

# Public Document Pack

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14 May 2020

## Performance and Finance Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Friday, 22 May 2020**.

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

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

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

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## 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.
  2. **Minutes of the 15 April meeting of the Committee** (Pages 5 - 10)  
  
The Committee is asked to agree the minutes of the call-in meeting held on 15 April 2020 (cream paper).
  3. **Part I minutes of the 22 January meeting of the Committee** (Pages 11 - 18)  
  
The Committee is asked to agree the Part I minutes of the meeting held on 22 January 2020 (cream paper).
  4. **Part II Matters**  
  
Members are asked to indicate at this stage if they wish the meeting to consider bringing into Part I any items on the Part II

agenda.

5. **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, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference which have emerged since the publication of the agenda.

6. **Requests for Call-in**

There have been no requests for call-in to the Scrutiny Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

10.45 am

7. **Responses to Recommendations**

(a) **Response to recommendations to the Children and Young People's Services Scrutiny Committee** (Pages 19 - 20)

Response from the Chairman of the Children and Young People's Services Scrutiny Committee to recommendations dated 25 March and 24 May 2019.

The Committee is asked to note the response.

(b) **Response to recommendations made at the 22 January meeting** (Pages 21 - 26)

Response to recommendations made at the 22 January 2020 meeting.

The Committee is asked to note the response.

(c) **Response to recommendations made at the 15 April meeting** (Pages 27 - 28)

Response from the Cabinet Member for Finance to the recommendations made at the 15 April 2020 meeting.

The Committee is asked to note the response.

(d) **Response to recommendations made by the Business Management Solution TFG** (Pages 29 - 30)

Response from the Director of Finance and Support Services to the recommendations made by the Business Management Solution Task and Finish Group on 30 April 2020.

The Committee is asked to note the response.

11.00 am 8. **Total Performance Monitor - Qtr 4 End of Year 2019/20**  
(To Follow)

A report by the Director of Finance and Support Services setting out the performance and finance position as at Quarter 4 End of Year 2019/20.

The Committee is asked to examine the data and supporting commentary for the Quarter 4 End of Year 2019/20 TPM and make any recommendations for action to the relevant Cabinet Member or Scrutiny Committee.

**12.30pm - Comfort break (15 minutes)**

12.45 pm 9. **Capital Programme Performance Monitor Report - Qtr 4 End of Year 2019/20** (Pages 31 - 56)

A report by the Director of Property and Assets setting out the capital programme position as at Quarter 4 End of Year 2019/20.

The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member for Finance.

1.15 pm 10. **Service Led Improvement** (Pages 57 - 80)

Report by the Director of Finance and Support Services providing an update on the Council's redesign activities, achievements of the Step Up Programme and the Whole Council Design Programme, and outlining key programmes to be delivered under the next phase of Service Led Improvement.

The Committee is asked to scrutinise and comment on the report, with a particular focus on ensuring:

- 1) The savings, costs achieved to date, and what has been achieved in terms of transformation and improving efficiency/effectiveness across the Council have been identified;
- 2) The refreshed programme focusses on the priorities of the County Council going forwards;
- 3) There are clear and achievable costs and savings identified within the programme budget along with an indicative timeline for achieving the savings; and
- 4) Risks to achieving the improvements have been identified and are being managed.

1.45 pm

11. **Date of Next Meeting**

The next meeting of the Committee will be held on 9 July 2020 at 10.30am. Probable agenda items are to be confirmed.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 29 June 2020.

**Part II**

12. **Exclusion of Press and Public**

The Committee is asked to consider in respect of the following item whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated below, and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

Exempt: Paragraph 3 related to the business affairs of the Council.

13. **Part II Minutes of the 22 January meeting** (Pages 81 - 82)

The Committee is asked to agree the Part II minutes of the meeting on 22 January 2019 as a correct record.

14. **Part II Response to Recommendations from the 22 January meeting** (Pages 83 - 84)

The Committee is asked to note the Part II response to recommendations made at the 22 January 2020 meeting.

Members are asked to note the response.

**To all members of the Performance and Finance Scrutiny Committee**

## **Performance and Finance Scrutiny Committee**

15 April 2020 – At a virtual meeting of the Performance and Finance Scrutiny Committee held at 10.30am.

Present: Cllr J Dennis (Chairman)

Cllr Catchpole, Cllr Barling, Cllr Barrett-Miles, Cllr Boram, Cllr Bradford, Cllr Edwards, Cllr M Jones, Cllr Kitchen, Cllr Montyn, Cllr Smytherman, Cllr Sparkes, Cllr Turner, Cllr Waight and Cllr Walsh

Also in attendance: Cllr Hunt, Cllr Crow and Cllr Marshall

### **Part I**

#### **54. Declarations of Interest**

54.1 Cllr Boram declared a personal interest in relation to the item as an Adur District Councillor.

#### **55. Call-in: New Monks Farm – Withy Patch land surplus to service need and development agreement FIN 18 (19/20)**

55.1 Cllr Jones introduced the request to call-in the decision by the Cabinet Member for Finance concerning the New Monks Farm – Withy Patch land surplus to service need and development agreement FIN 18 (19/20) decision, (call-in request appended to the signed minutes). Cllr Jones explained that his concerns related to the land transaction as well as the effects on the residents of the Withy Patch gypsy and traveller site. Summarising his concerns he highlighted the following:

- There appears to be a lack of clarity in how the development agreement with The Community Stadium Limited (TCSL) has been agreed.
- The Council's duty of care to this protected group may not have been fulfilled as an equality impact assessment (EIA) has not been undertaken, and he has concerns that the site residents have not been fully consulted.
- Physical concerns regarding the new pitches, including pitch size, whether space for car parking is included within the pitch, location on the periphery of the development and site layout changes which may reduce privacy for residents.
- Concern that new increased rent costs have not been agreed by the Council prior to the development commencing.
- Environmental impact considered by the District council during the Planning process should also be considered by the County Council.

55.2 The Cabinet Member for Finance responded. He noted that the proposed changes to the Withy Patch site had been discussed at a number of informal meetings he had had with Mr Jones, via written questions to Full Council, a Notice of Motion to Full Council, and a debate at Full Council, and therefore have received significant officer and Member engagement. The concerns raised in the call-in are addressed in the supplementary information report. Before the decision was taken to declare the land surplus the Cabinet Member for Finance had full

engagement with other Cabinet Members and officers, and considered comments from the wider membership. He understood that most residents appreciated the benefits of the scheme, and highlighted there was also a duty to use the opportunity offered from the developer to benefit all West Sussex residents. The Withy Patch site improvements come at no cost to the Council due to the land swap, in which the Council will swap a 1.6 acre site in need of improvement for a 2.5 acre purpose built site with enhancements, and this represents good value for the Council. The section 106 monies have been agreed with the developer to benefit the local area, and the development will create investment and boost the local economy in the Adur area. The Cabinet Member for Finance took all factors into account prior to making his decision.

55.3 The Cabinet Member for Fire & Rescue and Communities responded to Cllr Jones' comments in relation to the site residents. He highlighted that the site development was a great opportunity for the residents and will provide enhanced facilities, including four extra pitches on the site, plus an amended site layout and increased pitch footprint which would enhance the service for residents. Furthermore the New Monks Farm development provides employment and encourages wider development in the local area, and the Council would be remiss in not taking the opportunity. Site residents have been consulted and the proposals are generally welcomed. The rent increases expected will be set based upon the quality of the new facilities which is in line with Council policy for residents on such sites elsewhere in the County.

55.4 The Chairman invited questions and comments from the Committee concerning the consultation with Withy Patch residents, including those that follow. The comments of members included the following:

- That an Environmental Impact Study is publicly available on the Adur District Council website, and was considered during the local authority's Planning process.
- Queried how resident's views varied (as noted at Annex 1 para 8.5), whether any strong objections were received, and if so how these were overcome or mitigated. Queried whether any issues remain outstanding to be resolved both in relation to the Withy Patch residents and residents in the wider local community. *The Cabinet Member for Fire & Rescue and Communities explained that most of the site residents were happy with the proposals. Concerns raised are being addressed, and the residents have some natural trepidation regarding the move but officers will continue to engage and provide reassurance. Both site residents and local residents were also able to make any comments during Adur District Council's Planning process.*
- That the increase to rental rates for site pitches with improved facilities were understandable.
- As the Council knew the site and facility specification, whether the estimated rental increase could be provided and if this could be deferred until all construction was complete. *The Gypsies and Travellers Manager commented that the final site design has not yet been agreed so it is not possible to advise on the rental rates. Other gypsy and traveller sites within the county have been refurbished with subsequent pitch rental increases so it would be in line with that and the quality of the facilities provided.*

- Noted that residents would experience a level of disruption on the Withy Patch site during the development, and that it would be appropriate to phase the increases to rental rates in order to acknowledge the disruption experienced. *The Cabinet Member for Fire & Rescue and Communities explained that rental increases will be discussed but cannot yet be determined. The Cabinet Member accepted the Committee's suggestion and undertook to consider a phased rental increase.*
- Sought reassurance that sufficient time was allowed in the consultation with site residents to allow their views to be received, and given sufficient weight and consideration. *The Cabinet Member for Fire & Rescue and Communities confirmed that officers have found one-to-one consultation with site residents to be the most constructive method and that this will continue as long as required.*
- Whether objections received regarding the site changes have been overcome or mitigated. *The Gypsies and Travellers Manager confirmed that the amendments and mitigations are outlined in the supplementary information report; any outstanding issues will be discussed with the developer and amended or mitigated if possible.*

55.5 The Chairman invited questions and comments from the Committee concerning the highway works required to accommodate changes to the New Monks Farm site, including:

- Whether the Council will adopt and be responsible for the maintenance and costs of the roadways within the new Withy Patch site and the north and south access routes, and also within the wider New Monks Farm development. *The Cabinet Member for Finance confirmed the Council will hold the freehold to the new Withy Patch site and therefore will maintain its roadways within the gypsy and travellers maintenance budget. There will be only one access route into the site via the south and this will be via a private road similar to the existing situation. As with the New Monks Farm roadway, the developer may request the Council adopt the roadways in which case the roads would need to be assessed for adoption in the normal manner.*
- That the roadway works cannot be carried out until the new Withy Patch site is complete and whether the move will take place soon in order that works can begin. *The Gypsies and Travellers Manager confirmed that works on the whole development have stopped due to the Covid-19 pandemic and therefore final dates cannot be confirmed at this time. It is hoped works will be able to recommence shortly and that the move would take place in the later part of 2020.*
- Whether agreement has been reached between the developer and Highways England regarding the proposed A27 configuration and roundabout access. *The Cabinet Member for Finance confirmed the roundabout layout has been agreed by all parties.*

55.6 The Chairman invited questions and comments from the Committee concerning the nearby Shoreham Airport, including:

- Whether Shoreham Airport and the Civil Aviation Authority (CAA) have been consulted, and whether the agreement of both to the new Withy Patch site has been obtained. *The Cabinet Member for Finance confirmed both have been consulted and submitted letters*

*of support with no objections to the changes. Whilst both parties were included in the consultation, the location of the new site is outside of the licensed area for the Airport and therefore the CAA's approval is not a requirement. The Airport will make a slight alteration to the flight paths of helicopters in order to reduce potential noise impact.*

55.7 The Chairman invited further general questions and comments from the Committee. They included:

- Comments made by a number of members of the Committee that they did not support the reasons given for calling-in the decision.
- Comments that officers be thanked and commended for the extensive consultation undertaken with groups and individuals for the New Monks Farm development and Withy Patch site relocation.
- A question whether the Council is party to the section 106 agreement, and whether there is a separate agreement with the developer to swap the land involved to construct the site. *The Director of Law and Assurance confirmed the section 106 agreement is concluded and in place to provide local amenities and services. There will be a separate legal agreement for the land swap and development of the site.*
- A question whether there is any alternative for residents who do not wish to relocate to the new Withy Patch site, and whether the relocation fees for residents who do wish to move will be paid for. *The Valuation and Estates Manager confirmed the developer will bear the relocation expenses for mobile homes and personal possessions, and that residents will get like-for-like replacement of items like planters and paving in their new plots.*
- A question whether during the negotiations with the developer consideration was given to purchasing new mobile homes for those relocating to the new site. *The Gypsy and Travellers Manager explained that recent discussions have not covered the provision of new mobile homes and there is no indication that the developer intends to do this.*
- A Member commented that he considered there to be four legal issues with the decision and questioned if these would stand up to a judicial review. *The Director of Law and Assurance noted that the four legal points were addressed in the supplementary information report for the decision to respond to the concerns outlined in the call-in. The consultation with those affected has been thorough and any outstanding issues will be addressed so this is not considered to be a vulnerability. The Public sector equality duty does apply to this development, and has been assessed throughout the process and no adverse concerns have been identified as outlined in the report. The Human Rights Act requirement is covered in the report and the specific concern raised regarding the right to privacy is not considered relevant to the proposed changes, as moving from linear plots to the proposed layout brings the site in line with all other sites in the county and does not infringe privacy rights. In regard to the comment concerning compensation being due to the site residents, the Director of Law and Assurance confirmed that the former owner of the site is the Department for Transport therefore there is no benefit of the covenant on the land between the Council*



*benefitting the residents and compensation to the occupants of the site would not be required.*

55.8 The Cabinet Member for Finance summed up, stating it has been demonstrated beyond reasonable doubt that all concerns raised have been addressed. Discussions are ongoing and any outstanding issues will be addressed. His position in making the Executive decision FIN 18 (19/20) remains unchanged and he is satisfied to proceed with the decision.

55.9 The Cabinet Member for Fire & Rescue and Communities summed up, thanked officers for going the extra mile for their site residents in this decision, and commended the recommendations in the original decision report for consideration by the Committee.

55.10 Cllr Jones thanked officers and Cabinet Members for their answers, and the Committee for the debate on this call-in. Summarising his outstanding concerns following the debate, specific issues and recommendations for consideration by the Committee were highlighted, including those that follow:

- Some answers given were not known by the residents which indicates that effective communications may have failed.
- Suggested a further six week public consultation should be undertaken prior to signing of the agreement with the developer.
- Requested that the size and layout of the pitches be agreed prior to development (including the rental increase) and communicated to site residents.
- Agreed that any rent increase should be phased to reflect the disruption residents will experience.
- Suggested that a review be undertaken regarding his concerns on air quality, traffic, noise, flooding and drainage, the effects of the nearby Shoreham Airport, and the Council's duty of care being exercised.

55.11 The Chairman summed up the Committee's comments and views. There was general agreement within the Committee that the proposal represented a good outcome for the residents of the site and good value for the Council, that the surplus declaration was the best use of the land, and that the recommendations noted in the original decision report (Annex 1) be agreed and supported. The Committee agreed that an additional recommendation be made to the Cabinet Member for Finance that the impact of future rent increases be mitigated by adopting a phased approach to increases; this approach should also take into account the disruption for residents during the re-development of the site.

55.12 The Chairman reiterated that as the Committee supported the proposed decision FIN18 (19/20) it became effective from the end of the meeting. The Cabinet Member for Finance's response to the additional recommendation will be reported to the Committee in due course and published on the website.

55.13 Resolved -

## Agenda Item 2

- 1) That the Committee supports the Cabinet Member's proposed decision FIN 18 (19/20) and the recommendations detailed in the decision report, as follows:
  - i. That the current Withy Patch Gypsy and Traveller Site be declared surplus to service operational requirements on the basis that the County Council enters into a development agreement with The Community Stadium Limited (TCSL) for TCSL to construct a new Gypsy and Traveller site, to an agreed specification, within the New Monks Farm development; and that
  - ii. Authority is delegated to the Director of Property and Assets, in consultation with the Director of Law and Assurance, to complete the development agreement and the land transfer transaction.
- 2) That the Committee recognise the concerns about the rent changes and recommends that a phased approach to increases be introduced, particularly whilst the building development is taking place.

### **56. Date of Next Meeting**

56.1 The Committee notes its next meeting will take place on Friday 15 May, commencing at 10.30am.

The meeting ended at 12.12 pm

Chairman

## **Performance and Finance Scrutiny Committee**

22 January 2020 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at County Hall, Chichester.

Present: Cllr J Dennis (Chairman)

Cllr Catchpole	Cllr Montyn	Cllr Waight
Cllr Barrett-Miles	Cllr Smytherman, left at	Cllr Walsh, left at 3pm
Cllr M Jones, left at 3pm	3.50	
Cllr Kitchen	Cllr Sparkes	
	Cllr Turner	

Apologies were received from Cllr Barling, Cllr Boram and Cllr Edwards

Also in attendance: Cllr Hunt, Cllr Lanzer, Cllr Marshall, Cllr Crow, Cllr Elkins, Cllr A Jupp, Cllr N Jupp, Cllr Russell and Cllr Urquhart

### **Part I**

#### **43. Declarations of Interest**

43.1 In accordance with the code of conduct the following personal interests were declared in respect of item 7, Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21: -

- Dr Walsh as Leader of Arun District Council
- Mr Barrett-Miles as Member for Burgess Hill North
- Mr Waight as a member of Worthing Borough Council
- Mrs Sparkes as a member of Worthing Borough Council
- Mr Smytherman as a member of Worthing Borough Council, as the Council's governor representative of the Alternative Provision College, as part of Dementia Friendly Worthing and as a governor of St Mary's Roman Catholic Primary School Worthing
- Mr Jones as a member of Crawley Borough Council

43.2 The following other interests were declared: -

- Mr Waight in respect of item 12, Update on Procurement of Joint Venture Partner in Property Development, as a member of Worthing Borough Council
- Mr Catchpole in respect of item 15, Horsham Enterprise Park, as the Member for Holbrook (Horsham)
- Mrs Kitchen in respect of item 15, Horsham Enterprise Park, as a member of Horsham District Council

#### **44. Minutes of the last meeting of the Committee**

44.1 Resolved – that the Minutes of the meeting held on 5 December 2019 be approved as a correct record and that they be signed by the Chairman.

