resilience, communication skills and interdependence amongst the group. Young people had the opportunity to engage with the promotional work of the HP framework, to gain an insight into business development, including presenting to a range of audiences, pitching ideas to become or develop a LHP. Empowering young people to find their voice, appeared to be a key outcome of the project. The vast majority of young people reported improved confidence, communication and social skills as a result of being involved in the HP, as some noted, "...my communication skills have definitely got a lot better."

> "I project my voice more often. Before and still now, I am kind of quiet but it's getting better. I've met a lot of new people on the project with all the sessions, the people leading them were new people every time, so my people skills are improving."

Those who were part of the CLNM reported a range of skills, such as debating, problem solving, planning, organising and presenting at the HP annual conference. Young people in the LHPs meanwhile, were involved in elections for CLNM members. This involved selecting 2 representatives per LHP, which was a skills development exercise in itself, building an understanding of citizenship. Focus group discussions with the elected members of the CLNM suggested most had benefited hugely from the experience, with feelings of confidence and empowerment emerging from the collective voice. The members also spoke highly of the impact and expertise of the NHP participation consultant and his ability to understand and inspire them.

An area for improvement was highlighted by the NHP team and some LHP young people, who noted that communication between the CLNM and the LHP groups and with the NHP needed to be strengthened to ensure that lines of communication were open in both directions, and actions and discussions remained representative of the wider HP community and mode of working. This and the positive impact of the consultant's work, highlighted the need for ongoing participation support and a full-time dedicated HP participation expert was employed in 2020, to work with new cohorts of HP young people.

Overall, this demonstrated the HP's high expectations of its young people to get involved with all aspects of their own journeys and participating in the business of progressing the project by working as a team. An example was provided by a facilitator, who acknowledged, "we're actually asking quite a lot of them", in addition to the 1-to-1 and groupwork sessions;

> "…we had 2 sessions to plan the presentation for the open day, then the open day itself, then we're meeting tomorrow to do the video. Then we're asking them to meet

> up with us next Saturday to help us interview the new cohort of young people. Then a Christmas social and we're asking them to redo their presentation to social workers."

Whilst this was beneficial to skills development, the level of activity often reduced as young people moved into their properties, developed their own pursuits or took on EET commitments. Nevertheless, workers and young people acknowledged that it had served to forge a team, a brand identity, individual confidence and a sense of achievement.

Integration and forming the HP community

Linked to the expectations around young people's active involvement in the HP activities, was one of the innovative aspects of the HP, which was to encourage and support young people to form a community to work together and support each other and future cohorts. This mirrored the co-operative ethos of the original Stoke HP approach. The growth of friendships was demonstrated in HP young people's self-reported satisfaction with friends, which increased from 7.7 to 8.5 on the GCI (see table 10, Appendix 3), which exceeded a mean of 8 for young people generally (Rees et al 2016).

Young people's views suggested that forming a close-knit HP community offered them a sense of collective identity, "It's really good, there's a strong community and…just nice to be in a group of people in the exact same boat as you." It also offered access to an immediate support network to reduce the risk of isolation and loneliness that can accompany care leavers as they move from care to independent adulthood, "…we've done it together and then you can be like friends for life."

The community ethos was evident from the outset with new HP recruits attending a residential team building event that helped the group get to know each other and find out about the HP and the expectations, as described by a young person, "The residential helps improve my team skills, helps me bond with the group and just brought us closer together." This was in addition to regular group meetings and contact during the pre-move support phase and early months of moving into HP homes.

Young people were almost overwhelmingly positive about the supportive nature of the HP community, which for some had become, what they termed their '#HPFAM'., with a WhatsApp group to maintain contact. One young person's comment echoed many in the group, "It's nice to be part of the House Project; it's sort of a wider family that you don't really get and there's a much greater sense of community." Where tensions had arisen, young people and workers commented that these were often addressed swiftly and discreetly, demonstrating respect and the impact of relationship-focused support sessions, as a LHP facilitator noted;

> "The relationships are strong enough that we've noticed that when there's been some issues they've been able to address them, because they do have respect for each other, they can be quite honest and that comes down to relationship."

Wider integration within local areas was also encouraged and some project sessions were aimed at enhancing wider community involvement as well as their independence skills. One event included cooking a meal for local homeless people in the city. Young people who had moved into their HP homes were also supported and encouraged to meet neighbours, which for some had led to intergenerational support and friendship.

Did the HP have an impact on young people's outcomes?

Data from the workbook, measures and interviews suggested improvements in outcomes over time and in comparison to national data, in terms of early post-care stability, wellbeing, integration and improved confidence and communication. In the absence of a viable comparison group and longer-term follow-up, it is not possible to attribute these to the HP. Analysis of qualitative data from young people, HP staff and young people's PAs, however, provided evidence of the HP's contribution to positive leaving care experiences and outcomes for the majority of young people participating in the LHPs (see Appendix 5 for young people's views). Supporting factors included:

A whole package of support

Young people and professionals highlighted the positive impact of the HP framework's offer of a stable, long-term home, individualised wraparound support and a peer support community. For the NHP consultant psychologist, this is what made the HP "unique";

> "… the truly collaborative nature… [the] psychologically informed working, but… in terms of truly providing the physical home as the foundation; [the] home and the relationships, that's the unique bit."

Most young people who took part in interviews and focus groups emphasised the huge impact of the HP on their lives, referring to it as "life changing", "like a dream" and "a safety net". One stated, "my life is starting to go in like the right direction". The HP's impact included help to find "stability" and settle into "an actual place… which is yours for as long as you want it"; supporting them to explore EET options; having a "support system" of young people and staff "behind" them, to rely on in times of difficulty and to share positive experiences with. One young person commented;

> "…you're getting something that you've never had since you've been in care, which is stability… you're not gonna have to move on when you're 18…it is like stability… but as well there's so many other things that come with [it]."

In addition to support with practical skills, there had been a strong focus on supporting young people's emotional and interpersonal skills, with targeted work to increase self-esteem, confidence and communication, and giving them a platform to have their views heard and acted upon, which some young people were particularly appreciative of, "I think our opinions are very valued. Whenever a concern from one of us young people is raised something will always be done about it; there will always be a discussion."

While the majority of comments were positive, a small number of young people had experienced some difficulties with the HP approach and suggested areas for improvement. It was apparent that where young people had experienced a lack of support from services in the past, it was essential that strategies were in place to help restore their confidence in support services and professionals. A minority had felt very let down by time taken in HP property allocation. One young person felt that their "confidence has been knocked" as a result and they advised that staff should give realistic timescales for moving. Another felt that there could be too much emphasis on team building and group meetings and that consequently, they had not received enough practical help to get a flat. They explained, "I've come on to a project to take myself seriously, to get myself a flat and you guys just want to go to [a café] every week." A small number of young people also raised the importance of finding EET options that matched their interests and abilities, "I tried telling [staff]... what would be useful, what I'd actually go to, they just put loads of us on [the course] and we would all slowly drop off cos we'd just lose interest."

Groupwork and co-production

As discussed, the HP provided opportunities for young people to actively participate in the project as well as their transition to adulthood and the support to achieve their goals.

Groupwork was considered by the NHP officers as fundamental to how young people engage with the HP and the main avenue for building a peer community to support them through the HPP and into independent living. They noted that "groupwork develops capacity and skills to communicate and enables [young people] to take ownership and responsibility, build relationships and constructively repair relationships if they go wrong which is important for independent living." Reports from young people about groupwork activities, demonstrated the dual aims; to foster group cohesion and create new support networks (examples included, team building activities such as bowling, meals out, laser quest, zip-wiring, and archery), and to develop independence skills (such as cooking a meal for others, learning to decorate, recycle, budget, stay safe and undertaking accredited courses). These had succeeded in creating a supportive environment for developing skills and sharing the leaving care journey, as young people described;

> "… whenever someone doesn't want to do a task, we're all supporting them, all cheering for them, trying to get them to go up. Obviously, if they don't want to… we're not going to force them to go up, but the spirit is there."

> "With this HP group we've done a lot of group building activities and obviously been to each other's houses, we all do that kind of a lot, so we're quite good friends as it is, so when the group comes together it's just sorta like, yeah, it's chilled, it's all right."

Generally, young people felt they had a choice about groupwork activities and were content about the way activities were decided upon. A minority of young people commented that activities could better meet the interests or needs of the full group.

Co-production was also evident, such as in the involvement of HP young people in promoting the project to their peers and LAs and contributing to decisions in the LHPs and as advisers on the Board of Trustees. The CLNM facilitated co-production through a peer reference group by which young people fed back on the local and national direction of the HP. Staff also considered the CLNM to provide a forum for young people to “hold each other to account in that young people respond differently to their peers than professionals,” which was considered beneficial and had fostered the participation of young people that had previously been considered “hard to reach” (NHP officers).

The centrality of relationships

HP staff from Stoke and the 5 LHPs commented on the centrality of relationships with young people, with every component of the HP programme being founded on relationship building with peers, workers, communities and the NHP. One facilitator felt it was what made the HP stand out, “I think that's what the House Project is enabling, the relationship development and then that helps to connect young people up with all of these resources”. The NHP participation consultant considered this to be amongst the most important aspects of the project;

> “The HP is not simply providing a home for young people leaving care…it is founded on a community-based model [giving] workers the freedom to build relationships with young people… and that gives young people a great sense of belonging and stability.”

Several social workers and PAs also remarked on the significance of relationships in ensuring the post-care wellbeing and progress of their young people;

> “My young person has had a successful transition from foster care to the HP. This was supported by the trusting genuine relationships the young person was able to develop with House Project staff over the course of the training, accessing groupwork and finally decorating and moving into the property.”

> “It has increased [YPs] sense of confidence; their skills in regard to managing their own tenancy. It has improved their integration into the local community. It has given them a sense of belonging and a home of their own. It has given them opportunities to build new, supportive relationships with peers and adults.”

> “[The HP has] increased social connections and improved isolation support, building and maintaining appropriate and positive relationships.”

Direct and intensive HP support

Central to the impact of the project was the direct support from the LHP team. LHP managers highlighted that the HP bridged a gap with existing leaving care services, as it had capacity to enable facilitators to provide closer direct work with young people and time for building relationships. One LA service manager reflected that facilitators provided the level of support that PAs would like to offer but are unable to due to high caseloads, “that intense support, it's something we can't do because there's too many kids per PA.” This was echoed by a PA who commented that the support provided by the HP team “has supported my workload, leaves me confident that the young people are being supported and offered more 1-to-1 time than I can offer them.”

The ratio of 1 facilitator to 5 young people enabled regular, intensive and accessible support from a consistent worker. This was valued by most of the HP young people, who talked warmly of their project facilitators, with whom many had formed trusting and positive relationships, “I always love 1-to-1s” and “she’s done a lot for me, supported me with jobs... everything I have asked her for, always tried, couldn't ask for more.” As discussed earlier, the LHP teams brought a range of skills and experience based on previous jobs and HP training. Some young people tended to gravitate towards staff based on their needs, “it depended on what I needed as everyone has different strengths.”

In a minority of cases, young people had experienced an unexpected reduction in support after moving into their properties as 1 described, “I’ve not had no visit to me off the House Project in months.” Additionally, 3 LHPs had lost their initial facilitators and this impacted on young people, as 1 noted, “at first it were [facilitator 1 and 2], everything were mint, they got things sorted, don’t know who’s took over it now.” This highlighted the importance of discussions and clear processes for stepping down the intensive level of support offered during the early months, and minimising the impact of staff turnover for young people.

- Peer support

As discussed, the groupwork approach had fostered the development of a peer community, which had led to the development of friendships and support networks. These relationships were central to the positive impact of the HP on young people’s social skills, integration and sense of belonging, as indicated by young people;

> “You've got a whole support system… because it's not just the facilitators behind you it's the young people as well.”
>
> “With the House Project you get a whole load more support and you don't feel like you're going to fail at anything because you have someone behind you.”
>
> “[HP’s] quite life changing... I’ve managed to build relationships with so many different people that I didn’t have before.”

For some young people who had previously struggled with engagement and forming relationships, the HP community had encouraged greater integration as 1 described, “I was never really a people person but I am now” and as a PA noted,“[YP] struggles to build and maintain relationships but [the] relationships with HP staff and young people are positive.”

A dedicated project base

Two LHPs had secured a central base for the project for young people to easily get to and call their own. The NHP officers felt that this made a considerable difference and have since included this as a core element in agreements with new LAs. They noted that, “until young people have got their own homes, that… shared base almost becomes home.” A LHP manager stated the importance of a HP community base, which not only encouraged engagement in the project’s offer but also helped develop connections and build a community, “a base is massively enabling; having somewhere that the young people have been able to design themselves and feel comfortable with just dropping in.” This was echoed by the NHP education consultant, who considered it critical to providing a comfortable space for skills development;

> “[A base is] uniquely theirs. They can do lots of visible indicators of their learning… put things on the wall... have lots of informal learning opportunities, because people can drop in and sit and chat something through, so that's a big impact because not all learning is through a formal session.”

C. The HP cost benefit analysis

Assessment of Costs and Benefits

This cost benefit analysis was conducted by York Consulting based on HP monitoring and evaluation information gathered via the HP workbook and interviews with participants. The approach adopted employed a fiscal return on investment (FROI) methodology. Taking account of the wider economic and social benefits was not in the scope of this exercise. The costs were based on the resource required to deliver the HP. The benefits were based on the monetisation of adverse outcomes avoided by participating young people. The benefits were divided by the costs to produce a benefit cost ratio which can be regarded as a measure of the HP’s return on investment (ROI). If a project has an ROI of greater than 1 it is deemed to have a positive ROI.

In view of issues related to data quality and the relatively short period between baseline data collection and follow-up, the results from this exercise should be regarded as illustrative rather than definitive. We strongly recommend that the exercise should be repeated when the longer-term impacts on key anticipated outcomes, particularly accommodation breakdown and homelessness, can be taken into account.

It was necessary to make a number of assumptions to develop the cost-benefit model. Details of these are set out in Tables 12 to 14, Appendix 4.

The Costs

The costs reflected the resources required to deliver the HP over the period April 2017 to March 2020. These are shown in Table 4 and based exclusively on the level of funding for the project through DfE Innovation Programme support. There was missing financial information relating to LHP5 therefore we assumed the cost to be an average of the other 4 areas.

The total cost of the programme over the 3 year period was £1,303,216. This included an estimated deduction of 10% for 1-off set up costs.

Table 4. Programme costs

Total cost	£1,448,018
Set-up costs	£144,802
Adjusted costs	£1,303,216

Source: York Consulting

The Benefits

The benefits relate to the cost savings linked to improved outcomes for young people supported by the HP during the DfE funded period. They were derived from the observed status of young people at entry to the project (baseline) and at follow-up an average of around 13 months later. Any improvements were then monetised using individual accommodation costs identified in the programme data and proxy savings for other factors using national estimates (such as improvement in EET status). Details of the benefits we have been able to estimate are set out in Table 5, with the full list of benefit categories, including their unit costs and savings, available in Appendix 4.

Table 5. Unadjusted programme benefits

Benefit category	1 Year	2 Year	3 Year
Improved accommodation	£835,115	£1,670,605	£2,362,283
Placement stability	£119,812	£235,431	£347,003
Improved EET status	£31,398	£61,697	£90,936
Reduced risks	£41,618	£81,779	£120,535
Unadjusted benefit	£1,027,943	£2,049,512	£2,920,756

Source: York Consulting

Benefits were projected cumulatively for 3 years and presented by benefit category. The greatest single benefit by far is accommodation status (Year 3 £2,362,283) followed by placement stability (Year 3 £347,003). The majority of young people showed no improvement in EET status and little improvement in risks such as alcohol and drug use, hence the lower recorded benefits. Total unadjusted benefits in year 1 are estimated to be £1,027,943 rising to £2,920,756 in year 3.

