

Public Document Pack

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27 September 2018

Performance and Finance Select Committee

A meeting of the committee will be held at **10.30 am** on **Friday, 5 October 2018** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

Part I

10.30 am 1. **Declarations of Interest**

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

10.35 am 2. **Minutes of the last meeting of the Committee** (Pages 7 - 16)

The Committee is asked to agree the Part I minutes of the meeting held on 9 July 2018 (cream paper).

10.35 am 3. **Urgent Matters**

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

10.35 am 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.

- 10.35 am 5. **Response to Recommendations** (Pages 17 - 18)
- The Committee is asked to note the response of the Cabinet Member for Finance and Resources to the recommendations made by the Committee at the meeting on 9 July 2018 concerning the Contracts Management Task and Finish Group.
- 10.40 am 6. **What Matters To You? Survey** (Pages 19 - 44)
- A report by the Head of Communications and Engagement providing an update on the What Matters To You? survey 2018.
- The Committee is asked to review the findings of the 2018 What Matters To You? survey and make comments to the Cabinet Member for Finance and Resources to consider as part of the 2019/2021 budget process.
- 11.05 am 7. **Medium Term Financial Strategy 2019/20** (Pages 45 - 66)
- A report by the Director of Finance, Performance and Procurement, providing an update regarding the Medium Term Financial Strategy 2019/20 to 2022/23.
- The Committee is asked to note the forecasts and assumptions leading to the current budget gap, note that assuming a council tax increase of 4.99% next year followed by 1.99% for the subsequent period that the budget gap would be £92.3m, and comment on the indicative timetable for setting the 2019/20 budget.

Lunch

Lunch will be served for Members of the Committee from approx. 12.35pm in the Cabinet Boardroom. Business will recommence at 1.15pm.

- 1.15 pm 8. **Total Performance Monitor as at end of June 2018 and July 2018** (Pages 67 - 114)
- Reports by the Director of Finance, Performance and Procurement setting out the performance and finance position as at the end of June 2018 and July 2018.
- If a new Total Performance Monitor (TPM) is ready between the date of despatch of the agenda and the date of the meeting it will be tabled at the meeting.
- The Committee is asked to examine the data and supporting commentary for the June and July TPMs and make any relevant recommendations for action to the Cabinet Member or a relevant Select Committee.
- 2.15 pm 9. **Capital Programme Quarter 1 Performance Report** (Pages

115 - 134)

A report by the Executive Director of Economy, Infrastructure and Environment.

The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member in relation to the quarterly performance report of the capital programme.

Part II

10. **Exclusion of Press and Public**

The Committee is asked to consider in respect of the following item(s) 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, Financial or business affairs of any person (including the authority).

2.45 pm 11. **Part II Minutes of the last meeting of the Committee**
(Pages 135 - 140)

The Committee is asked to agree the Part II minutes of the meeting held on 9 July 2018 (yellow paper, for members of the Committee only).

2.50 pm 12. **Angel's Nursery, Barnham** (Verbal Report)

The Executive Director of Economy, Infrastructure and Environment will provide a verbal update to the committee on the PropCo project at Angel's Nursery, Barnham.

The Committee is asked to note the publication of the decision to sell the land at Angel's Nursery, Barnham and asks the Cabinet Member to indicate whether there will be a review of the PropCo policy and that it be brought to the Committee for consideration.

Part I

3.20 pm 13. **Business Planning Group Report** (Pages 141 - 148)

The report informs the Committee of the Business Planning Group meeting held on 13 September, setting out the key issues discussed.

The Committee is asked to endorse the contents of this report,

support the updates to the work programme as recommended by the Business Planning Group and reflected in Appendix A, and note the latest Task and Finish Group Rolling Programme attached as Appendix B and make any comments accordingly.

3.35 pm 14.

Requests for Call-in

There have been no requests for call-in to the Select 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.

3.35 pm 15.

Forward Plan of Key Decisions (Pages 149 - 186)

Extract from the Forward Plan dated 13 September 2018.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

3.40 pm 16.

Possible Items for Future Scrutiny

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

3.45 pm 17.

Date of Next Meeting

The next meeting of the Committee will be held on 22 November 2018 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Review of savings proposals and capital programme 2019/20
- Treasury Management Mid-year Review
- Q2 Capital Programme Performance Report
- One Public Estate
- Total Performance Monitor
- November BPG Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 12 November 2018.

To all members of the Performance and Finance Select Committee

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Performance and Finance Select Committee

9 July 2018 – At a meeting of the Performance and Finance Select Committee held at 10.30 am at County Hall, Chichester PO19 1RQ.

Present: Mr Montyn (Chairman)

Mr Elkins	Mrs Kitchen	Mr Turner
Mr Barrett-Miles	Mr Lea, left at 2.35pm	Mr Waight
Mr Boram	Mrs Mullins	Dr Walsh, left at
Mrs Dennis, left at 2.35pm	Mr Smytherman	12.24pm

Apologies were received from Mr Bradbury, Mr Cloake and Mr Crow

Absent:

Also in attendance: Mrs Brunsdon, Ms Goldsmith, Mr Hunt, Mr Jupp, Mr Lanzer, Mr S J Oakley, Mr Patel and Mrs Purnell

Part I

32. Declarations of Interest

32.1 Mrs Kitchen declared a personal interest in relation to the Submission of an Outline Planning Application for the former Novartis site as Vice Chairman of the Planning Committee and as a local Councillor for Horsham District Council.

32.2 Mr Lea declared a personal interest in relation to the Submission of an Outline Planning Application for the former Novartis site and the Capital Programme as an occasional visiting lecturer at Brighton University.

32.3 Mr Barrett-Miles declared a personal interest in relation to the Submission of an Outline Planning Application for the former Novartis site as Member for Burgess Hill North.

32.4 Mrs Dennis declared a personal interest in relation to the Submission of an Outline Planning Application for the former Novartis site as having family interest in Grade A office space in Horsham.

32.5 Lee Harris, Executive Director of Economy, Infrastructure and Environment, declared a personal interest in relation to the Submission of an Outline Planning Application for the former Novartis site as a resident living near the site.

32.6 Mr Smytherman declared a personal interest in relation to Asset Management Policy and Strategy as a Local Authority Governor of the Alternative Provision College for West Sussex, a personal interest in relation to Annual Scrutiny Performance (Joint Scrutiny) as a member of Worthing Borough Council, and a personal interest in relation to the

Forward Plan (Solar Power for Schools) as Chair of Governors for St Mary's Catholic Primary School Worthing.

33. Minutes of the last meeting of the Committee

33.1 Resolved – That the Minutes of the Performance and Finance Select Committee held on 18 May 2018 be approved as a correct record and that they be signed by the Chairman.

34. Part II Matters

34.1 Members expressed concerns regarding the exclusion of the Press and Public for the agenda item Submission of an Outline Planning Permission for the former Novartis Site, including whether this matter should be discussed in public as it relates to an application for planning permission and there is public interest in this item. Members queried whether, if necessary, exempt financial information could be included for members only in a Part II Appendix but the body of the report be discussed in Part I.

34.2 The Chairman clarified that the planning application will be in the public domain once submitted to Horsham District Council. The Leader sympathised with member's comments that where possible items should be heard openly, however the item was being heard in Part II following advice of the Monitoring Officer due to the financially sensitive information.

34.3 Mrs Mullins, Mr Smytherman and Dr Walsh asked it be recorded that they were against the hearing of the Submission of an Outline Planning Permission for the former Novartis Site item in Part II.

35. Exclusion of Press and Public

35.1 Resolved – That under Section 100(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Part I, of Schedule 12A of the Act by virtue of paragraph 3, and that, in all circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

35.2 The Committee continued its discussions in Part II, for which a Part I summary is available. The discussions in Part II took place from 10.45am until 12.24pm.

36. Part II Minutes of the 18 May meeting

36.1 Resolved – That the Part II minutes of the Performance and Finance Select Committee held on 18 May 2018 be approved as a correct record and that they be signed by the Chairman.

37. Submission of an Outline Planning Application for the former Novartis site, Wimplehurst Road, Horsham

The Committee considered and commented on a proposed outline planning application for the Novartis site, Wimblehurst Road, Horsham in Part II.

Resolved – That the Committee reviewed the progress with the development of the former Novartis site, and made recommendations to the Leader for consideration ahead of submission of the outline planning application to Horsham District Council.

38. Adoption of the County Council's Asset Management Policy and Asset Management Strategy

38.1 The Committee considered a report by the Executive Director of Economy, Infrastructure and Environment (copy appended to the minutes).

38.2 The Cabinet Member for Finance and Resources introduced the report, noting that the Policy and Strategy documents together provide a framework for the Asset team and multi-disciplinary property development partner to manage the Council's assets in the future.

38.3 The Executive Director of Economy, Infrastructure and Environment introduced the report and notes his thanks to the officers who worked on the development of the Policy and Strategy documents - Nick Smales , Director of Economy, Planning and Place, and Jo Twine, Asset Strategy Manager - but have recently left the Council. The Policy provides the overall mission and objectives of Asset Management, which the Strategy then takes forward alongside the wider aspirations of the Council to outline a high level action plan for meeting the objectives of the Policy.

38.4 The Committee made comments in relation to the Asset Management Policy and Strategy including those that follow. It:

- Highlighted in relation to Centenary House Worthing that it was agreed prior to 2012 that the property, which is jointly owned by this Council and Sussex Police, was to be disposed of but this has not happened, and queried whether this new strategy will determine action in relation to the property. *The Executive Director of Economy, Infrastructure and Environment explained the multi-disciplinary partner has been asked to assess the viability of the property for future redevelopment and this should take place in early 2019.*
- Requested that local Members be consulted at an early stage where substantial changes to property assets in their ward are being considered. *The Executive Director of Economy, Infrastructure and Environment stated consultation with local members will happen and noted this happens at different times and in different ways dependent upon the asset. The Chairman highlighted it had been noted and minuted in previous Committee meetings that local members were to be consulted on any substantial property changes within their wards, such as a substantial change in use, surplus property declarations and key property acquisitions or disposals as appropriate.*
- Commented that it was understood an Asset Management IT system will be purchased and implemented as a result of this project. The Member sought assurance that the asset list being prepared would

list the values of the properties on the register, and would also form the foundation for the fixed asset list used to record assets for the inclusion in the Financial statements in order to avoid asset reconciliation irregularities. *The Executive Director of Economy, Infrastructure and Environment will enquire and provide this information to the Committee.*

- Commented that current working practices and ways of working differ considerably now to those in the past and urged officers not to underestimate how the workplace environment can encourage new ways of working and changes to HR practice. It would therefore be beneficial to link the asset strategy to HR work-based policies to ensure they align. *The Leader supported this view and noted the Council currently holds some unsuitable buildings for modern working. Some significant changes could be needed in order to deliver the right service to residents at the right time, and the recent Grimsey Report 2 encourages councils to come into the town centre of their communities. Subject to business cases assets will be disposed of or invested in as needed.*
- Queried how changes to assets will be scrutinised in future following adoption of the Policy and Strategy documents e.g. by area or case by case, noted there is tension between financial return and social value of County property, and commented that PropCo does not have enough drive to bring significant income. *The Executive Director of Economy, Infrastructure and Environment explained that this Committee scrutinises the Strategy, and he will monitor the action plans alongside the Leader and Cabinet Member for Finance and Resources to ensure that the objectives are being met. The Leader explained that PropCo involves lots of legal process so this takes time to establish. Assets have been managed and disposed of as required, but good corporate landlord processes are required for the future.*
- Queried whether the service area property representatives are from within the service areas or from the Finance Team. *The Executive Director of Economy, Infrastructure and Environment clarified they are from within the service areas. The Council's assets cost £25m per annum and the income received is small. The Estate therefore needs to become more efficient and if possible reduce the number of assets held in order to minimise costs whilst maintaining services, there will therefore be a challenge to the services on the property required for provision of services.*
- Noted that services and residents become attached to certain locations and urged that local Members be consulted at the earliest opportunity in order to avoid unnecessary inconvenience to residents or costs accruing elsewhere in the Council's budget as a result. *The Cabinet Member for Finance and Resources accepted this feedback and noted the service area property representatives should help to improve communication across Council services.*
- Commented that officers should also look at whether other organisations, community groups and services could share the buildings.