#### **45. Part II Matters**

45.1 Members were asked to indicate if they wished the meeting to consider bringing into Part I any items on the Part II agenda – there were no such indications.

#### **46. Responses to Recommendations**

46.1 The Committee considered responses to recommendations it made at its 5 December meeting and learned that:

- The reference to licences for tables and chairs on the highway had been taken out of the decision on the review of fees and charges whilst consideration was given to issues raised by the Committee – a revised decision would be in the Forward Plan of Key Decisions in March and is scheduled to be scrutinised at ECSSC in March 2020
- The policy on weed management would continue next year

46.2 Resolved – That the Committee notes the responses.

#### **47. Forward Plan of Key Decisions**

47.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes) and learned that:

- The Committee would be invited to join the 4 March meeting of the Children & Young People’s Services Scrutiny Committee for the discussion on the Adoption of the West Sussex Children First Strategic Approach
- The decisions on Transport for the South East: response to consultation on draft Transport Strategy and Electrical Vehicle Charging Procurement and Contract Award had been scrutinised by the Environment, Communities and Fire Scrutiny Committee
- The decision on West Sussex Full Fibre Programme could possibly be scrutinised jointly by a Task & Finish Group involving the district and borough councils

47.2 Resolved – that the Committee notes the Forward Plan of Key Decisions.

#### **48. Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21**

48.1 The Committee considered a report by the Director of Finance and Support Services (copy appended to the signed minutes) which was introduced by the Cabinet Member for Finance who told the Committee:

- The Council was facing a possible net overspend on the 2019/20 budget of between £7m and £8m to fund the Fire & Rescue Service and Children & Young People’s improvement plans, this would be met from

reserves – the 2020/21 budget would be balanced without using reserves

- The Medium-Term Financial Strategy showed that reserves would be increased by £9m over the next four years and that the contingency budget for 2020/2021 would increase to £6.8m by adding an extra £3.4m
- Long-term planning was difficult as Government funding was only allocated for one year
- The Fair Funding Review this year would include authorities keeping 75% of business rates, although this was expected to be financially neutral
- The Cabinet has lobbied local MPs who promised their support in addressing the Council's under funding (including schools) since 2010, Cabinet will provide MPs with strong evidence to support the under-funding.
- The Council propose to increase council tax by 3.99%, which would include 2% for adult social care and equates to £55 extra per year for a Band D property

#### 48.2 Summary of responses to Members questions and comments:

- Budget estimates were based on current interest rates, if rates went down, this would be factored in
- A Member raised concerns over future funding of maintained nurse schools – **ACTION: Katharine Eberhart** to report back on this
- A number of schools had been identified as possible locations for special support centres, but nothing had been finalised yet as discussions were on-going with schools
- It was not known at this stage whether three extra special educational needs & disabilities advisors would be sufficient
- Mid Sussex District Council was taking part in a one year pilot scheme to reduce food waste going to landfill by collecting it separately from households - £2m was set aside to encourage district/borough councils to collect food waste separately which would be a legal requirement in the next few years
- The Council needed to replenish its reserves to remain resilient
- There was now a Joint (County Council and NHS) Strategic Director of Commissioning who would help joint working especially regarding the NHS Long-term Plan
- The 'Proud to Care' website had information about working in the care industry and listed vacancies – this could help recruitment if numbers dropped after Brexit
- Bed blocking had been eased in West Sussex by social care teams working in hospitals and the 'Home First' and 'Discharge to Assess' initiatives
- The refreshed Dementia Strategy included ways to prevent people with dementia being admitted to hospital unnecessarily
- Work was ongoing with providers to address the shortage of mental health professionals
- The Children First improvement programme will receive funding in 2020/21 of £12m - £5.1m on a permanent basis and £6.9m temporarily
- Rationalisation of the buildings that the Early Help Service operates from will be done safely and appropriately

- £1.8m was allocated to the Children & Young People portfolio to cover the consequences of housing children in temporary accommodation when children's homes were closed
- Ways were being looked at to reduce the cost of home to school transport and the Special Educational Needs & Inclusion Strategy might help, but it would be difficult as children needed to be accompanied to school
- Corporate risk would be discussed at the scrutiny committees' business planning groups in future to identify issues for committees to scrutinise
- A paper for the Committee's March meeting will show the lessons learnt so far in the Whole Council Design process and details of its new governance arrangements going forward
- A strategy and action plan were being produced for the Council to be carbon neutral by 2030
- A Member Day was planned for April that would showcase green initiatives
- The need for people to prove they were West Sussex residents in order to use waste disposal sites was not expected to increase fly-tipping as this was mainly carried out by organised criminal gangs
- Large potholes were repaired quickly due to safety concerns, even if this had to be a temporary measure
- The reporting system for potholes was being revised so that duplication of reporting was avoided and repairs could be carried out quicker
- A Government surface treatment study was looking at innovative ways to fill potholes
- A Government Select Committee was looking at a five-year plan for funding for long-term problems including potholes – the Council would make every effort to get the maximum funding possible
- Money for white line replacement had to come from the revenue budget as repair and maintenance projects could not be capitalised
- If contractors were given the discretion to make pothole repairs in addition to those authorised in an area there was a risk that the overall costs to the Council could be larger than expected leading to a budget overspend
- Undergrowth was cleared where it affected visibility, but might be left in other areas to encourage wildlife
- Greater control over Amazon business accounts was aimed at improving purchasing power, not dealing with rogue spending
- The reversal of staff charged to capital was as a result of a holistic review of resources charged to capital to ensure the Council was compliant with accounting rules
- Directors and executive directors were being asked to sign-off their budgets to get complete buy-in across the Corporate Leadership Team to financial management
- Capital projects could be delayed for many reasons, but it was important that business cases and planning permissions came forward in a timely manner
- The cost of employing multi-disciplined consultants compared to employing a large department of staff with the appropriate skills was something that could be explored
- Even if all projects in the Capital Programme became valid, the Council could not afford to do them all, so the Cabinet had begun prioritising those that fit best with the West Sussex Plan, especially around highways and climate change

- Up to £20m is in the budget for Woodlands Meed, this is split over four years to 2024 for budgeting purposes
- The timescale for completion of the Woodlands Meed project in the Capital Programme previously (by 2021) was over optimistic as there were significant problems with planning permission and site access, but the Council would aim to resolve this as quickly as possible
- Money from the sale of Courtmeadow had already been spent and monies received from the sale of the Beechfield Secure Unit would be spent in Children's Services so neither was a source of money for Woodlands Meed
- Exploratory work was taking place on potential sites for community hubs
- There was no capital funding for One Public Estate (OPE) – the Council had secured, with its OPE partners, Government money to undertake the feasibility of rationalising the overall public estate where sites were shared to release money to invest in other facilities for the public sector. It was then up to the councils and other public sector partners to then decide if they wanted to go ahead with projects. The sites are complex and it takes time to go through governance in each organisation to see if the projects are viable for each party. Officers will provide a written briefing to Littlehampton Members on a possible community hub involving blue light services and libraries in Littlehampton
- Procedures were causing delays to the A29 realignment project
- Available funds in the budget would not be enough to reduce the backlog in the Annual Works Programme
- Income generating ideas would only be pursued if they had robust business cases and would be subject to scrutiny in the usual way
- Borrowing would peak in 2025 then reduce considerably
- £200m was available for new road schemes
- Over the next year there would be a review of the West Sussex Plan and priorities which would then be reflected in the Capital Programme
- There was a centralised learning & development budget for general training and services had their own budgets for specialised training
- Training needs were identified through appraisals which were monitored and checked at year end

#### 48.3 Resolved – that the Committee:

- i. Supports the budget process that had been used to develop the 2020/21 budget and recommends that this process of early and improved Member engagement is repeated in future years
- ii. Strongly supports the continuing lobbying of Government to undertake a funding review and provide fair funding to the County Council
- iii. Recommends that the West Sussex Plan and priorities are reviewed by Cabinet and that the proposed plan is brought to PFSC for scrutiny as soon as possible
- iv. Recognises the lack of transparency and complex nature over the future of Business Rates and supported the requirement to seek clarity over this
- v. Requests that the Cabinet Member for Environment considers introducing methane targets and supports the promotion of the food

- waste reduction programme following the results of the pilot project currently being undertaken
- vi. Requests that the Chief Executive provides a briefing on the requirements of the budget accountability for Executive Directors and Directors
  - vii. Recommends that the corporate risk register is reviewed by the scrutiny committees' Business Planning Group meetings in order to identify future priorities for scrutiny
  - viii. Supports the need to develop a long-term plan for Adult Services and supports progressing plans around independent living
  - ix. Notes that the Children First Strategic Approach is still to be scrutinised and that Performance and Finance Scrutiny Committee members would be invited to the Children & Young People's Services Scrutiny Committee meeting on 4 March to contribute to the debate
  - x. Requests that officers provide further information on the split between permanent and temporary funding for 2018/19, 2019/20 and 2020/21 included within the Children First improvement programme
  - xi. Recognises the pressures on home to school transport and support a review and scrutiny in this area whilst ensuring the needs of children are maintained
  - xii. Recognises that it will be receiving a report in March 2020 on the Whole Council Design Programme Review and future focus and requested that the report includes information on how much has been spent to date and the savings made as well as future spend and savings targets
  - xiii. Expresses concerns over the One Public Estate programme and the progress being made
  - xiv. Recommends that the Cabinet Member for Highways and Infrastructure carry out a review on the systems and processes around the repair of potholes including the quality of repairs, timeliness and inclusion of all repairs required in an area into one job
  - xv. Requests that when the Environment & Communities Scrutiny Committee scrutinises highways maintenance standards at a future meeting that potholes, white lines, signage and cats' eyes are included within the review. Also requests that the committee examine the outcomes achieved of the £30m investment in highways undertaken approximately five years ago
  - xvi. Requests that the Business Planning Group consider the effectiveness of using consultants to deliver the capital programme
  - xvii. Recommends that the Cabinet Member for Finance reviews the resources needed to meet the Capital Programme
  - xviii. Requests that the transparency and messaging around specific projects within the capital programme are improved
  - xix. Requests further information on the progress of community hubs and One Public Estate Projects be shared with the committee
  - xx. Requests that the Environment & Communities Scrutiny Committee reviews the funding of the backlog of highways works in the capital programme and review whether the capital budget is sufficient to meet need
  - xxi. In relation to the knowledge and training of capital programme project managers the committee request that appraisal monitoring



figures are included within the future quarterly workforce reports to the Performance & Finance Scrutiny Committee

#### **49. Procurement for the Provision of Agency Workers Recruitment Services**

49.1 The Committee considered a report by the Director of Law and Assurance and the Director of Finance and Support Services (copy appended to the signed minutes).

49.2 Summary of responses to Members' questions and comments:

- The Committee expressed concerns over the viability and attractiveness of the contract to suppliers
- The possibility of children's services being run by a trust would mean that an option for the trust to purchase staff from the framework would be built into the contract terms
- A lot of agency spend at the moment is linked to improvement programmes, especially in Children's Services, this should reduce as more permanent staff are employed
- Vendor neutral companies want to help authorities bring down their agency spend and are willing to leave their technology behind to be used by authorities when contracts end
- A contract with a vendor neutral company would include access to both temporary and specialist interim staff which would broaden choice and reduce costs for the Council compared to using separate specialist providers with higher rates

49.3 Resolved – that the Committee asks the Cabinet Member for Economy & Corporate Resources to include options in the tender for knowledge and IT transfer and for no transfer, giving contractors the option to tender on both or one of the options.

#### **50. Possible Items for Future Scrutiny**

50.1 Two items were proposed for consideration by the committee's Business Planning Group:

- The Chartered Institute of Public Finance and Accountancy's report into its financial review of the Council
- CAPITA

#### **51. Date of Next Meeting**

51.1 The next meeting of the committee will take place on 19 March at 10.30.

#### **52. Update on Procurement of Joint Venture Partner in Property Development**

52.1 The Committee considered a report by the Director of Property (copy appended to the signed minutes) which was introduced by Andrew Edwards, Director of Property who told the Committee that the Council's Joint Venture partner would be structured in the same way as those used

by other authorities. Initial sites had been identified and would be tested for viability. The Council was ready to go out to tender.

52.2 Summary of responses to Members' questions and comments: -

- The Council was looking at low risk sites that were all in local development plans and was working with district and borough councils to test their viability
- It was anticipated that costs would be around £460k (including preparatory site work) at the end of set-up, which is within the budget of £700k
- There would be more than one site being developed at a time
- The joint venture would be a stand-alone commercial company that would get the best possible returns for the Council on its assets – the Council would not set any standards for houses built
- Consultants Gardner & Theobald could help by ensuring economies by getting standard building designs for all sites
- The Council will put land into a venture - when the project starts the Council will receive the current market value of the land
- Executives at Hertfordshire felt the model had been successful
- To decide whether sites are sold through the joint venture or by conditional sale, the limited liability partnership would refer details to the limited liability company, which would pass these to the Council for a decision by PropCo on how to proceed, if at all
- The Committee would like to look at this again once the proposed partner was known

52.3 Resolved – that the Committee: -

- i. Stresses the importance of consulting the local council and planners at the early stages of feasibility works
- ii. Expresses concern over the time it will take for the Council to receive any monetary gains
- iii. Requests that a further report is brought to the Committee when more certainty over the joint venture arrangements have been designed and that the decision report, when it comes for formal scrutiny, contains a clear outline of the governance arrangements to be put in place
- iv. Requests that the Chairman of the Committee contacts other scrutiny chairmen in other appropriate local authorities to seek their views on the success of joint venture arrangements

### **53. Horsham Enterprise Park**

53.1 The Committee discussed a report by the Executive Director Place Services and Director of Property and Assets and made recommendations to the Cabinet Member for Finance on the way forward.

The meeting ended at 4.34 pm

Chairman

**David Barling**

Chairman of the Children and Young People's  
Services Scrutiny Committee

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26 February 2020

BY EMAIL

Joy Dennis

**Chairman of the Performance and Finance Scrutiny Committee**

Dear Joy,

**Feedback to the Chairman of the Performance and Finance Scrutiny Committee regarding outstanding issues.**

I write in response to correspondence from the previous Chairman of the Performance and Finance Scrutiny Committee, dated 25 March and 24 May 2019, to which I am now able to provide a full response. I apologise for the delay in responding to the Committee's enquiries, but the Business Planning Group has been focussing on the Children First Improvement Plan in its recent meetings. However, I am pleased to now provide you with an update on the following issues.

In regard to Manor Green School, members noted that a decision was taken on 29 October 2019 in which the Cabinet Member for Education and Skills approved the allocation of £1.018m from the Capital Programme to fund the expansion works, the completion of a procurement process for the delivery of works at the school, and delegated authority to award the contract for carrying out the works detailed in the report to the Director of Property and Assets.

Members received an update on the Whole Council Design Programme, and noted that service redesign is a key element of the Children First Programme, fundamental to providing social workers with the organisational conditions that will support improved practice with children. Any planned changes to the design of Children's Services must be cognisant of the Whole Council Design Programme and the interdependencies between these two projects will need to be managed carefully. For change of this scale to be successful it will be important to take a whole systems view in order to create the desired organisational synergies. The BPG will continue to monitor this work at each meeting.

Members also received an update on the poor scores relating to customer service provided by Capita to schools. Members raised concern over this, and noted that as the Capita contract spanned several areas, requested that the Performance and Finance Scrutiny Committee consider how they would like to scrutinize this in consultation with the Children and Young People's Services Scrutiny Committee.

In regard to Elective Home Education, members received a briefing on this. They noted that a government consultation report was awaited by the Council, and asked the Director of Education to write again to urge the Schools Minister to lobby for registration of families who were electively home educating. They also asked for further information on this topic, including the consultation report when available, to be presented to the next BPG meeting.

Members received an update on Alternative Provision and were satisfied with the positive steps that had been taken in this area. They requested a further update at the next BPG in March.

Members considered a detailed briefing on high cost residential placements, due to its importance this item was deferred to the next BPG in order for members to have adequate time to consider the briefing in more detail. The BPG considered this item on 21 February and have agreed that a substantive item be brought to the Committee in September 2020. This has subsequently been added to the Work Programme accordingly.

Your most recent email dated 20 December 2019, regarding education performance statistics, was considered at a meeting of the Business Planning Group on 21 February 2020. A response was issued to you on the same day indicating that this would be considered as part of a wider Education and Skills Annual Report TFG.