It was necessary to adjust the benefits to take account of what would have happened anyway. Adjusted benefits reflect those that can reasonably be attributed to the project. Ideally this is done by comparing observed outcomes with those of a comparison group of young people with similar characteristics who did not participate in the HP. While a comparison group was constructed, data was only available on accommodation and EET status at T2. Although on both these variables performance between the 2 groups appeared to be the same, issues with the data quality rendered it unreliable.

Attribution scenarios

In the absence of a comparison group, we adopted a low attribution (33%), medium attribution (50%) and high attribution (66%) strategy and applied these to all benefit categories other than moves to HP accommodation. This is because HP accommodation is a certain outcome so we can be confident that the benefit is a direct consequence of the project. For every other benefit category, including the few accommodation moves to somewhere other than a HP property (for example, from residential accommodation to supported living), these 3 attribution scenarios were applied to their costs for 1, 2 and 3 years of benefit. On the low attribution scenario, 33% of benefits were assumed to be attributable to the project, rising to 66% in a high attribution scenario. Full details of the adjusted benefits are set out in Table 6.

Table 6. Adjusted 3 year total benefits

Attribution scenario	1 Year	2 Year	3 Year
Low (33%)	£899,544	£1,798,347	£2,549,282
Medium (50%)	£932,123	£1,862,076	£2,643,537
High (66%)	£962,785	£1,922,056	£2,732,247

Source: York Consulting

Return on investment

The return on investment (ROI) was calculated by dividing the adjusted benefits from Table 6 by the adjusted costs from Table 4, giving a benefit cost ratio (BCR). Details of the ROI cumulative for each year and by attribution scenario are shown in Table 7.

Table 7. Return on Investment

Attribution scenario	1 Year	2 Year	3 Year
Total unadjusted	0.8	1.6	2.2
Low (33%)	0.7	1.4	2.0
Medium (50%)	0.7	1.4	2.0
High (66%)	0.7	1.5	2.1

Source: York Consulting

An ROI of greater than 1 it is deemed to have a positive ROI. If we take the medium attribution scenario (50% attribution), the HP showed a positive return on investment of 1.4 from year 2. This indicates a potential saving of £1.40 for each £1 spent. The ROI increases to 2.0 in year 3, a potential saving of £2 for every £1 invested in the HP.

D. Revisiting the Stoke HP pilot cohort

The original Stoke HP cohort comprised 10 young people who joined the project in 2015 and had taken part in the Round 1 evaluation in 2016 (see Dixon and Ward 2017). Seven members of the cohort were followed up in late 2019 via interviews, a survey and data collected via HP monitoring systems. One young person had left the HP early, prior to taking up a property, 1 was unable to take part and 1 did not respond.

Follow-up interviews with 5 young people provided an opportunity to reflect on their experience of the HP and to explore longer term outcomes. Survey data for the remaining 3 provided an update on housing and participation in EET. Young people were aged between 20 and 23 years at the time of the 2019 data collection. Stoke HP staff felt that cohort 1 had generally done well and that the HP had achieved its aims in supporting them to leave care and in creating a lasting legacy of what can be achieved, as reported;

> “We’ve still got young people from cohort 1 living in their own tenancies, managing their own tenancies, safe, secure, not involved in antisocial behaviour, not involved with the Police, not bringing a strain to society, so to speak. So definitely the outcomes is the legacy.”

- Moving into their HP homes

When interviewed in 2016, 5 young people had not moved into their HP properties. Those who had, only moved in a matter of weeks prior to interview. At the 2019 follow-up interview, young people were asked to reflect on their moving-in journeys. Most stated that at the time they were well supported by the facilitators. Some remembered feeling nervous about the move and unsure about how to handle difficult situations after moving.

> "It was exciting but nervous at the same time because it was like, you've got to do it yourself, and because I'd been in a training flat, they did everything pretty much for you really, but when you move to here, you've got to do your stuff yourself."

Looking back, 4 of the 5 young people interviewed felt that they were not fully ready for the responsibilities of adulthood and that the learning really began once they had moved in. As a young person noted, "I don't think anyone knows when they're ready to move in. I'd say I am now but when I first took it on I wasn't ready to move in but I thought I could."

Life now

- Accommodation

At least 5 of the 9 young people were still living in their original HP properties, an average of 3 years after moving in. Three had moved from HP properties and data was missing for 1 young person (another had left prior to moving into a HP property). For the 5 remaining in their original HP properties, their homes had transferred from the HP back to the local authority as planned, with young people holding secured tenancies. For those who had moved out, 1 had moved away and 2 young people had made a planned move to set up a new home with their partners. One had since moved into a new private property and although this was external to the HP, the facilitators had directly supported them to find a new home. The other young person explained that;

> "I'm not in my HP house anymore, but it was a positive move. House Project staff supported me to move. The only reason I moved was because me and my boyfriend wanted to do a lot more stuff and couldn't afford to be living on our own and wanting to go on holidays and driving lessons, House Project were really supportive of me."

Data suggested that while 5 young people had not moved from their HP property, at least 2 young people had experienced 1 move and another had experienced 2 moves. Overall, those for whom we had data, appeared to have achieved stability in their post-care accommodation and had lived in their homes (whether HP properties or not) between 22 and 44 months by the time of the 2019 interview. There was no evidence that these young people had experienced eviction or episodes of homelessness, demonstrating positive accommodation outcomes for the Stoke HP cohort and the HP support package.

- Participation in EET

There had been some fluctuation in participation in EET over the 3 years or so since moving into their HP homes. One young person had been engaged in training for 18 months alongside being in part-time work for 6 months. Another had been engaged in various work experience programmes whilst being NEET throughout. A further 2 had attended college and 1 attended university. At 2019 data collection, 2 (29%) of those contacted were NEET, 1 was self-employed, 2 were in education and 2 were parents.

- HP community

A central aim of the HP was to build strong relationships and support networks for young people transitioning out of care, via the co-operative, peer support approach. Young people had been at the heart of setting up the first House Project and spent many months undertaking groupwork, which for some had been intensive. Their relationships with the facilitators and fellow young people had sustained, albeit for some, intermittently. All 5 interviewees still had contact with the HP facilitators and knew that they could reach out for support if and when needed, “[Facilitator] is always there for me no matter what. Even with me not living in the House Project, 2 houses later, 2 years on.” Two members of the original cohort continued to be involved in supporting the subsequent HP cohorts entering the project, as they explained, “I'm part of the community, so I can still come and help out if anyone needs any help.” and “You always ask how everyone else is on the project. There's a lot of new ones. I'll see how they're getting on.”

One of those who had not been in contact for a while, nevertheless felt that they could

contact the staff or young people should they need to, “I don't really receive any support but they are there if I need someone to talk to or if I need help with anything.” For another who had moved, the HP and 1 facilitator in particular had been a consistent source of support in their life, illustrating the successful nature of the HP aim to make a long-term difference to their young people, including being the first port of call at times of difficulty.

> “[Facilitator] is still like my rock. I've got the House Project to thank for that. If I didn't have this project, if this sort of thing wasn't there, I'm not saying I wouldn't be where I am, but she has been a massive character in my life and that has come from the House Project, and you don't get that sort of treatment from other services, you really don't.”

In terms of support from HP young people, there was evidence of mutual support and continuing friendships after moving into HP homes, “We were all really close … we all kept in touch. We were being invited to each other's properties once we all moved in.” Peer support proved important to, “just helping each other get through it.” Another noted;

> “I lived next door to [young person] from the project. He was constantly around. He was doing my gardening and I would make sure he was keeping up with appointments for the HP, so I supported him in that and he supported me.”

By 2019 follow-up, there were varying degrees of contact as personal lives changed. Some were in regular, direct contact, others tended to stay in touch occasionally over social media, “I don't really speak to a lot of them anymore. They've all grown and they've all gone their separate ways now.” Most, however, had remained in the local area;

> "I bumped into one the other day and had a quick coffee, it was nice. It's just people that you're going to know forever now, aren't you? You're not going to forget them cos you've spent so much time together for so long. How am I going to forget them?"

In summary, there was evidence that the HP had helped most young people to find accommodation stability after care. Over half (56%) of the group were still in their HP properties an average of 3 years on from moving in, and a further 2 had been supported by the HP to find stability in other properties. Just under a third were NEET (1 having been so throughout), and 3 were, or were about to become, parents. Young people had mostly felt well supported on their journeys to independent adulthood. There was a recognition that things had not always gone smoothly, but that they had social and professional support networks to fall back on. Some felt that they were still finding their feet in developing the skills and resources to be self-sufficient. There was agreement that the HP had not been an easy option, and that young people had worked hard to get to where they were now. For some this had paid off, with favourite memories including team building trips, presenting at conferences and helping each other to decorate the properties. One summed up her experience of the HP as being "just brilliant. It's given me a great life and great opportunities."

4. Summary of key findings on 7 practice features and 7 outcomes

As reported in the Innovation Programme Round 1 Report (Sebba et al 2017), evidence from Round 1 evaluations led the DfE to identify 7 features of practice and 7 outcomes to explore in subsequent rounds. Those features evident in the HP are outlined below.

Practice features

- Multi-disciplinary skill sets and a strengths based approach

The HP staff and consultancy team brought a range of skills and expertise. The NHP team comprised highly experienced children's social care practitioners, while the core consultants and trustees came from education, business, psychology, health and police backgrounds, which helped develop the holistic reach of the project. LHP managers and facilitators were mostly experienced in children's social care and youth work, and some had worked as PAs. Staff also had experience in housing, health, homelessness and family support services. Additionally, professional backgrounds included arts based work and experience of working with vulnerable groups including those involved in substance misuse and CSE. As outlined in Appendix 8, some staff were trained in counselling and child development and all were supported to gain further training and skills through the NHP community of practice monthly sessions. LHP managers and facilitators were trained by the NHP and local clinical psychologists working with the LHPs to use formulations to assess and support HP young people and had access to the consultant clinical psychologist to support them in therapeutic, trauma informed approaches. NHP managers emphasised the importance of staff with a diverse range of skills, but also felt that knowledge and understanding of young people from care was crucial and "there's got to be something about them that means they can make relationships with young people." They noted that getting the right staff with the right work "ethos", who were tenacious and creative in their desire to support young people across a range of life areas and were willing to advocate and have difficult conversations, both with young people and the services that they rely on, was paramount to effective working. The HP encompassed a strengths-based ethos, evident in the ORCHIDS framework, formulation work, co-production approach and HPP that underpinned the HP. Relationships were core to the approach via community and peer support.

- High intensity and consistency of practitioner

Each LHP included a project manager and 2 facilitators to support around 10 young people, currently providing 1 worker per 5 young people. HP facilitators provided weekly 1-to-1 support with each young person and additional support as needed from the full LHP team. Some LHPs supplemented the team with participation assistants or peer mentors. LHP staff provided individualised, needs-led support to prepare young people for independent living as well as on-going intensive support during their move into a HP property. The plan was for support to gradually reduce as young people became more confident in their HP homes. In addition to direct support, LHP staff roles included liaising with a range of services, including housing, and raising awareness of the HP approach to identify further cohorts, as one explained, “it’s a pivotal role in the recruitment of young people, entailing raising awareness of the HP to social care practitioners and discussing value of the project with potential young people.” There was some staff turnover in 3 LHPs. In some cases, this reflected the intensive and all-encompassing nature of the facilitator role, with at least 2 reluctantly leaving, though citing the need for greater work-life balance. Staff and young people expressed a need for more direct workers to support the increasing number of young people entering the HP via subsequent cohorts.

Outcomes

- Reducing risk for young people

The HP aimed to reduce risk behaviour (such as going missing, harm to self or others, homelessness and substance misuse). The HPP included targeted sessions to address risk behaviour such as CSE and gang related activity, relationship skills, behaviour regulation, and keeping themselves and their properties safe. Most young people exhibited risk behaviour at baseline and follow-up. There was a reduction in the level of some risks and an overall reduction in going missing and harm to others.

- Creating greater stability for young people

The HP aimed to increase stability by supporting young people to find and sustain a long-term home after care, via independence and tenancy skills development. It was too soon to assess the impact on stability for most as only 53% had moved to their HP home. Most had sustained their accommodation. There was little sign of movement by follow-up, although 7 young people had moved accommodation whilst waiting for an HP home.

- Increasing wellbeing for young people

Improving young people’s wellbeing was realised through the ORCHIDS framework that underpinned the HP support, the relationship centred approach that encouraged peer support and a community ethos and through offering a stable home life, integration and greater autonomy. The GCI indicated an increase in subjective wellbeing over time, with increased happiness with life as a whole, the home they lived in and with friendships.

- Generating better value for money

Data gathered from project expenditure budgets, accommodation costs and benefits via monetisation of outcomes was used to calculate a ROI. An attribution ratio was used, in the absence of a counterfactual, to provide illustrative results. An medium attribution of 50% showed potential savings of £2.00 for every £1.00 invested in the HP from year 3.

5. Lessons and implications

Implications and recommendations arising from the evaluation of the HP include:

- the added value of an independent national hub

The evaluation identified the benefits of having a national co-ordinating body (NHP team and consultants), independent of LAs and with the expertise and freedom to adapt the HP and generate the momentum and credibility to drive forward and scale up the project. The NHP brought freedom to innovate and utilise the accumulated national learning and collective experience of LHPs and young people to continue to develop and strengthen the approach. Examples included: requiring key stakeholders (DCSs, LAs, housing, health and education) to be on board to contribute to and commit to project set-up; all LHPs having psychological input to their work; the importance of a LHP base for young people to meet and access support; and making the AQA accredited HPP a mandatory component for all HP young people. These became core conditions of agreements with all new LHPs. The NHP team was actively facilitating early meetings in new LAs to clarify core expectations and conditions of membership of the NHP community, and had created a LA proforma for self-assessing their readiness for becoming an HP site. NHP officers recommended that early and effective multi-agency planning and ensuring the right conditions for the HP to embed were vital to successful delivery.

- contingency planning and realistic timescales

To avoid disappointment or disruption due to the time taken to allocate properties for future cohorts, it is necessary to balance young people's expectations with the realities of housing availability, timescales for getting houses ready and young people's readiness for moving to independent living. HP young people and facilitators recommended open and honest communication about realistic move-in timescales. Providing information on the local housing market, housing allowances, managing a household and budgeting formed the basis of the HPP, to prepare young people. LHP staff highlighted that contingency planning is crucial to protect young people if timescales or plans change, such as for those who become unwilling or unable to take up a HP property or leave early. To aid this, LHP staff recommend ongoing communication and work with carers, social workers and PAs to support post-care moves, preserve support networks and for contingency planning. This includes flexibility to maintain care placements longer to avoid intermediate moves if more time is needed for young people or properties to be ready.

- longer-term monitoring of housing outcomes

There were positive signs of housing stability for HP young people who had moved into their properties. While early days for the current cohort (only 53% had moved in by December 2020), over half of the first Stoke HP cohort continued to live in their HP social housing sector home some 3 to 4 years on from moving in. Others had been supported by the HP in their choice to move and settle in other independent accommodation.

The evaluation recognises that the positive impact of the HP so far on accommodation stability, may be influenced in the long term by wider policy and practice environments related to accommodation options for young people who do not or cannot live with their families, including the availability and affordability of suitable properties. A general lack of housing availability for young people and variation in housing type and costs across LAs had required Round 2 LHPs to be flexible and approach a range of housing providers (private, housing association, LA). A range of options provided more choice but some LHP staff highlighted the potential for less certainty about the long-term sustainability. The shared housing approach, for example, while addressing the shortage of affordable sole occupancy options, posed questions about long-term stability and cost savings if young people move in and out of shared properties at different times. Issues arising from the evaluation also include whether properties will remain affordable for young people, particularly in the private sector where there is less control over rent rises, and for young people who rely on benefits or age limited allowances. These issues feed into the wider picture of housing stability and affordability for young people who are from care or estranged from their families. Continued data collection and outcomes monitoring after young people graduate the HP is vital to assess longer-term housing experiences and stability and the associated impact on other outcomes.