38.5 Resolved -

- 1) That the Committee supported the Asset Management Policy and Strategy; and
- 2) That the Committee's comments as follows be taken into account by the Cabinet Member ahead of taking his decision:
 - i. That the Committee agree assets must meet the needs of the workforce and residents;
 - ii. That the Committee reiterate the need to consult with local Members on key property changes within their area such as a substantial change in use, surplus property declarations and key property acquisitions or disposals as appropriate;
 - iii. That the Committee review the progress made as a result of the implementation of the Asset Management Policy and Strategy at an appropriate time and that key decisions on property assets be subject to scrutiny at the appropriate time;
 - iv. That service reviews should be co-ordinated with the Asset Management Strategy and Policy;
 - v. That future-proofing be considered in decisions regarding assets; and
 - vi. That consideration be given to asset sharing with other organisations through the One Public Estate programme.

39. Quarter 4 Capital Programme Monitor and Annual Report

39.1 The Committee considered a report by the Executive Director of Economy, Infrastructure and Environment (copy appended to the minutes).

39.2 The Capital Programme Manager introduced the report which provides a status position on performance as at 31 March 2018, and highlighted key information for the Committee. The full year's data from 2017/18 will now provide baseline information and enable the team to begin analysing trends in future capital programme performance.

39.3 The Chairman informed the Committee that there had been a request from Mr Lea for much more detailed information in the quarterly capital programme performance monitor reports. Mr Lea has been invited to attend the next meeting of this Committee's Business Planning Group (BPG) in order to discuss his request.

39.4 The Committee made comments in relation to the Quarter 4 Capital Programme Monitor and Annual Report including those that follow. It:

- Commented that an indication of value against the pie charts in the report and appendices would be a helpful addition, and that the Risk section would benefit from more detail, which could be a Part II appendix for Members only if necessary. Commented that it would be helpful to state if highlight reports had been submitted by all projects, and that there is some inconsistency as the report lists 63 projects in delivery but a member counted 65. *The Chairman suggested the feedback from Members will be considered by the BPG alongside Mr Lea's comments.*
- Commented that since the revised estimate of the capital programme in the September Total Performance Monitor (TPM) there has been a 14% slippage from the revised budget, and

queried whether the Cabinet Member and Executive Director are satisfied with this amount of slippage. *The Executive Director of Economy, Infrastructure and Environment was not satisfied with the amount of slippage and will seek to improve this in future years. The Cabinet Member for Finance and Resources highlighted that £4m has been saved as a result of projects coming in under budget, in addition to an enhanced rate of return from Gainshare. The £5.5m of slippage was not due to any failure of the team, there were good reasons for most of the slippage in the capital programme, and the team understand the issues and are controlling it. The key focus now is to accelerate the capital programme and get back on track.*

- Expressed concern in relation to the delay with the Lyminster Bypass project that the issues weren't identified earlier. *The Executive Director of Economy, Infrastructure and Environment explained that the delays were due to the Environment Agency altering their flooding mitigation model which has resulted in a different calculation and increased cost. The Council were aware of the initial requirements and officers are maintaining engagement with the Environment Agency regarding this.*
- Queried why the purchase of the Kamelia Kids Children's Centre in Worthing did not come to the Children and Young People's Services Select Committee (CYPSSC) for scrutiny. *The Cabinet Member for Finance and Resources confirmed this was a non-key decision within the threshold and so was taken as an officer decision. The Leader commented that there is an ongoing dialogue with the Centre and that the purchase of the site gave security to the Children's Centre, and suggested the member referred it back to CYPSSC BPG if there was any further query.*
- Commented that the Worthing School Re-organisation project was established to manage a bulge in pupil numbers. Since its development some schools in the area have experienced a reduced number of pupils following the last admissions round, and queried whether the funds allocated to the now under-subscribed schools could be reallocated and equally shared around the more popular schools in the area who now find themselves under financial pressure. Also allied to this, whether the provision of temporary classrooms could be similarly reprofiled to allocate extra capacity to more popular schools. *The Executive Director of Economy, Infrastructure and Environment explained that the commissioning of this work lay with the Director of Education and Skills and an answer will be requested for the Committee.*
- Thanked officers for the continuing improvement of the capital programme performance monitor reporting.

39.5 Resolved -

- 1) That the information included in the report and feedback from members as noted above will be reviewed by the Business Planning Group at its next meeting in September; and
- 2) That officers continue to monitor and review any slippage in the capital programme.

40. Treasury Management Annual Report

40.1 The Committee considered a report by the Director of Finance, Performance and Procurement (copy appended to the minutes).

40.2 The Cabinet Member for Finance and Resources introduced the report and stated it is proposed that the Treasury Management Annual Report now be presented to this Committee rather than Full Council. The Treasury Management of the Council is very strong, is regularly scrutinised and Members are engaged with it which is not the case in most authorities. The Cabinet Member wished to record his thanks to the Finance and Treasury officers for their hard work and diligence.

40.3 The Financial Reporting Manager introduced the report and highlighted key information for the Committee. There have been no changes to the Treasury Management Strategy approved in February 2017, and no breaches of the prudential indicators. There is no new external borrowing, and £7m per year has been repaid for the borrowing in 2011. Investment activity and performance in 2017/18 is provided in the report and all complies with the Strategy. The need to use the interest smoothing reserve was anticipated but not required, and the reserve remains intact at £0.830m.

40.4 The Committee made comments in relation to the Treasury Management Annual Report 2017/18 including those that follow. It:

- Queried the graph at 5.2 which shows external borrowing to be less than £50m by 2033/34. *The Financial Reporting Manager clarified that this is correct based upon the current debt, as it doesn't include borrowing specific to the future Capital Programme which would increase the figure.*
- Members agreed that the explanation at 5.2 could be explained more clearly for clarity, and adding the actual versus budgeted figures would also be helpful.

40.5 Resolved – That the Committee supports the Treasury Management Annual Report 2017/18.

41. Contracts Management Task and Finish Group (TFG) Report

41.1 The Committee considered a report by the Task and Finish Group (TFG) Chairman Mr Elkins (copy appended to the minutes).

41.2 The TFG Chairman thanked the Members involved and the officers supporting the TFG, and introduced the report to the Committee summarising the work that has been done. The report makes a number of recommendations suggesting how Members can monitor, review and gain insight into the contract management process. The report has been circulated to Select Committee Chairmen for their feedback. It is proposed that the TFG reconvene in 12 months once the new model has been implemented in order to review its success.

41.3 The Chairman and Leader thanked Mr Elkins and the TFG members as their work will help improve the performance of the Council.

41.4 The Committee made comments in relation to the Contract Management TFG Report including those that follow. It:

- Commented that Members were very supportive of the approach outlined in the report, that centralisation of skills is good and emphasis on Key Performance Indicators (KPIs) is helpful. The proposed templates will provide consistency of information across BPGs.
- Supported the proposal to reconvene the TFG in 12 months to review the success of the new model.
- Commented that Members and BPGs must be careful not to micro-manage the contracts, and to remain strategic in their monitoring. *The Cabinet Member for Finance and Resources agreed that members must remain strategic, and learn from the issues with the previous model but focus on the future operation of contract management.*
- Commented that the contract negotiation stage is important as if a contract isn't right at the start it runs badly thereafter, and suggested that BPGs also oversee this as member experience is valuable. *The Director of Finance, Performance and Procurement explained that the commercial legal team were the experts when it came to negotiating contracts, so it is a robust process where lessons are learned for improvements. The Chairman suggested this be put to this Committee's BPG to discuss.*

41.5 Resolved – That the Committee support the recommendations in the report and recommended these be put to the Cabinet Member for Finance and Resources for consideration.

42. Annual Scrutiny Performance 2017-18

42.1 The Committee considered a report by the Director of Law and Assurance and Head of Democratic Services (copy appended to the minutes).

42.2 The Head of Democratic Services introduced the report and highlighted that 2017-18 was not a typical year for scrutiny as it was an election year with a number of new members being elected. In the past year there has been a Member Survey, two Member Days and a Parliamentary Committee to look at the effectiveness of scrutiny in Local Authorities. Aspects from the Annual Scrutiny Newsletter were highlighted in terms of what had worked well, including the structure of scrutiny and its support by the Cabinet, and those that had not worked quite so well, such as long meeting agendas, meetings over-running, and reports being provided late. Members have highlighted items that could be addressed or done differently including the timeliness of scrutiny, the need for decision preview and the difficulty of demonstrating the outcomes and impact of scrutiny in a meaningful and tangible way. Members indicated satisfaction with the Budget process but gave poor feedback in relation to influencing its development which officers are taking on board for the 2018/19 budget process. A need for member training on chairmanship and questioning skills has been identified and will be taken forward.

42.3 The Committee made comments in relation to the Annual Scrutiny Performance 2017-18 including those that follow. It:

- Commented that the newsletter is well presented.
- Expressed disappointment that no joint scrutiny had been undertaken with district and borough councils, and suggested the One Public Estate programme could be a suitable topic for collaboration.
- Expressed concern that only 40% of members felt they had reasonable opportunity to influence the development of the Council's budget, and 45% felt that overall scrutiny input into the budget process was effective. Members suggested this feedback was due to the tight timescales and the budget being presented in two parts, which made it difficult for new members. The revenue budget should not be considered separately to the savings proposals. Members commented that questioning is important and that budget scrutiny is best performed by each select committee rather than by this Committee on behalf of all.
- Noted that there had been a decrease in members agreeing the select committee work programme reflects issues of greatest public concern/importance, and urged all BPGs to look at their work programmes and try to improve this.

42.4 Resolved -

- 1) That the Committee recommends the Finance Team review the budget timeline and scrutiny in line with member feedback;
- 2) That Business Planning Groups be asked to consider their work programmes to ensure matters of the greatest public concern are scrutinised; and
- 3) That training on chairmanship and questioning skills be arranged for members.

43. Business Planning Group Report

43.1 The Committee considered a report by the Chairman of the Business Planning Group (copy appended to the minutes).

43.2 The Senior Advisor introduced the report which provides an update from the latest BPG meeting held on 21 May 2018, and highlighted key information for the Committee. The report on Angels Nursery Barnham was requested to come to this Committee meeting but has been deferred to the October meeting. Members of the BPG had discussed the budget timeline to see if improvements could be made to the timing, and a largely similar budget timetable was agreed.

43.3 Resolved –

- 1) That the Committee supports the updates to the work programme as recommended by the BPG; and
- 2) That the Committee notes the latest Task and Finish Group Rolling Programme.

44. Forward Plan of Key Decisions

44.1 The Committee considered the Forward Plan of Key Decisions dated 27 June 2018, (copy appended to the signed minutes).