With best regards,

David Barling

Chairman, Children and Young Peoples Services Scrutiny Committee

## Responses to Part I recommendations from 22 January 2020

<b>Revenue Budget 2020/21, Capital Strategy 2020/21 to 2024/25 and Treasury Management Strategy Statement 2020/21</b>	
<b>Recommendations</b>	<b>Responses</b>
i. Supports the budget process that had been used to develop the 2020/21 budget and recommends that this process of early and improved Member engagement is repeated in future years	Response from <b>Jeremy Hunt:</b> Yes, this is already in hand and the first Members budget day – looking at both the Revenue budget and the Capital Programme – is scheduled for 17 June 2020.
ii. Strongly supports the continuing lobbying of Government to undertake a funding review and provide fair funding to the County Council	Response from <b>Paul Marshall:</b> Cabinet and I will continue to engage with our MPs and Ministers to make the case for a sustainable, long term funding settlement for local government which recognises the growing demand pressures, particularly in adults and children’s services.
iii. Recommends that the West Sussex Plan and priorities are reviewed by Cabinet and that the proposed plan is brought to PFSC for scrutiny as soon as possible	Response from <b>Paul Marshall:</b> Cabinet is currently reviewing the West Sussex Plan and its priorities for 2021/2022 onwards. This review will be done alongside the Governance/Corporate improvement programme which will be expected to commence from April 2020 onwards. Political engagement on the emerging West Sussex Plan priorities will be taking place along with Executive Leadership Team, who will be responsible for delivering the reviewed plan. As this develops the Plan will be available for scrutiny.
iv. Recognises the lack of transparency and complex nature over the future of Business Rates and supported the requirement to seek clarity over this	Response from <b>Katharine Eberhart:</b> The Council will continue to press central government for transparency and simplicity in the proposed future Business Rates Retention system.
v. Requests that the Cabinet Member for Environment considers introducing methane targets and supports the promotion of the food waste reduction programme following the results of the pilot project currently being undertaken	Response from <b>Deborah Urquhart:</b> The Cabinet Member -  • championed the introduction of the food waste reduction pilot project in Mid Sussex District Council and will evaluate the

	<p>results of the pilot and consider further support. She is currently engaged in discussions with other district and borough councils with a view to introducing food waste collections across the county. The government has indicated that it will legislate to introduce a core set of consistent recyclable materials (including food waste) to be collected from all households and businesses, supporting frequent and comprehensive rubbish and recycling collections.</p> <ul style="list-style-type: none"> <li>• will consider options/methods to report a reduction of methane levels as a result of diversion from landfill.</li> </ul>
vi. Requests that the Chief Executive provides a briefing on the requirements of the budget accountability for Executive Directors and Directors	<p>Response from <b>Becky Shaw</b>: Executive Directors and Directors will be held accountable for delivering their services within the budget agreed at Full Council in February. The expenditure measured against the budget will be monitored monthly at our Executive Leadership Team meeting. The ownership of the budgets will be reinforced by the completion of budget accountability statements for each Director and Executive Director. Financial outturn against budget will be discussed during 1.2.1s and be included in the appraisal process.</p>
vii. Recommends that the corporate risk register is reviewed by the scrutiny committees' Business Planning Group meetings in order to identify future priorities for scrutiny	<p>Response from <b>David Barling</b>: This will be added to the Children &amp; Young People's Services Scrutiny Committee's Business Planning Group Agenda in February 2020.</p>
viii. Supports the need to develop a long-term plan for Adult Services and supports progressing plans around independent living	<p>To Amanda Jupp for information.</p>
ix. Notes that the Children First Strategic Approach is still to be scrutinised and that Performance and Finance Scrutiny Committee members would be invited to the Children & Young People's Services Scrutiny Committee meeting on 4 March to contribute to the debate	<p>To Nigel Jupp, Jacquie Russell, David Barling for information.</p> <p>Response from <b>David Barling</b>: This has been added to the June meeting of the Children &amp; Young People's Services Scrutiny Committee, and members of the Performance and Finance Scrutiny Committee will be invited to attend.</p>

<p>x. Requests that officers provide further information on the split between permanent and temporary funding for 2018/19, 2019/20 and 2020/21 included within the Children First improvement programme</p>	<p>To Jacquie Russell for information.</p> <p>Response from <b>Katharine Eberhart:</b> The response between permanent and temporary funding is included in the resources for the Children’s Improvement Plan included in the December TPM being presented to the March meeting. 2018/19 is not within the timeframe of the Children’s First improvement programme.</p>
<p>xi. Recognises the pressures on home to school transport and supports a review and scrutiny in this area whilst ensuring the needs of children are maintained</p>	<p>Response from <b>Nigel Jupp:</b> The Business Planning Group of the Children and Young People’s Services Scrutiny Committee are receiving a briefing on home to school transport at their March meeting; following this the BPG will decide whether they feel the issue requires consideration and further scrutiny by the wider Committee. I have asked the Chairman and Vice Chairman of CYPSSC to update the PFSC Chairman after the BPG to advise whether this item has been identified for future scrutiny.</p>
<p>xii. Recognises that it will be receiving a report in March 2020 on the Whole Council Design Programme Review and future focus and requested that the report includes information on how much has been spent to date and the savings made as well as future spend and savings targets</p>	<p>Response from <b>Bob Lanzer:</b> A report providing an update to the Whole Council Design programme will be presented to the Committee at its March meeting. The report will include spend and savings information.</p>
<p>xiii. Expresses concerns over the One Public Estate programme and the progress being made</p>	<p>To Jeremy Hunt and Lee Harris for information.</p>
<p>xiv. Recommends that the Cabinet Member for Highways and Infrastructure carry out a review on the systems and processes around the repair of potholes including the quality of repairs, timeliness and inclusion of all repairs required in an area into one job</p>	<p>Response from <b>Roger Elkins:</b> The Cabinet Member is undertaking a review into the methodology and quality of pothole repairs and will report back to the Scrutiny Committee in due course.</p>
<p>xv. Requests that when the Environment &amp; Communities Scrutiny Committee scrutinises highways maintenance standards at a future meeting that potholes, white lines, signage and cats’ eyes are included within the review. Also</p>	<p>Response from <b>Andrew Barrett-Miles:</b> The ECSC BPG will consider how best to take forward the issues at its March meeting.</p>

requests that the committee examine the outcomes achieved of the £30m investment in highways undertaken approximately five years ago	The outcomes achieved through the Better Roads Programme were considered by the Committee in July 2016. The report can be found <a href="#">here</a> .
xvi. Requests that the Business Planning Group consider the effectiveness of using consultants to deliver the capital programme	No response required – added to PFSC work programme.
xvii. Recommends that the Cabinet Member for Finance reviews the resources needed to meet the Capital Programme	Response from <b>Jeremy Hunt</b> : Agreed, this is being reviewed by the Director of Assets and Property
xviii. Requests that the transparency and messaging around specific projects within the capital programme are improved	Response from <b>Jeremy Hunt</b> : Work is ongoing to improve the transparency and messaging in the Capital Programme.
xix. Requests further information on the progress of community hubs and One Public Estate Projects be shared with the committee	Response required from <b>Bob Lanzer</b> : An update on One Public Estate projects was shared with the Committee’s Business Planning Group on 4 March.
xx. Requests that the Environment & Communities Scrutiny Committee reviews the funding of the backlog of highways works in the capital programme and review whether the capital budget is sufficient to meet need	Response from <b>Andrew Barrett-Miles</b> : In consultation with the Service and Cabinet Member, it has been determined that the most effective way to undertake scrutiny would be through a scrutiny TFG. The timing remains to be confirmed, potentially in summer 2020.
xxi. In relation to the knowledge and training of capital programme project managers the committee request that appraisal monitoring figures are included within the future quarterly workforce reports to the Performance & Finance Scrutiny Committee	Response from <b>Bob Lanzer</b> : We will report on appraisals quarterly as part of the workforce information included in the TPM.
<b>Procurement for the Provision of Agency Workers Recruitment Services</b>	
<b>Recommendation to the Cabinet Member for Economy &amp; Corporate Resources</b>	<b>Response from the Cabinet Member for Economy &amp; Corporate Resources</b>
The Committee asks the Cabinet Member for Economy & Corporate Resources to include options in the tender for knowledge and IT transfer and for no transfer, giving contractors the option to tender on both or one of the options.	Response from <b>Bob Lanzer</b> : We carefully considered the concerns raised by the scrutiny committee around the potential appetite and risk surrounding the option for including knowledge and IT transfer in the



	<p>contract specification. These actions were considered as potential enablers for an in-house service option in the future. However, reflecting the concerns raised, it was decided that in order to develop a commercially sustainable internal model, it would be advisable to more thoroughly assess the viability of adopting this model and bringing the service in-house at the next opportunity of contract. This is a three-year contract with an optional one-year extension so there would be an opportunity to consider this different approach at the end of year three, which is only one year later than the original proposal which included an exit option with the winning contractor "leaving behind" their vendor management system.</p>
<p><b>Update on Procurement of Joint Venture Partner in Property Development</b></p>	
<p><b>Recommendation to</b></p>	<p><b>Response from</b></p>
<p>i. Stresses the importance of consulting the local council and planners at the early stages of feasibility works</p>	<p>Response from <b>Jeremy Hunt:</b> This will be the responsibility of the Joint Venture Company (the JV LLP)</p>
<p>ii. Expresses concern over the time it will take for the Council to receive any monetary gains</p>	<p>Response from <b>Jeremy Hunt:</b> The process of how the CC receives any monetary gains will be clearly set out in the final Partnership Agreement.</p>
<p>iii. Requests that a further report is brought to the Committee when more certainty over the joint venture arrangements have been designed and that the decision report, when it comes for formal scrutiny, contains a clear outline of the governance arrangements to be put in place</p>	<p>Response from <b>Jeremy Hunt:</b> Agreed.</p>
<p>iv. Requests that the Chairman of the Committee contacts other scrutiny chairmen in other appropriate local authorities to seek their views on the success of joint venture arrangements</p>	<p>Response from <b>Joy Dennis:</b> The matter is in hand and it has been arranged for me to speak to a Leader of another Council on 11 March.</p>

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**Jeremy Hunt**  
**Cabinet Member for Finance**  
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16 April 2020

Joy Dennis  
Chairman  
Performance and Finance Scrutiny Committee

Dear Joy

**Call in: New Monks Farm – Withy Patch land surplus to service need and development agreement FIN 18 (19/20)**

Thank you for your letter of 15 April following the virtual meeting of the Performance and Finance Scrutiny Committee (PFSC) on 15 April 2020 which heard the call-in request in respect of the above decision.

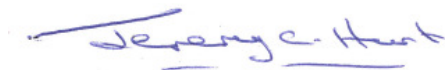
I was pleased that the Committee agreed that the decision should move forward as set out in decision report FIN18 (19/20). The call-in period related to the decision has now expired and the decision has taken effect. Notice of this was published in the County Council Members Bulletin for 15 April [linked here](#).

I noted that the Committee requested consideration be given to their concerns about with any rent increases and that a phased approach to any such increases should be implemented, particularly whilst the building development is taking place. I have discussed this with Duncan Crow, Cabinet Member for Fire & Rescue and Communities, and am happy to request that this approach is followed. I have asked that officers liaise with Mr Crow and myself on this issue as appropriate.

Notice of this agreement will be published in due course in the Member's Bulletin and appended to the decision report which is available via the County Council's [decisions website](#).

I thank the Committee for its attention to this matter and do please come back to me if you have further questions.

Yours sincerely,



Jeremy Hunt  
Cabinet Member for Finance  
cc. Duncan Crow, Cabinet Member for Fire & Rescue and Communities

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**Katharine Eberhart**  
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05 May 2020

To: Mrs Joy Dennis, Chairman Performance and Finance Scrutiny Committee (PFSC)

SENT VIA E-MAIL

Dear Joy

**TFG Award of Contract: Business Management Solution**

Thank you for your letter dated 30 April 2020 in relation to the award of contract.

I would like to thank the TFG for their input and have noted the following requests:

- 1) The Group support the award of the contract to Entserv UK (para 2.2).
- 2) That the draft decision report presented to the Group be amended to include further details to support the decision being made;
  - i. a fuller explanation of the contingency budget (para 2.3),
  - ii. the project team structure (para 2.4), and
  - iii. the deliverables from the contract (functionality, performance and training) (para 2.5).
- 3) That the Performance and Finance Scrutiny Committee (PFSC) Business Planning Group (BPG) are kept informed of the implementation progress and review the post-implementation review findings and lessons learnt (para 2.6).

I have updated the decision report to reflect the feedback from the TFG and note your request to update the BPG on progress and ultimately the post-implementation review and lessons learnt.

Yours sincerely

A handwritten signature in black ink, appearing to read "K Eberhart".

Katharine Eberhart  
**Director of Finance and Support Services**

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<b>Performance and Finance Scrutiny Committee</b>
<b>22 May 2020</b>
<b>Capital Programme Performance Monitor Report - Quarter 4 End of Year 2019/20</b>
<b>Report by Director of Law and Assurance</b>

### **Summary**

The attached report by the Director of Property and Assets provides a status position on the Capital Programme Performance, as at end of March 2020.

### **Focus for Scrutiny**

The Committee is asked to review the content of the attached report and comment on any areas of concern. If appropriate the committee to make any relevant recommendations for action to the Cabinet Member in relation to the Capital Programme Quarter 4 Performance Monitor Report.

The Chairman will summarise the output of the debate for consideration by the Committee.

## **1. Details**

- 1.1 This report sets out the position of the Capital Programme Performance at the end of 2019/20. It highlights those projects that have completed in year and those that are delayed or at risk. The report shows that of the 41 projects profiled to complete in 2019/20, 20 have completed and 21 have been slipped to 2020/21.
- 1.2 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only, the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

### **Tony Kershaw**

Director of Law and Assurance

**Contact Officer** Susanne Sanger, Senior Advisor (Democratic Services)  
033 022 22550

**Contact for Capital Programme monitor** Matt Hall, 033 022 22539

Agenda Item 9

**Annex** Capital Programme 2019/20 – 2023/24 Quarter 4 March 2020  
Performance Report

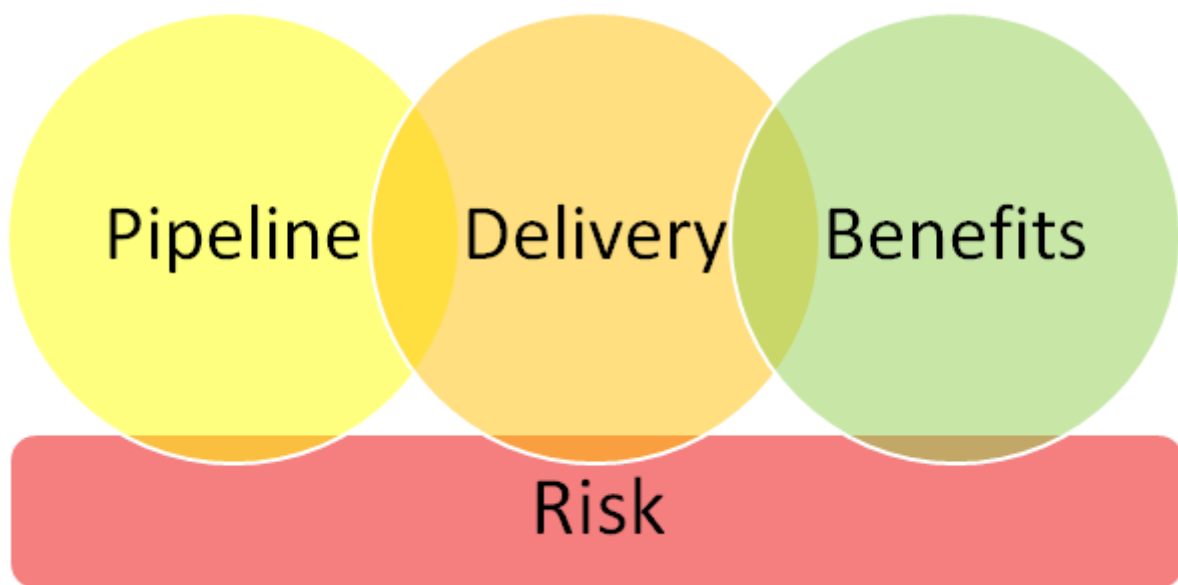
**Appendix A** Quarter 4 2019/20 Performance by Portfolio Report

**Background papers**

None



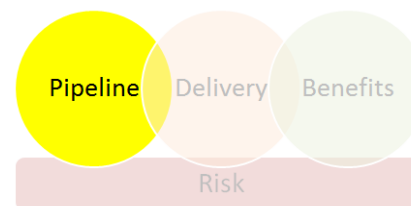
Capital Programme 2019/20 – 2023/24  
March 2020 Performance Report



Performance and Finance Scrutiny Committee  
22 May 2020

## Capital Programme 2019/20 – 2023/24

### 1. Pipeline

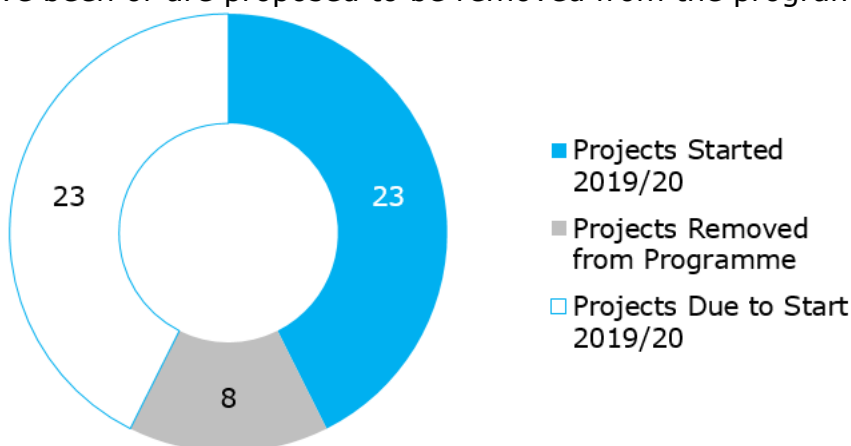


1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with the approved capital programme governance.

1.2 For some programmes of work, further updated Strategic Outline Cases are required before individual projects start dates are identified. Projects that go on to be approved in accordance with capital governance, are then considered to be “in delivery” and produce highlight reports contributing to the delivery section of this report.

1.3 The Capital Programme Office (CPO) is currently monitoring the development of 49 programmes and projects in the 5-year pipeline.

1.4 Of those projects profiled to start in 2019/20, 23 have started, 23 remain to start and 8 have been or are proposed to be removed from the programme.