- balancing national reach and local fit

The NHP planned to encourage greater consistency and fidelity to maintain HP integrity and quality and ease implementation in new LAs. The HP framework to guide practice was welcomed as providing consistency and a tried and tested approach. Some LHP and LA staff, cautioned against the HP approach becoming too rigid. They had found the flexibility of the HP approach to be a particular strength that enabled them to be responsive to local structures and the needs of their local care populations. Adaptability was also felt necessary so not to lose its young-person centred ethos and co-production function, “It’s supposed to be... their project and they design it.” (Local manager).

- stimulating an increase in best practice options for all care leavers

There was consensus among staff and young people that the HP is not suitable for all care leavers and should be seen as an option amongst many. While staff advocated for flexibility in the recruitment of HP young people to best meet individual needs, ensure diversity and enable matching (so group dynamics work well for young people and LHPs), the need for financial viability means that decisions about who and how many are offered the HP may ultimately be influenced by costs and maximising savings. NHP and LHP commented that the HP was increasingly seen as an example of best practice in their LAs. Some staff noted however, that as the HP was not suitable for all young people and that project capacity was limited, this could be difficult to square with practitioners and other care leavers when the HP was seen as the “platinum” option, yet available to a select few only. They advised that recognising elements of the HP approach as examples of best practice could instead stimulate ideas for overall development within their wider leaving care services. This had been a learning point for the NHP and negotiations had begun with some LAs to develop a service wide approach by introducing HP informed practice in to leaving care services to improve the offer for all care leavers in the area.

- recommendations for further monitoring

The NHP received funding to continue beyond the round 2 funding. The evaluation team has provided advice to the NHP on methods for monitoring and recording outcomes for current and new cohorts. Good quality data is imperative for monitoring the impact of the HP. The evaluation team contributed to development of the workbook and recommended that it is revised to capture key data more manageably and that systems are in place to ensure that data continues to be recorded and analysed for all LHPs. Future evaluations would benefit from a more robust system for gathering comparison group data. Given the likely demand for the HP against limited capacity per cohort, a randomised controlled trial could be considered to measure impact. This method remains relatively uncommon in children's social care research and is not without its practical and ethical challenges (see Green et al 2014).

- sustainability

The continued growth of the HP will have implications for the current support for LHPs and new LAs. The NHP team is beginning to expand to meet increased demand and is considering a regional support model to overcome travel logistics and ensure that regional issues can be addressed. More facilitators may be useful to ensure existing and new cohorts receive a high level of support. Long term HP sustainability in LAs will depend on housing availability and the impact of the financial climate on LAs and scope to meet start-up fees and the costs of ongoing participation. To address this, the NHP requires Housing to commit properties at set-up stage to help with project planning and the NHP is exploring options for covering the start-up fees for new LAs to enable scale up. The ethos and impact of the HP is gaining momentum and widespread interest. Furthermore, many HP young people endorsed the HP as "life changing" and recommended that all care leavers deserved the same opportunity;

> "Eventually I want this … given to you if you want it... it improves you, improves everything, and you work together... you learn all these skills to be independent, you just learn so much… I don't want this to close and I don't want it to disappear…cos I think personally, this will have a benefit to every young person." (HP young person).

Appendix 1. HP local authorities

Context

The national statistical release for March 2018 showed that there were 75,420 looked-after children (LAC) in England (DfE, 2018). Of these, 42,320 were male and 33,100 were female. Six per cent (4,480) were Unaccompanied Asylum Seeking Children (UASC). Data on the 28,510 care leavers aged 19, 20 and 21 showed that 26% were known to be in education and 25% in training or employment. Over a third (39%) NEET, over 3 times higher than all young people aged 19 to 21 years (12%). Most (84%) care leavers aged 19 to 21 years old were in accommodation considered suitable (DfE 2018).

The House Project Round 2 (HP) was developed to roll out the original Stoke-on-Trent HP to 5 local authorities (LA) covering the north, midlands and south of England. The HP implemented a National hub to support in the expansion of the project in these areas.

LA1 is a landlocked county based in the Midlands. The county council provides key services to a population of approximately 556,750. The local authority (LA) is a multi-agency safeguarding hub (MASH) launched in 2016, comprising of social workers and police. The MASH collectively provide services to 261,000 residents, including 35,100 young people aged 15-24 years. At county level, the Index of Multiple Deprivation (IMD) shows that LA1 is ranked 124th out of 152 upper tier authorities in England and therefore amongst the 20% least deprived areas (DCLG 2015). However, there is considerable variation across the districts and boroughs, with areas of severe deprivation at a more localised level. Around 21% of the working age population was recorded economically inactive in 2017-2018, similar to the national average of 22% (DWP 2018). In March 2018 (the year that the HP began recruiting young people), the population of LA1 included 717 LAC, of which 66 were UASC. Nationally, care leavers aged 19, 20 & 21 are tracked via their education, employment and training (EET) and accommodation statuses. In 2018, out of 305 care leavers within the age-range, 42% (129) were engaged in EET. Data showed that 72% (220) of care leavers with living in suitable accommodation.

LA2 is a borough council set in Greater London. The council provide key services to a population of approximately 227,692 residents. The LA is a MASH comprising of social workers and police, collectively providing key services to a population of 29,700 young people aged 15-24 years old. The area was rated the 26th most deprived LA in 2015 (DCLG, 2015), with 16% of households having no- one in paid work and just over a quarter of children living in such households. In 2016, there were around 18,000 out-of-work benefit claimants; most (around 12,000) were in receipt of disability-related benefits (DWP 2018). In March 2018, the population of LA2 included 339 LAC, including 41 UASC. Of 264 care leavers, 49% (129) were engaged in EET. Care leavers' accommodation data showed that just 77% (204) of young people were living in suitable accommodation. The most common type of accommodation for LA2's care leavers in the age range was independent living, as was the case nationally (DfE 2018).

LA3 is an upper-tier county council in the south of England, which provides services to approximately 682,400 residents. The LA is a MASH comprising of social workers and police, which collectively provide services to around 20,300 young people aged 15-24 years old (ONS, 2016.). The area was rated the 35th most deprived LA in 2015 (DCLG, 2015). As of July 2018, the number of Jobseeker's Allowance claimants, plus those who claim Universal Credit currently seeking work is 1,540 (DWP 2018). In March 2018, the population of LA3 included 685 LAC, of which 57 were UASC. Of the 242 care leavers, 48% (117) were engaged in EET. Care leavers' accommodation data showed that 77% (187) of young people were living in suitable accommodation. The most common type of accommodation for LA3 care leavers in the age range was independent living through shared housing arrangements. Independent living was the most common type of accommodation (DfE 2018).

LA4 is a metropolitan borough council located in south Yorkshire. The LA provides key services to approximately 260,800 residents. The area was rated the 52nd most deprived LA in 2015 (DCLG, 2015), with the key drivers of deprivation being health and disability (21% in the English top 10%), education and skills (24% in English Top 10%) and employment (24% in the English top 10%). The rate of those economically active claiming benefits was 3%, compared to a claimant rate of 1.5% nationally (DWP, 2018). The total percentage of people on out of work benefits was 12%, above the national rate of 9% (DWP 2018). In March 2018, the population of LA4 included 619 LAC, of which 6 were UASC. Of 137 care leavers, at least 44% (60) were in EET(DfE, 2018). Care leavers accommodation data showed that at 91% (126) almost all young people were living in suitable accommodation. The most common type of accommodation for LA4's care leavers in the age range was independent living (DfE 2018).

LA5 is a metropolitan borough council (and Trust) in south Yorkshire. The LA provides key services to a population of 306,397, including 57,493 young people aged 0-15 years and 193,768 working age people (16-64 years old). The area was rated the 42nd most deprived LA in 2015, despite significant regeneration in recent years (DCLG, 2015). Around 6% of working aged residents are unemployed and 72% are economically active (DWP, 2018). The rate of residents claiming benefits was 3.5%, around 1.2% higher than the national average (DWP 2018).In March 2018, the population of LA5 included 569 LAC, of which 12 were UASC. Out of 155 care leavers, 52% were engaged in EET. Data showed that 88% (136) of care leavers were living in suitable accommodation. The most common type of accommodation for LA4 care leavers in the age range was also independent living (DfE 2018).

Appendix 2. The HP theory of change

Figure 4. The House Project's original theory of change

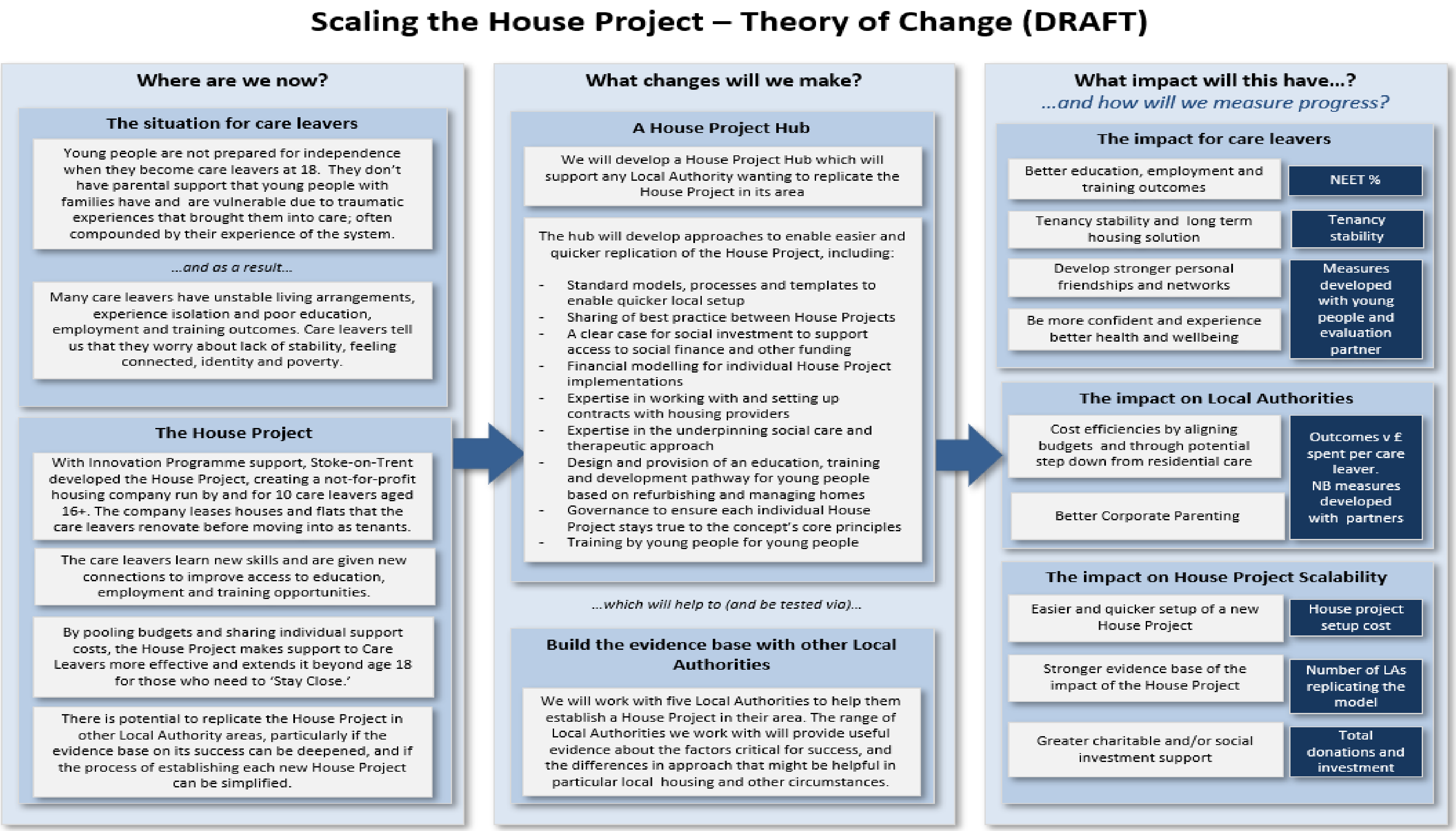


Figure 5. The revised theory of change

INPUTS	ACTIVITIES	OUTPUTS	SHORT TERM OUTCOMES (END OF 6 MNTH INDUCTION)	MID TERM OUTCOMES (1 YR IN PROPERTY – 6-18 MONTHS)	LONG TERM OUTCOMES AT AGE 25)
HP Staff knowledge & expertise **NHP** (Team and NHP framework) Business and financial planning *HP staff (committed, reliable expertise)* Money advisor *HP consultants* (Psychologist, Participation Worker, Learning Expert, external providers) **ORCHIDS Framework** **Apprenticeships within LHP teams** **Peer Support** Multi-agency working: • Housing • *Local EET providers*	HP STAFF UNDERTAKE TRAINING, PRESENTATIONS AND DIRECT WORK WITH HOUSING COLLEAGUES AND HOUSING PROVIDERS. *HP Staff have training/support and access re: housing availability/systems.* *HP staff delivering Independence training module to YP:* • *Involved in decision* • *Choosing furnishing* • *Managing budget* Training to HP staff & YP on Budgeting skills & writing budget plans. Understanding what things cost and how to get best deal. Strategic alignment between housing and social care, scoping of housing options – areas and types. Develop working relationship with operational housing provider. Holistic support and assessment of YP to identify strengths and needs. HP STAFF RECEIVE TRAINING AND SUPPORT ON AQA ACCREDITED HOUSE PROJECT LEARNING PROGRAMME (HPLP) AND CARRY OUT THE MODERATION OF YP WORK COMPLETED IN PORTFOLIOS. *HP staff provide:* • *Careers advice* • *Support with courses, attendance &exams* • *Specific input and support in running a business event* **Work experience in range of activities experience** YP are being supported to participate in opportunities • *Business events* • *1 – 1 s* • *Open days at universities* • *English and maths courses/qualifications* • *Volunteering* COMMISSIONING AND COORDINATING PSYCHOLOGIST TO DELIVER TRAINING IN THERAPEUTIC APPROACH "WHAT IS A HEALTHY RELATIONSHIP" SESSION E.G. ARCH SESSIONS, RELATIONSHIPS WITHOUT FEAR, 1:1 SUPPORT. *HP Staff support all group work activities sessions which require negotiation and agreements e.g. cook and eat sessions.* **Care Leavers National Movement** **Local forum and weekly group activities, team building activities and residential, social media groups to build YP community of support.** **Agreeing TOR for project. Ensuring project runs as agreed.**	HOUSING PROVIDERS UNDERSTAND HOW THE HP WORKS AND ARE BETTER ABLE TO SUPPORT YP TO HAVE A CHOICE ABOUT WHERE THEY LIVE. STAFF UNDERSTAND THE IMPORTANCE OF REPAIRING AND/OR PREPARING YOUR HOME BEFORE MOVING IN. PROVIDERS UNDERSTAND WHAT IS BEING ASKED OF THEM AND HAVE CONFIDENCE IN THE FRAMEWORK. ALL YP ARE MAINTAINING THEIR HOME YP ARE MONEY AWARE (LEVEL 1 ACCREDITATION), SHOWING CONFIDENCE IN MANAGING MONEY, PAYING BILLS; NOT IN DEBT, HAVE MONEY LEFT OVER TO DO NICE THINGS. YP demonstrating improved independent living skills and are *contributing to making their house ready to move into.* Properties are made available to LHPs and YP. • YP have stable housing • YP have mental health and wellbeing needs met • YP building resilience and confidence and ownership. STAFF ARE FOLLOWING A CLEAR FRAMEWORK IN RELATION TO EET AND THE SKILLS TO MOTIVATE YP. YP are completing portfolios and receiving certificates. All YP show increased interest and awareness of EET opportunities. **YP have experience of job application and interviews techniques and access wider opportunities.** *YP show increased awareness of local provision and opportunities, YP practicing career planning and goal setting, YP working towards qualifications & gaining work experience , YP has improved CV through experience and references, YP gain interview experience.* EMBED COMMON PRACTICE MODEL - HP STAFF WORK IN A TRAUMA INFORMED WAY AND RECOGNISE ATTACHMENT STYLES. Staff able to use formulation meetings positively and support YP with their safety planning. YP show understanding of what healthy relationships means to them. / Improved understanding of family & other relationships. YP show improved ability to regulate emotions and understand impact of behaviour on others. YP demonstrating skills in conflict resolution, Increased self-esteem and positive wellbeing. YP valuing self. **YP attend group activities, have confidence to make decisions and sense of community and ownership of project.**	Properties available for YP to move in to. YP are Tenancy ready Confident and have skills to maintain a home (budget etc). Project staff will have run successful, well attended sessions and YP will have engaged in purposeful activities. YP has identified EET opportunities/interests YP has experiences of Volunteering and is engaging in meaningful activity. YP acquiring the skills, knowledge and confidence to go back into education or seek employment. YP and HP staff have positive relationships where behaviours and beliefs can be challenged in a safe way. YP have purpose in life have a plan for the future and have positive and healthy social networks. YP able to seek emotional support from each other and staff. YP confidence, self-esteem and wellbeing improving. **HP YP feel supported by others (peer support) and part of a community.** **YP sense of ownership of HP and of own journey.**	Service outcomes: Housing, social care and LHPs working closely together to ensure a regular flow of houses to the HP and an improved offer to care leavers. Next set of houses made available. **YP outcomes** Maintaining their home, and demonstrating good independent living and tenancy skills (care for self, able to access support if needed, a good neighbour, managing money, not in debt). Moved to permanent/secure tenancy or a housing solution of choice. YP have purpose in their life and ambitions for the future and are participating in EET YP have their own community of support Able to identify what they need from a relationship. Connected to other people – community, friends and family and learning to negotiate relationships and rebuild them if things go wrong. Comfortable with their family connections. Thinking about what healthy relationships means to them. YP has increased confidence, self-esteem and wellbeing and able to access relevant support if needed. **HP group - confident individuals who can take responsibility**	**1) Accommodation** (Care leavers guaranteed appropriate housing at the right time for them & maintaining secure housing solution of choice.) **2) Participating in EET and financial independence** (YP are engaged in meaningful employment and holding down a job/ meaningful activity (University graduate, work, business owner, self-employed).) Financially secure with savings plan. **3) Wellbeing, Agency and socially connected** **(Happy and settled – living life well. Able to manage and contain a range of emotions in a healthy way and seek support when they need to. Number of years of having positive relationships. Able to maintain long term friendships. Acceptance of family relationships and getting the most from them. Stable relationships. Able to identify what they need from a relationship.)** 4) Cost savings through efficient use of resources and reduction in poor outcome.