44.2 The Committee commented as follows. It queried regarding the consultation section of the Solar Power for Schools decision, whether the Catholic Diocese of Arundel and Brighton should be consulted regarding the decision. *The Senior Advisor will query this and respond to the Member.*

44.3 Resolved – That the Forward Plan be noted.

45. Possible Items for Future Scrutiny

45.1 A Member queried whether the One Public Estate programme and in particular the sharing of buildings and property with other authorities or organisations would be a suitable matter for Joint Scrutiny with district and borough councils. *The Senior Advisor will put this matter forward for consideration.*

46. Date of Next Meeting

46.1 The Committee notes its next meeting will take place on Friday 5 October 2018, commencing at 10.30am.

The meeting ended at 2.48 pm

Chairman

Jeremy Hunt
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28 August 2018

Mr Pieter Montyn
Chairman
Performance and Finance Select Committee

Dear Pieter

**Ref. Recommendation by Performance and Finance Select Committee –
Contracts Management TFG**

Thank you for your letter of 25 July 2018 regarding the outcome of the Contracts Management Task and Finish Group (TFG). Your Committee has asked me to approve the TFG's recommendations prior to consideration of my response by the Committee on 5 October 2018. The recommendations were as follows:

- That the new operating model is implemented across the organisation;
- That the TFG reconvenes in 12 months to review how the new model has been embedded and that the improvements to systems have taken place;
- That staff skills and capabilities are recognised as key components to the success of the new structure, particularly in relation to commercial awareness and risk;
- That contract risk needs to be fully understood by all contract managers and systems are in place to escalate risk reporting when necessary;
- That one source of information in relation to basic contracts information, as described in para 2.7 of the report, is developed and made easily accessible;
- That outcome focussed Key Performance Indicators (KPIs) are developed for new and amended contracts in order to measure performance effectively;
- That the standardised and enhanced contract monitoring in terms of performance and financial health should be embedded across all contracts and that staff need to be sufficiently skilled to recognise any issues for resolution early;
- That a new system of member involvement is developed whereby the Business Planning Groups (BPGs) of all the Select Committees review the contract performance information of the County's Top 20 contracts relevant to their responsibilities at least once per year,
- That the Performance and Finance Select Committee should have a more proactive over-arching role in relation to any strategic contract management and performance concerns across the organisation and through referrals from service select committees or BPGs; and
- That the new system for member involvement is reviewed when the TFG reconvenes in twelve months' time.

In principle I welcome and approve the recommendations which will enable members to have a better insight into the contract management process through a reviewing and

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monitoring role. It will be important for members to remain strategic in their monitoring and to focus on the future operation of contract management at the County Council. The new system will be introduced over the coming months. It will take time to embed and therefore a review of the new model in a year's time will no doubt be a useful opportunity to measure its success.

Yours sincerely

A handwritten signature in blue ink that reads "Jeremy C. Hunt". The signature is written in a cursive style with a horizontal line underneath the name.

Jeremy Hunt
Cabinet Member for Finance and Resources

Performance and Finance Select Committee
5 October 2018
What Matters To You? survey findings 2018
Report by Head of Communications and Engagement

Summary

Findings from the 2018 What Matters To You? survey project are attached for consideration and to help inform Member decision-making around future priorities and the setting of future council tax rates.

The focus for scrutiny

Review of the feedback from residents on the West Sussex County Council priorities and Council Tax levels for 2019/20 and 2020/21.

Recommendation

The committee is asked to review the findings of the 2018 What Matters To You? survey and make representations to the Cabinet Member for Finance and Resources to consider as part of the 2019/2021 budget process.

Proposal

1. Background and Context

1.1 Biannually the County Council seeks the views of residents and business owners on council priorities and various aspects of the Council's budget and council tax. This survey is an historical statutory consultation requirement and there is a specific duty to consult businesses with regards to business rate setting for businesses under s.65 Local Government Finance Act 1992. While consulting other members of the public is not statutory, results from the survey will help to inform member decisions on the priority areas of the budget. Members want to understand the priorities of residents to help inform their decision-making around future priorities and the setting of future council tax rates.

1.2 The primary aims of the survey were to:

- Raise the profile of West Sussex County Council and what it delivers for its residents, businesses and local communities.
- Increase public awareness of the West Sussex council priorities, and seek views on the priorities contained within it for longer term planning considerations.

- Raise awareness of the annual County Council budget process and provide an opportunity for residents and businesses to comment on their service priorities.
- Provide an opportunity for businesses, organisations and residents to share their views on potential Council Tax levels for 2019/20 and 2020/21
- Reach a wide range of interested stakeholders, and engage with those we often find it 'difficult to engage'.
- Collaboration with District and Borough colleagues to help reduce workloads and avoid duplication of data collection.

2. Proposal

- 2.1 For the Performance and Finance Select Committee to review the findings of the 2018 What Matters To You? survey and make representations to the Cabinet Member for Finance and Resources to feed into the 2019/2021 budget process.

3. Resources

- 3.1 The costs of the survey was:
- Full survey printing cost - £974
 - Youth Survey printing cost - £236
 - Charitable donation as part of prize draw - £500.

Factors taken into account

4. Issues for consideration by the Select Committee

- 4.1 This is an information report of findings from the What Matters To You? survey 2018 for consideration and feeding into budget setting and decision-making about future priority setting.

5. Consultation

- 5.1 The 2018 What Matters To You? survey project was live from April 2018 to July 2018. The main survey tool was an [online survey](#) for residents, business owners and staff, which participants could access via the West Sussex Have Your Say Consultation Hub. A survey for [children and young people](#) was also created. Paper copies of these surveys were made available at libraries, Children and Family Centres, and at some District and Borough Offices, as well as other local venues. An accessible [easy read version](#) was also created online and other formats were available upon request.
- 5.2 Stakeholder mapping identified key stakeholders and the Communications and Engagement Team collaborated with District and Borough Councils, Clinical Commissioning Groups as well as internal teams across West Sussex County Council (e.g. Trading Standards, IPEH, Partnerships and Communities, Community Safety and Wellbeing) to reach as wide an audience as possible, including voluntary and community sector organisations and those who are generally considered 'difficult to engage'.

- 5.3 As a result, 2,136 respondents participated in the full survey version, 253 responses came via the children and young people's version and 7 responses were collected via the easy read version.
- 5.4 The findings from these surveys are supplemented by data from two focus groups involving 57 minority ethnic women and results from social media 'Quick Polls'.
- 5.5 A slide-set of key results forms Appendix 1 to this document, but headline results from the 2,136 respondents taking part in the of the main survey are as follows:

- The service area most commonly selected as a priority was A Strong, Safe and Sustainable Place, followed by A Council that Works for the Community
- 939 (44%) of respondents were in favour of 'An increase somewhere between 2.1% and 4.98%' and 31% favoured 'An increase in line with the maximum of 4.99%'.
- Common themes for what is important to respondents for the future of West Sussex were improving highways throughout the county, carefully considering areas used for development and improving infrastructure to ensure services are available for new and existing residents.

- 5.6 Key findings from the 253 who took part in the children and young people's Survey include:
- The most commonly selected service priority areas were, 'Giving our children the best start in life', followed by 'Making West Sussex a safe and environmentally friendly place to live', then 'Making West Sussex a great place in which to live, work and visit'.
 - Common themes for respondents in this survey revolved around looking after/enhancing the environment, more careful consideration of new development, improving existing infrastructure and the provision of more social or leisure facilities for younger and older residents alike.

6. Risk Management Implications

- 6.1 Potential reputational risk where findings do not influence budget setting process.

7. Other Options Considered

- 7.1 No other options were considered as the Council is committed to undertaking a survey every other year.

8. Equality Duty

8.1 A full equalities analysis has yet to be completed, but our current analysis showed differences between some protected characteristic groups:

- Children and young people were more likely to put 'Giving our children the best start in life' in the children and young person's version.
- Those identifying as LGBT were more likely to select a Strong, Safe, Sustainable Place as a priority.
- Crime and feeling unsafe was a particular issue for respondents undertaking the children and young people's version of the What Matters To You? 2018 survey Best start in life '.

9. Social Value

9.1 None

10. Crime and Disorder Implications

10.1 None

11. Human Rights Implications

11.1 None

Hannah Clubb

Head of Communications and Engagement

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Appendices

Appendix 1 Key Results of the What Matters to You? survey

Background Papers

None

What Matters to You?

2018 Survey Results

Performance and Finance Committee

Insight Team &
Communications Team

16th August 2018 (Version 0.2)

Key Findings

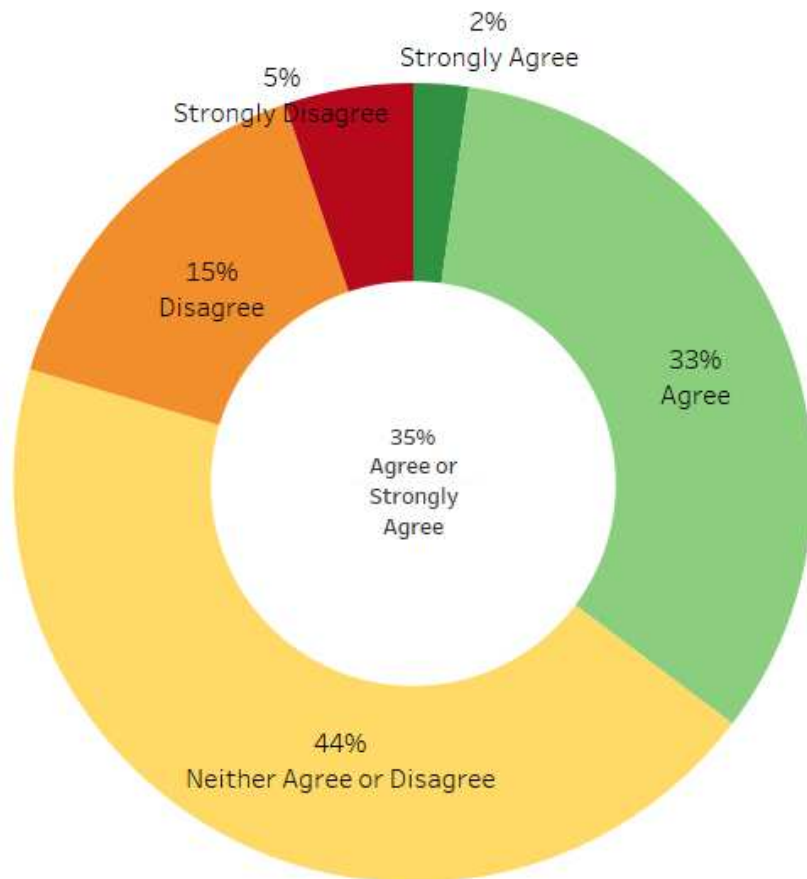
Key Findings and Next Steps from the Survey:-

- 70% of residents are happy with West Sussex as a place to live, work and visit.
- Satisfaction and value for money for the council, rather than the county, shows a lower satisfaction rating with many residents neutral in their opinion, neither satisfied or dissatisfied
- A Strong, Safe and Sustainable Place remains the priority area for our residents which supports the focus of the West Sussex Plan and changes which have been made since the local election;
- The respondents have given a better understanding of opportunities for targeting messaging to particular ages groups based on their responses and priorities;
- Local taxation increases are, and remain, supported.