1.5 The projects that have entered delivery stage during 2019/20 are listed below:

Project	Location	Description
Stonepillow DAAT Grant	Arun	Passporting of funding to local Drug and Alcohol dependency services
Ifield Community College	Crawley	Provision of additional equipment to accommodate “bulge” class within existing school space
Windmills Junior School	Mid Sussex	Conversion of former art room to general classroom to manage “bulge” class
Adult’s In-House Day Centres Design Stage	Various	Capital design stage for refurbishment of day centres to support Adult’s Social Care service strategy
LED Streetlighting Conversion Programme	Various	Replacement of existing street lighting with LED lamps
Worthing Community Hub	Worthing	Refurbishment of Worthing library to create a new community hub space, a range of services into the library building

School Safeguarding Programme	Horsham	Safeguarding works to provide fencing upgrades to 19 school sites
Crawley Growth Programme – Eastern Gateway Design Stage	Crawley	Capital design stage for public realm and access improvements in Crawley’s Eastern Gateway to improve connectivity of key sites, support development in the area and improve the environment in the town
OPE/ Growth Programme – Burrscroft Demolition	Adur	Demolition of former care home building as part of Pond Road OPE Programme development
OPE/ Growth Programme – Demolition of Crawley County Buildings	Crawley	Demolition of former Council offices building as part of Crawley OPE Programme development
Halewick Lane, Sompting, Battery Storage	Worthing	Utilisation of second-life car batteries to store off-peak electricity to resupply the grid during peak times
Church Walk, Burgess Hill Design Stage	Mid Sussex	Design stage for public realm and connectivity improvements as part of the Burgess Hill Place and Connectivity Programme
Victoria Park, Burgess Hill Design Stage	Mid Sussex	Design stage for public realm and connectivity improvements as part of the Burgess Hill Place and Connectivity Programme
A2300 Design Stage	Mid Sussex	Design Stage for Highways Major Project on the A2300
Thorney Island School Hall	Chichester	School hall facilities to support the uptake of Basic Need school places
Manor Green SEND Provision	Crawley	Additional places at Manor Green school
A29 Phase 1	Arun	Approval of full construction budget for realignment project on A29
Chichester High School for Boys Demolition of vacant buildings	Chichester	Demolition of vacant school buildings as part of enabling works for Southern Gateway programme
Lingfield Lodge Extra Case	Mid Sussex	Capital contribution to development of Extra Care Housing scheme in East Grinstead
The Weald All-weather Pitch	Horsham	Replacement all-weather pitch at the Weald School, Billingshurst
Horsham Enterprise Park Design Stage	Horsham	Site investigation and design phase approved, ahead of proposed construction phase decision January 2021
Crawley Road Space Audit and Parking Management Plans	Crawley	Programme progressed as part of Highways Annual Delivery Programme
Library Self-Service Terminals	Various	Programme of necessary replacement of customer self-service terminals in Libraries

1.6 Projects removed from the pipeline in 2019/20 are listed below:

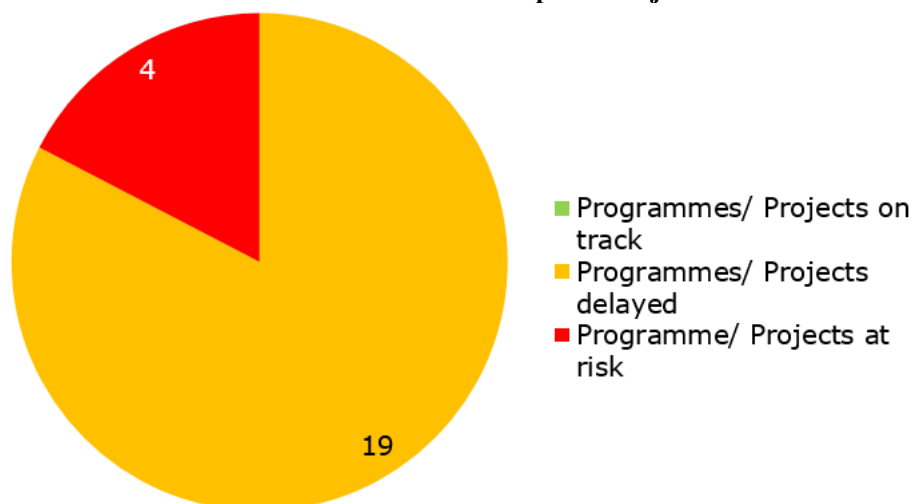
Project	Location	Reason
Care Leavers’ Accommodation	TBC	No case made for investment
PropCo – Angel’s Nursery	Arun	Decision taken to dispose of land
PropCo – Fitzalan Road, Littlehampton	Arun	Proposed approach to dispose of land
Experience West Sussex	TBC	No case made for investment

Agenda Item 9  
Annex Document

Greenway Primary School	Horsham	Transferral to new academy trust, project not required at current time
One Public Estate – Maltravers/ Fitzalan Road, Littlehampton	Arun	Feasibility works have determined that there are no viable options for an OPE project at this stage due to low land values and lack of external capital contributions. Options for the sites to be reconsidered as part of the Asset Strategy
One Public Estate – East Street, Littlehampton	Arun	
Buchan Battery Storage	Crawley	Costs considered to outweigh benefits

1.7 Of the remaining projects due to enter delivery stage in 2019/20, 19 projects have been delayed. 4 projects are considered to be “at risk”.

2019/20 Starts – Status of Pipeline Projects



1.8 A summary of the proposed projects where development is considered “at risk” is set out in the table below.

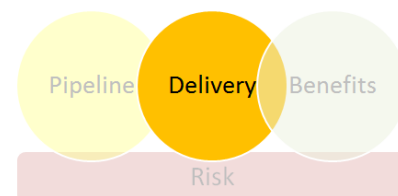
Profiled GO/NO GO Date	Project	Status	Reason	Deliverability Status
Oct 2019	Adults’ In-House Social Care Day Centres – Part B – Laurels, Rowans, Glebelands	<b>AMBER</b>	Programme plan revised following MDC review of requirements and further delayed due to Covid-19. Full business case expected in May 2020	<b>GREEN</b>
Nov 2019	NHS Capital Grants	<b>AMBER</b>	Lead officer left the organisation leading to a delay in progress. New service lead now in place, options appraisal delayed due to Covid-19, to be rescheduled	<b>GREEN</b>
Mar 2020	Rural Connectivity Programme	<b>RED</b>	National strategy announcements during the winter leading to revised options being developed.	<b>GREEN</b>
Feb 2020	SEND Programme - Palatine School	<b>AMBER</b>	Delay in business case emerging, decision expected in April 2020. <i>UPDATE – design fees approved and progressing.</i>	<b>GREEN</b>
Feb 2020	SEND Programme – QE2 School	<b>AMBER</b>	Delay in business case emerging, decision expected in May 2020.	<b>GREEN</b>

Feb 2020	SEND Programme – St Anthony’s	<b>RED</b>	Delay in business case emerging, permanent expansion on hold pending consideration of requirements in the wider area	<b>AMBER</b>
Feb 2020	SEND Programme – Fordwater	<b>AMBER</b>	Delay in business case emerging, decision expected in June 2020.	<b>GREEN</b>
Aug 2019	Woodlands Meed	<b>AMBER</b>	Report on issues and requirements for solution now reviewed. Options being developed for appraisal/ decision on design in May	<b>GREEN</b>
July 2019	Brookhurst Wood – Site HA	<b>RED</b>	Strategic review of waste management leading to delaying in bringing forward a project	<b>RED</b>
Oct 2019	Behind the Meter - Small Commercial Battery Storage Pilot	<b>AMBER</b>	Delays arising from issues identified in technical surveys. Decision expected in April 2020. <i>Update – pilot project approved.</i>	<b>GREEN</b>
Oct 2019	Baystone Farm, Horsham, Solar Farm and Battery Storage	<b>AMBER</b>	Design progressing, delays due to exploration of opportunities to develop wider links with Growth Programme, hydrogen electrification technology and partner with adjacent school. Decision expected in June 2020	<b>AMBER</b>
Mar 2020	Accessibility Audit	<b>AMBER</b>	Survey completed as planned, cost of identified capital works exceeds current budget, with additional revenue works. Options to be considered in May 2020	<b>AMBER</b>
Feb 2020	Centenary House, Worthing	<b>AMBER</b>	OPE programme reset following appointment of new programme manager – business case for feasibility-stage options expected May 2020	<b>GREEN</b>
Mar 2020	Pond Road, Shoreham	<b>AMBER</b>	OPE Programme reset following appointment of new programme manager – business case for design stage options expected in June 2020	<b>AMBER</b>
Mar 2020	Crawley County Buildings	<b>AMBER</b>	Feasibility for demolition approved, capital subject to approval in May 2020. Master planning for whole site required before delivery options can be developed	<b>AMBER</b>
Mar 2020	Combined Horsham Blue Light Centre	<b>AMBER</b>	Issues regarding target cost deliverability. Business case for approval of preferred option and design costs for Cabinet Member approval in June 2020	<b>AMBER</b>
Feb 2020	The Brow, Burgess Hill	<b>AMBER</b>	Multiple demands on the site leading to issues regarding commercial affordability of the project, project viability to be reviewed in May 2020	<b>AMBER</b>
Mar 2020	Drayton Depot Blue Light Maintenance Facility	<b>RED</b>	Project paused pending further discussion with partners	<b>RED</b>
Oct 2019	Crawley Growth Programme - Manor Royal Junction Improvements and Bus Lane	<b>AMBER</b>	Change in project management approach leading to detailed capital design decision taken in September 2019, with decision on Full Business Case expected April 2020	<b>GREEN</b>
Jun 2019	Worthing Growth Programme – Portland Road	<b>AMBER</b>	Proposed decision to engage Worthing Borough Council to deliver the project expected in May 2020	<b>GREEN</b>
Jun 2019	Worthing Growth Programme – Railway Approach	<b>AMBER</b>	Preferred option and design expected for decision in November 2020	<b>GREEN</b>
March 2020	Chichester Growth Programme – Relocation of CHSB Hockey Pitch	<b>AMBER</b>	Demolition programme longer than expected. Timetable for approval to be confirmed	<b>GREEN</b>

Jul 2019	Bognor Regis Enterprise Centre	<b>AMBER</b>	Preferred land option identified, design of propose site being identified – decision due in July 2020	<b>GREEN</b>
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## 2. 2019/20 Delivery

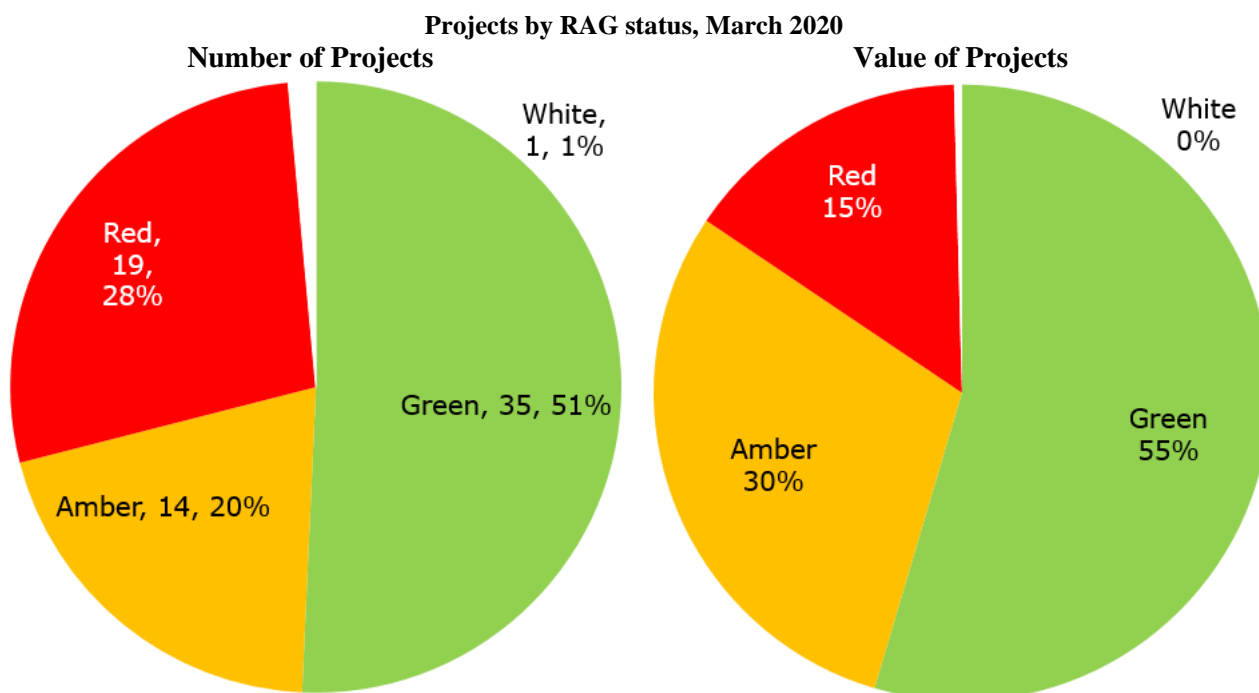
2.1 Each of the projects in delivery are subject to monthly highlight reports produced by a Project Manager. The highlight reports are scrutinised by a service-specific officer “Hub” and a summary and analysis is presented in this report.



2.2 The highlight reports provide a colour-coded rating for each project as follows:

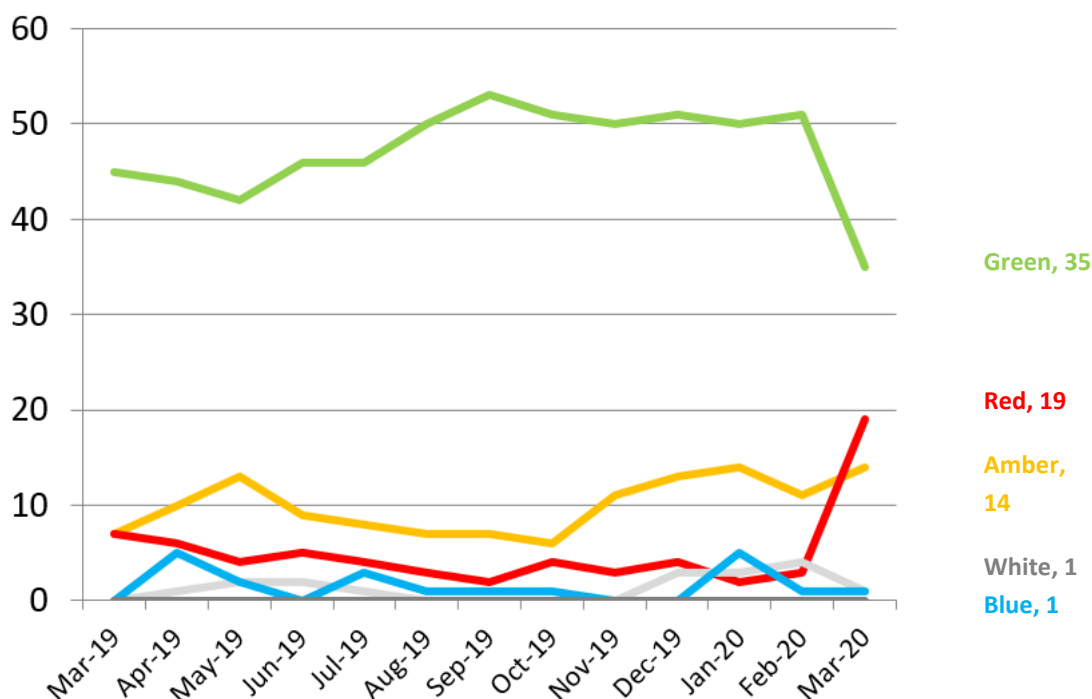
- **GREEN** - the project is reporting to plan
- **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
- **RED** - there are significant issues with the project, requiring corrective action
- **WHITE** - no highlight report was submitted
- **BLUE** - a project had reached practical completion
- **GREY** - a project has been withdrawn from the programme

2.3 At the end of March, 35 projects in delivery were rated **GREEN**. 14 were rated at **AMBER**. 19 were rated as **RED**. 1 project did not produce a highlight report and has been reported as **WHITE**.



2.4 The graph below sets out monthly RAG statuses over the previous year:

**Rolling Monthly Actual Number Projects in Delivery by RAG status – March 2020**



2.5 The Library Self-Service Terminals project was approved late in March, when Covid-19 impact was being prioritised by Communities team staff and no highlight report was received, resulting in the project being rated WHITE.