Appendix 3. Evaluation methods, sample and data

Evaluation data collection and methods

A mixed-methods research design was used. Process and impact data was gathered at:

1. baseline - young people's entry to the LHPs
2. time 2 (T2) - a second data collection point 6-9 months post-baseline
3. follow-up - data collection endpoint (November to December 2019)

Each method is presented below alongside the associated numbers of participants.

Process strand data collection methods:

- structured interviews with NHP officers, a former manager involved in the Stoke HP, and LA senior managers (LA leads), to explore the enablers and barriers to project implementation and operation, the perceived added value and impact of the project within each LA (8 at baseline and 3 at follow-up)
- consultants delivering HP components (such as psychologist, education and youth participation specialists) to explore the contribution to the personalised support package and impact for young people (4 at baseline and 3 at follow-up)
- structured interviews with the 5 LHP managers to explore project implementation, operation and impact in each LA (5 at baseline and 5 at follow-up)
- structured interviews with LHP facilitators engaged in direct work with young people, to explore their role, how the project worked in practice, and the perceived impact of the project on young people (10 at baseline and10 at follow-up)
- one-off online survey of HP housing providers to explore their role in working with the 5 LHPs (3 (60%) responses at data collection endpoint)
- online survey of social workers or personal advisors that were supporting HP young people, to explore the observed impact of the HP on young people and to explore their views of the project (7 (20%) responses at data collection endpoint)
- structured interviews with the Stoke HP team (including managers and facilitators) to capture learnings from delivery of the first HP and perceived impact on the pilot cohort, 5 years on from implementation (3 interviews)

Impact strand data collection methods:

- consultation with HP young people occurred throughout the evaluation. A baseline focus group was conducted in all 5 LHPs, with the aim of allowing young people to shape the evaluation through identifying key issues relevant to leaving care in each area and to inform the development of evaluation tools. A T2 focus group was conducted in each site to explore how the HP was working and a focus group with the Care Leavers National Movement took place at endpoint
- a child level data tracker (the workbook) was developed specifically for HP monitoring in the 5 LHPs, which fed into a central monitoring system held by the NHP. This incorporated data for HP young people (54) and a comparison group of care leavers (40) who were eligible but did not enter the HP. This tracker provided data on characteristics, care history (such as age at entry to care and number of placements), and circumstances and progress in outcome areas
- semi-structured peer researcher-led interviews were carried out with HP young people to explore their views and experiences of the project (33 (83%) at follow-up). Evaluation researchers carried out interviews with the peer researchers
- the Good Childhood Index (GCI) and Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) measures were used to capture self-reported life satisfaction and wellbeing of the HP young people at the 3 timepoints. The SWEMWBS was gathered via the HP workbook and the GCI during focus groups and interviews
- an online survey of a comparison group of 40 young people from the 5 LAs, to explore characteristics and outcomes for those taking different accommodation routes after care and to collect wellbeing measures (9 (22%) responded at T2 and 5 (12%) at follow-up. Only 3 respondents completed surveys at both timepoints)
- impact data collected for Stoke HP cohort 1 young people, included:
    - interviews with young people from HP cohort 1 to reflect on experiences of the project and perceived impact on their current lives (5 (50%))
    - collection of GCI and SWEMWBS measures to capture self-reported life satisfaction and wellbeing (5 of each measure were gathered)
    - update on outcome data (EET and accommodation), to track progress subsequent to their exit from the HP and data collected in 2016 (5 (50%))

Economic strand methods:

- the economic evaluation, carried out by York Consulting LLP, explored the costs and benefits of establishing the HP (the NHP and 5 LHPs). Costs were expressed as actual spend or resource input and used to establish the cost of delivering HP support. Calculation of the possible savings was based on accommodation costs and the monetisation of adverse outcomes avoided (for example, accommodation breakdown, risks, being NEET or homeless) via the impact data. Data included the LHP budgeting records at endpoint. All but LHP5 submitted data (80%)

Limitations of the evaluation

Overall, the original evaluation plan proved to be appropriate for understanding the factors that supported implementation and early impact of the HP. There were several limitations to the evaluation that affected findings, as summarised below:

- the evaluation maintained positive collaboration and effective communication across all but 1 LHP, where levels of commitment and participation in evaluation activity fluctuated, leading to missing data and low response rates
- getting sign-off for GDPR, data sharing agreements (DSA) and research governance delayed initial data collection
- there were initial delays in implementing the HP workbook (developed by the HP IT consultant in collaboration with the HP leads and evaluation team, to record child level data and progress). Development of the workbook began in December 2017 and work to integrate the system into the 5 LHPs continued to the end of 2018. Trial data transfers to the NHP identified variability in the amount and quality of data. Workbook data was to be transferred to the evaluation at 3 timepoints. The transfers were postponed due to delayed DSAs and delays in the LHPs entering data onto the workbook. Two data transfers were made, 1 at T2 and 1 at the end of the evaluation. Some LHPs were unable to provide complete data for their HP cohort or for the comparison group
- recruitment of HP and comparison groups took longer than anticipated . Referral of young people to the project took longer than expected due to new LAs being recruited and set up. The time taken for HP young people to join the evaluation and the availability of workbook data on the HP cohort characteristics resulted in delayed recruitment of a comparison group that broadly matched the HP group (in age, gender, care placement type etcetera). The LHPs assisted in identifying and gathering data for a comparison group of 40, however, there were difficulties gathering follow-up data, with few responses to online surveys, which led to little or no follow-up data for this group. This prevented a full comparative impact analysis. Instead, a before and after analysis of outcomes was carried out for the HP cohort, supplemented by qualitative data and comparison to nationally available data on outcomes for care leavers. The lack of a viable comparison group also affected the costs analysis. In the absence of a counterfactual, the economists used a low-high attribution model

Evaluation sample, data and measures

Data gathered via the workbook, evaluation measures and interviews for HP young people, is presented in Tables 8 to 11 (see section 3.B for a discussion on impact findings). Nationally available data is included to provide comparison with care leavers generally and in each of the HP LAs. The follow-up group comprised 40 of the 54 HP young people (1 who was still in the project at endpoint but who had joined late and 12 who had left the project early were not included in the follow-up group. One young person who had left the project weeks before endpoint after 14 months in the HP, was included).

Table 8. Local authority and national data on outcomes for care leavers

The year up to March 2019	LA1	LA2	LA3	LA4	LA5	Stoke	National
All children looked after	722	313	779	642	533	851	78,150
All care leavers 17-21 years old	456	297	377	206	244	227	41,200
Care leavers aged 17-18	138	91	102	61	75	71	11,270
In EET aged 17-18	57%	53%	72%	56%	67%	56%	64%
NEET aged 17-18	38%	35%	22%	44%	-	44%	30%
Semi-independent living aged 17 Semi-independent living aged 18	-	-	-	-	-	-	7% 27%
In custody aged 17 In custody aged 18	-	-	-	-	-	-	10% -
With parents or relatives aged 17 With parents or relatives aged 18	-	-	-	-	-	-	43% 12%
With former carers aged 17 With former carers aged 18	-	-	-	-	-	-	- 20%
Living independently aged 17 Living independently aged 18	-	-	-	-	-	-	- 35%
Care leavers aged 19, 20 and 21	318	206	275	145	169	156	29,930
In EET 19 to 21	50%	46%	49%	44%	41%	32%	52%
NEET 19 to 21	41%	43%	32%	48%	50%	55%	39%
Independent living	-	-	-	-	-	-	35%
Staying Put with former carers	-	-	-	-	-	-	26%
With parents or relatives	-	-	-	-	-	-	11%
Semi-independent living	-	-	-	-	-	-	14%
With former carers (other)	-	-	-	-	-	-	8%
Suitable accommodation	81%	80%	75%	94%	91%	81%	85%

Source: DfE 2019 (Some DfE data is unknown and some is unreported to protect anonymity.)

Table 9. Characteristics and circumstances of the evaluation sample

Characteristics	Full HP group (54)	Comparison group (40)	ALL (94)	HP early exit group (14)	HP follow-up group (40)
Female Male	48% 52%	48% 52%	48% 52%	57% 43%	45% 55%
Mean age at baseline (range)	16.5 (15-18)	16.7 (16-19)	-	16.6 (16-17)	16.5 (15-18)
UASC	6%	8%	6%	0	8%
Full care order Section 20	77% 19%	59% 38%	70% 27%	77% 8%	77% 23%
Category of need: abuse and neglect absent parenting family dysfunction other	 65% 15% 7% 13%	 45% 13% 10% 32%	 56% 14% 9% 21%	 86% 7% - 7%	 58% 18% 10% 14%
Mean age first entered care (range)	11.9 (0-16)	12.2 (6-17)	12.7 (0-17)	10.8 (0-16)	12.1 (3-16)
Mean number of care placement moves (range)	5.6 (0-21)	6.7 (1-14)	6.2 (0-21)	7.1 (1-21)	5.2 (0-15)
from LA1 from LA2 from LA3 from LA4 from LA5	8 (15%) 11 (20%) 14 (26%) 12 (22%) 9 (17%)	8 (20%) 10 (25%) 8 (20%) 8 (20%) 6 (15%)	16 (17%) 21 (22%) 22 (23%) 20 (21%) 15 (16%)	- 1 (7%) 6 (43%) 5 (36%) 2 (14%)	8 (20%) 10 (25%) 8 (20%) 7 (17.5%) 7 (17.5%)
Mean number of months in HP at endpoint (range)	10.8 (0-16)	-	-	3.4 (0–14)	13.6 (9-16)
EET at baseline NEET at baseline	72% 28%	69% 31%	71% 29%	50% 50%	80% 20%
Baseline accommodation: foster care residential care semi-independent family independent living	 41% 28% 26% 6% 0	 36% 15% 36% 8% 5%	 39% 23% 30% 7% 3%	 16% 38% 31% 15% 0	 48% 25% 25% 2% 0

Source: HP evaluation data

Table 10. Key outcomes and change over time

Characteristics and outcome	HP follow-up group at baseline (40)	HP follow-up group at endpoint (40)	Change over time (significance levels)*
Mean age (range)	16.5 (15-18)	17.7 (16-19)	n/a
Stability: mean number of care placement moves mean number of accommodations moves between baseline and endpoint	 Mean 5.2 (0-15) -	 - Mean 0.7 (0-2)	 n/a
Mean duration in HP	-	13.6 (9-16)	n/a
Accommodation type: foster care residential care supported, semi-independent family HP supported tenancy	 48% 25% 25% 2% 0	 7% 10% 25% 5% 53%	 n/a
Mean age at move to HP home	-	17.14	n/a
Mean months in HP home	-	4.8 (0-9)	n/a
Happy with accommodation	78%	87%	n/a
Mean score for happiness with home	7.4	7.7	ns
Mean score for happiness with area	6.8	7.6	ns
Education	52%	38%	n/a
Employment	23%	12%	n/a
Training and/or apprenticeship	5%	10%	n/a
EET or NEET	80% 20%	60% 40%	p=.057
Wellbeing (GCI) Satisfaction with life as a whole - mean score	6.7	7.8	p=.014
Wellbeing (SWEMBWS) Poor mental wellbeing - mean score	 23.7	 25.1	 ns
Autonomy (Choice in life) Means score	7.5	8.8	p=.007
Number of Risks	2.1	2.2	ns

Source: HP evaluation data. (Note: * n/a indicates that statistical analysis was not applicable, ns indicates that the analysis result was not statistically significant. P values indicate a statistically significant result.)

The Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS)

The SWEMWBS is a short version of the Warwick–Edinburgh Mental Wellbeing Scale (WEMWBS), which was developed to enable the monitoring of wellbeing in the general population and the evaluation of projects that aim to improve mental wellbeing. The 7 items in the SWEMWBS were drawn from the 14-item WEMWBS, which measures both happiness and psychological functioning. The SWEMWBS contains more indicators of the latter. Each item is scored on a 5-point scale from 1 (none of the time) to 5 (all of the time). A conversion table is available to transform the raw score for the SWEMWBS scale into a metric score, ranging from 7 low to 35 high (denoting a positive score). Neither the WEMWBS or SWEMWBS was designed to measure mental wellbeing at an individual level, however, research with adults suggests that they can detect clinically meaningful change (Collins et al 2012, Maheswaran et al 2012). Different statistical approaches give different results with regard to minimally important levels of change, however, a minimum of 1 point and maximum of 3 points can be applied to SWEMWBS.

The Good Childhood Index (GCI)

The GCI was developed following detailed qualitative and quantitative research with children and young people (The Children's Society 2017, 2018). It should be noted that this measure has not been validated for use with small samples or specifically to test effectiveness of interventions and services. Several versions of the GCI are available measuring subjective wellbeing in aspects of children's lives, which they say, and analysis shows, are important to them. Respondents are asked to rate their happiness and satisfaction in 10 domains on a 0 (very unhappy) to 10 (very happy) scale. For this evaluation, a 10 item scale was used for comparison with national data. One overall measure of satisfaction with life as whole is included and 5 extra items were added to the measure to gather young people's satisfaction in areas relevant to the HP group. The GCI has been mostly used for young people aged 10 to 17. The average age of young people in the HP cohort was 16 at baseline and 17 at endpoint and therefore at the upper end of the age-range for the GCI.