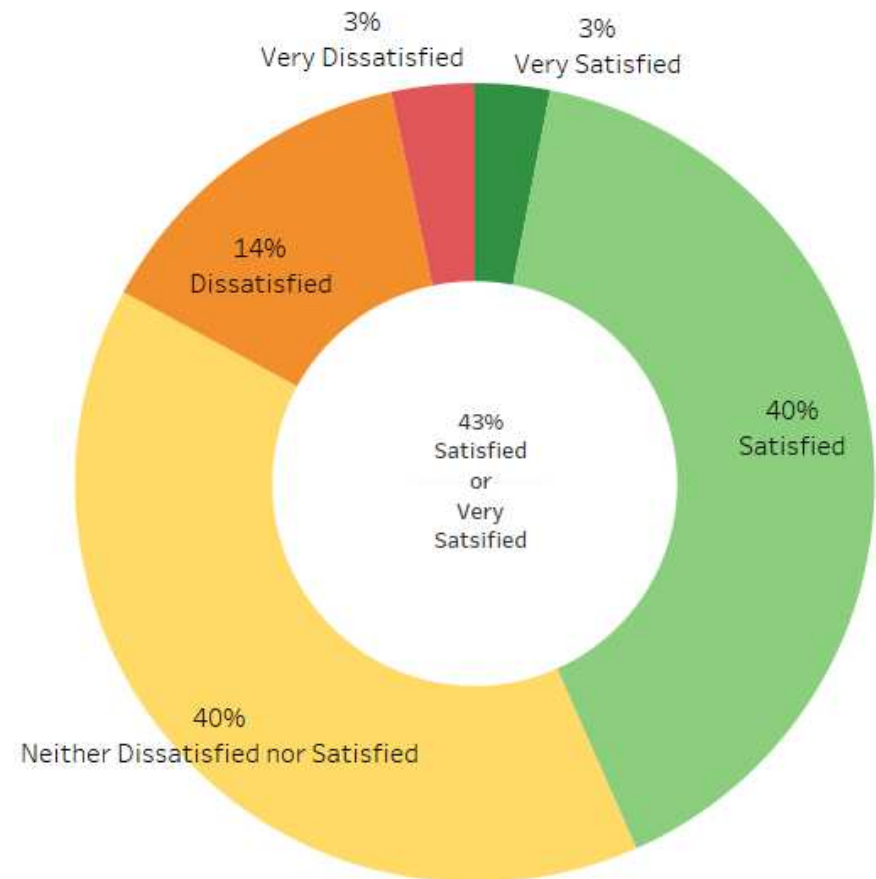
WSCC - Satisfaction and Value for Money

- **35%** Strongly Agree or Agree that WSCC provide Good Value for Money.
- **43%** Strongly Agree or Agree are overall satisfied with WSCC Services.
- Further comparison with County Councils required to understand our Next Steps.

"West Sussex County Council Provides Good Value for Money"?

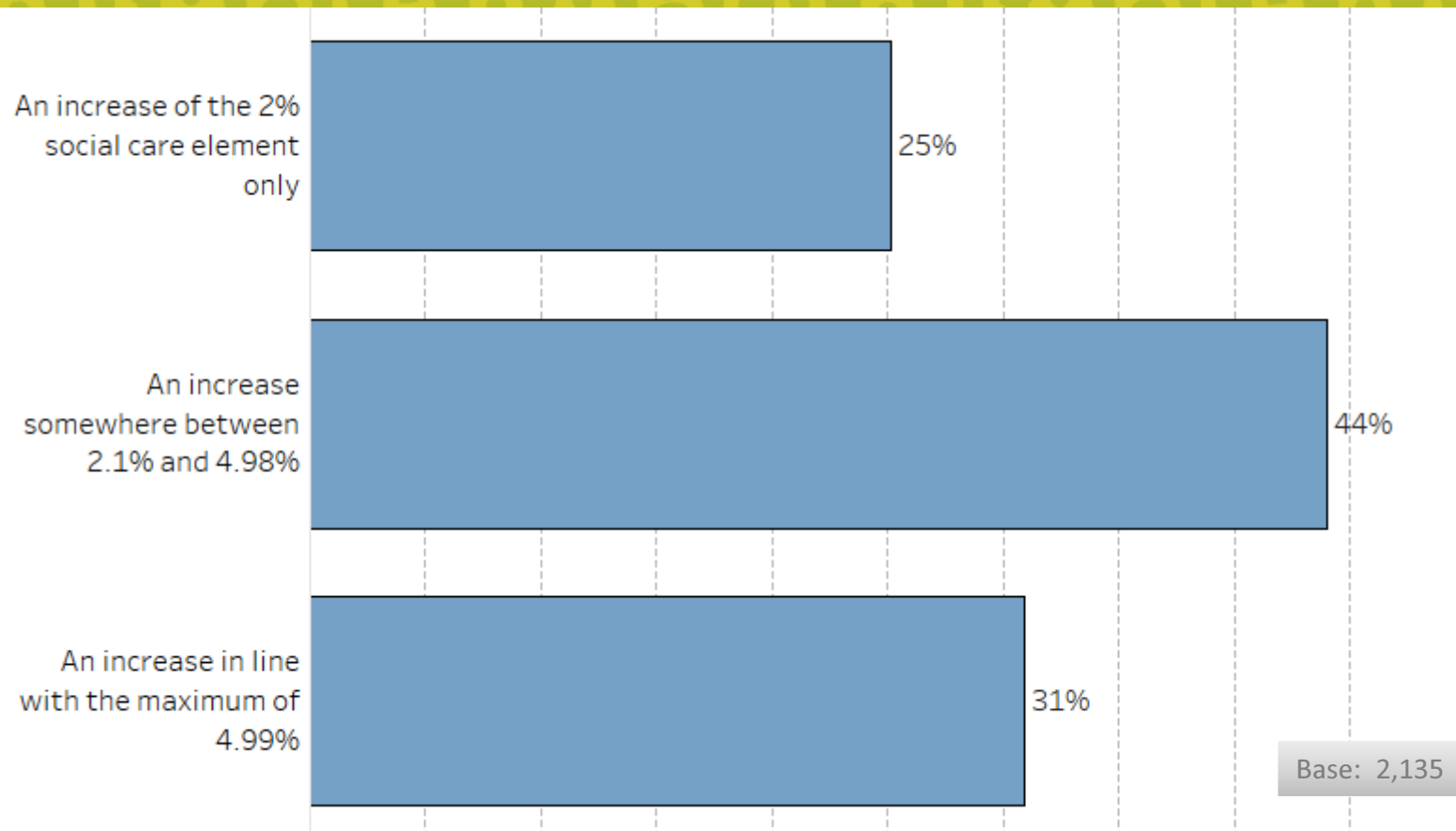


Overall Satisfaction with WSCC Services



Base: 2,125

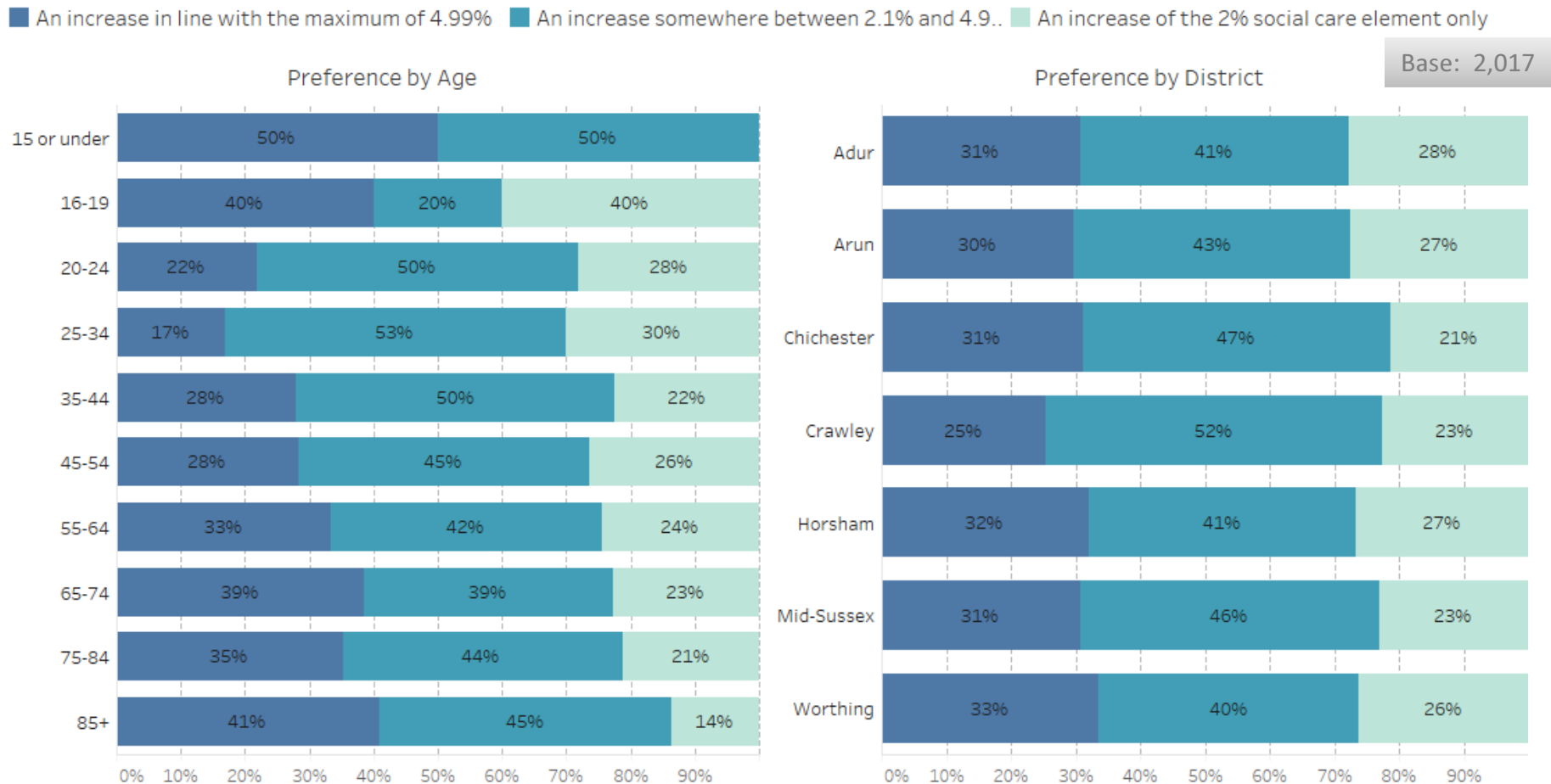
Local Taxation – perceptions



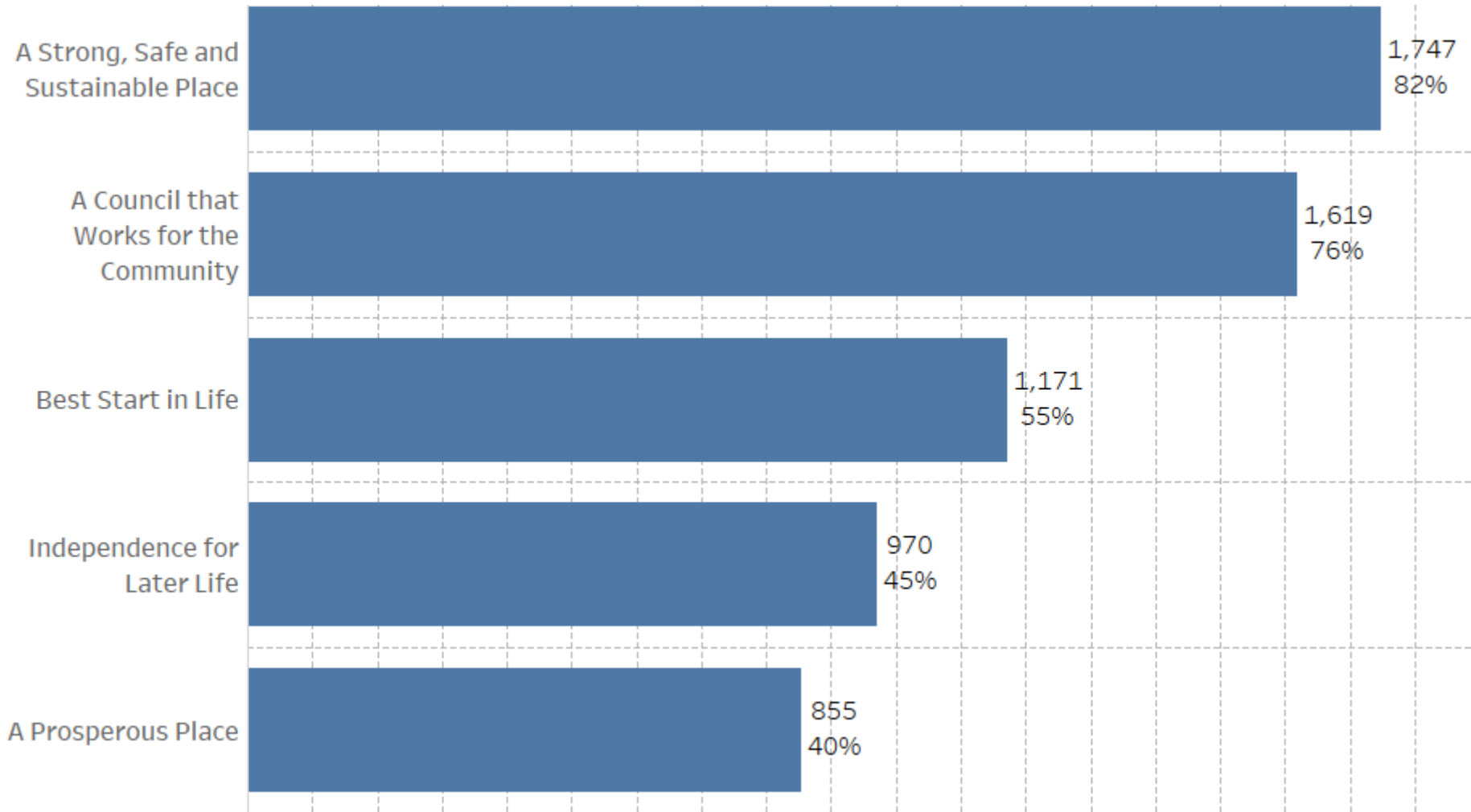
- Nearly half – **44%** of respondents – consider an increase of between 2.1% and 4.98% to be reasonable.
- **31%** of respondents preferred an increase in line with the maximum of 4.99%.
- **25%** thought an increase of the 2% social care element only.