2.6 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of March, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 Mar	Reason	Impact	Updated position at DATE	
				Updated RAG	Latest Update
In-House Day Services Part A Construction	<b>1</b>	Completion delayed due to Covid-19 shut-down of works. Contractor remains on site with limited crew.	<b>High (time)</b>	<b>AMBER</b>	Construction works complete, handover arrangements delayed and subject to careful planning
In-House Day Services Part B Design	<b>1</b>	Delay in preparing options appraisal due to staff prioritisation as a result of Covid-19 response. Business case appraisal planned for May.	<b>High (time)</b>	<b>AMBER</b>	Design stage complete, subsequent procurement of construction phase progressing with tight timescale and careful planning required
Demolition of Vacant Buildings – CHSB	<b>1</b>	Procurement process and post-procurement mobilisation likely to be delayed due to Covid-19 considerations/ restrictions	<b>High (time)</b>	<b>RED</b>	Survey of historic air raid shelters likely to add to Covid-19 delays
Bourne Community School	<b>1</b>	Practical Completion issued subject to required post-completion works to be planned around the school's operations to avoid further disruption.	<b>High (time)</b>	<b>RED</b>	Remaining works to be reprogrammed around easing of site restrictions
Children's In-House Care – Cissbury Lodge	<b>1</b>	Start of works delayed due to Covid-19 site restrictions. Tender for works issued with consideration of Covid-19 issues.	<b>High (time)</b>	<b>AMBER</b>	Tender period extended on request of bidders, report expected to be issued in June 2020

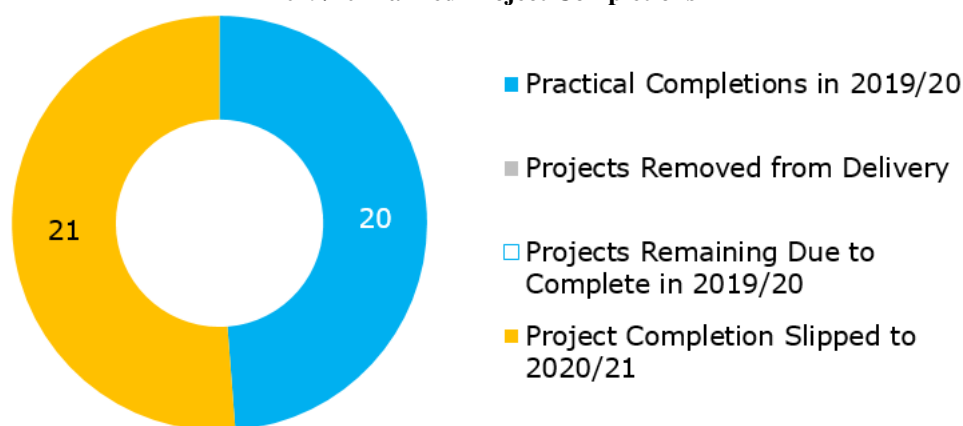
Agenda Item 9  
Annex Document

Children's In-House – Seaside Design	1	Start of construction delayed due to Covid-19 site restrictions.	High (time)	AMBER	Design stage complete, with preferred option subject to approval planned end of May
Children's In-House – May House Design	1	Start of construction delayed due to Covid-19 site restrictions.	High (time)	AMBER	Design stage complete, with preferred option subject to approval planned end of May
Manor Green SEND Provision	3	Due to Covid-19 site restrictions, all non-critical construction operations on hold until reassessment of the situation in mid-April.	High (time/cost)	RED	Contractor now on site. Completion forecast late September, after start of 20/21 academic year
Nyewood CofE School	1	Delay due to Covid-19 site restrictions	High (time)	RED	Limited works recommenced within site restrictions to attempt completion of Phase 1. Main works remain to be reprogrammed
Parklands	23	Construction project complete but significant and persistent defects leading to delay and additional costs. Change requesting pending approval but no completion date for defect resolution leading to further ongoing costs – further delays due to Covid-19 site restrictions	High (time/cost quality)	RED	
Safeguarding Programme	1	Order for Phase 1 works placed. Works suspended due to Covid-19 site restrictions.	High (time)	RED	
Shelley Primary	1	Delay due to Covid-19 site restrictions	High (time)	RED	Site remains closed, design works progressing. Contractor planning return to site mid-May
Southwater Infants and Junior	1	2 <sup>nd</sup> Stage tender delayed due to limited interest, due to Covid-19 site restrictions	High (time)	RED	Options for temporary accommodation being explored
The Weald School All-Weather Pitch	1	Contractor appointed but start delayed due to Covid-19 site restrictions	High (time)	RED	
Thorney Island	1	Delay in design stage due to Covid-19 site restrictions	High (time)	RED	
FM Structural Maintenance 2019/20	1	Covid-19 site restrictions stopped works from middle of March, many on-site schemes remain unfinished	High (time)	RED	Delivery limited, works progressing where able to and where considered necessary
West Sussex Gigabit	1	Delay due to Covid-19 site restrictions – completion re-forecast to mid-August	High (time/cost)	RED	Minimal works under current lockdown conditions – completion of connections reforecast to mid-August, subject to conditions
Horsham Bluelight Centre	1	Approval to proceed to Stage 4 and Planning Application delayed due to further scrutiny and the need for significant value engineering post design-freeze. Contractor costs incurred for down-time as part of contract.	High (cost)	RED	Further value-engineering and re-design works being undertaken
Worthing Community Hub	1	Delay due to Covid-19 site restrictions	High (time)	RED	Award of tender remains subject to approval

2.7 41 projects were profiled to be completed during 2019/20:



2019/20 Planned Project Completions



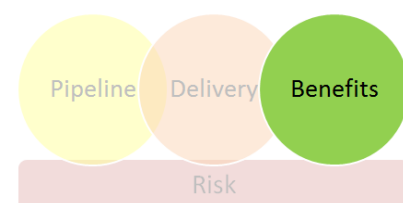
2.8 At the end March, 20 projects had been completed in 2019/20:

April		
Project	Location	Description
Healthy Pupils Capital Fund	Various	Programme of grant awards to schools for building works and equipment to support healthy living
Rake Primary School	Chichester	Provision of a modular classroom to address issues regarding the adequacy of the teaching space
Westhampnett Solar Farm	Chichester	Construction of a solar farm at Westhampnett
Churchill Court Acquisition	Crawley	Purchase of a commercial investment property in the Manor Royal Business District, Crawley
City Park Acquisition	Hove	Purchase of a commercial investment property in Hove
May		
Project	Location	Description
Alternative Provision School	Arun	Works at Flintstones Centre, Littlehampton to facilitate transfer from North Mundham site
Accommodation Optimisation	Chichester	Refurbishment of County Hall rooms to facilitate new ways of working programme objectives
July		
Project	Location	Description
Northgate Primary School	Crawley	Basic Need expansion to provide additional form of entry.
Better Connected Broadband	Various	Second phase of roll-out of superfast broadband making the technology commercially available to an additional 3,000 premises
Fire Accommodation Pressures	Various	Block programme of internal improvements at Fire Stations
August		
Project	Location	Description
Manor Royal Outdoor Media	Crawley	Installation of advertising screens at locations across the Manor Royal Business District

September		
Project	Location	Description
DfT Road Fund	Various	Additional grant funding awarded by DfT for targeted asset management works to improve the condition of the highway
October		
Project	Location	Description
A285 Road Safety	Chichester	A programme of road safety improvements on the A285 between Halnaker and Petworth
January		
Project	Location	Description
Angmering School	Arun	Basic Need expansion to provide additional form of entry.
Maidenbower School	Crawley	Expansion of Special Support Centre to include provision of drama studio
Windmills Junior School	Mid Sussex	Conversion of former art room to general classroom to cover bulge class
County Hall Car Parking	Chichester	Works to improve car park to standards required for Pay and Display charging
PropCo – Angel’s Nursery	Arun	Capital design stage for development of surplus land in Barnham, Arun. Key Decision to sell land
February		
Project	Location	Description
OPE/ Growth Programme – Burrscoft Demolition	Adur	Demolition of vacant former care home site in Shoreham as part of OPE/ Growth programme site facilitation
March		
Project	Location	Description
Stonepillow DAAT Grant	Arun	Grant funding payment for drug and alcohol dependency services in Arun

### 3. Benefits

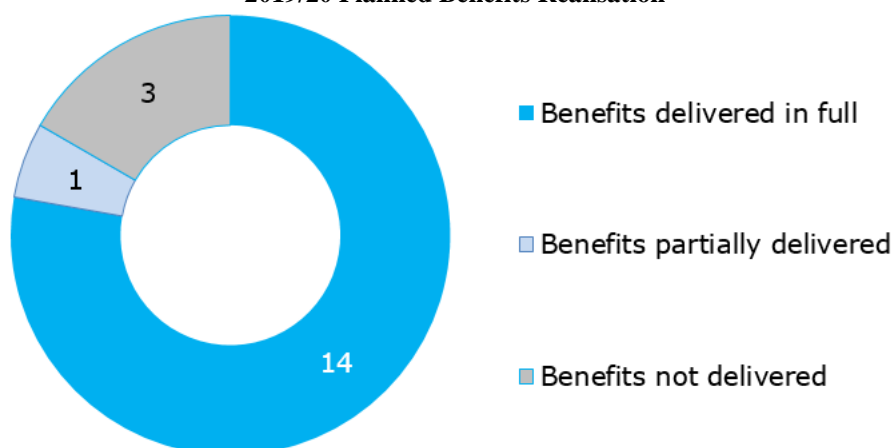
3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project’s Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer “Hub” and progress is reported to the Capital and Assets Board.

3.3 The Benefits Tracker is currently monitoring 69 benefits to be delivered between now and March 2043. 14 benefits have been fully realized in 2019/20 and 1 partially realized.

2019/20 Planned Benefits Realisation



3.4 A summary of the benefits delivered in 2019/20 is set out in the table below:

April		
Project	Location	Benefit
On-Street Pay and Display Parking Machines	Worthing	Replacement of 68 parking machines
Rake Primary School	Chichester	Delivery of a new classroom to address concerns regarding suitability of teaching facilities
Schools Solar PV Installations	Various	Following the liquidation of the main contractor and appointment of alternative contractors, benefit to deliver 60% of spend with local contractors was not delivered (actual local spend 27%)
May		
Project	Location	Benefit
Churchill Court	Crawley	Purchase of building for revenue income generation
City Park, Hove	Brighton and Hove	Purchase of building for revenue income generation
October		
Project	Project	Project
Westhampnett Gas Works	Chichester	Reduction of over 30% in tCO2eq
November		
Project	Location	Benefit
Gigabit	Various	All West Sussex District and Borough Councils signed up to the Gigabit projects with sites included in the planned implementation
Even Better Pavements	Various	Increased net value of the asset
December		
Project	Location	Benefit

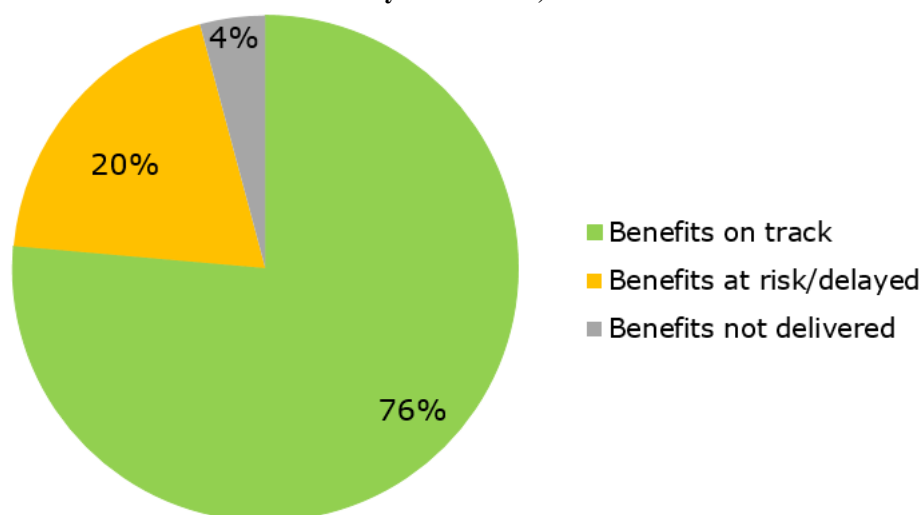
Angmering Secondary School	Arun	Basic Need provision of 30 additional school places
Ifield Community College	Crawley	Basic Need provision of 30 additional school places
Maidenbower Junior School	Crawley	Uptake of additional 16 places in the Special Support Centre, reducing out of county placements
Windmills Junior School	Mid Sussex	Basic Need provision of additional 30 school places on temporary basis to cover "bulge" year
<b>January</b>		
Project	Location	Benefit
Ifield Community College	Crawley	School at 99% capacity following provision of bulge classroom capacity
<b>March</b>		
Project	Location	Benefit
Bartons Primary School	Arun	60 additional places delivered to meet bulge year requirement

3.5 A RAG rating is provided for each of the benefits:

- **BLUE** – benefits have been delivered
- **GREEN** – benefits remain on track to be delivered
- **AMBER** – benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
- **GREY** – benefits have been withdrawn from the tracker

3.6 Of the benefits remaining in the tracker at the end of March, 55 were reported to be on track for planned delivery and 14 were reported as delayed or "at risk".

Benefits by RAG status, March 2020



3.7 A summary of the projects where the benefit is reported reduced or at risk is set out below:

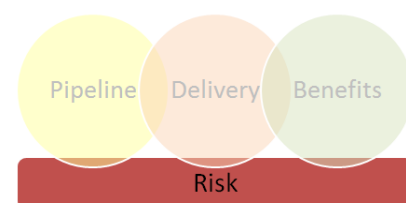
Project	Location	Status	Issue	Benefit Outcome Status
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A285 Road Safety	Chichester	<b>AT RISK</b>	Change in reporting methodology by Sussex Police likely to influence performance against target	<b>AMBER</b>
Bourne Community College	Chichester	<b>DELAYED</b>	Delivery of new places delayed due to issues during construction phase	<b>GREEN</b>
Crawley Down Junior	Mid Sussex	<b>DELAYED</b>	Delivery of new places delayed due to issues during construction phase	<b>GREEN</b>
		<b>DELAYED</b>	Uptake of new places, pupil admissions data showing school currently at 124% capacity following delayed delivery of new places	<b>GREEN</b>
East Preston Infants School	Arun	<b>UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing PAN 93%, against target of 95%	<b>GREEN</b>
East Preston Junior School	Arun	<b>AT RISK</b>	Uptake of new places, pupil admissions data showing PAN 78%, against target of 95%	<b>AMBER</b>
Electric Vehicle Chargers	Various	<b>AT RISK</b>	Cost of electric vehicles exceeds that of petrol fleet vehicles	<b>AMBER</b>
Felpham College	Arun	<b>UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing PAN 91%, against target of 95%	<b>GREEN</b>
Manor Green Primary	Crawley	<b>DELAYED</b>	Temporary accommodation in place following delay in completion of construction	<b>GREEN</b>
Flintstone Centre Alternative Provision	Arun	<b>AT RISK</b>	Improved pupil attendance/ engagement in formal education	<b>AMBER</b>
St Wilfrid's Primary School	Arun	<b>UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing PAN 87%, against target of 95%	<b>GREEN</b>
Children Looked After Accommodation	Chichester	<b>AT RISK</b>	Specification of project unable to deliver stated level of service leading to reduced projected benefit – cost avoidance for 2019/20 predicted to be £140k against £187k target	<b>AMBER</b>
The Meads School, East Grinstead	Mid Sussex	<b>AT RISK</b>	Uptake of new places, pupil admissions data showing PAN 80%, against target of 95%	<b>AMBER</b>
Windmills Junior School	Mid Sussex	<b>UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing PAN 94%, against target of 95%	<b>GREEN</b>

3.8 3 benefits have removed from the tracker. Following a reduction in the anticipated pupil number increase at St Mary's RC School in Bognor Regis, the project has been deferred along with the 2 associated benefits. East Wittering Primary in Chichester District replaced modular classrooms with permanent build and a misreported benefit of increased capacity has been removed.

#### 4. Risk

4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risks to individual projects. The capital programme risk register sets out programme risks being managed by the Capital and Assets Board and project risks, which are managed by the appropriate service.



4.2 The CPO is currently managing 13 programme risks and reporting 12 project risks managed by services.

#### 5. Finance

In February 2019, County Council approved a capital programme of £108.995m. In addition £0.670m of expenditure, originally profiled to spend in 2018/19, was expected to be delivered in 2019/20, bringing the revised capital programme to £109.665m. Since then, profiled spend has decreased overall by £18.166m to give a full year expenditure of £91.499m. During quarter four, the year-end projection decreased by £4.349m. Quarter four movements are detailed below:

#### **Adults and Health – (£0.030m)**

- Choices for the Future Programme – £0.742m – Works have progressed quicker than first anticipated resulting in acceleration of funding from 2020/21 into 2019/20.
- Westergate Extra Care – (-£0.750m) – Construction works have been put on hold due to Covid 19 meaning a key milestone payment was not reached resulting in future payments being slipped into 2020/21.
- Tempe – (-£0.002m) – Latest payment slightly less than anticipated therefore small amount of slippage into 2020/21.
- 38 Alinora Crescent – (-£0.020m) – Latest payment slightly less than anticipated therefore small amount of slippage into 2020/21.

#### **Children and Young People – £2.351m**

- Cissbury Lodge – £0.052m – Works have progressed quicker than anticipated therefore funding has been slightly accelerated.
- CYP Transformation Programme - £2.299m – Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

#### **Economy and Corporate Relations – £5.415m**

- IT Equipment – £3.769m – Approval given to capitalise the purchase of corporate laptops as part of the refresh programme.
- Converged Fibre - £0.201m – Business case approved for pre-construction fees which will enable the full design and survey of the route to determine the agreed route.
- Burgess Hill Growth Programme – (-£0.149m) – Surveys were less than estimates and contingency amounts not required to date therefore funds have been reprofiled into future years.
- Worthing Public Realm – (-£0.117m) – This project is currently being reviewed therefore works have progressed slower than first anticipated, funding has been reprofiled into future years.
- Crawley Growth Programme – £0.238m – Work has progressed quicker than first anticipated on design costs therefore funding has been accelerated.
- Economy and Corporate Relations Transformation Programme - £1.473m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

#### **Education and Skills – (-£5.611m)**

- Safeguarding Programme – (-£0.439m) - delays in procurement have led to minimal expenditure in 2019/20 hence reprofiling into future years.