Table 11. GCI mean scores at baseline, T2 and follow-up compared to national data

Life domains	HP YP Baseline mean (31)	HP YP T2 mean (24)	HP YP Follow–up mean (31)	Mean for UK 10-17 year olds*
Your life as a whole	6.7	6.9	7.8	7.8
1. Health	7.2	7.5	8.3	8.2
2. Choice in life	7.6	7.9	8.8	7.4
3. Relationship with Family	6.6	7.0	7.5	8.4
4. Things you have (own)	8.0	7.5	8.1	7.5
5. Friends	7.7	7.3	8.5	8.0

Life domains	HP YP Baseline mean (31)	HP YP T2 mean (24)	HP YP Follow–up mean (31)	Mean for UK 10-17 year olds*
6. Appearance	7.5	7.4	7.7	7.3
7. Future	7.5	6.8	7.6	7.0
8. Home you live in	7.4	8.0	7.7	8.2
9. EET	7.0	7.0	7.1	7.2
10. Use of time	7.0	7.4	7.6	7.6
Total score on 10-item scale	72.9	-	77.2	-
Additional items for this evaluation:				
11. People you live with	7.6	8.1	8.1	-
12. How safe you feel	8.5	8.6	8.2	7.6**
13. Support from others	8.3	8.6	8.2	-
14. Self confidence	7.2	6.8	7.8	7.0**
15. Local area	6.8	7.6	7.6	7.2**

Source: HP Focus group data collection at entry to HP and data collection endpoint
*The Children's Society 2018 (mean scores for 10–17 year olds in 2018).
** Source: Rees et al 2010, mean scores for 10–17 year olds in 2008).

Appendix 4. Cost benefit analysis method and results

Method Overview

The CBA methodology considered the savings made by the HP compared to what would have otherwise been spent on accommodation, placement moves and on interventions or services relating to risk factors or EET status.

On the cost side, a total programme cost of £1,303,216 was used, based on financial data returns from 4 of the 5 participating areas, and accounting for an assumed 10% start-up costs (in the absence of detailed start-up cost data). For the remaining area which did not return a financial data form (LHP 5), the average across the other areas was taken and added to the total cost.

On the benefit side, the data from 40 young people participating in the project was analysed. The process to identify the benefits attached to each young person by category are outlined in subsequent sections below. As shown in Table 7 of the main report, the HP had a positive return on investment (a benefit cost ratio of above 1.0) across all attribution scenarios from year 2 onwards. Benefits from years 2 and 3 were discounted using the government's standard annual discount rate for costs and benefits of 3.5%.

Benefit Monetisation

The benefits related to the cost savings associated with improved outcomes for young people supported by the HP. Information used in the CBA was identified from project monitoring data for the following outcome variables:

- Residential care avoided
- Foster care avoided
- Supported accommodation avoided
- Placement stability improved
- Risk factors reduced
    - Gone missing/absconding
    - Self-harm
    - Drugs
    - Alcohol
    - Child Sexual Exploitation
- Education, employment or training status improved

The unit cost for each item and their sources are outlined in Table 12 and 13:

Table 12. Accommodation unit costs

Accommodation			
Category of cost saving	**Change**	**Saving (per YP for 1 year)**	**Source**
Residential care	Due to the HP, a young person moves out of residential care	Individual saving per young person	Individual's accommodation cost per annum detailed in programme data
Foster Care	Due to the HP, a young person moves out of foster care	Individual saving per young person	Individual's accommodation cost per annum detailed in programme data
Supported accommodation	Due to the HP, a young person moves out of supported accommodation	Individual saving per young person	Individual's accommodation cost per annum detailed in programme data
	Due to the HP, a young person who was in residential or foster care at age 18 and would have then been in supported accommodation is instead in a House Project Property	£39,146	The average cost of supported accommodation across all five participating sites

Table 13. Other benefit category unit costs

Other benefit categories			
Category of cost saving	**Proxy change**	**Proxy saving (per YP for 1 year)**	**Source**
Fewer placements than in pre-intervention period	One or more placement moves have been avoided	£2,310 per placement move	Median cost of a placement move. Based on Costs and Consequences of Placing Children in Care (Ward, Holmes and Soper, 2008) and adjusted for inflation
A positive change in education, employment or training status	The young person has changed status from NEET to EET	£10,466	Average annual cost to the exchequer of a NEET young person. Based on Youth Unemployment: the crisis we cannot afford (ACEVO Commission on Youth Unemployment, 2012) and adjusted for inflation
Reduction in drug risk	The young person reduces or stops substance misuse and does not require a treatment programme	£3,994	Average annual savings resulting from reductions in drug-related offending and health and social care costs as a result of delivery of a structured, effective treatment programme. Based on Estimating the crime reduction benefits of drug treatment and recovery (National Treatment Agency for Substance Misuse, 2012) and adjusted for inflation
Reduction in Alcohol risk	The young person reduces or stops misusing alcohol and does not	£2,133	Estimated annual cost to the NHS of alcohol dependency, per year per drinker. Based on Alcohol Use Disorders: diagnosis , assessment and management of harmful

Other benefit categories			
Category of cost saving	**Proxy change**	**Proxy saving (per YP for 1 year)**	**Source**
	require treatment		drinking and alcohol dependence (NICE Clinical Practice Guidance, 2011), and adjusted for inflation
Reduction in self-harm	The young person self-harms less regularly. It is assumed that 1 unplanned hospital admission is avoided.	£1,664	Average cost of a non-elective hospital admission. Based on Reference Cost Collection: National Schedule of Reference Costs - Year 2017-18 - NHS trusts and NHS foundation trusts, and adjusted for inflation
Fewer absconding episodes	The young person has absconded 1 fewer times than in pre-intervention period	£2,719	Average cost of a missing persons investigation. Based on Establishing the Cost of Missing Persons Investigations (Greene & Pakes, 2012) and adjusted for inflation.
Reduced risk of CSE	The young person does not require support due to CSE	£3,583	Average cost of providing intensive support to each individual. Based on Reducing the risk, cutting the cost: an assessment of the potential savings (Barnardo's interventions for young people who have been sexually exploited, 2011), and adjusted for inflation

The full unadjusted benefits accrued in each category in years 1, 2 and 3 (not listed cumulatively as in the main report, but by individual years) are shown in Table 14.

Table 14. Monetised benefits by category and year

Benefit Category	Year 1	Year 2	Year 3	3 year total
Residential care cost savings	£432,133	£217,086	£0	£649,219
Foster care cost savings	£363,922	£165,177	£0	£529,099
Supported living cost savings	£39,060	£453,228	£691,678	£1,183,965
Placement moves savings	£119,812	£115,619	£111,572	£347,003
Positive change in education, employment or training status	£31,398	£30,299	£29,239	£90,936
Reduction in drug risk	£19,970	£19,271	£18,597	£57,838
Reduction in alcohol risk	£2,133	£2,058	£1,986	£6,178
Reduction in missing/absconding risk	£5,438	£5,248	£5,064	£15,750
Reduction in CSE risk	£10,749	£10,373	£10,010	£31,132
Reduction in self-harm risk	£3,328	£3,212	£3,099	£9,639
Total	£1,027,943	£1,021,569	£871,244	£2,920,756

Source: York Consulting

The full method for monetising each category is outlined in the subsequent sections.

Accommodation savings

For each of the 40 young people, programme data was analysed to determine their accommodation type at baseline and follow-up. Where a move had taken place, this was monetised. For those young people who had moved to a HP property (14 from foster care, 4 from residential, 2 from supported), their individual care costs per annum were used to monetise accommodation savings. All young people were assumed to gain at least 1 year of savings from their accommodation move, given what we knew about their placement at baseline and its cost from programme data. The savings for young people aged 17 or 18 at baseline were transferred to a supported accommodation cost for years 2 and 3. For the young people who were 16 at baseline and moved into a HP Property, 2 years of benefit was assumed. However, one-third were assumed to have otherwise left their care placement before their 18th birthday, in line with national data.[16] In order to reflect this in the benefit calculation for year 2, the median individual accommodation costs for both residential and foster were multiplied by one-third of the young people from residential (1 young person) and foster care (2 young people), and subtracted from the year 2 total. These young people were instead transferred to a supported accommodation saving. By year 3, every young person who had moved to a HP Property was assumed to have otherwise been in supported accommodation for accommodation savings, given their ages at baseline.

For those young people who had moved to a different type of accommodation, the average cost of the new type of accommodation (supported, see accommodation unit costs in Table 14 above) was subtracted from their individual accommodation cost per annum and taken as a saving until they were 18.

Placement stability

For each of the 40 young people, programme data was analysed to determine how many placement moves had been avoided since participating in the HP. This was calculated by dividing total number of placements ever at baseline by the total years in care by baseline, for each young person, thus reaching a figure for each young person's placements per year, prior to joining the HP. Each young person's moves since entering the HP was subtracted from their placement per year figure, leaving a figure for moves avoided. This was then multiplied by the unit cost.

Risk factors and EET

For each of the 40 young people, programme data was analysed to determine the EET status and risk rating reductions from baseline to follow-up. Where a positive status change or risk rating reduction had occurred, this was counted as a saving using the proxy unit costs noted above in Table 13: Other benefit category unit costs.

Attribution scenarios

In order to account for what may have happened anyway in the absence of the HP, 3 attribution scenarios were applied to the total benefits for 1, 2 and 3 years. These figures were then used to calculate adjusted benefit cost ratios (see Table 4 of the main report). Low attribution (33%), medium attribution (50%) and high attribution (66%) were applied

[16] See research by the National Audit Office in 'Care leavers' transition to adulthood', 2015 : https://www.nao.org.uk/wp-content/uploads/2015/07/Care-leavers-transition-to-adulthood.pdf

to all benefits other than the accommodation savings, which were accrued due to a move to a HP property. This is because for these accommodation moves, we can be confident that the benefit is a direct consequence of the project. For every other benefit category, including the few accommodations moves to somewhere other than a HP property (for example, from residential accommodation to supported living), these 3 attribution scenarios were applied to their costs for 1, 2 and 3 years of benefit.

Return on investment

The return on investment (ROI) was calculated by dividing the adjusted benefits from Table 6 by the adjusted costs from Table 4, giving a benefit cost ratio (BCR). Details of the ROI cumulative for each year and by attribution scenario are shown in Table 7 of the main report. On the medium attribution scenario (50% attribution), the HP showed a positive return on investment of 1.4 from year 2. This indicates a potential saving of £1.40 for each £1 invested in the HP. The ROI increases to 2.0 in year 3.

Appendix 5. Young people's voices

Towards the end of the evaluation, young people from the 5 LHPs were invited to take part in a face to face interview about their participation in the HP. This section presents the experiences and perceived impact of the HP from their perspectives. Young people had the choice of being interviewed by a care leaver who had received interview training (peer researcher) or an evaluation researcher. Most (83%, 33) of the follow-up group agreed to an interview and all were happy to be interviewed by a peer researcher.

Being part of the HP

Young people were asked about experiences of being part of the HP and their views on how this had affected the aspects of their lives that the HP had aimed to address.

Views and experiences of key outcome areas

Readiness for independent living - skills development

During the focus groups and interviews young people were asked to reflect on whether they felt ready to move into independent living. Young people told us prior to joining the HP they lacked a number of key skills such as budgeting, practical skills and cooking. In some cases young people had not had the opportunity to practice these skills whilst in care, although since joining the HP, they had gained opportunities via group sessions;

> "Learnt how to like do cheap meals on a budget, like say £10 for like to feed ten people, and also learnt like have a routine in place, like a cleaning routine, cooking routine, stuff like that."

> "I've learned a few. I know how to cook. I know how to work a washer now as well. I know how to wash pots and dry them and put them away."

As part of the LHP sessions, young people were able to pick activities linked to HPP modules that would enhance their learning and the development of independence skills such as money management, basic home maintenance, decorating, cooking group meals and supporting the local community by cooking for homeless people in the city centre;

> "I think with feeding the homeless we thought we can make this, we can make that, so we basically chose the food that we make for them. We made a stew with some buns. Other guys made a curry. Some made flapjacks."

The overwhelming majority of young people reported improved social skills and confidence as the result of having been involved in the HP. This is 1 of the main impacts of the project;

"I can speak more, I can, I'm not bottling it up, I'm not like being shy around 'em, I'm not like, like scared to talk just in case they don't like me talking and all that anymore."

"In every way. I'm like, I find it easier to talk to people, I find it easier talking to people I don't know."

Accommodation

Not all young people had moved to their HP homes however, most of the group were experiencing stability, with no indication of homelessness and most were happy with where they were living. The main concerns were around timescales and expectations related to their move to their HP homes.

- Some had moved in

Out of the 33 young people interviewed, 15 had moved into their HP accommodation at follow-up. Most of them experienced a longer than expected wait before moving to their new home.

"It's kind of mixture; like it was waiting for ages, I didn't think it would take so long, but then when a house came up it was within a week that I moved in. So when things start rolling it is quick."

- Some were just about to move in

Eight young people had been allocated accommodation that they were going to move into shortly;

"But now I should be in my [flat] in about three weeks so it's getting back on track with things getting there. It's just hard to find, do you know? A lot of flats, they're not always like oh yes, someone's going to move out straightaway. It's going to take time. So we've been waiting [9 months] and we've only just got them. We understand because it's hard for someone to move out of a flat and just get another one or get a new house. People have got to understand it is hard for other people as well."

"Well, I've been to view my flat about a week and a half ago. They said 2 weeks to 3 weeks I should get my keys. Should be moved in within the next 2 months-ish."

- Some were still waiting

Ten young people had not been able to find a flat at the time of the interview. Some LHPs experienced shortages in council accommodation;

"Just because of the council trying to find properties. It's took longer than it was supposed to."

"It was mostly down to availability of housing apparently."

Sometimes, the young people were waiting to find the right property in the right location; "Yeah, just that they haven't really found a property that suits me best."

In 1 LHP, some young people were told, after waiting longer than expected, that they would not be allocated HP accommodation.

> "…it's 8 months later and they're telling people that it's going to be the next year… and obviously it's a pilot project so it's going to go tits-up at some point, but they just didn't really want to admit it, they'd rather just string us along. Then after a year-and-a-half, we all just get told that we're not getting flats."

Since the interview, some young people in this LA were allocated properties, though a small number were still waiting.

- Feelings about moving into independent living

Most young people were happy and excited to finally have their own place;

> "How did I feel? Very relaxed, overwhelmed that I'd got a house and excited for the times ahead."

> "It felt nice, yes, because it was finally it was my own space."

Some young people expressed feelings of anxiety and worry about becoming lonely and living on their own;

> "Well actually I was supposed to move in [last month], and I didn't, I postponed it for two weeks cos my anxiety, I mentally wasn't ready, but then when I did move in [last week] it was, the first night was scary, like having, like going to bed and not hearing anyone, there's still no-one there like, so it was scary but it was exciting at the same time, cos the minute the door locks you know this is your house, like this is my space."

> "I was kinda nervous and like I was, had the fear still of loneliness, so I used to have like quite a lot of people stay, like every night; I still do kind of."

> "if you don't feel ready then it's sort of daunting. Or even just in general, moving into a flat by yourself when you're 18 is a big deal."

- Preferences for shared or their own accommodation

Most young people expressed a need to live on their own because they felt they had shared their space with others for a long time. Some said they did not want to clean up after others and some felt they might not get on with housemates;

> "Well, because obviously growing up I was in a care home with other people so I have always had to be around people so now I've got my actual own space I feel better."

"On my own. I mean if I share with someone, I'd be able to cope, but I'd want my own space because I've be in with different people since I've been in care. I just want my own freedom."