Local Taxation – perceptions

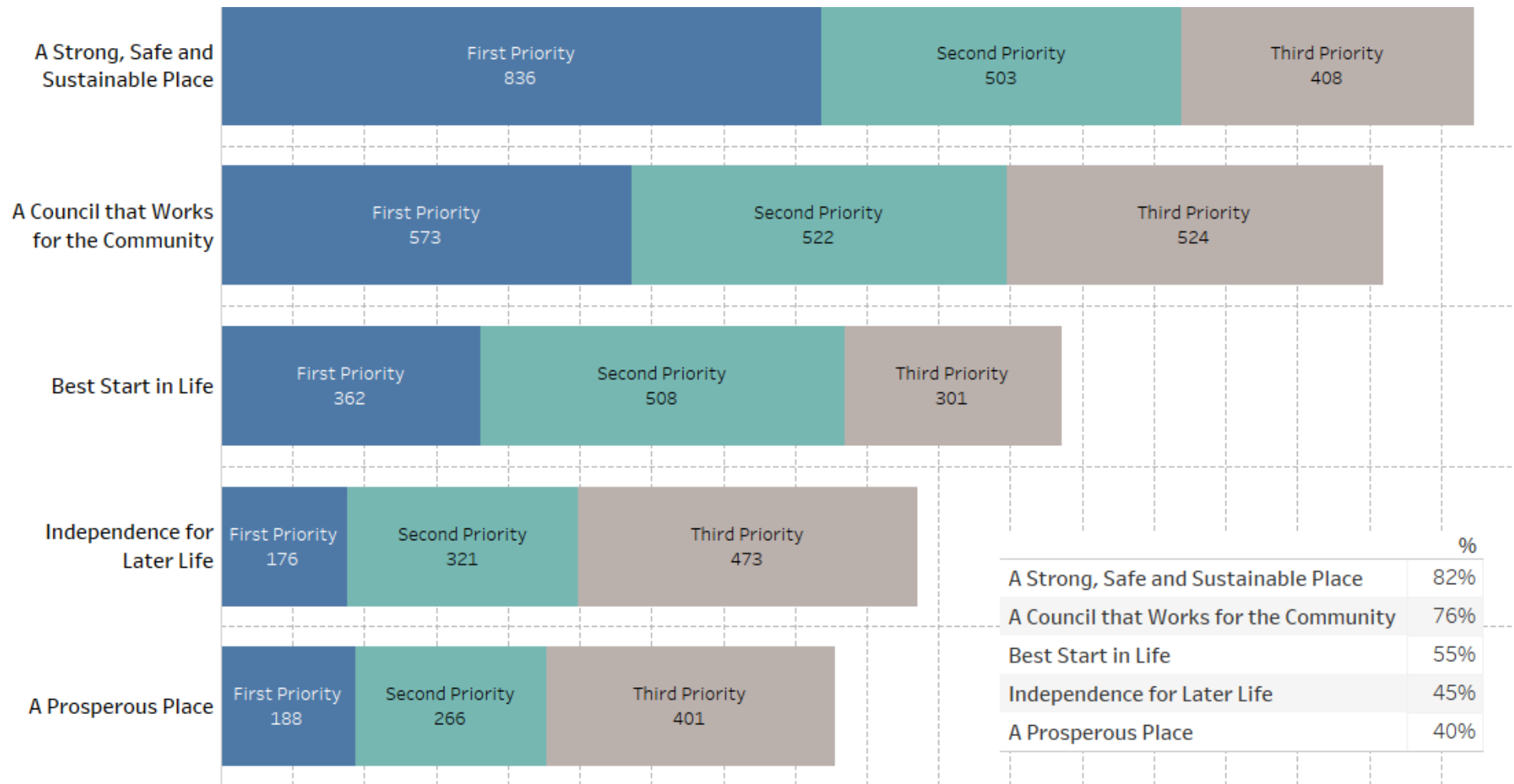
- Respondents from Worthing and Horsham were most in favour of a 4.99% increase, Crawley the least in favour. People aged over 85 were more likely to consider a 4.99% increase reasonable, compared to those aged 20-35 who were least likely.



What is most important to you?



What is most important to you?



What Matters to You 2016 in contrast to WMTY 2018

The 2018 and 2016 surveys do not use exactly the same questions for a direct comparison. The 2018 questioning is based on the West Sussex Plan with the previous survey based on the plan of the time. Where they overlap the following elements are comparable:

Priorities

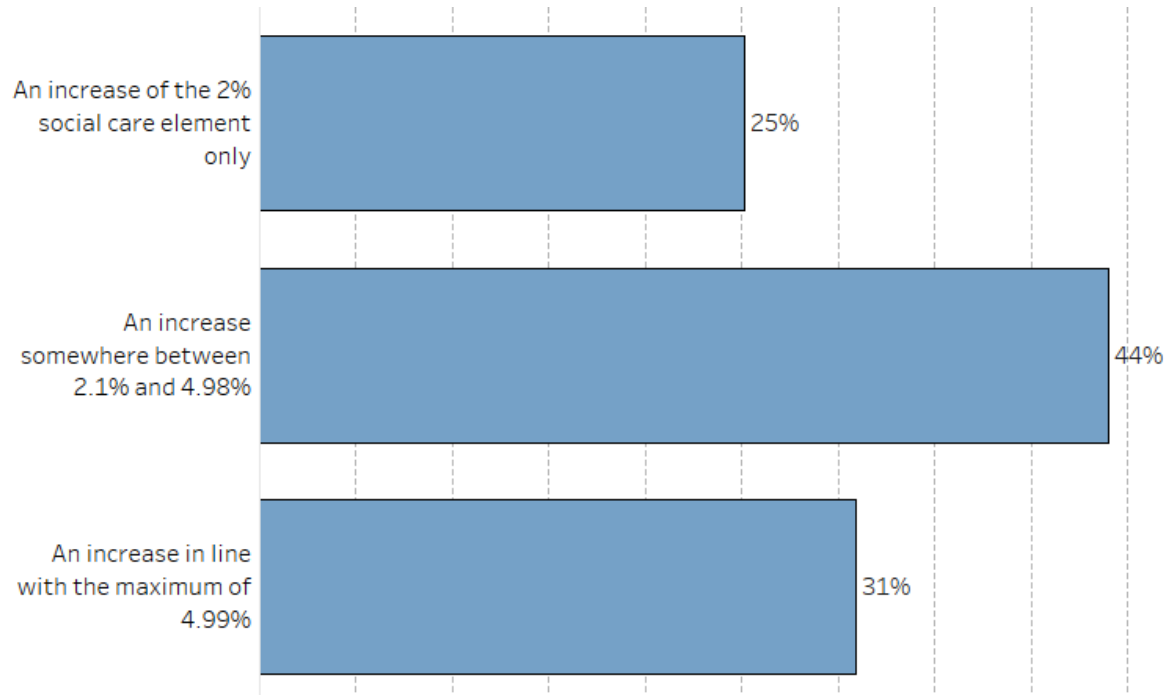
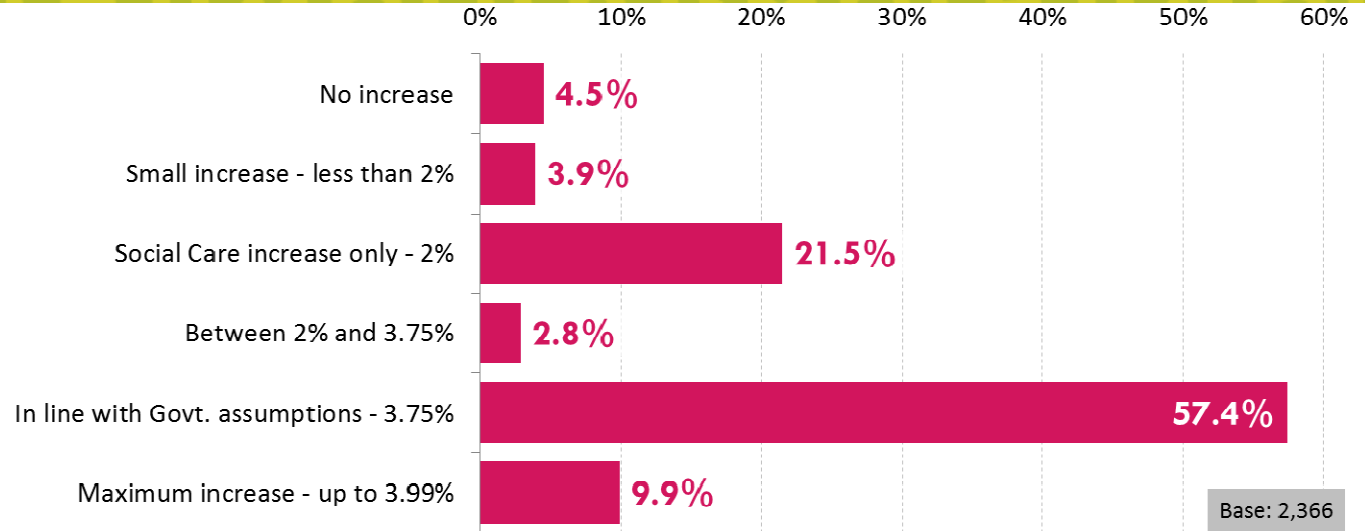
2016 priorities	2018 priorities
Keeping you safe	A Strong, Safe and Sustainable Place
Providing education and schools	A Council that Works for the Community
Roads, Buses and Countryside	Best Start in Life

WMTY 2016 in contrast to WMTY 2018

Council Tax

2016 offered options of *No Increase* up to 3.99%. With the majority of responses backing more than 3.75% increase.

2018 offered options of a 2% increase up to 4.99%. With the proportion backing the highest increase much greater than in 2016, up from 9.9% to 31%.



A Strong, Safe and Sustainable Place

Key themes in the responses for selecting this priority were that these priorities would underpin any other priorities. A sustainable environment provides a future for the County. A safe place can reduce stress and improve happiness, reducing need for health requirements. A strong and safe place helps develop a community, who can look after one another.