- Nyetimber Primary School – (£0.279m) - delays in contractors able to get on site have resulted in expenditure being reprofiled into future years.
- Bourne Community College – (-£0.865m) - delays in procurement has resulted in contractors unable to get on site resulting in the project being pushed back 3 months therefore expenditure has been reprofiled into future years.
- Shelley Primary School - (-£0.409m) - delays in the early stages of the planning cycle have meant a one-month delay in appointing a contractor resulting in expenditure being reprofiled into future years.
- Woodlands Mead - (-£0.175m) – project is currently on hold whilst we await the survey results from an external consultant resulting in expenditure being reprofiled into future years.
- Schools Capital Maintenance (-£2.901m) – a mixture of delays on site, procurement delays, technical delays, old commitments overstated, underspends on projects and contingency's reprogrammed on projects have resulted in slippage into future years.
- The Weald School - £0.050m – A budget of £0.750m was approved for works on the all the weather pitch, £0.050m is due to be spent in 2019/20 with the remainder in 2020/21.
- Felpham Community College – (£0.285m) – This scheme has been reprofiled to due to negotiations regarding the final account where some issues are still to be resolved.
- Crawley Down Primary – (-£0.367m) - This scheme has been reprofiled to due to negotiations regarding the final account where some issues are still to be resolved.
- The Angmering School – (-£0.917m) – This is a basic need project but due to the large value have reported separately. This project will complete under budget with £0.712m of funding being returned into the pipeline balance to fund future basic need projects. £0.200m has been slipped into 2020/21 to finish off the project.
- SEND Programme – (-£0.209m) – Maidenbower Project has reported a £0.147m reduction in budget therefore returning grant funding back into the pipeline to fund further special education need projects, £0.045m has also been reprofiled into 2020/21 to finish the project.
- Devolved Formulae Capital Grant - £1.695m – Schools were given additional grant funding direct after the Capital Programme was approved therefore this in year increase reflects higher allocation awarded and spent in 2019/20 by schools direct.
- Basic Need Programme – (-£0.510m) - Numerous schemes within the basic need programme have come out of retention, completed under budget or reprofiled into future years resulting in a net position reduction in budget of £0.579m, this funding has been returned into the pipeline balance to fund future basic need projects. Schemes over £0.100m that have completed under budget are Waterfield Primary School at £0.121m and the Academies Programme at £0.151m.

#### **Environment - (-£0.085m)**

- Waste, Faygate - (-£0.070m) – a review was carried out on the site which has led to further slippage of £0.070m to 2021/22 for the main project work to commence.

- Carbon Reduction Programme (-£0.029m) - schedule of works was unable to be completed within this financial year due to fitting in with timescales for schools, this has resulted in further slippage in 2021/22.
- General After Care Works- (-£0.015m) - Landowner negotiations delayed Steyning groundwater boreholes, prioritisation process has also led to delays in project surveys.
- Downlink- £0.001m - Minor variation on March invoice.
- Environment Transformation Programme - £0.028m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

### **Finance and Resources – (-£2.789m)**

- Structural Maintenance - (-£1.259m) - delays in procurement, seasonal delays, technical solutions, works underspent and reclassification of start dates have resulted in slippage into future years.
- Targeted Minor Asset Improvement Plan – (-£0.315m) - late identification of schemes and amendments to instructions have led to delays. Those schemes that are delayed will be completed in early 2020/21.
- County Hall Car Park - (-£0.096m) - works have now completed with the project coming in under budget therefore the borrowing has been returned corporately to fund future schemes.
- Burrscofte Demolition – (-£0.338m) - Demolition has been completed significantly under the estimate therefore the budget has been returned corporately to fund future schemes.
- Crawley County Buildings Demolition - (-£0.088m) - Ongoing discussions have resulted in a proposal for a partial instead of a full site demolition therefore £0.080m has been reprofiled into 2020/21.
- Chichester High School Demolition - (-£0.073m) – Project has been delayed and will not commence until 2020/21.
- Gypsy and Traveller Sites - (-£0.040m) - Minor variation on March invoices.
- Sompting Waste Management- (-£0.001m) – Budget is no longer required and therefore has been returned into the corporate budget to allocate to future schemes.
- Staff Capitalisation- (-£0.377m) – Original estimate of staff fees was higher than first anticipated.
- North Mundham- (-£0.002m) – Project has completed under budget and therefore funds have been returned into the corporate budget to allocate to future schemes.
- Asset Improvement Fund (-£0.200m) – An estimate for the asset improvement fund was made when the Capital Programme was approved. That estimate was short by £0.200m and so therefore it has been slipped into future years.

### **Fire and Rescue and Communities (-£0.393m)**

- Horsham Blue Light Centre -(£0.259m) - review of timing of works following contract award has led to further slippage into 2020/21.
- Fleet – £0.212m - Acceleration of funding due to delivery of vehicles quicker than anticipated.



- Worthing Community Hub – (-£0.097m) - Design work fees for the outside space have not taken place as expected, these will now be completed early in the new financial year.
- Library Self Service Terminals (-£0.500m) – Installation has been delayed due to Covid19 therefore payment will be made early in the new financial year.
- Fire and Rescue and Communities Transformation Programme - £0.251m - Eligible revenue expenditure linked to transformational type activities has been capitalised under the flexible use of capital receipts directive.

### **Highways and Infrastructure – (-£1.805m)**

- A284 Lyminster Bypass £0.233m – LGF grant funding accelerated due to additional design cost in year for the new viaduct.
- A259 – (-£0.168m) – Public Inquiry costs have been cheaper than first budgeted and therefore £0.164m has been reprofiled into 2020/21.
- Flood Management – (-£0.015m) - Identification of properties at risk of flooding has taken longer than expected and therefore funding has been slipped into 2020/21
- Operation Watershed (-£0.215m)- Due to resource issues work has not progressed as quick as first anticipated, bids that have been received and are being progressed with funds allocated in 2020/21
- West of Horsham - £0.096m - Farthings Hill and Newbridge Roundabout construction completed ahead of schedule therefore funding has been accelerated from 2020/21 into 2019/20.
- Crawley RTPI – (-£0.002m) - Some displays will now be completed in 2020/21 due to contractor's workload and supplier issues.
- A29 – (-£0.089m) - Planning costs in 19/20 lower than anticipated. The funding agreement with the LEP has already been revised to £0.575m so grant can be carried forward into future years.
- A2300 – (-£0.391m) - DfT funding award for the project was delayed due to General Election resulting in works being delayed.
- Road Safety Improvements – (-£0.019m) – Edge line road markings still to be completed, this will now happen early in the new financial year.
- Worthing Sustainable Transport Package Phase One – (-£0.032m) – Remedial works for block paving delayed and will be completed early in the new financial year.
- Annual Delivery Programme – (-£1.203m) - Various schemes of which £0.366m is for works that have been delayed due to Covid19, and £0.837m of various schemes with underspends where works have been completed at reduced cost and budget will be reallocated within the Delivery Programme for 20/21

### **Income Generation Initiatives**

#### **Economy and Corporate Relations -(£1.011m)**

- Gigabit - (-£0.846m) – delays caused by issues found while testing have led to the completion date of the project being extended to the end of April 2020 therefore resulting in slippage to 2020/21.
- Creative Bognor – (-£0.161m) – Project has slipped into 2020/21 due to an over ambitious works programme

- Horsham Enterprise Park – (-£0.004m) – Minor variation on March invoice.

**Environment -(£0.325m)**

- Your Energy Sussex – (-£0.325m) – We currently have five in flight YES projects, 3 of them have had minor variations on the March invoice estimates, Schools Solar programme had £0.140m of slippage due to an overestimate of works to be completed whilst the Westhampnett scheme slipped £0.070m as the project still has some landscaping to complete.

**Finance and Resources - £0.012m**

- City Park Hove – (£0.047m) - Underspend on estimated budget for purchase of site and therefore the budget has been returned corporately in order to fund future income generation initiatives.
- Propco Barnham – £0.166m – Additional funds approved in order to settle the final account with Wates.
- Propco Orchard Street – (-£0.107k) – Balance of reserve for NHBRC guarantee payments carried over to future years.

**Highways and Infrastructure – (-£0.078m).**

- Street Lighting LED (-£0.078m) – Legal and procurement costs have come in lower due to a draft Deed of Variation requiring a position paper from WSCC.

## Capital Programme Performance Report Quarter 4 2019/20 Performance by Portfolio

1. Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of March 2020 there were 19 red highlight reports, 14 amber and 35 green. The performance of project by individual Cabinet Member portfolio is set out below.

### Adults and Health

2. 5 projects submitted highlight reports at the end of March. 3 schemes in delivery rated at amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team. 2 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

3. The table below sets out the reason projects were amber and red along with an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 7 May	Updated Position
In-House Day Services – Part A Construction	<b>RED</b>	Completion delayed due to Covid-19 shut-down of works. Contractor remains on site with limited crew	<b>AMBER</b>	Construction works complete, handover arrangements delayed and subject to careful planning
In-House Day Services – Part B Design	<b>RED</b>	Delay in preparing options appraisal due to staff prioritisation as a result of Covid-19 response. Business case appraisal planned for May.	<b>AMBER</b>	Design stage complete, subsequent procurement of construction phase progressing with tight timescale and careful planning required
NHS Capital Grants – BC	<b>AMBER</b>	Project complete, End of Project Report due in December. Ongoing issues with payment of grant funding to be pursued	<b>AMBER</b>	
East Grinstead Extra Care Housing	<b>AMBER</b>	Building works delayed by approximately 3 months due to Covid-19 site restrictions	<b>AMBER</b>	
Westergate Extra Care Housing	<b>AMBER</b>	Building works delayed by approximately 3 months due to Covid-19 site restrictions	<b>AMBER</b>	

### Economy

4. 7 projects submitted highlight reports at the end of March. 4 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 was rated amber, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team. 1 was rated as red, indicating that there are significant issues with the project, requiring corrective action.

5. The table below sets out the reason projects were amber and red along with an update on the latest position:

<b>Scheme</b>	<b>RAG at 31 March</b>	<b>Reason</b>	<b>RAG at 7 May</b>	<b>Updated Position</b>
Bognor Regis Creative Hub	<b>AMBER</b>	Site temporarily shut down due to Covid-19 restrictions. Length of delay and impact to be considered	<b>AMBER</b>	Site proposed to be reopened during May. Revised programme and cost to be agreed.
Demolition of vacant buildings – CHSB	<b>RED</b>	Procurement process and post-procurement mobilisation likely to be delayed due to Covid-19 considerations/ restrictions	<b>RED</b>	Survey of historic air raid shelters likely to add to Covid-19 delays
Worthing Public Realm Design Stage	<b>AMBER</b>	Proposals to contract Worthing Borough Council to deliver Portland Road scheme and replace South Street with Railway Approach to be considered in May 2020	<b>AMBER</b>	

### **Education and Skills / Children and Young People**

6. 18 projects submitted highlight reports at the end of March. 12 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 3 were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. 3 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

7. The table below sets out the reason individual project/s were rated red and provides an update on the latest position:

<b>Scheme</b>	<b>RAG at 31 March</b>	<b>Reason</b>	<b>RAG at 7 May</b>	<b>Updated Position</b>
Bourne Community School	<b>RED</b>	Practical Completion issued subject to required post-completion works to be planned around the school's operations to avoid further disruption.	<b>RED</b>	Remaining works to be reprogrammed around easing of site restrictions
Children's In-House Care – Cissbury Lodge	<b>RED</b>	Start of works delayed due to Covid-19 site restrictions. Tender for works issued with consideration of Covid-19 issues.	<b>AMBER</b>	Tender period extended on request of bidders, report expected to be issued in June 2020
Children's In-House Care – Seaside Design	<b>RED</b>	Start of construction delayed due to Covid-19 site restrictions.	<b>AMBER</b>	Design stage complete, with preferred option subject to approval planned end of May
Children's In-House Care – May House Design	<b>RED</b>	Start of construction delayed due to Covid-19 site restrictions.	<b>AMBER</b>	Design stage complete, with preferred option subject to approval planned end of May

Community Schools Capital Maintenance	<b>AMBER</b>	Delay in delivery of programme due to Covid-19 site restrictions. Critical/essential works being prioritised at Director level on a case by case basis.	<b>AMBER</b>	Easter half-term delivery delayed. Concern regarding critical Summer holiday delivery period. Design and tender progressing in order to be ready for issue when appropriate
Crawley Down	<b>AMBER</b>	Delay due to Covid-19 site restrictions - practical completion of new block achieved. Sectional works to existing toilets partially completed.	<b>AMBER</b>	
Manor Green SEND Provision	<b>RED</b>	Due to Covid-19 site restrictions, all non-critical construction operations on hold until reassessment of the situation in mid-April.	<b>RED</b>	Contractor now on site. Completion forecast late September, after start of 20/21 academic year
Nyewood CoE School	<b>RED</b>	Delay due to Covid-19 site restrictions.	<b>RED</b>	Limited works recommenced within site restrictions to attempt completion of Phase 1. Main works remain to be reprogrammed
Parklands Primary	<b>RED</b>	Delay and additional costs due to significant persistent defects. Further delay due to Covid-19 site restrictions.	<b>RED</b>	
Safeguarding programme	<b>RED</b>	Order for Phase 1 works placed. Works suspended due to Covid-19 site restrictions.	<b>RED</b>	
Shelley Primary School	<b>RED</b>	Delay due to Covid-19 site restrictions.	<b>RED</b>	Site remains closed, design works progressing. Contractor planning return to site mid-May
Southwater Infants and Junior	<b>RED</b>	2nd stage tender delayed due to limited interest due to Covid-19.	<b>RED</b>	Options for temporary accommodation being explored
The Weald School All-Weather Pitch	<b>RED</b>	Contractor appointed but start delayed due to Covid-19 site restrictions.	<b>RED</b>	
Thorney Island Primary	<b>RED</b>	Delay in design stage due to Covid-19 site restrictions.	<b>RED</b>	
Woodlands Meed College Design Stage	<b>AMBER</b>	Project re-started with profiled completion August 2023. Access options being explored.	<b>AMBER</b>	Business case recommended for Cabinet Member approval

## Environment

8. 6 projects submitted highlight reports at the end of March, all of which were rated green, indicating that the projects are reporting to plan

## Finance and Corporate Resources

9. 6 projects submitted highlight reports at the end of March. 2 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 were rated at amber, indicating that there is an issue having an effect on the projects but that they can be dealt with by the project manager or project delivery team. 2 were rated

as red, indicating that there are significant issues with the projects, requiring corrective action.

10. The table below sets out the reason individual project/s were rated amber and red and provides an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 7 May	Updated Position
Carbon Reduction	<b>AMBER</b>	Delay in commissioning of Parkside Combined Heat and Power due to COVID-19 site restrictions.	<b>AMBER</b>	Works planned to restart during May
FM Structural Maintenance 2019/20	<b>RED</b>	Covid-19 site restrictions stopped works from mid-March, many on-site schemes remain unfinished.	<b>RED</b>	Delivery limited, works progressing where able to and where considered necessary
Minor Asset Improvement	<b>AMBER</b>	Delay due to Covid-19 site restrictions	<b>AMBER</b>	Works remain on hold
West Sussex Gigabit	<b>RED</b>	Delay due to Covid-19 site restrictions – completion re-forecast to mid-August	<b>RED</b>	Minimal works under current lockdown conditions – completion of connections reforecast to mid-August, subject to conditions

### Fire and Rescue and Communities

11. 4 projects submitted highlight reports at the end of March. 2 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.

12. The table below sets out the reason projects were amber and red along with an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 7 May	Updated Position
Horsham Blue Light Centre	<b>RED</b>	Approval to proceed to Stage 4 and Planning Application delayed due to further scrutiny and the need for significant value engineering post design-freeze. Contractor costs incurred for down-time as part of contract.	<b>RED</b>	Further value-engineering and re-design works being undertaken
Worthing Community Hub	<b>RED</b>	Delay due to Covid-19 site restrictions	<b>RED</b>	Award of tender remains subject to approval

### Highways and Infrastructure

13. 20 projects submitted highlight reports at the end of March. 16 of the projects in delivery were rated green, indicating that the projects are reporting to plan. 4 were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team.

14. The table below sets out the reason individual projects were rated amber and provides an update on the latest position:

<b>Scheme</b>	<b>RAG at 31 March</b>	<b>Reason</b>	<b>RAG at 7 May</b>	<b>Updated Position</b>
A2300 Corridor Improvement – Design Stage	<b>AMBER</b>	Delay to start on site and mobilisation planned in 2 weeks due to Covid-19 site restrictions.	<b>AMBER</b>	Covid-19 expected to have an impact on delivery timetable and cost, to be determined.
A284 Lyminster Bypass	<b>AMBER</b>	Delay due to Covid-19 site restrictions impacting CPO stage. Legal advice being sought, with a risk of significant delay to CPO timescale.	<b>AMBER</b>	Discussions with contractor seeking to mitigate delays
LED Streetlight Conversion	<b>AMBER</b>	Unavailability of equipment leading to delay in delivery, installation and benefits to be reprofiled at Stage 2 contract in October 2020	<b>AMBER</b>	
West of Horsham	<b>AMBER</b>	Proposed programme costs exceed current budget. Proposals to draw down additional S106 to fund prioritised programme subject to Key Decision.	<b>AMBER</b>	

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<b>Performance and Finance Scrutiny Committee</b>
<b>15 May 2020</b>
<b>Service Led Improvement</b>
<b>Report by Director of Finance and Support Services</b>

## Summary

The report provides an update on the Council's redesign activities. It summarises achievements of the Step Up Programme and the Whole Council Design Programme, and outlines the key programmes to be delivered under the next phase of Service Led Improvement.

## The focus for scrutiny

The committee is asked to review the report with a particular focus on ensuring that:-

- The savings, costs achieved to date, and what has been achieved in terms of transformation and improving efficiency/effectiveness across the Council have been identified;
- The refreshed programme focusses on the priorities of the County Council going forwards;
- There are clear and achievable costs and savings identified within the programme budget along with an indicative timeline for achieving the savings; and
- Risks to achieving the improvements have been identified and are being managed.