"Because instead of just having one room you can have the rest of the house and you don't need to share a kitchen…and it'll be clean all the time instead of a mess sometimes, cos sometimes you get the dirty people who are living there and they don't tidy up after theirselves so you have to tidy it up."

Another reason for wanting their own accommodation instead of shared accommodation, was that some viewed it as providing more stability in the future; as a young person noted, "because I guess if you live in a shared house you're gonna have to move again."

Other young people expressed a preference for shared accommodation, where they could be supported by others around them;

"Because like you, you help each other every day and you're cooking, everything you do really; like you, even if sad or like unhappy, it is friends, like for relax [and] everything, even you learn English."

"Cos if you're living on your own you're sort of like well if something goes wrong I've got to deal with it myself, whereas if you're in like a shared house you've got others."

There was also an indication that moving into a home as a group provided reassurance and reduced the potential for feeling overwhelmed or uneasy about independent living, as a young person explained when describing the day they moved into their HP home,

"Well [facilitator] come and picked all of us up, me, [YP1], [YP3] and [YP3], and we sort of went round to the house, did a look round with the housing company we use, and then, then after we had a look round we all chose our rooms, put our stuff in and… actually one person moved in then another person moved in like half hour/forty minutes later just to keep it flowing easier, so we're not taking loads of shit in and out at the same time. I was a little bit nervous but obviously I, I've got [YP2], who's my mate, and was in the same house as me so I was sorta like nervous and confident at the same time."

Being supported by the HP

- Direct support from House Project staff

Young people valued the personal attention they received during 1-to-1 support sessions. They felt these sessions were more tailored to their needs than the group sessions;

"They're helpful because any issues that I have, instead of any issues the group has, can be dealt with, so it's more personal."

"Yeah, they are very helpful, a lot, because when you're in a group it's too much going on at once so when you do get the 1-to-1 time you can express everything and properly speak about things. So, they are useful and helpful at the same time."

"I get to discuss my issues in-depth with personal support; very formal."

- Support with EET

Most of the young people who were in EET had managed to sustain their participation between baseline and follow-up. There was, however, an increase in the numbers who were NEET, which mostly seemed to be due to the ending of compulsory education or college courses coming to an end;

"Because when I started [the HP] I was at sixth form and then I finished sixth form, I joined this project that's helping... to get into work."

Young people talked about the direct support of facilitators, who actively helped them to get on the right college course, to stay on at college or to gain employment;

"[Facilitator] was helping me to get hospitality and voluntary [work] as well, for experience."

"[Facilitator] and I fill the forms together now."

"[Facilitator] just tries and helps me find jobs, either online… Like he messages me if a new job comes up on the website."

"[Facilitator] took me to the college for enrolment; we spoke to the people which courses they had available and which would best suit [my] side of things and then yeah, I was there, and then she supported me actually to get in the other college for my functional skills, maths and English as well. So she contacted them and I ended up going then."

"So with the project they offer quite a lot of jobs; they're always throwing jobs my way but none of 'em ever seem to match. But with the project you also get a lot of help from the LA Job Team, whatever it is, so [staff], she's quite helpful with jobs and stuff."

- Social and emotional support

The HP group were supportive of each other and met either weekly of fortnightly as a project group as well as in smaller, closer friendship groups. In addition to helping each other with settling into their homes, the group talked of hosting birthday parties, being there for a chat online or in person and responding to requests for support;

"I know that the girls talk a lot within the House Project. They are close, they've helped each other actually when they've gone to each other's properties, they've wallpapered and helped them in the home if they just need to get it done faster, or anything really."

"if someone's forgot their travel card or whatever [we've] dropped it off to wherever they are, or... they went to each other's like houses and everything."

"Over the year we've all been friends, something good happens or we have something to say we know who to call."

- Practical support

"So every Thursday we all, well we're meant to get together and if any of us have problems or anything we always help each other; if anyone needs any help they're always there to help. So, for instance, people are starting to get their houses now and if anyone needs help with the decorating or anything they'll ask people from the House Project and people will be there to help 'em."

"I would say we help each other with like moving into our flats. So, like I helped with like them moving stuff, like the physical side, and everybody else, they help as well, as well with like the mental side, like putting stuff in position, what looks good, what doesn't, and also supporting people when they're in there as well."

"I text a group chat on Sunday asking if anyone can help me paint my flat on Wednesday and near enough everyone has said yes to helping me paint my flat, in which case, like, yeah, they're all trying to support me."

- Online community

"They have a WhatsApp group, so if anything comes up you can basically get a hold of everyone in the House Project at the same time, which is quite handy, if it was an emergency, rather than having to contact everyone separately, or wonder who you should contact, you can just message it straight into the group and then the right person can help you out."

Being listened to

Generally, young people felt they had a voice within the HP, examples included the renaming of the HP learning programme to HPP, after young people commented that the use of 'learning' was off putting. Another included;

"As part of the work experience with the House Project I sort of suggested that there should be a peer mentoring scheme for the new cohort that's coming in after us and [staff] sort of picked it up and ran with it."

What were the best things about the HP?

- Meeting people and forming friendships

The majority of young people said that the best thing about taking part in the HP was meeting new people, making new friends and feeling supported;

> "Meeting new people; like loads of other new friends."

> "Meeting new people, feeling like you're generally being supported and people genuinely care for you; that's a good feeling to have."

> "The best thing about this House Project was that we had like, , we did the best activities cos it took us out and treated us well."

> "I guess the people on the project, the people I've met, other young people, they've been really nice, we've got a nice little group."

> "Getting to meet so many amazing new people."

> "My relationship with [facilitator] was great. We got on well."

- Getting a property

For young people, getting their own home and making this first step towards independence was the next most important thing about the HP;

> "Well obviously like the prospect of getting a flat and I guess maybe it was like a push for me to go and be a bit more independent, because I've realised certain times were sort of like catching up to me and I wasn't really gonna be young forever, like I was turning 18 and like I needed to sort of like get my act together, whether it was through the House Project or not, it did sort of like scare me in that way. And the other young people that I met and like the group sessions have been good, like the activity based, like it does make you feel like more part of a group and stuff."

> "Meeting new people and being able to… When you're in a foster placement you don't think you have much opportunity to be like everyone else. They get helped by their family, and with our families, we've been put into care. They might not have much money now than what they did when they did have us. It's a struggle, but now we've been given this opportunity to have our own place, it's literally the best thing ever."

What things were not so good?

A small number of young people talked of difficulties and negative experiences of the HP. Some had felt under pressure to fulfil the HP requirements to be eligible for a house.

> "Negative, cos I was really confused cos they're like, in the House Project there's certain requirements and they really pushed getting a job because I wasn't… none of us at the start I think only 1 person was in education or employment, so like they really pushed that, so I worked really hard. Basically, I stopped having 1-to-1s because I felt like, that they was like useless and because I really wanted a job from the beginning but they kept sending me to these things, and I guess they kind of are productive for some people, where it's like a 6 week programme to help you find training, education or employment, but I didn't like it cos it was like school settings … stuff that wasn't gonna be sustainable, like apprenticeships and stuff that I wouldn't enjoy and stuff."

One young person did not feel supported in achieving what was expected of them;

> "They'd just come round and say that I need to get a job to get a flat, and then they say, 'Don't worry about it. Next time I come around, we'll look for something.' Then they come around the next time and say, 'To get a flat, you need to get a job. But don't worry, next time I come around, we'll look at it.' It was that cycle for like 6 months."

Another felt that they could have been better supported with their mental health issues; "I've got quite poor mental health, [I'd like] probably support around mental health."

Some young people felt that the problems they had raised had not been dealt with efficiently or that they were not being listened to, whilst others wanted more planning and notice of when meetings were to be held;

> "I feel like every time we have a problem we'll just be going round in circles about it; I'll talk to someone about it and hardly anything will get done and we'll just come out with the exact same answer as we did before."

> "If I can remember, yeah, sure. It were just the fact that they don't listen to us, they don't get in touch with us or anything, I didn't know when the meetings were gonna be taking place, they never actually told me, I'd have to go in to the office to sort something else out and then they'd see me and then go, oh yeah, by the way there's a meeting at so-and-so. And they don't message you, they don't ring yer or anything, and it's, it's awful, and waiting time for accommodation is just unbelievable."

Sometimes the facilitators had not matched the interests of the young people to the employment or education opportunities they had offered them, hence they felt they were set up for failure;

> "[its] ok now but in the past I felt like restricted with the House Project, because with employment, education, whenever I tried telling them what I want and what would be useful, what I'd actually go to, they just had all of these other things, like they came to us with all of these things and whenever we challenged it or they put loads of us on it and like we would all like slowly drop off cos we'd just lose interest, but whenever I

> tried to tell them why, they wouldn't really listen and it just made me feel like… why can't I ever complete a project or complete something? But then when I thought about it [it's] understandable because I just wasn't interested from the beginning, cos it's like something that they want you to do not something that you're actually that interested in."

Sometimes the activities were not suitable for some of the young people. For example, a young person reported that a LHP repeatedly arranged social outings to a chicken restaurant despite a member of group being vegetarian. This same young person felt that there was too much emphasis on socialising and that they were not receiving enough practical help from the facilitators;

> "All right, well a good example I guess is, when you try and leave the House Project, I had a phone call off someone that had basically noticed that I wasn't coming into sessions, and I just voiced to them I'm not happy, I've come on to a project to take myself seriously, to get myself a flat and you guys just want to go to Nando's every week, and I'm getting in trouble for not going to Nando's with you. It's not on."

It was apparent that where young people had experienced a lack of support from services in the past, it was essential that support was in place to help restore their confidence in support services and professionals. A small number of young people felt let down and that their concerns had not been taken seriously. As a result, 1 young person felt that their confidence had been knocked by the experience;

> "[Confidence] probably just gotten worse. It actually has gotten a lot worse considering the fact that this was the last time that I was going to trust social services, and actually believe that I was going to get something good out of something from social services."

Difficulties within the HP that did not relate to waiting times or organisational problems, concerned friction between the young people taking part in the project. Most LHPs experienced fall-outs among their young people, though in most cases issues had been resolved swiftly;

> "I had a clash with the person I was living with but it was resolved; well it was sort of resolved and my views and needs were met by what I felt needed, and when I raised a concern and I wasn't happy with the way it was going they still worked with me and helped me and found a new house for me."

> "An example, me and my friend fell out in the HP, but we've not made a massive deal about it. We've just basically left each other alone, to have a breather."

> "I know like other friendships have kind of broken down."

How could the HP be improved?

Young people had a number of suggestions about how the HP could be improved for future cohorts. Some felt that meetings could be better planned and that there could be better communication between the CLNM and the other HP young people;

> “For meetings, it really annoys me how the meetings, they’re not planned enough and they’re just so boring and I don’t understand it, I don’t know why they are but they are.”

> “A bit more communication cos I haven’t been to a meeting in like weeks but they’re not telling me when they are.”

Some raised the issues of needing more support staff, particularly as the project was taking in new cohorts; “I’d say more facilitators, more workers and staff, just to make sure everyone’s got, or feels like they’ve got someone’s attention.”

Some young people felt that the facilitators could better handle the planning of properties to avoid raising hopes about moving into a property within a short timeframe, only to be let down by multiple setbacks;

> “Do not give us a certain date, get us all excited, and then it not happen... because it could get delayed, and it could come quicker. Tell them when it's close to that point. When you still think it's going to happen.”

Others felt that the project should make sure that the properties were made ready for the young people to move into;

> “Well, as it's taken so long to actually get the flat, I know it's the first obviously in [LA] we're the first group to actually do it, I just think it needed planning a bit more.”

> “I think because obviously we was the guinea pigs for this and I think a lot more organisation might be a bit needed for the next cohort but generally there's nothing I would change about this project.”

One young person in particular moved into a property that lacked basic services (gas, electricity) and had no carpets or furniture;

> “Just honestly, I would seriously consider not giving anybody any placements until you’ve actually come to an actual plan, cos at the minute there’s no plan. Why would you give keys to a kid? I mean he’s going into his house, he’s got nowhere to sleep, sleeps on floor in a blanket, no gas, no electric, nowhere to cook…water’s been sat there for months and it’s been coming out green or brown rust. I mean it’s not good is it? This is what I think really... get everything in order, get everything ready, get people out to carpets, get somebody out to do gas.”

This young person highlighted difficulties in liaising with relevant utility services after moving to his HP home, due to being under 18 years of age;

> "Do you know what, I can't even ring my own gas supplier, my own electric supplier because my social worker's name on it and I'm not 18 yet so I can't even change it, you've got to be 18 to change it. So why don't you give them flats at 18 not 17? Some of these kids are only 16."

One young person felt that the weekly groupwork sessions, which all HP young people were expected to attend, could focus more on independence skills rather than socialising;

> "What they could do better… if there's a session, if you're sitting down talking about money management or doing something serious, of course I'll go. If I don't go to that 1, sanction me... don't sanction me cos I don't want to sit and eat, it's a social gathering."

Final comments

Most young people considered the HP a great opportunity for care leavers;

> "You wouldn't want to pass off an opportunity where you basically get stuff handed to you… an opportunity where you know you're never going to get it again."

> "Now everyone sort of wants to be on it and it's like, sort of unheard of, the youngest person in is 16 and they're getting a flat, and... to be honest it is a dream thing… but as well there's so many other things that come with having a tenancy, like being an adult and stuff like that, and if you don't feel ready then it's sort of daunting. Or even just in general, moving into a flat by yourself when you're 18 is a big deal."

> "It's a great opportunity for care leavers but it's also an opportunity that regular people don't see, people with regular upbringings, they don't get an opportunity like this, so it's a once in a lifetime thing, really."

At the same time, young people acknowledged that the HP process is not an easy option and requires a lot of commitment and patience;

> "It depends what they wanna do in the future because, for instance, if they're a bit unsure of whether or not they wanna live by themself I'd be like, no, don't do it, or if they aren't very good at committing themself to something, don't do it. But if they, you know, really want their own place and they don't mind how long it's gonna take to, you know, get their own place, by all means go for it, but yeah. They just need patience for it cos obviously, you know, it's a piloting project at the moment."

Young people's views showed that those interviewed appeared well informed about the HP aims and expectations, and about tenancy processes. They were aware that the HP was a new option and different to the other leaving care support and accommodation options for care leavers in their areas. Despite some frustration about the length of time to move into their properties or about moving in before properties were ready, most were understanding and informed of the reasons. There was advice on how the project might better communicate and plan for move-in time scales. There was also recognition that the HP was not only about getting a property and that it required commitment to benefit from the wider support and participation expectations. This demonstrated the importance and impact of co-production, which had involved young people in the running of the LHPs and at the centre of decisions about their own journeys and that of the project overall. Most talked about increased confidence, community and the empowering nature of the community approach that underlies the aims, activities and support package of the HP.