The majority of written responses on this priority mentioned an importance of having a feel of Community and strengthening it. The importance of people feeling healthy, was linked to a Clean and Sustainable environment which in turn was thought to be attractive for business, tourism and residents. Again, it was felt without a Safe environment the other priorities would be harder to achieve.



"A healthy place is number one because without good health most other things in life are meaningless."



"If we don't have a sustainable environment then none of the above will be achieved."



"Safety is a priority especially as we grow older, healthy needs again as we get older and a strong community where people help one another"

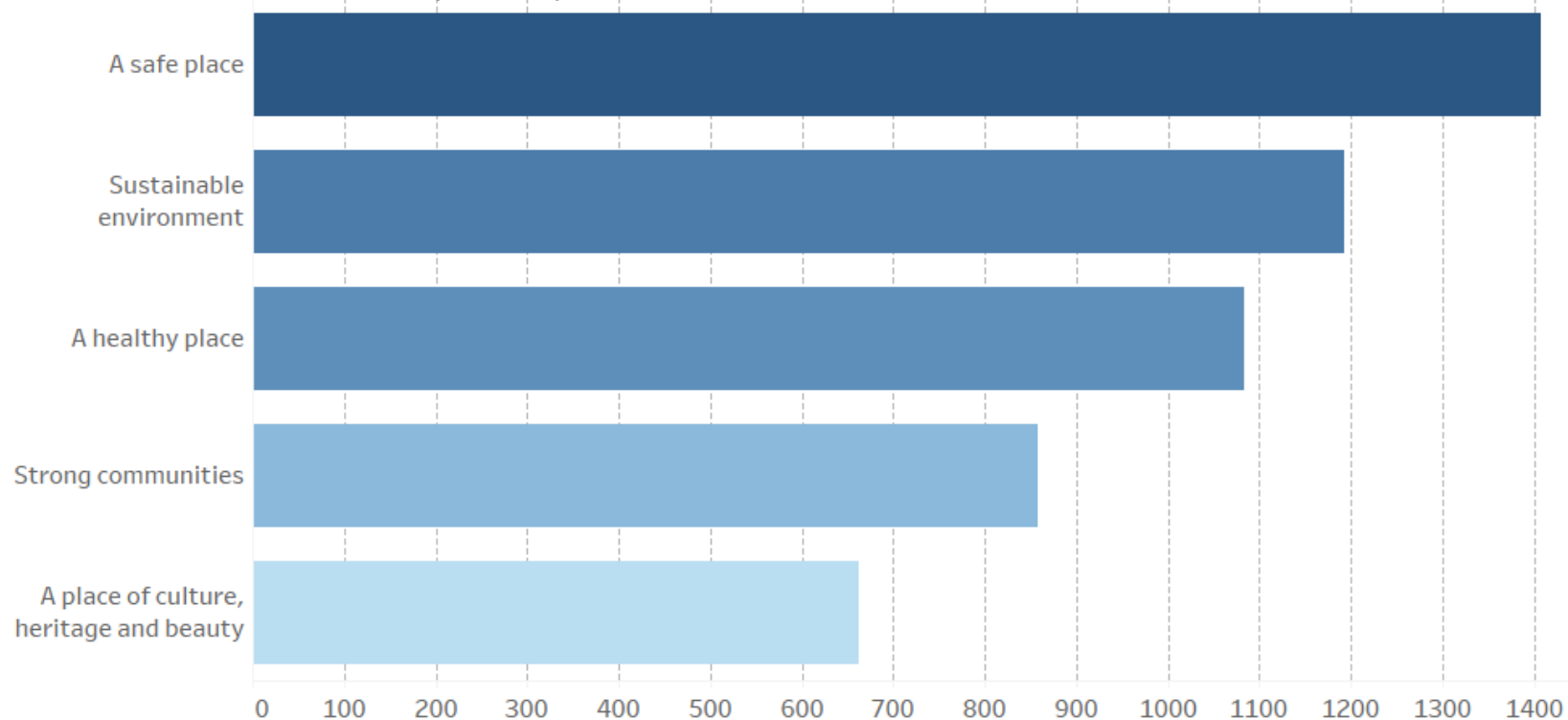


"Having a county that is safe will boost tourism, increase investments, more people will move here, it will in turn, create stronger communities who feel they can trust each other."

A Strong, Safe and Sustainable Place

- **82%** of respondents picked this as a priority. **48%** of those who selected it chose it as their first pick.
- Most likely to select this option were *Students*, and *Unemployed*, the least likely to select were *Crawley Residents* and those categorised as *Family Basics*.
- **A Safe Place** was the most selected aim at 81% of those who selected this priority.

Most likely	Employment Status: Student	100%
	Mosaic: Transient Renters	91%
	Employment Status: Unemployed	90%
	Sexual Orientation: Gay or Lesbian	88%
	Chichester Residents	87%
Average %		82%
Least Likely	Employment Status: Part-Time	78%
	Mosaic: Vintage Value	75%
	20-24 Age Group	75%
	Crawley Residents	75%
	Mosaic: Family Basics	70%



A Council that Works for the Community

Key themes in the responses for selecting this priority were that the Council firstly needs to listen to the views of its communities and then provide to their needs. This provision should provide value for money and therefore a transparency in how sensible decisions were made with finite resources should be readily accessible. Joint working of authorities, local groups and other agencies could help achieve more from resources and deliver best outcomes.

Written responses by those who selected this priority mentioned how it can feel that views can be consulted on but not appear listened to, that there is an understanding of finite resources but it isn't transparent why one area over another has received funding.



"I expect the council to budget well and fairly, to review spending on a regular basis, not to just allocate funds 'because we always have' priorities must change."



"The Council should be very happy to work with residents and interacts with them. There should be no aloofness and a willingness to have a dialogue."



"As a resident I want to see all public services working together to ensure money is well spent and money, time and effort is not wasted."

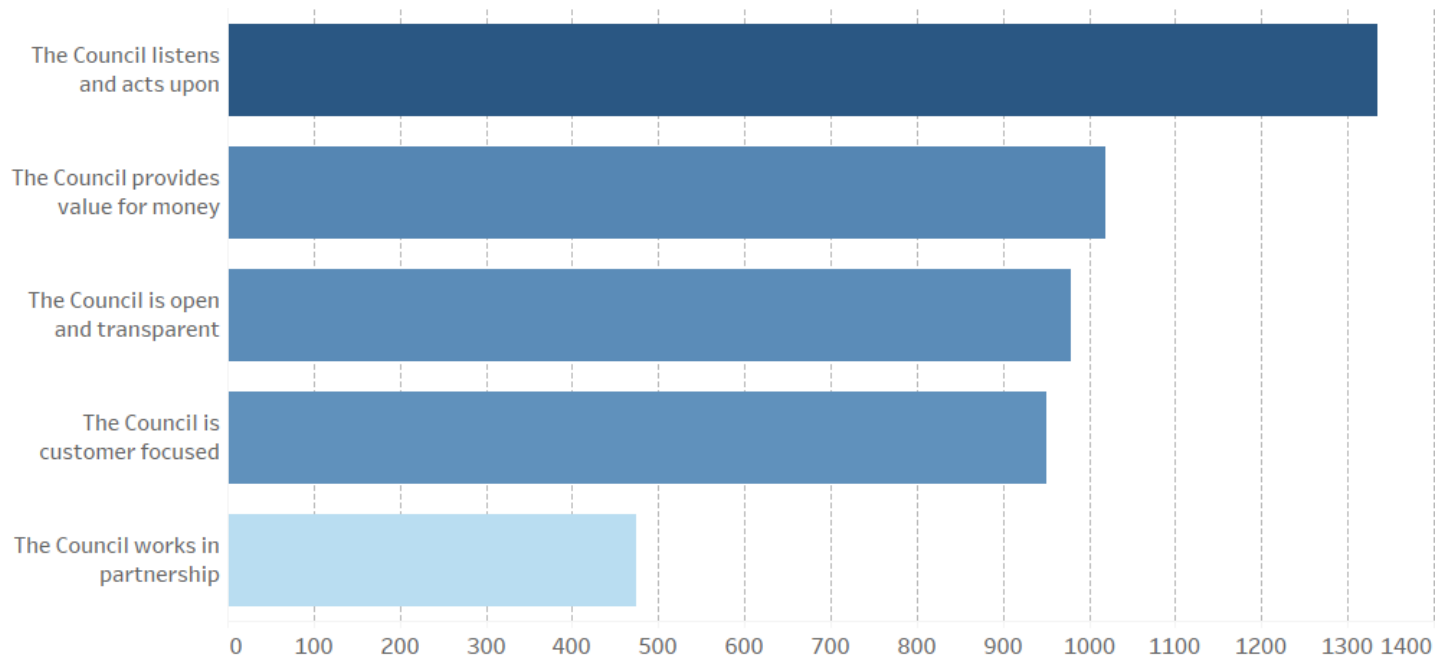


"It is really important for residents to see what decisions have been taken and why. Our local community does understand that the Council has a finite amount of money"

A Council that Works for the Community

- **76%** of respondents said this is a priority, including **35%** choosing it as their top priority. People in the *ELder Age groups, 75+* were most likely to choose this, while the *Unemployed* and *Students* were groups least likely to select.
- Of the aims of within this priority, *A Council that Listens and Acts Upon* was most select at **82%** of those picking this priority.

Most likely	85+ Age Group	91%
	Long Term Sick or Disabled	86%
	65-74 Age Group	86%
	75-84 Age Group	84%
	Employment Status: Retired	83%
Average %		76%
Least Likely	Country Living	68%
	Chichester Residents	68%
	Suburban Stability	68%
	Employment Status: Student	60%
	Employment Status: Unemployed	48%



Best Start in Life

Key themes in the responses for selecting this priority were that the children form a key part of the community and supporting families while they are young, with good resources and education means they can thrive in the future. Support now means communities will benefit through education provided to the young. Concerns were mentioned of all children having the necessary access to any specialist education needs to them. That children must feel safe in the County and some concerns raised of limited school places in local areas.

The written responses to this priority referenced how with the right services and facilities available to residents at the start of life, the skills to be productive and constructive to the community in later life would follow.



“When children have access to education and their families are supported to have a good healthy life children are able to thrive and so will their families and communities too.”



“I feel that being secure and in safe environments children will always grow to good citizens.”



“Children need to be safe, and supported in their physical and mental health, and their families supported, and able to thrive.”