## 1. Background and Context

- 1.1 Since 2016, West Sussex County Council's approach to service improvement has evolved. The Step Up Programme (2016 – 2018) sought to drive out savings while improving performance.
- 1.2 The original scope of the programme was broad. A total of 41 projects were initiated under the programme banner under a number of linked work streams, ranging from improvements to social care to improvements in our IT infrastructure. All projects were directly linked to achievement of one of the five priorities contained in The West Sussex Plan.
- 1.3 A range of benefits and service improvements were delivered by the Step Up Programme, including installing wi-fi in hospitals, so that the County Council's embedded staff can access the network, facilitating people

returning home; new IT equipment and Office 365 has been rolled out across the County Council and a number of solar farms have been delivered.

- 1.4 Following the closure of the Step Up Programme in 2018, Whole Council Design (WCD) was formally launched.
- 1.5 The WCD programme focussed on improvements across three main programmes; Customer, Communities and One Council. Several workstreams progressed within these programmes including Right Service, Right Place, Our Work Anywhere, Community Hubs and Smart Core. There was also an active Accelerated Opportunities workstream.
- 1.6 As part of the **Right Service, Right Place** activities the Council has invested in technology to simplify the journey for internal and external customers. A number of processes have been redesigned and new e-forms introduced. Twenty-eight workflow routes, and associated forms, have been redesigned with a further 9 routes in development.
- 1.7 A specific example of improvement is the work on website transactional forms. The resident journey has been further enhanced and simplified through implementation of a number of new forms including Contact the Council, Highways Claims, Safeguarding, Registrars Certificate Request and Library Item Request forms – this approach has simplified the user journey, while providing a consistent corporate look and feel, where appropriate with the additional benefit of residents/users being able to create a user account to speed forms/workflow interactions with the County Council in the future.
- 1.8 The payment processes have been streamlined by the development and implementation of Certifying Officer Workflows, P Card and Embedded P Card Request Forms, Single Tender Waiver Workflows and Payment Requisition Workflows (some in development) which will replace various Excel and Word-based documents with intelligent guided forms directly available via the intranet. This simplifies processes, reducing time to complete, while also improving compliance auditability with all data stored centrally with the ability to draw out key management information/performance measures.
- 1.9 For Fire and Rescue Operations, we have developed and deployed a single authenticated mobile portal enabling Officers and Firefighters to undertake reporting and operational activities directly from any location where they can get mobile reception, this portal has replaced numerous outdated paper forms, removed all administrative calls to fire control, improved speediness of reporting (e.g. vehicle defects) and provided the service with a single set of key metrics that is being built into the FRS PowerBI MI dashboard.
- 1.10 As part of the **Communities Hub Programme**, Worthing Community Hub has been developed and now in delivery; contracts are to be let within a month and Worthing Community Hub is on track to open during October 2020.

- 1.11 The **Smart Core** project focussed on the replacement programme for the Council's Business Management Systems. The Council has now gone out to procurement for the replacement systems.
- 1.12 As part of the **Accelerated Opportunities**, the Big Exchange Staff App was launched as part of the Whole Council Design work, which enables direct, speedy communication with West Sussex County Council Staff.
- 1.13 **Our Work Anywhere** set the ambition to have a more mobile and agile workforce. The programme ensured that smart phones were deployed to staff where needed, tablets were issued to ease the administrative burden on staff and helped in establishing the replacement products as part of the refresh of laptops and desktops.
- 1.14 The WCD approach to service redesign was budgeted to deliver £1.5m savings in 2019-20 with further savings planned for future years. The 2019/20 savings were expected mainly to be achieved through three projects: Our Work Anywhere, Right Service, Right Place, and Efficiencies from implementing a new staff app.
- 1.15 Many of the planned savings were intended to be delivered through efficiencies within Children's Services and as a result of the Ofsted Report it was agreed that focussing on a savings agenda within Children's Services was not a priority at this point. A number of staff within the Transformation Portfolio Office were removed from progressing work on Our Work Anywhere and Right Service, Right Place and were redeployed on progressing improvement plans in Children's and the Fire and Rescue Service.
- 1.16 Following the challenge of delivering efficiencies and senior management changes, a review of Whole Council Design has been undertaken. This in-depth review has examined the programme for the workstreams to re-prioritise timelines, costs and benefits.

## **2 Proposal**

- 2.1 Following a review of the Whole Council Design Programme, it has been decided to focus resources on key Council delivery priorities:
  - Children's Service Improvement
  - Fire & Rescue Improvement
  - Customer Digital
  - Support Focus
  - Smart Core
- 2.2 West Sussex County Council will deploy its programme and project management resources on priority delivery projects for the County Council.

Two will be the major service improvement programmes underway: Children's and Fire & Rescue.

- 2.3 Three will be cross-cutting programmes; Smart Core, which is mobilised; Customer Digital - focusing on improving service delivery through digitisation, simplification of processes and streamlining customer journeys; Support Focus – improving the efficiency and effectiveness of support activity through rationalisation, modernisation and redesign of processes. These two programmes are being mobilised and will be centrally supported, but design will be service led; linking directly to service specific change programmes that are underway, to ensure a holistic approach.
- 2.4 Work is now underway to mobilise the Customer Digital and Support Focus programmes; with Executive Director Place Services (Customer Digital) and the Director for Finance and Support Services (Support Focus) appointed as Senior Responsible Owners, with the Executive Leadership Team (ELT) overseeing delivery.
- 2.5 The first stage of delivery is to work alongside key services to confirm priority areas of opportunity, to establish a robust and agile way of making rapid progress and to start delivering improvements in services. The approach will be on a service-by-service basis, rather than engaging with all services at the same time, to ensure effective delivery of service re-design. Appendix 1 attached summarises the programme specifications for the Customer Digital and Support Focus programmes which restarted on 25 February.
- 2.6 It is the intention that Customer Digital and Support Focus are focussed on the delivery of the £2.4 million savings allocated to service transformation in the 2020/2021 budget and further £2.6m in the 2021/22 budget.
- 2.7 Worthing Community Hub will continue to be delivered, and the Executive Director Place Services and his team in Place Services are leading.

### **3 Resources**

- 3.1 The resources invested in the Whole Council Design programme have been reported quarterly as part of the TPM and appears elsewhere on this Agenda. The WCD programme to date is funded through a revenue budget allocation of £867k with projects for service transformation being funded through the Service Transformation Reserve. For 2019/20 it is estimated that £2.5m will be spent on projects prior to the end of the year.

### **4 Issues for consideration by the Select Committee**

- 4.1 Does the refreshed approach focus on the right areas?
- 4.2 Will the refreshed approach delivery value for money?

### **5 Consultation**

- 5.1 ELT have considered and agreed this approach.
- 5.2 The Cabinet Member for Economy and Corporate Resources has considered and agreed this approach.

**6 Risk Implications and Mitigations**

<b>Risk</b>	<b>Mitigating Action (in place or planned)</b>
Service improvement is not delivered	Governance at the right level and programme and project management support in place. Services will lead on individual re-design, with expert central support.
Service improvement delivered, but savings are not	Assumptions and progress to be monitored and tested by Finance.
Competing priorities mean that service led transformation is not delivered	Senior Responsible Owners of programmes will ensure focus is on delivery, once programmes established, with ELT oversight.

**7 Other Options Considered**

- 7.1 Stopping service led improvement. This was rejected due both to the need to improve services to residents and deliver efficiency savings.

**8 Equality Duty**

- 8.1 Equality implications will be considered by individual programmes as they are delivered.

**9 Social Value**

- 9.1 Social Value considerations will be considered by individual programmes as they are delivered.

**10 Crime and Disorder Implications**

- 10.1 None

**11 Human Rights Implications**

- 11.1 None

**Katharine Eberhart**

Director of Finance and Support Services

**Contact**

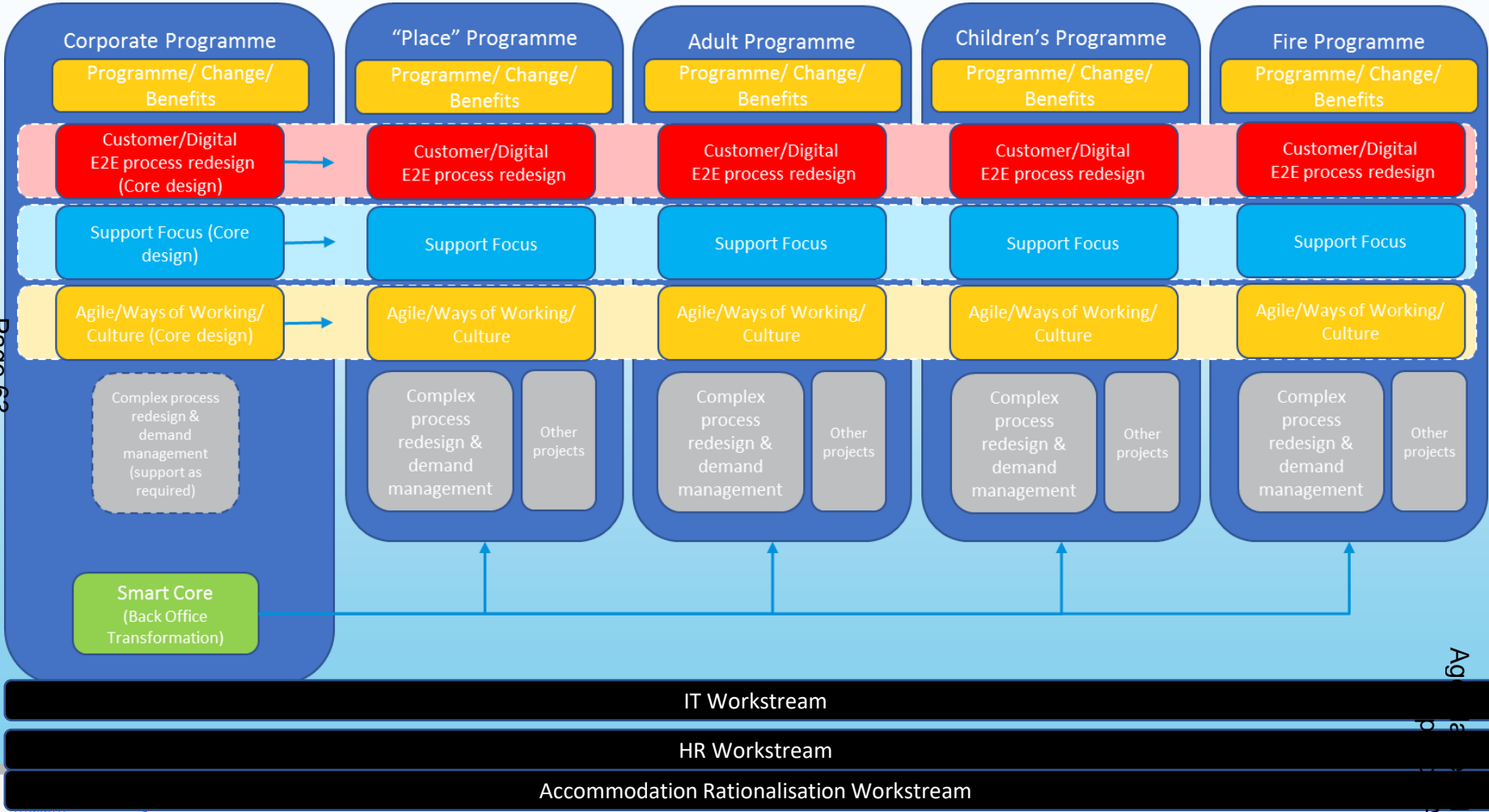
Andy Smith, Head of Policy      033 022 24518

**Appendix A**      Programme detail and next steps: Customer Digital and Support Focus

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# Programme Structure

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# Programme briefs

1. Customer Digital
2. Support Focus



# 1.1 Customer Digital - summary

## Purpose

Includes end to end digital redesign and automation of services to improve customer experience and to reduce cost

## Scope to include

Potentially all services across whole organisation that can be digitally enabled

## Significant opportunity for improvement

Focus on whole service areas to ensure financial impact  
 Focus on areas with high digital opportunity and significant opportunity for financial impact  
 Likely to be opportunity for 10-20% improvement across in scope processes and headcount

## Proposal to:

Proceed with priority areas to regain momentum (Phase 1)

- Team 1 – Highways
- Team 2 – Communities
- Team 3 – Education (option)
- Enabling components (e.g. Pay 360)

Follow with high value areas Phase 2 (can be delivered in parallel with Phase 1 by creating teams 3&4)

- Team 3 – Adults
- Team 4 – Children's

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Approval to Proceed</b>													
<b>Mobilisation</b>													
Establish project team													
Confirm "process discovery"													
Confirm financial scoping													
Detailed planning													
Confirm technology dependency map													
Develop benefit delivery strategy													
<b>Develop team</b>													
Confirm core approach and methodology													
Recruit/train resources													
<b>Phase 1</b>													
<b>Team 1 - Highways</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit release - Full end to end													
<b>Team 1 - Communities</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit release - Full end to end													
<b>Phase 2</b>													
<b>Team 3 - Adult</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
<b>Team 4 - Children's</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
<b>Enabling stream</b>													
Pay 360 rollout													
Booking module roll out													
Rationalise phone numbers													
Rationalise websites													
Explore digital mailroom													
Forms													

# 1.2 Customer Digital - scope

Overall scope potentially includes all services across whole organisation that can be digitally enabled  
 Priorities determined by financial impact of the work. This in turn will be determined by a combination of factors:

- Opportunity to redesign end to end process to unlock full benefit opportunity
- Viability of widespread deployment of enabling technology components, e.g. Pay360 is available and is being rolled out to support 58 out of 161 identified processes
- Volumes which will inform likely resource savings and channel shift opportunity
- Cost of service and extent to which digital/automation will unlock benefits

Preference is focus on whole service areas in order to access meaningful savings  
 Initial analysis suggests significant opportunities (by reference to digital opportunities scoring) are in:

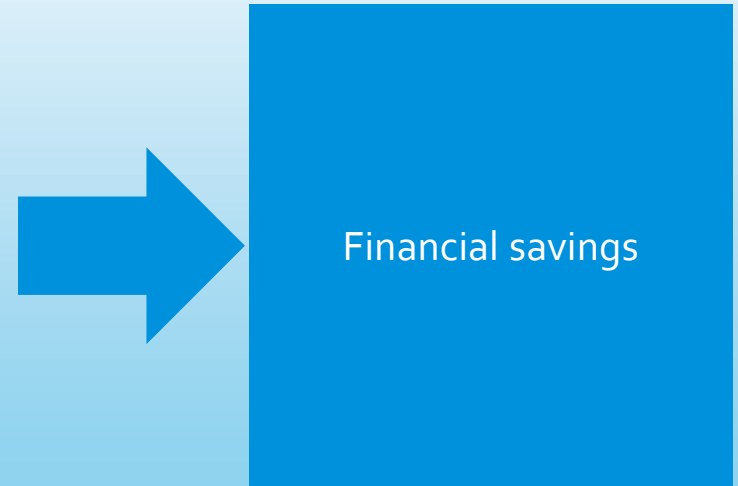
- Highways, Communities (Suggest Phase 1)
- Highest value opportunities will be in Children's, Adults (Suggest Phases 2 & 3)

Directorate	Score	Processes	£
Highways	184	45	£2,643,532
Communities	160	41	£3,149,075
Family Ops	81	14	£20,908,937
Education	69	13	£4,179,965
Adults	34	10	£16,853,346
Public Protection	28	9	£753,233
Operations	24	5	£1,561,433
Planning	79	13	£1,224,201
EWE	3	2	£149,305
			£51,423,027

Note:  
 Headcount and £ taken from PWC activity analysis and is indicative of scale. Includes only activity highly likely to be affected by digital redesign. Excludes bulk of service resources that have been allocated to "service delivery" e.g. social workers that will benefit from digital redesign along with other activity e.g. management, strategy, commissioning, performance management.. Therefore activity base may be significantly understated

# 1.3 Customer Digital – expected outcomes

- The expected outcome will be:
  - Improved customer access
  - Increased shift towards digital channels and therefore reduced volumes
  - Improved customer service and experience at point of access and in service functions
  - Increased adoption of digital technology
  - Efficiency derived from improved processes and automation
  - Opportunity to eliminate non value added work
  - Opportunity to reallocate and redeploy work closer to the customer
  - Fewer access points into the council (phone numbers, e mails, websites)
  - Contribution to improved outcomes



# 1.4 Customer Digital – financial benefits

Potential financial impact:

- Cost pool £51 m
- Potential benefit pool £9m
  - Benefits more likely achievable from triage and service processing activity
  - Scale of potential benefits higher in triage and service processing
- Focus will be on areas of highest potential benefit delivery

	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	AS IS
Triage	£2,984,611	£892,848	£2,047,069	£48,564	£793,507	£281,893	£1,427,616	£225,491	£159,367	£8,860,966
Service processing (transactional/admin)	£12,442,478	£2,129,112	£8,111,014	£81,092	£1,170,906	£707,021	£1,555,292	£1,197,835	£561,627	£27,956,376
Rule-based cases, accounts & assessments	£5,481,848	£1,158,004	£6,695,263	£19,650	£679,119	£235,288	£166,167	£138,107	£32,238	£14,605,686
										£51,423,027
	Children and Family Services	Education & Skills	Adult Services	Energy Waste Environment	Highways & Transportation	Economy Planning Place, Broadband and Gigacity	Communities	Operations (Fire)	Public Protection	SAVINGS
Triage	£808,240	£241,786	£554,351	£13,151	£214,884	£76,337	£386,602	£61,063	£43,157	£2,399,571
Service processing (transactional/admin)	£2,288,492	£391,598	£1,491,824	£14,915	£215,360	£130,039	£286,058	£220,313	£103,298	£5,141,896
Rule-based cases, accounts & assessments	£552,638	£133,633	£610,315	£1,971	£72,748	£22,000	£15,185	£18,705	£3,233	£1,430,428
										£8,971,895

Note1: Focus will be based on areas most likely to deliver tangible benefits. End to end view will be taken wherever possible and - technology being a potential constraint

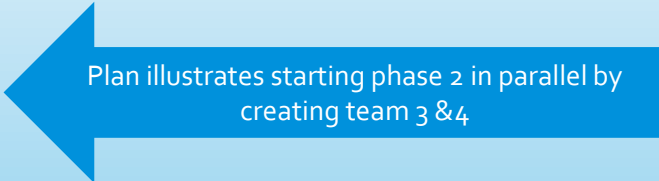
Note2: Potential benefits achievable in different work classifications will be enabled by shifts in digital usage but also genuine changes in customer journeys and ways of organising work. Scale of benefits delivered will depend on scale of adoption

Note3: Raw data based on PWC figures.