Appendix 6. Process evaluation thematic analysis

Added value of a central 'hub' and a national profile
Project managers suggested there was a sense that their input in the national project is valued by the hub and that the 'community of practice' is an ideal forum through which they can express their ideas to shape the development of the HP. For example, a project manager highlighted an example of this exchange of ideas, where feedback was provided on the HP learning programme in its original format, with young people stating as it was "too much like a qualification" and difficult to engage in considering any historic barriers to education. A sharing of ideas from project managers with experience in the delivery and engagement of young people in independence and education-related programmes for care leavers subsequently led to this programme being developed further to ensure young people can benefit from it. The support and guidance delivered collectively to LHP through the hub 'community of practice' group meetings are consolidated by monthly onsite visits by a NHP director. During these visits, discussions are held individually with project management and the team as a whole. These discussions cover locally any issues raised through the 'community of practice' and detail on how training relates to their specific project; any challenges that the projects may face and advice in dealing with these (housing, staffing issues); individual support for project management; the formulations of individual young people and related support requirements; continued support for those young people living in a HP property; and, working alongside relevant teams, including foster carers and residential staff. These visits are identified by project managers as useful in bringing a different perspective on the progress of their local project and as an opportunity for continued learning. Project managers also valued the support external to the LA that they receive from the hub; "they've been really supportive, not just with House Project, but some like non-line management supervision, thrashing some ideas out [and] just someone to moan to at times". The independence of the NHP was also considered useful in steering an innovative project and overcoming some of the obstacles of LA systems. For example, NHP directors commented on the risk averse culture that whilst protecting young people, did not best prepare them for independent adulthood. They felt that their experience of working in LAs helped them address some of the concerns around adopting a project that enabled young people to take more control over their move to independent living.
Implementing the House Project in different local authorities
Although there were common learnings to be drawn from the 5 LHPs implementation, there were recognisable regional distinctions, particularly in terms of how different LAs operated and the variance in access to community services that would enable the participation of project young people. The hub facilitated the

ability for the HP workforce to draw upon the learnings of the first HP in Stoke. The original HP team were identified as a valuable source of advice and mentorship for LHP project managers. Project managers highlighted how they have had leeway and additional support from the hub in how the project is set-up in their respective LAs, which may operate differently and have various other policies and procedures. However, there was suggestion of a need to safeguard the notion of the HP being a framework for practice, and ensure its components were adaptable to the discretion of the experienced local team and profile and views of the involved young people. For instance, project managers and facilitators alike highlighted that they adopted aspects of the learning programme but applied it as a template to guide them in shaping sessions and activities for and alongside project young people. As 1 facilitator stressed, the notion of a prescribed programme clashes with the young-person led ethos of how the original HP approach was set out; “number 1, it’s supposed to be their programme, it’s their project and they design it completely; number 2, 1 of the criteria of being on the project is that you’re supposed to be in or working towards learning or education, now if we’re then saying there’s a [accredited qualification] that you have to do you’re not given that option [and] it’s their life and they to choose”. Others understood the relevance of the ORCHIDS framework but highlighted it to be a framework for practice outlining the principles and areas of their direct work they are naturally following.
The fit between existing services and the House Project
There was a sense that this investment in implementing an innovation, and ensuring it operated well, could detract from further developing existing services for the entire group of care leavers; as 1 local manager explained; “We were going to make changes for all young people within the care leaving service and then having to do it for 10 were quite strange”. The leaving care cohort is relatively small in certain areas, meaning the young people may know each other or have had contact with or pre-established relationships with staff within the leaving care or HP teams. One project manager highlighted having case responsibility of young people who are not involved in the HP that has been difficult for practitioners to square; “for them to see me treating young people differently has been quite hard for them”. However, what is evident from several HP sites is how the recognition that elements of the HP approach reflect ‘best practice’ in leaving care is stimulating ideas for further development across their respective service. For instance, the development of ‘leaving care’ drop-ins across a LA area, mirroring the ethos of young people leaving care having a community base with peer and specialist support, the roll-out of a learning programme for all care leavers, and a ‘lighter’ adapted project, providing access to a community of support and first home but without the intensity of support.
Referral and recruitment processes

LHP managers highlighted how their teams are now thinking differently around the recruitment of young people to the second cohort and beyond. A valuable learning from the recruitment of cohort 1 concerned the need for project management to demonstrate potential cost savings for the LA, which entailed consideration of eligibility criteria according to age and current placement. This requirement means the “recruitment selection process isn’t potentially as transparent” as could be (LHP manager). This situation can be difficult for LHP managers to square when they seek to be inclusive and recruit a diverse group of young people. However, according to 1 LHP manager, the continued buy-in and funding of the project allowed the site to engage in intensive work with those young people whose needs are relatively high. For instance, a UASC will join the project due to the requirement of intensive support to aid independence and stability now the young person has turned 18 and has leave to remain. Moreover, 18-year-olds with underlying health conditions will also join cohort 2, with indication that the continued HP funding will benefit them as the team are able to provide elevated support. One site is also considering recruiting more than 10 young people, and as their experience has been that several are likely to leave the project, they are likely to add a couple of eligible young people to a ‘back-up’ list. In the event young people leave the project, this Leaving Care team in this LA will provide a financial reward for completing the HP programme, with the intention that this would be used to support the young person to set up a home in another accommodation service within the LA.

The experience of recruitment of cohort 1 across the 5 LHPs identified it as crucial to promote the HP principle and support components to children’s social care teams. LHP managers generally highlighted that they were being more proactive and taking more control over the recruitment processes to ensure a feasible group. For example, some practitioners had put forward young people for whom family reunification was an aim, meaning 1 HP team spent a great deal of investment in recruitment for a young person to then return home and the LHP manager to have to manage the financial losses associated with a void property.

As the HP approach became further engrained within each LA, and gained recognition for its impact, a higher rate of eligible young people was put forward by individual social workers without being officiated by the LHP team. LHP managers also highlighted a need to strengthen relationships with foster carers. Foster carers may express that the young person is Staying Put or it is too soon to work with a young person who is 16, hence 1 LHP manager stressed the importance of establishing relationships with foster carers and broaching the conversation with a young person to enable them to make an informed decision about moving on and to initiate preparation for when they come to be ready. The LHP manager emphasised that a collaborative approach of “let’s support each other” is required with foster carers to help ensure “a really positive move on” and “relationships [that are] intact with that young person [to] help support them in future; keeping those lifelong links”. Another LHP manager emphasised how the supportive relationships developed between the LHP team with some foster carers of young

people in cohort 1 provided learning for building these relationships to benefit future cohorts.
The importance of matching for a successful House Project
"A really good cohort of young people has really helped; [whilst] they continue to have issues and problems and challenges; they've actually come together as a group really well. [So] the formulation side of things and the risk analysis that you do with clinical psychological support is really, really important" (LHP manager). The LHP workforce consistently highlighted the importance of matching a group of young people that are likely to gel and establish that sense of commitment to each other for the HP to be impactful. One LHP facilitator highlighted that due to the care leaver population being quite small in the area, young people matched to the first cohort had some historic issues relating to their time in placements and others simply did not connect. For the recruitment of cohort 2, this LHP placed more emphasis on the matching and the group element. This was reinforced through conversation with potential young people to ascertain who "would best fit in a group, so that they can get together as a community" (LHP facilitator). As part of the recruitment process, it was important to ensure the young people understood the ethos of the project, what support it offered, and what type of commitment was anticipated. This process of recruiting young people that will benefit from the project, and matching young people to the LHP group, was underpinned by formulation activity produced by the LHP team and adults that a young person was closely connected with (such as, foster carer, key worker and social worker) with the support and expertise of the consultant clinical psychologist. Some LHP managers highlighted that they use the formulation process to produce a more holistic and in-depth assessment of potential risks when considering matching young people to a cohort, so to establish risk management plans.
Strengthened communication with social care teams
A key learning that LHP managers reflected upon for cohort 2 in their respective areas was the importance of strengthening communication with social work teams and sustaining communication with individual practitioners of project young people. A lack of early communication had stalled momentum and affected recruitment. An LHP manager noted that low engagement from social work teams during the early recruitment events, had stalled recruitment, "support from the social workers [was] the problem, no social workers turned up." LHP managers and facilitators had put in place mechanisms to strengthen communication and joined-up working between the LHP and social work teams. For example, 1 LHP manager introduced guidelines for individual social workers of young people who will join the project, these determined terms of reference for the subsequent referrals and enabled an agreement to be reached on how the LHP team will work alongside social workers and placements (residential group home)

to best support the young person joining the project and plan and schedule future review meetings. Another site also introduced guidelines for social workers to define and underline what their role may be in supporting project young people relative to the responsibilities of the LHP facilitators. In some instances, the roles had become blurred and social workers had been considered to be taking a “step back” due to the intensive support offered by LHP facilitators, allowing social workers to focus on their “statutory responsibility”. One LHP facilitator ensured they offered sustained feedback to individual social workers and PAs as to the progress of their young people through a shared recording system. This was identified as a useful communication tool that, despite being time-consuming for the facilitator, enabled the involvement of individual practitioners; “I think it's really important just to keep the communication up because the social workers and the key workers and the foster carers [are] all part of the same team really” (LHP facilitator). Moreover, the facilitator highlighted that recording progress is helpful for social workers when informing IROs and others of the young person’s progress, “What was really important for me was to pass on all the good stuff that they were doing; [and] actually challenging also at times people's conceptions of these young people”.
Multi-agency partnerships
Housing providers have been assured that young people will be supported to become ‘tenancy-ready’. Despite pressures on housing resource, resulting from a housing crisis and an increased need for 1-bed properties, the HP team have developed agreements with providers. Being able to assure housing providers that young people can become ‘tenancy ready’ before moving into a property has been useful in securing buy-in. One LHP manager emphasised that a provider views themselves “as a joint corporate parent” and has enabled the HP team to link in with the provider’s intensive tenancy support workers. Some LHPs had sourced support from various trades to get properties ready or maintain them, “We've built up some relationships with some of the other trade people for the kids' flats... and 2 contractors that do most of the maintenance.” LHPs have established links with the Department for Work and Pensions (DWP) and jobcentre staff to support young people who are navigating the out-of-work benefits system, which had proved important to in order to advocate for the young person so employment advisors are made aware of the issues they may be experiencing upon leaving care. Establishing relationships with relevant DWP staff on behalf of the young person helped in the event a sanction is processed, with the HP LA being able to provide the young person’s backstory and how the project will promote change in behaviours to try to remedy the issue. There were signs of effective joined-up working with employment service, which in some areas guaranteed an interview for HP young people whilst the LHP staff provided the extra pastoral support for the young person to prepare them.

The HP workforce negotiated with education providers regarding additional support that may be required and to be kept informed regarding any issues that may impact on progress (for example, poor attendance). It had been essential to have a point of contact with local education providers and to work with leaving care workers where possible, and engage in collaborative working to support a young person. Some LHPs had forged links with the Police and were working in partnership with community policing teams to help ensure the young people stay safe in their properties. For example, community police officers had led a workshop in 1 area as part of the learning programme with regards to young people keeping themselves safe and their properties secure. Other examples of multi-agency organisations involved in workshop activities included a housing provider in 1 area leading a ‘good tenancy’ session, the Citizens’ Advice Bureau, Severn Trent Water with regards to utility schemes, local organisations that deliver substance misuse support sessions, Brook regarding healthy relationships, contractors who advise on DIY, and the fire service to deliver safety talks. In some cases, the LHPs shared a common base with other services, such as the in-house psychologists or youth offending teams, which could provide access to information and direct connections, as 1 LHP manager noted, “well, they're all … literally, a walk upstairs to speak to, so instantly, we've got them decisions”.
Securing House Project properties
Each project manager has regular contact with the housing providers to be able to effectively match an available property to a project young person. The HP teams have at times had to have difficult conversations with young people as they aim to be transparent about the difficulties faced in securing suitable housing. One project manager recognises that delays in moving into their future home is understandably disappointing for young people who have engaged in the programme, particularly as “you’ve got a name of something like the House Project [and] you’re setting up a project to support young people into housing prior to their eighteenth birthday”. The issue of housing availability is exacerbated by parameters around suitability for the young person, either in terms of type of property, the level of refurbishment required, or the area in which properties become available. The HP puts young people at the heart of decision-making, this also extends to choices in terms of the ‘move-on’ property. During workshops the young people undertake mapping activities where they designate the local area(s) they are interested in living in (for example, based on proximity to any existing networks or the education or employment base). An added complication is that some areas identified by young people or where property becomes available may essentially pose a safeguarding risk to project young people, with social problems such as gang-related activities that potentially “opens them up to more vulnerabilities”. The process of finding property in safe areas and meeting expectations places further restrictions on the process of acquiring a property, particularly within a reasonable timeframe. There is evidence, however, of young

people in local projects showing understanding and maturity regarding the problems the HP face in around securing suitable housing and having open discussions with staff and their peers to reach solutions. For instance, young people have chosen to broaden their area criteria as their perceptions of what is achievable changes and as they become more mobile and are able to drive or car share with other HP young people.
The importance of an experienced and stable team
The role of the LHP managers was expansive, with a broad range of responsibilities in respect to the delivery and managerial oversight of the local project. LHP managers required skills in effective communication and strategising with both stakeholders within the LA (including, with project boards, other child and youth services, internal legal and data teams) and external partners (including, housing providers and the Police). One LHP manager reflected that the role was more expansive than envisaged; “[it’s] just mind blowing how much you need to know, how much you need to find out and how many people that actually play a part in this project; even though there’s only 3 of us as a team, the impact is much wider than that”. Essentially, it was helpful for LHP managers to have professional experience of working with youth and care-experienced young people, and the knowledge and skillset required to lead a programme that prepares young people for independence and understand the associated issues that arise. It was equally useful for to have a firm understanding of the housing sector, particularly in relation to young people or vulnerable groups. Several members of the LHPs had a background in the housing sector, which helped in navigating the complexities around allocation and tenancy agreements. Personal resilience was also needed to withstand the “huge amounts of stress and dealing with the unknown” (LHP manager). LHP facilitators agreed that on a fundamental level the role required an ability to relate well with young people and professionals alike, given the degree of association with both to support project delivery. A LHP manager emphasised the value of recruiting facilitators with direct experience of working alongside care-experienced children and young people. For instance, experience of working professionally in schools and other contained environments required a distinct set of skills as compared to direct work to promote the welfare of care leavers with multi-faceted needs; “I think this job it's much more like you always feel like it's your responsibility; it's not contained by a door in the place [and] might be a bit much for those people that are not used to dealing with, say, supported housing or working in a residential children's home or those kind of sectors” (LHP project manager). The Stoke HP facilitators placed emphasis on the advocacy aspect to the role and how a facilitator should have the qualities to ‘challenge’ where necessary on behalf of the young person, as “you're the 1 that's face-to-face with them constantly telling them that they're going to have this perfect life, this perfect property, and be a thriving member of society; so, you're the 1 that's accountable to make sure they're represented.”

The centrality of relationships to the progress of young people
A Stoke HP facilitator highlighted how the induction phase, before young people move into their property, is an opportunity to build relationships rather than a prescriptive programme of learning independence skills that young people may pass or fail; “it's about in 6 months' time, you're going to be moving in to a flat on your own, you're going to have support from nobody else except for the House Project - how can [we] work in cooperation to get the best outcomes for you?”. The HP approach fundamentally enabled access to a range of resources via the project, whilst also connecting young people to a community of support and increasing the possibility of developing consistency in everyday relationships. A network of supportive and consistent relationships was important as typically, once care leavers are housed with a commissioned accommodation provider, they are unlikely to receive the same degree of involvement from key workers. Despite there being an array of services and spaces that young people leaving care may access, existing social workers and new PAs often lack the 1-to-1 time with their young person due to their heavy caseloads. As 1 HP facilitator commented that their relationship is founded on a continuity and continuous support, which is essential as most HP young people have seemingly “never had a consistent worker who has stayed with them throughout their journey”. The HP workforce were accepting of the fact that, in practice, a young person’s practitioner will not generally have capacity to provide the intensity of support required, as 1 LHP manager explained; “It's not to say the social worker's bad, it's just to say that we're more likely to see them on a day-to-day basis and I think that is the key to consistent ‘parenting’” (LHP manager).
A dedicated project base
An aspect that was considered beneficial to creating a community and encouraging consistency of relationships was a dedicated project base. Two HP sites had secured a regular central base for the project, and 1 LHP manager stressed the importance of a HP community base to encourage engagement in the project’s offer and also to develop connections and build a community. LHP facilitators without a suitable space highlighted this to be a recommendation for future cohorts in their areas, as it is a challenge to encourage young people to meet within the office space of child and youth services, as they are “not exactly a young person’s space [nor] the friendliest environment walking into an office where things kick off in the reception a lot and it’s very unpredictable”. For those sites that lacked a specially adapted and consistent base, sustained contact and a sense of community has been encouraged through group events and outings and keeping connected via social media (Facebook and WhatsApp).