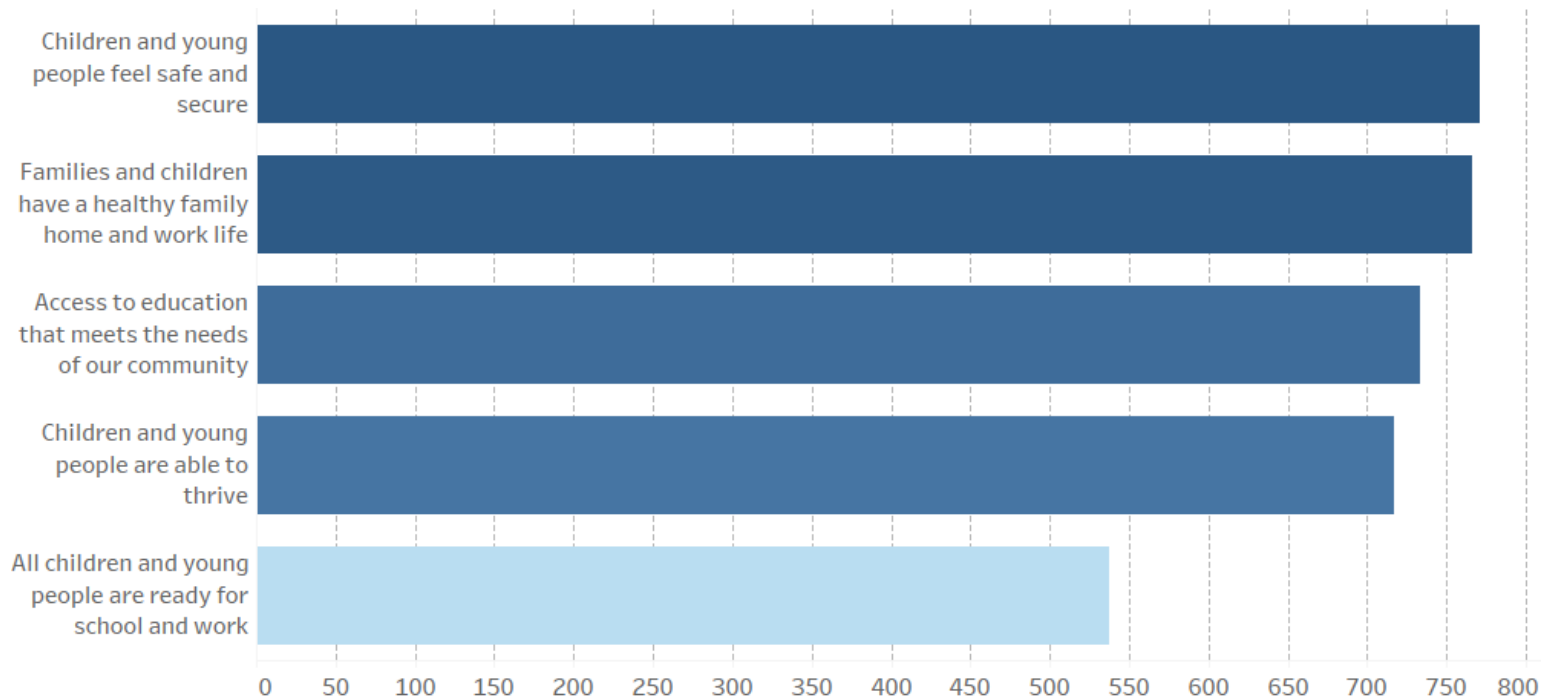


“If children are safe and supported, and have access to education and community services then all else such as strong economy, safe place will follow.”

Best Start in Life

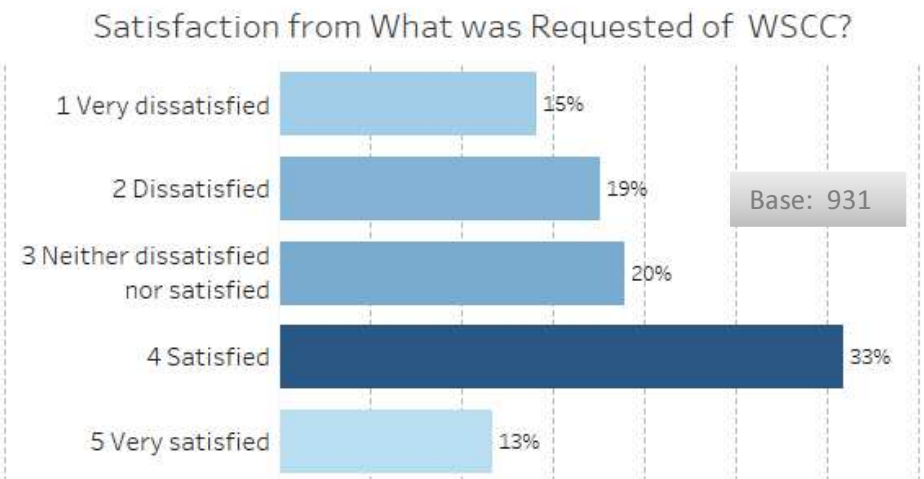
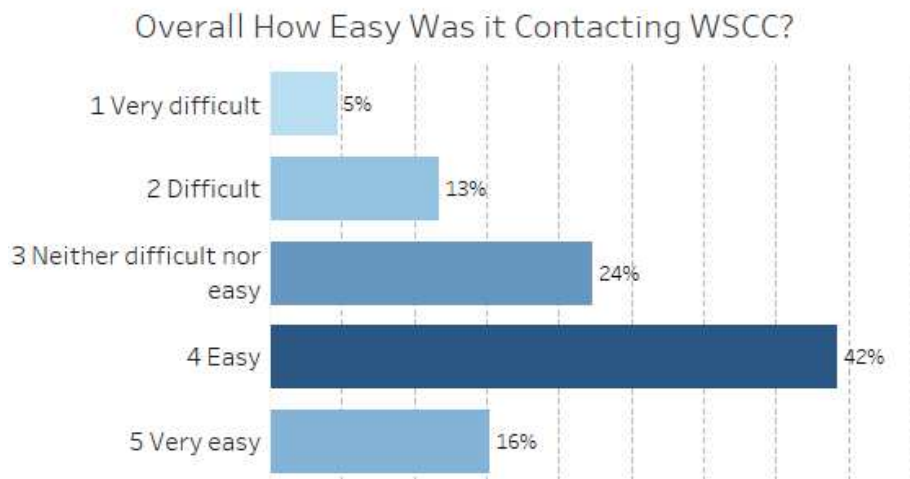
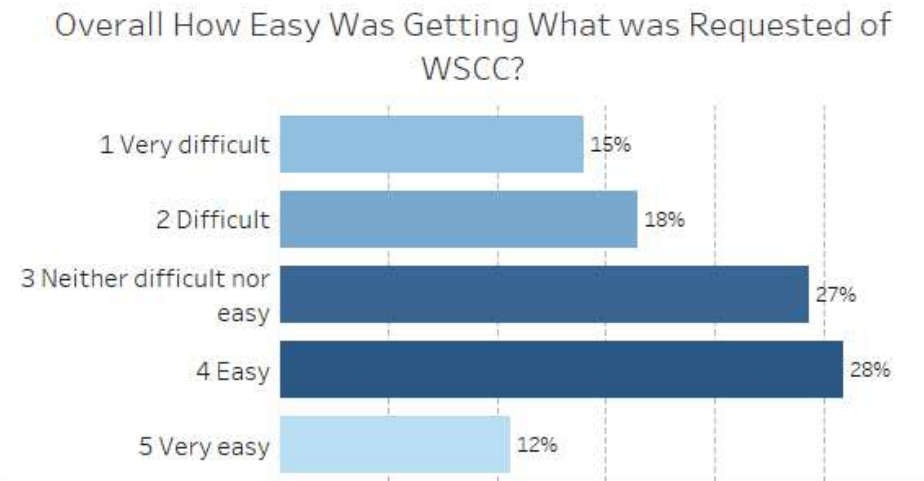
- **55%** of respondents said this is a priority, including **31%** choosing it as their Top Priority.
- Most likely to select this were *Age Groups 20-34* or those *Working Part-Time*. Least likely were the *Age Group 65-84* or the *Retired*.
- **Young People Feeling Safe & Secure** was the most selected aim, at **66%** of those selecting this priority.

Most likely	20-24 Age Group	81%
	35-44 Age Group	77%
	Employment Status: Part-Time	72%
	Employment Status: Looking After Home	69%
	25-34 Age Group	63%
Average %		55%
Least Likely	75-84 Age Group	44%
	Employment Status: Retired	42%
	Employment Status: Long term Sick/ Disabled	42%
	65-74 Age Group	41%
	Sexual Orientation: Gay or Lesbian	29%



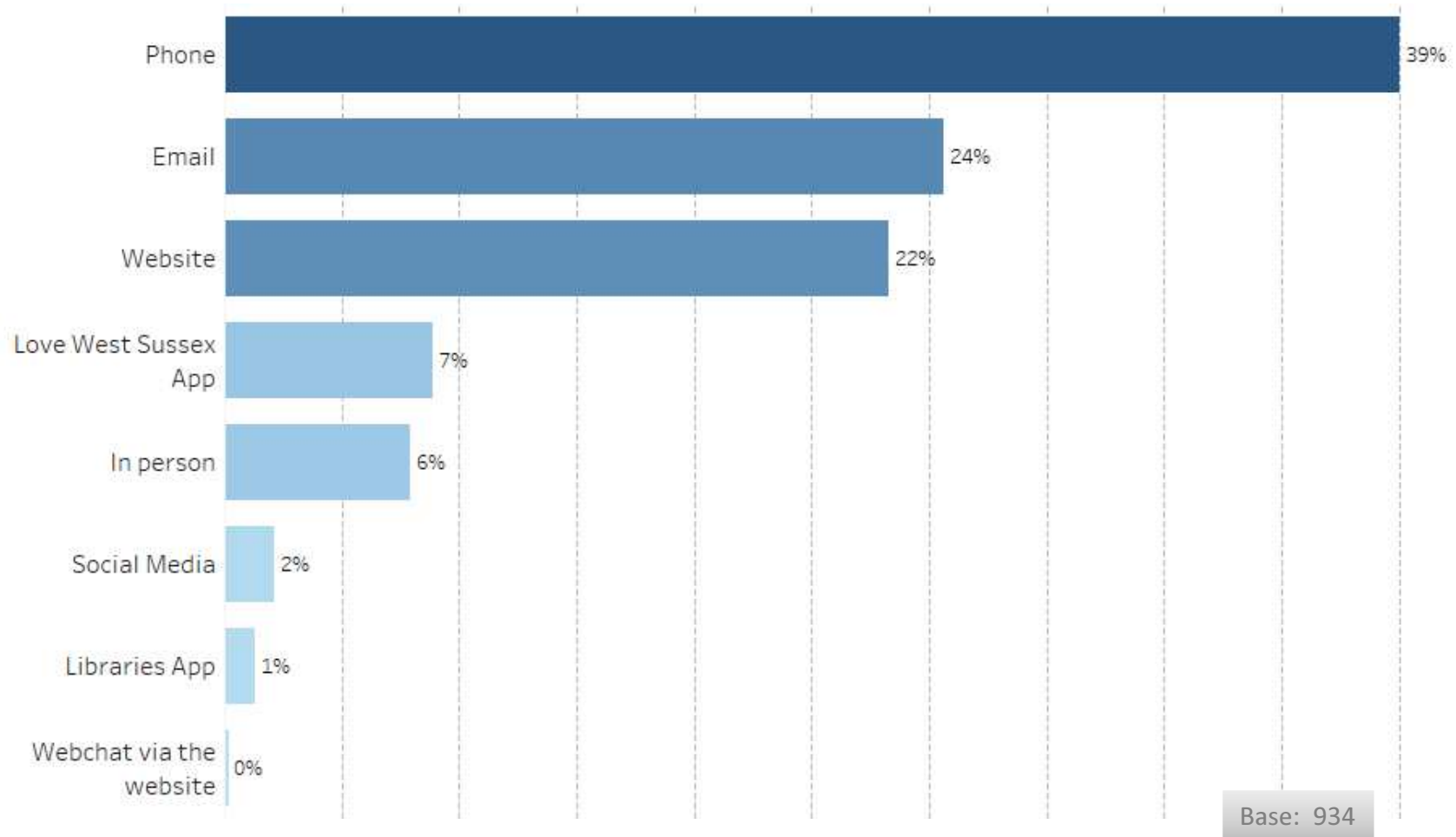
Respondents Satisfaction with Contacting WSCC

- **58%** - Easy or Very Easy to contact WSCC
- **46%** - Satisfied or Very Satisfied on ease of request to WSCC



Channel for Contacting WSCC in past 12 months

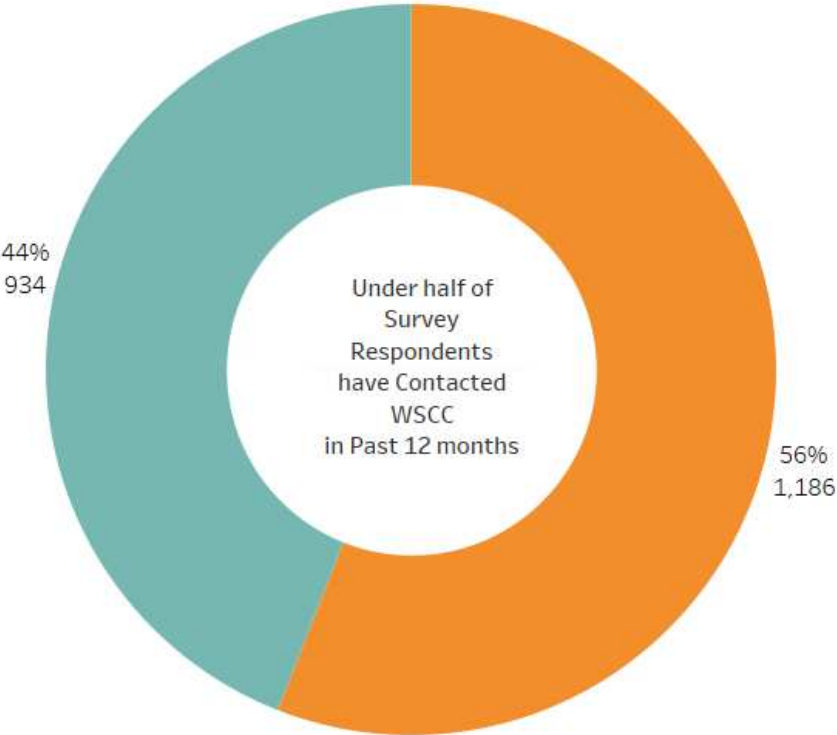
- The most popular method of contacting the Council to request a service is the telephone at 39%.
- Email and the website accounted for more than a fifth of contact methods each.
- Social media and the libraries app ranked low while the webchat was only select by 2 responders.