Note4: Phasing highly dependent on focus areas selected and benefit delivery schedule to be identified.

# 1.5 Customer Digital - approach

- Mobilisation
  - Form the team, agree the detailed approach
  - Detailed planning with service stakeholders
- Phase 1 – Priority service areas
  - Team 1 – Highways
  - Team 2 – Communities
  - Team 3 – Education (option)
- Phase 2 – Priority service areas
  - Team 3 – Adults
  - Team 4 – Children's
- Enabling Stream – Enabling digital changes – aligned with plan for developing services in Phases 1&2
  - Complete roll out of Pay 360
  - Launch roll out of Booking module
  - Rationalise phone numbers
  - Rationalise web sites
  - Explore digital mailroom
  - Forms

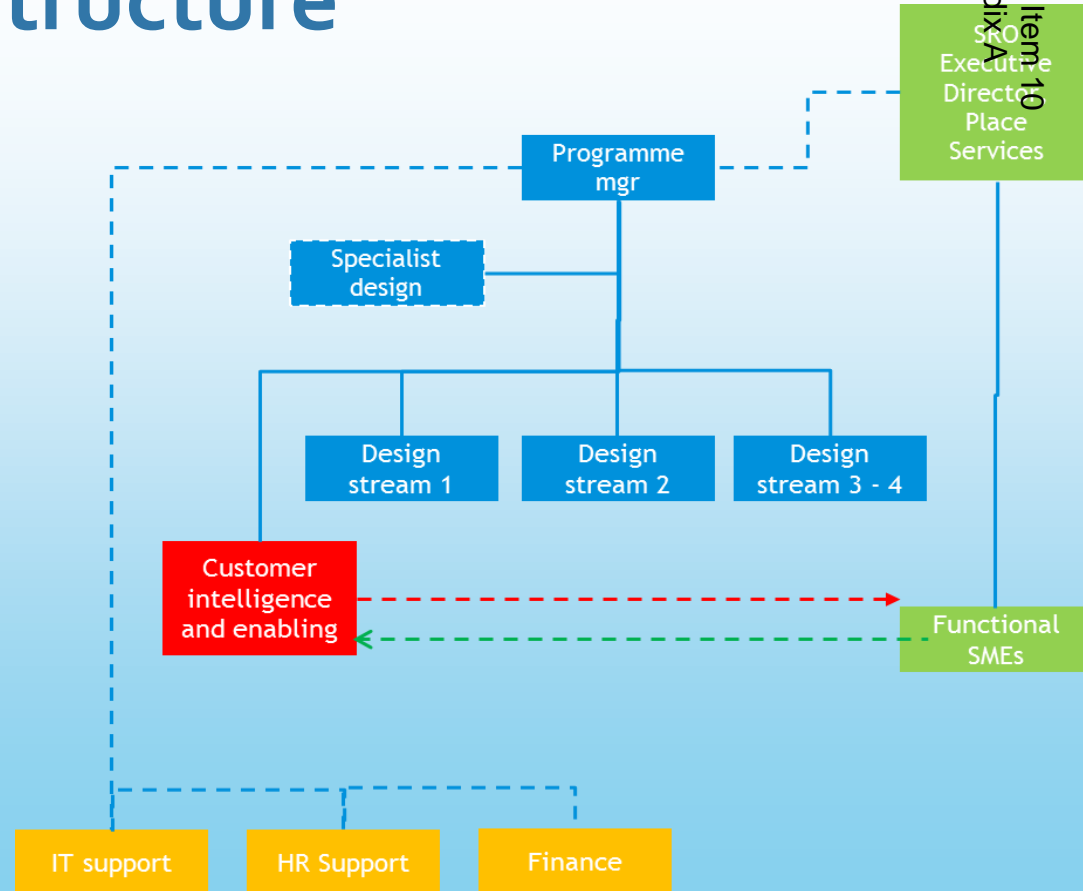


Plan illustrates starting phase 2 in parallel by creating team 3 & 4

# 1.6 Customer Digital – resourcing and team structure

Agenda Item 10  
Appendix A

- Programme manager/Service design lead
- Specialist design – Service design specialist and BA support (in early stages only) - Role to establish approach, develop internal delivery team and create momentum
- Design and delivery teams
  - Service design team lead (snr BA)<sup>1</sup>
  - Business analysts 2
  - Change manager .5
  - Functional SMEs
  - Customer intelligence and enabling
  - Scalable depending on # design streams
- Customer intelligence team
  - Existing customer intelligence unit
  - Involved in each design team
  - Provide enabling capability and resources
- Support
  - IT support team (to be determined in mobilisation)
  - HR Support (to be determined in mobilisation)
  - Capita support (to be determined in mobilisation)



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# 1.7 Customer Digital – outline plan

	2019/20 - Q4			2020/21 Q1			2020/21			2021/22			
	Jan	Feb	Mar	Apr	May	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Approval to Proceed</b>													
<b>Mobilisation</b>													
Establish project team													
Confirm "process discovery"													
Confirm financial scoping													
Detailed planning													
Confirm technology dependency map													
Develop benefit delivery strategy													
<b>Develop team</b>													
Confirm core approach and methodology													
Recruit/train resources													
<b>Phase 1</b>													
<b>Team 1 - Highways</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit release - Full end to end													
<b>Team 1 - Communities</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit release - Full end to end													
<b>Phase 2</b>													
<b>Team 3 - Adult</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
<b>Team 4 - Children's</b>													
Customer analysis, opportunity assessment													
Design													
Deliver/Implement - Quick wins													
Benefit release - Quick wins													
Deliver/Implement - Full end to end													
Benefit releases - Full end to end													
<b>Enabling stream</b>													
Pay 360 rollout													
Booking module roll out													
Rationalise phone numbers													
Rationalise websites													
Explore digital mailroom													
Forms													

Remobilising the programme

Preparing the team

Detailed work with Phase 1 services - staggered delivery of solutions supporting early benefit release

Phase 2 illustrating early start and working in parallel with Phase 1 - requires creation of teams 3&4

Enabling work planned and scheduled to align to Phase 1 requirements for automated process components. Can also be used to create demand in lower priority areas

Agenda Item 10  
Appendix A

## 1.8 Customer Digital – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Agree detailed approach and train design teams – based upon accelerated 4D's
- Design detailed approach to financial and headcount scope and evaluation of benefits
- Engage with IT to understand technology landscape available to enable redesigned processes
- Agree Capita involvement, rules of engagement and key points of contact
- Detailed planning



# 2.1 Support Focus - summary

## Purpose

To review, re-engineer and reorganise administrative and business support activity across the organisation

## Scope to include

Headcount 581 (WSCC 329, Capita 252)  
 Cost £15.6m (WSCC £9.1m, Capita £6.5M \*\*\*)

## Significant opportunity for improvement

Total (conservative) expected benefit £2.1m (14%).  
 Upper limit of estimates is £3.6m (23%)

## Opportunity to improve in four phases:

- Category 1 - opportunities to change service levels and quick process wins
- Category 2 - process improvements dependent on automation and on line access
- Category 3 - Based upon full implementation of complex service design incorporating business service activity
- Category 4 – Capita services

	2019/20 - Q4				2020/21 - Q1								2020/21			2021/22			2022/23						
	Feb	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Approval to proceed</b>	█																								
<b>Phase 0</b>																									
<b>Mobilisation</b>		█	█																						
Engage internal team		█	█																						
Engage functional SMEs																									
Develop stakeholder network in services																									
Agree detailed approaches																									
Agree evaluation criteria																									
Develop detailed plan with services																									
<b>Detailed opportunity assessment</b>																									
Confirm roles in scope																									
Collate and assess time spent on in scope activity																									
Design opportunity assessment workshops																									
<b>Place</b>																									
<b>Adults</b>																									
<b>Children's</b>																									
IT review - enabling technology available functionality																									
Collate opportunities and implications																									
<b>Deliverables</b>																									
Develop benefit delivery plan																									
Develop detailed plan																									
<b>Phase 1</b>																									
Design and implement																									
Consult																									
<b>Phase 2</b>																									
Design and implement																									
Consult																									
<b>Phase 3</b>																									
Design and implement																									
Consultations																									
<b>Phase 4 - Capita activity</b>																									
Design																									
Confirm commercial arrangements																									
Create transition plan																									
Manage transition plan (insource/new contract)																									

# 2.2 Support Focus - scope

Scope

All business services and administration across WSCC and Capita  
 Includes Capita support service functions  
 Spread across all "host services"  
 In scope costs and headcount \*\*  
 Headcount 581 (WSCC 329, Capita 252)  
 Cost £15.6m (WSCC £9.1m, Capita £6.5M \*\*\*)

WSCC

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	10.80	£ 305,780
Strategy & policy	0.52	£ 15,332
Corporate performance management	1.25	£ 36,951
Strategic/corporate programme delivery	4.90	£ 154,982
Commissioning, clienting & contract management	10.31	£ 294,915
Communications, marketing & engagement	1.61	£ 46,967
Triage	33.05	£ 993,536
Service processing (transactional/admin)	83.53	£ 2,274,605
Rule-based cases, accounts & assessments	44.82	£ 1,358,253
Internal service processing	13.90	£ 328,599
Internal specialist	6.30	£ 168,481
Service delivery	118.11	£ 3,109,292

\*\* Based upon WSCC generated schedule of heads specifically identified from role descriptions (2019) . Cost of these roles derived from PWC data

Capita

ToBe Processes	AsIs Mapped FTEs	AsIs Mapped FTE Costs
Leadership, management & supervision	4.00	£ 103,504
Corporate performance management	5.00	£ 129,380.00
Commissioning, clienting & contract management	1.00	£ 25,876.00
Triage	0.25	£ 6,469.00
Service processing (transactional/admin)	142.90	£ 3,697,680.40
Rule-based cases, accounts & assessments	2.25	£ 58,221.00
Internal service processing	93.60	£ 2,421,993.60
Internal specialist	1.00	£ 25,876.00
Service delivery	2.00	£ 51,752.00

## 2.3 Support Focus – expected outcome

### Outcome

- Revised service catalogue based on genuinely value added offerings
- Improved service provision to the wider business for services offered
- Elimination of non value adding activity
- Reduced duplication and workarounds
- On line access to services (saving time and effort in front line services and in support services)
- Streamlined processes
- Appropriate deployment of resources across a central support function and services. Includes potential insource of service from Capita at end of contract

# 2.3 Support Focus – financial benefits

Financial impact

Total expected benefit £2.1m (14%). Upper limit of estimates is £3.6m (23%)

14%

	AsIs Mapped FTEs	AsIs Mapped FTE Costs	ToBe FTEs	Savings	%	ToBe FTECosts	Savings	%
Business Support Admin	211.24	£ 5,443,033	194.7	16.6	8%	£ 5,022,205	£ 420,828	8%
Business Support Professional Support	117.86	£ 3,644,661	100.5	17.4	15%	£ 3,110,145	£ 534,516	15%
Business Support Capita	252.00	£ 6,520,752	206.2	45.8	18%	£ 5,336,358	£ 1,184,394	18%
<b>TOTAL WSCC Business Support</b>	<b>329.10</b>	<b>£ 9,087,694</b>	<b>295.19</b>	<b>33.91</b>	<b>10%</b>	<b>£ 8,132,350</b>	<b>£ 955,344</b>	<b>11%</b>
<b>TOTAL WSCC and Capita Business Support</b>	<b>581.10</b>	<b>£ 15,608,446</b>	<b>501.41</b>	<b>79.69</b>	<b>14%</b>	<b>£ 13,468,708</b>	<b>£ 2,139,738</b>	<b>14%</b>

Note1: Evidence suggests that estimates above are at bottom of achievable range.

Note2: Raw data based on PWC figures. These have been compared to current numbers which are higher. Therefore lower numbers included.

Note3: Phasing highly dependent on benefit delivery schedule to be identified.

# 2.4 Support Focus - approach

Phase 0 – Blueprint Design and Full Business case

Phase 0 discovery stage proceeds service by service :Place, Adults, Children’s

Phase 1 proceeds as soon as soon as first service is completed

Service discovery provides detailed analysis of services provided, processes covered and categorisation of opportunities

Category 1 - opportunities to change service levels and process/policy improvements not dependent on technology

Category 2 – opportunities for process improvements dependent on automation and on line access

Category 3 – opportunities dependent upon full implementation of complex service design incorporating business service activity

Category 4 – opportunities inside Capita contracted service

Determine detailed business case and benefit delivery timetable

Implementation plan

Phase 1 - Category 1 Opportunities

Early cost reduction (subject to delivery strategy)

Phase 2 - Category 2 opportunities

Mid term cost reduction (subject to delivery strategy)

Phase 3 - Category 3 opportunities

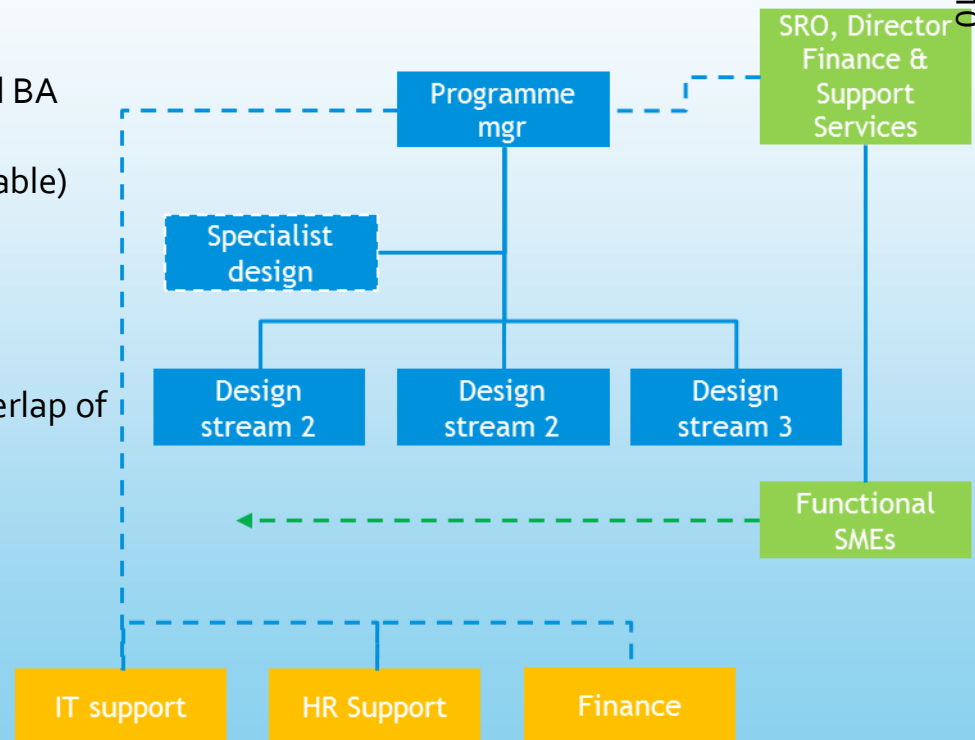
Full delivery of cost savings in final consultation round

Phase 4 – Category 4 opportunities

Delivery of savings to align with the end of the Capita contract

# 2.5 Support Focus – resourcing and team structure

- Phase 0
  - Specialist design – service design specialist and BA support
  - Develop internal delivery team (induct as available)
- Phase 1-4
  - Programme management/Service design lead
  - Design and change team
    - Service design team lead 1
    - Business analysts 2-4 (dependent on overlap of phases)
    - Change manager .5
    - Functional SMEs
  - IT support team (to be determined in Phase 0)
  - HR Support (to be determined in Phase 0)
  - Capita support (to be determined in Phase 0)



# 2.6 Support Focus – outline plan

	2019/20 - Q4				2020/21 - Q1								2020/21			2021/22				2022/23					
	Feb	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Jun	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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<b>Phase 4 - Capita activity</b>																									
Design																									
Confirm commercial arrangements																									
Create transition plan																									
Manage transition plan (insource/new contract)																									

Mobilise the team and prepare for detailed work

Detailed work with services

Phased design and implementation work with services

Phased design and implementation work with Capita

## 2.7 Support Focus – mobilisation priorities

- Pull together the team and mobilise
- Agree SRO role and identify key functional SMEs
- Agree SME time commitment and accountabilities
- Make contact with key functions and agree approach to working with their service areas and access to key contacts
- Develop detailed approach to confirmation of in scope roles and activity
  - Roles identified in outline case – what proportion of time covers in scope activity
  - Roles not in outline case – what proportion of time covers in scope activity
- Design detailed approach to analysis of activity and evaluation of opportunities
- Agree criteria for categorisation of opportunities in to delivery phases
- Agree Capita involvement, rules of engagement and key points of contact
- Engage with IT to understand technology landscape available to enable redesigned processes
- Detailed planning



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