Appendix 7. NHP ‘community of practice’ training areas covered by HP workforce

The specific areas of consultation and training covered by the HP workforce during monthly hub ‘community of practice’ meetings are as follows:

1. the ORCHIDS framework – what this means and how to develop young people’s ownership, responsibility, sense of community, home, independence, direction and sense of well-being
2. The House Project Programme (previously called The Learning Programme) – training and discussion on each of the modules, sharing and developing activities that can be used to deliver the modules and the various ways for young people to record their evidence
3. A bi-monthly Learning Programme moderation process whereby each local project shares the work completed by young people, scores the portfolio and makes suggestions for improvement to ensure that the quality of work is of a consistent standard across all projects
4. Using the online House Project Programme system
5. Training from the Consultant Clinical Forensic Psychologist who works with the hub. This training has covered trauma-informed practice, attachment styles and behaviours and the importance of understanding the young person’s story via formulations
6. Risk assessments and safety planning
7. How to keep young people at the centre of decision making
8. How to work with groups of young people
9. Working as part of the wider system – engaging with social work teams, leaving care teams, housing, etc., and the importance of involving all significant individuals in planning
10. Statutory responsibility and who holds this
11. Governance within the House Project – how this works and how young people are represented at all levels of the organisation
12. Care Leavers National Movement (CLNM)
13. Using the workbook to record outcomes and data.

Appendix 8. HP workforce profiles

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
LHP1 (Project manager & 2 facilitators remained at endpoint)	Background in youth work. Manager of a youth centre. Project management experience working with young people who were NEET, organising alternative curriculum projects/course to enable them to gain qualifications or move into employment and training.	Managerial direction and strategic vision over project's development, which includes liaising with key partners and workforce management to ensure the meets its targets. Creating project plan. Recruitment of HP staff. Early identification of young people for the project. Promoting project to key partners so to establish its reputation as a viable approach for care leavers.	1. Has a professional background as a Family Support Worker and a Priority Family Support Worker supporting families that required intense support. As a family support worker, has experience in 1-to-1 work with individual children and young people within that family, so that their wishes were brought into view. Received child protection training for support worker role. 2. Experience in direct work with young people across various roles; including youth worker, a progress coach in FE; and, a support worker for teenage parents facing homelessness.	The facilitator has a supportive role in ensuring that the project runs smoothly on the ground, with a focus on the young peoples' recruitment and journey through the project. The facilitator also has a front-facing role in representing the local HP to the hub, the LA and social care practitioners and external partners.

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Appendix A

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
LHP2 (Project manager left post by midpoint; 1 newly recruited by endpoint. Both facilitators remained at endpoint)	1. A youth worker and project manager in the charity and housing sector. Lead in young peoples' participation within Children's Services, gaining experience in engaging young people in service design development and the Children in Care Council. 2. Master's degree in housing policy and management, leading to roles working within a housing department - homeless persons' advisor and neighbourhood housing officer. Policy and research role for Centrepoint, focussing on health and wellbeing of homeless young people. Policy research and development advocacy for National Children's Bureau, leading a range of national and regional programmes around the health and	Lead responsibility for project management, which includes creating a project plan, budgeting within funding limits, creating a staffing model and overseeing recruitment of staff and young people and being the contact link with the LA on project developments. Overseeing the development and implementation of the House Project framework locally. Responsibility for ensuring the core activities get delivered and overseeing the 2 project facilitators and setting their work objectives and supporting them in their work with young people. Seeking ways to develop and improve what the project is doing locally, and any implementation barriers we come across, how to resolve	1. Youth worker within youth clubs and schools. Last 2 roles in sector was as a LA Personal Advisor for care leavers. 2. Was an office manager and later a project facilitator and manager employed by an NGO, an arts charity that works creatively with refugees and females who have experienced trafficking. As part of this NGO role, worked with unaccompanied minors and asylum seekers.	Preparing care leavers for independent living through 1-to-1 support and at group level, which draws on broad range of independent skills. The facilitator's role is to help the young people develop life skills – such as budgeting, safety in the home and cooking - and organise the workshops where they can develop these skills. In planning the workshops, the facilitator must think creatively about engaging and interacting with young people, rather than having directive instruction on life skills. Facilitators helps build young peoples' emotional capacity to cope, so helping them under the red flags in terms of their emotional wellbeing and being empowered to seek support. Once the young people move into their property, the facilitator

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
	wellbeing of vulnerable young people (e.g. young people in custody or in care). Community development programme manager, managing and running a programme to improve the health and wellbeing of vulnerable children and young people in deprived areas of a LA.	them and thinking about the future sustainability.		has a practical role relating to addressing any issues they may have and building a channel of support through the HP community. Liaising with young people's social workers and/or PAs to work together to support progress whilst in project.
LHP3 (Project manager remained at endpoint. Two original facilitators left post by midpoint; 1 newly recruited facilitator by endpoint; 1 newly recruited facilitator not	Managed 6 Children's Centres. Worked on delivery of community homelessness projects. Support work with care leavers. Worked within a public health team in commissioning for a sexual health service. Most experience is within community arts, part of role involved managing events with care leavers, foster parents, birth parents and social workers. Experience in outreach work for care	Highlights key responsibilities are, in the early stages, to raise awareness of the project and present its aims to social care staff and young people at meetings and prepare resources in respect to this. Promotion of HP to social care staff (within Children's Services and residential/supported accommodation settings) so to initiate referrals.	1. Professional background in education as a primary school teacher, later teaching older age group. Experience in behavioural concerns in education settings, which involved working 1-to-1 or in groups with young people in respect to anger, anxiety and obsessive thinking. Ran a programme within education settings that enabled young people to build their confidence and a positive identity and to tackle an area of their lives that has been a barrier for them (e.g. engaging in education, or in their personal lives). Experience working with young people with a range of	The main role of the facilitator is to work alongside young people to ready them for independent living within a HP property. Co-developing a new framework in the LA for supporting teenagers who are leaving care, either residential or foster care, to enter local accommodation. The work will involve 1-to-1 sessions around identifying personal goals, in terms of management of emotions or the learning of life skills. Also

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
interviewed for evaluation)	leavers who were experiencing homelessness.	Liaising with housing providers so to establish how housing may be sourced. Leading in all aspects of the housing project delivery in relation to contracts, young people, management of all the things related to ensuring that we have a successful House Project.	backgrounds and specifically with young people that have experienced CSE following their period of counselling and therapy. Support worker for foster carers who specialised in fostering children with emotional and behaviour difficulties. Completed foundation course in neuro-linguistic programming. 2. Experience working with pre-school children, as a play worker and family support worker within a family centre. Support worker in residential care homes and in a Leaving Care team. Support worker for a housing project supporting care leavers, including asylum seeking young people. Across his previous roles, has completed training in child development; input on the psychological-informed environment; generalist and specialist safeguarding training, both the online programmes and face-to-face day long programmes for child protection; solution- focused theory training; grief therapy training; some training in CBT; and, a year-long	involves groupwork and facilitating that groupwork and making sure that the young people are supporting each other. Promotion of the project to practitioners or carers across the various settings that young people are currently living. Building relationships with young people and their key workers or carers; ensuring that these people trust the facilitators and see the project as an option.

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
			course in personality disorder. There was ongoing training for the role with asylum seekers. 3. Experience in the care sector working with adults with learning difficulties in supported living accommodation. A residential childcare worker for the LA, in a residential home that solely supported young males between the ages of 12 and 17. Has level 3 diploma as a residential childcare worker.	
LHP4 (Project manager & 2 facilitators remained at endpoint)	Directly before assuming role for the local House Project, was a supported housing manager for care leavers aged 16+ service in the LA overseeing tenancy and independence skills support for the young people.	At baseline, LA was in the middle of a restructure and the participant was acting as interim project manager, before later successfully applying for the role. Attendance at HP meetings to ensure that the LA has a presence until official appointment of the project manager. Seeking a HP base in the LA for the project young people to meet in. Assuming responsibility for raising awareness in the LA	1. Studied drama at university, applied disciplinary knowledge to facilitate community drama activities for a mental health support group to develop confidence and life skills. Programme co-ordinator supporting women whose children had been placed in care, acted as the first point of contact for the women and accompanied participants to GP appointments and supported some to access drug and alcohol services or housing services. 2. At time of interview, was supporting the early operation of HP	Promoting project and gaining interest of young people. Meeting young people in their homes for the initial stages of recruitment. Preparing young people for their recruitment interviews. Liaising with social workers for referral purposes and with regards to case formulations. Attending LAC reviews.

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
		about the project and instigating the initial selection process of young people. Attending meeting with finance officers in the LA with regards to budgeting. Forging links with housing providers.	before leaving his current post for the F/T facilitator role. Current role is Supported Housing Officer for the LAs semi-independent care leaver accommodation; has been in post since November 2017. Effectively mans the office within a block of 10 flats to ensure everything operates well and that the young people and their key workers have what they require. Also involved in direct support work with young and facilitates the care leaver hub sessions, which can involve cooking, art, etc., and leads group activities, such as a girls' group, football. Before this, spent 3 years as a key worker in a short break provision setting for young people with disabilities or challenging behaviour and spent some time working with adults who have disabilities. Spent time in the Army upon leaving school and later had various roles in business settings within sales. 3. Experienced in working with adults and young people with disabilities. Key worker in short-break	Setting up the weekly group sessions. Organising events for young people. Engaging in training events for staff (at hub, etc.).

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
			provision for young people with disabilities or challenging behaviours. Supported Housing Officer for the LAs semi-independent care leaver accommodation. This role entailed direct support work with young people, facilitating the care leaver sessions (involving cooking, art,) and lead group activities (such as a girls' group, football). Completed pedagogy training that links to relationship building with young people, Signs of Safety training, and instruction in reflective practice. When worked in a service for disabled adults, completed training in Team Teach (incorporating de-escalation techniques, recognising issues and avoidance, and working with different challenging behaviours), which the facilitator subsequently delivered in the LA.	

HP area	LHP managers' professional background	Identified main responsibilities for HP	Facilitators' professional background	Identified main responsibilities for HP
LHP5 (Project manager remained at endpoint. 1 facilitator remained at endpoint; 1 transferred to another HP area early into post; 1 left post; 1 interim facilitator not interviewed for evaluation; 1 newly recruited by endpoint)	Key worker and manager within semi-independent living provision; personal advisor in a leaving care service; semi-independent living service manager overseeing accommodation for care leavers within a LA area, also involving delivery of independent living skills for all care leavers in area.	Managerial oversight of the delivery of HP in given LA area, which involves ensuring staff follow the HP framework and work accordingly in respect to referral processes, recruitment of young people, managing expectations of young people coming into the project, and management of key issues relating to housing and independent living. Maintaining effective working relationships between the LA, HP and housing providers. Working alongside HP team and relevant people known to each referred and recruited young person (e.g. LAC nurses, social workers, youth justice workers, foster carers, etc.) to produce case formulations for decision-making or support guidance as to a young person's project involvement.	1. Youth advisor for LA, advocating for Children in Care Council. Participation apprentice within a leaving care service. Support worker for semi-independent living service for care leavers, involved in developing an independent living skills programme. Delivery of training to foster carers on independent living skills. 2. Support worker for semi-independent provision for 16-18-year-old care leavers, supporting young people to complete the independent skills programme. 3. Background in business support within LA. Applied for HP facilitator role for relevant social care experience before starting a social work degree. 4. Moved to another LHP	Pivotal role in recruiting young people, entails raising awareness of the HP to social care practitioners and discussing value of HP with potential young people. Involvement in the interview process for the HP cohort and, once recruited, ensure HP and evaluation paperwork is processed. Organisation of HP launch events for new recruits. Assisting with case formulations for referrals to decide on final cohort and conducting interviews with those suitable. Planning workshops for young people recruited to the HP. Organise residential activities for project young people. Supporting young people to work towards the HPLP. Advocate for young people with the house provider, express their wishes, helping to ensure the property is renovated and decorated to their liking.

Appendix 9: HP self-assessment and commitment for potential HP local authorities

THE NATIONAL
HOUSE PROJECT

Local Authority commitment to undertake a House Project

- This evaluation will help you consider if you are ready to set up a House Project in your Local Authority.
- We can help you at all stages of this process, from informal discussion, to Senior Management Team consultation, to larger information sharing and learning events for young people and adults.
- Alternatively, we can complete an onsite two day evaluation for you at a cost (which if you process would be deducted from the initial set up free).

Local Authority Care Profile (please complete)

Young people in care by age group. Please confirm date completed: ______________

Age	**No of young people**	**Number Internal fostering**	**Purchased fostering**		**Number Internal residential**	**Purchased residential**		**Supported accommodation**
			In LA boundary	Outside LA boundary		In LA boundary	Outside LA boundary	
12								
13								
14								
15								
16								
17								
18								

The House Project Self Evaluation

Do you have commitment and capacity for a House Project?

Rate your Local Authority 'Red Amber or Green' against the following key areas (table on next page) Use the comments box to note any questions, supporting evidence or if more support is required.

- Red [no and potential barrier]
- Amber [no but no barrier]
- Green [yes]

<u>Key Area</u>	**Red Amber or Green**	**Comments**
<u>Young People</u>		
What is it about the House Project that will work for your young people?		
Do you have young people who would benefit from the House Project?		
Is the House Project what young people want for themselves?		
How does your LA currently hear the voice of young people in care?		
Tell us how you will support young people to 'pitch' to set up a House Project? (NB these may not be the young people who will move in)		
<u>Corporate/Council commitment</u> **When and how did the following give their support to establishing a House Project:**		
Council Leader / Cabinet		
Chief Exec Officer		
Director of Children's Services		

Director of Public Health (CAMHS commissioners etc.)		
Other political or officer agreement incl. Legal, HR, Finance		
Do you have access to a 'base' that will be shared by staff and young people in the project, that is easy for young people to travel to.		
Social Care		
The HP work with young people in a 'risk aware' rather than a 'risk averse' way. Are your workforce supported in this approach?		
With a need to set up and embed this way of working, are you prepared to commit to the project for 3 years?		
Housing		
Agreement with Housing Provider to make properties (8-12) available on an annual basis and pass over costs associated with getting the house ready ***Housing provider agrees to***: • *Provide about 10 properties to the HP per year* • *Provide budget to the HP they would otherwise use to bring property up to an agreed set standard* • *Offer a secure tenancy, in their house that has become their home when they graduate from the HP programme.* ***House Project agrees to:*** • *Support the young person to get the house to an agreed set standard and within the budget* • *Manage the lease* • *Support young people to be good tenants*		
Suitable properties are available in safe and appropriate areas (near enough to each other for young people to function as a community)		
HP Staff and the Wider Team		
HP Staff		

Are you able to recruit: • A Project Lead who will manage the project and supervise the facilitators. Needs to work with a number of stakeholders incl. psychologist and be young person centred. • Two or more facilitators who can work tenaciously, safely, creatively and in an empowering way with young people		
The Wider Team		
You will need access to a Trauma Informed Psychologist to support the project. Do you have this 'in house' or will this need to be commissioned? (NHP can support this if required)		
All young people will complete the House Project Learning Programme that qualifies them as being EET as long as this acts as a pathway on to further opportunities. How will your Virtual School support this?		

Financial modelling

We have a 'generic' financial forecasting paper based on the costs for projects that have already been established. We can factor in your local costings if you are able to tell us the average annual costs of:

1. Internal fostering placements for 16-17 yr olds
2. Purchased (independent) fostering placement costs for 16-17 yr olds
3. Internal residential placement costs for 16-17 year olds
4. Purchased (independent) residential placement costs for 16-17 yr olds
5. Supported accommodation/living cost
6. Indicative annual salary for Project Lead (Team Manager)
7. Indicative annual salary for Facilitators (PA)

This document will be used to inform the first meeting with NHP staff.

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