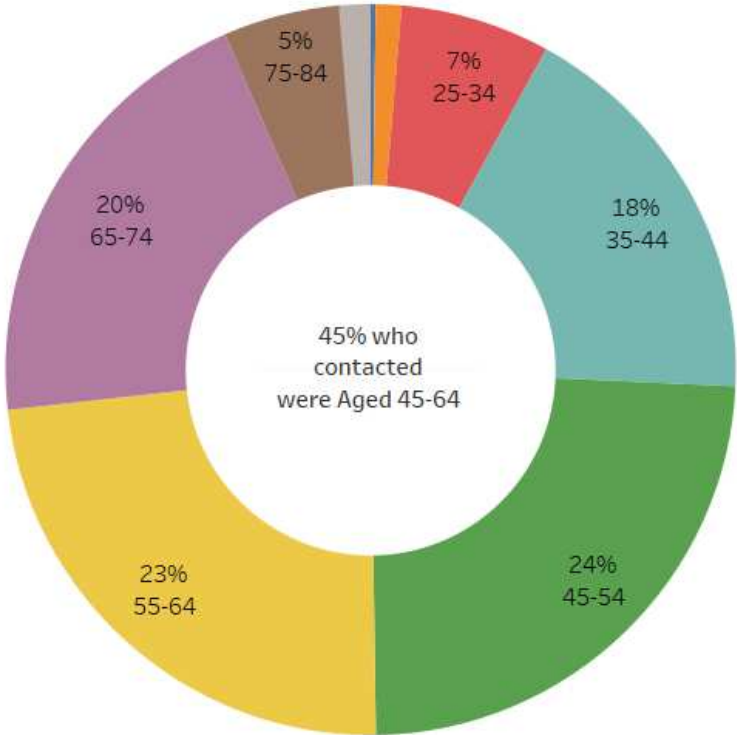
Respondents Who Contacted WSCC in past 12 months

- Fewer than 3% of respondents who contacted the Council in the past 12 months were 24 and under or over 85.
- The majority of respondents who contacted WSCC in past 12 months were 50s or 60s. .

Have you contacted WSCC in past 12 months?



Age groups of who contacted WSCC.

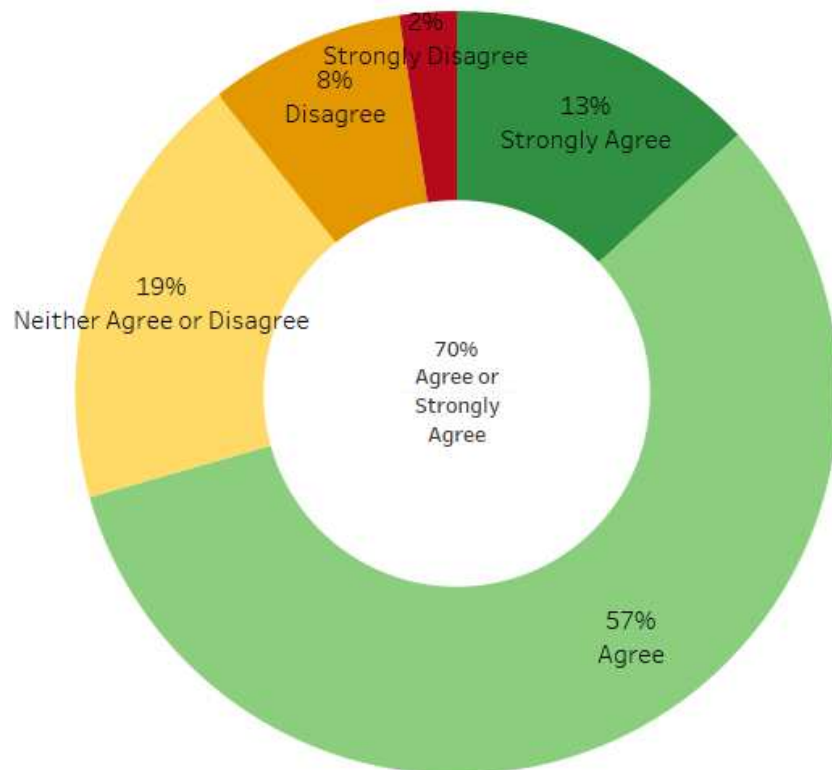


Base: 2,120

Crime and Happiness in West Sussex

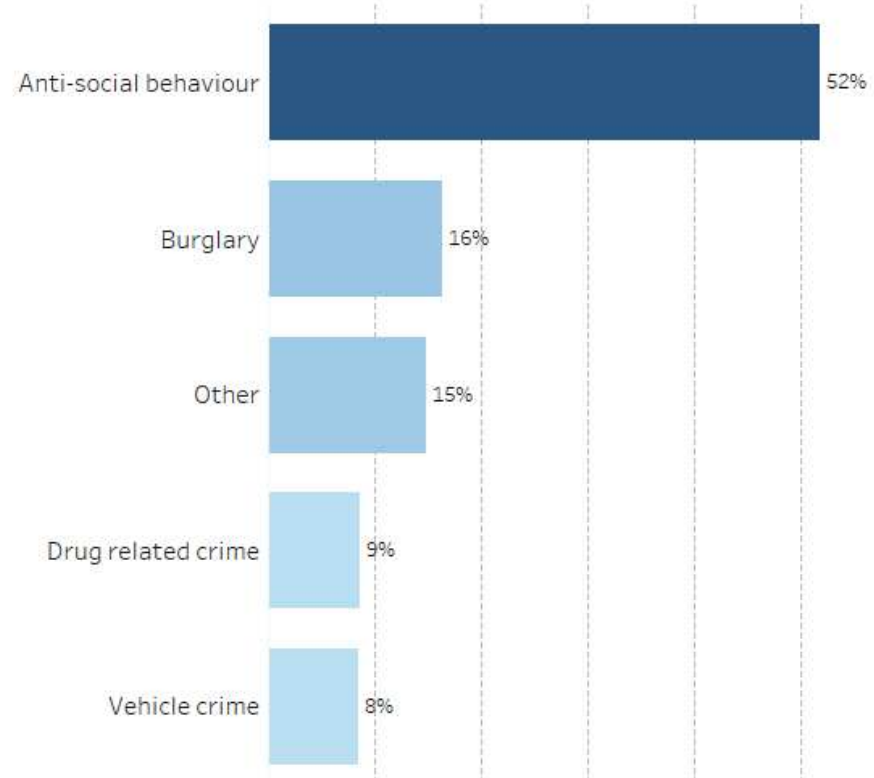
- Responders were asked whether they felt **happy** visiting, working or living in West Sussex. **70%** were in **agreement** with the statement and only **10%** in **disagreement**.
- Further, those resident in the County were asked the main crime concern for them locally. **Anti-social Behaviour** was select by **over half** the respondents as their **main**

"I am happy with West Sussex as a place to live, work or visit"?



Base: 1,999

In the area you live, what would you consider the biggest crime and disorder issue to be?



Opinions on other areas where work is happening

Residents took the opportunity to comment on Services that matter to them most. The main themes emerging from this were:

- **Highways** - The condition of Highways, Pavements & Verges; the majority of these comments were about roads requiring resurfacing, and pavements and verges becoming overgrown. Comments on Highways also crossed over with comments on traffic and public transport, a feeling that public transport in rural areas was lacking, and that it should be greater encouraged to busier areas.
- **Waste** was on topic of concern for a number of responders. The concerns were around changes to collection schedules, fly tipping, and confusion from differences in recycling policy within West Sussex.
- **Libraries** - There were comments on the services provided by libraries being more than just places to get books with them providing a place for the community and education.
- **Education** - people keen that schools were able to provide places suitable for all needs.
- **Health & Social Care** - respondents wished to see Social Care and Health services working together as effectively as possible.
- **Housing & Developments** in the County, comments concerned affordable housing and careful planning of what sites were used. Again, comments wished to see the County's infrastructure improved to handle future developments.
- **Communications** - WSCC providing effective Communications and engaging with all residents.

What Other Services Matter To You Most?

HIGHWAYS & INFRASTRUCTURE

"I would like to see bus services better supported. Not everyone drives and many people do not have routine access to a car".

"Workers sitting in traffic is inefficient and damaging to health."

"WSCC needs to demonstrate that we want to keep standards through visible things, like better road surfaces, clear road sides, well maintained parks. As a community we have encourage people to be proud of what we are."

WASTE & RECYCLING

"Keen to see the (currently excellent) bin collection and recycling service maintained."

"Easier recycling of household waste, including collecting old electrical goods and all plastics."

WSCC COMMUNICATIONS

"Good communication networks must be a high priority whether this is through direct provision or influence."

"Do not be afraid to ask the community what they want, as you may often be surprised that the small things can often mean the most."

LIBRARIES & STRONG COMMUNITY SERVICES

"The Fire & Rescue Service do a fantastic job. I also commend some of our schools."

"The excellent library service - nothing is too much trouble."

"I feel it is important that more WSCC services are grouped together. For example, siting within libraries the Registrars, and providing meeting areas for Social Services/ other West Sussex service providers."

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Performance and Finance Select Committee

5 October 2018

Medium Term Financial Strategy 2019/20 to 2022/23

Report by Director of Finance, Performance and Procurement

Executive Summary

This report reviews and updates the Medium Term Financial Strategy for the next four years. It considers the primary sources of funding and reviews and updates the assumptions in the strategy. These sources of funding include government grants, business rates, and council tax. The report outlines the uncertainty of future government funding and the potential impact of government initiatives. Key pressures facing our services are also considered including inflation and service demand pressures.

The budget gap before savings and council tax is **£145.1m** over the next four years. After assuming an increasing council tax but before delivery of savings the budget gap is **£92.3m**.

The forecasts will be updated throughout the autumn as we approach setting the budget for 2019/20.

As in recent years, the Cabinet has been proactive in identifying at an early point those areas of spend which should be considered for savings or other change. This year it has been possible to publish these in a more timely way in the Forward Plan and to enable individual portfolio proposals to be previewed by the relevant Select Committee so that effective and timely scrutiny is available, in addition to other appropriate consultation or engagement prior to any decision being taken by the Executive. This has been separately communicated to members and the timetable for scrutiny is included in Appendix 2.

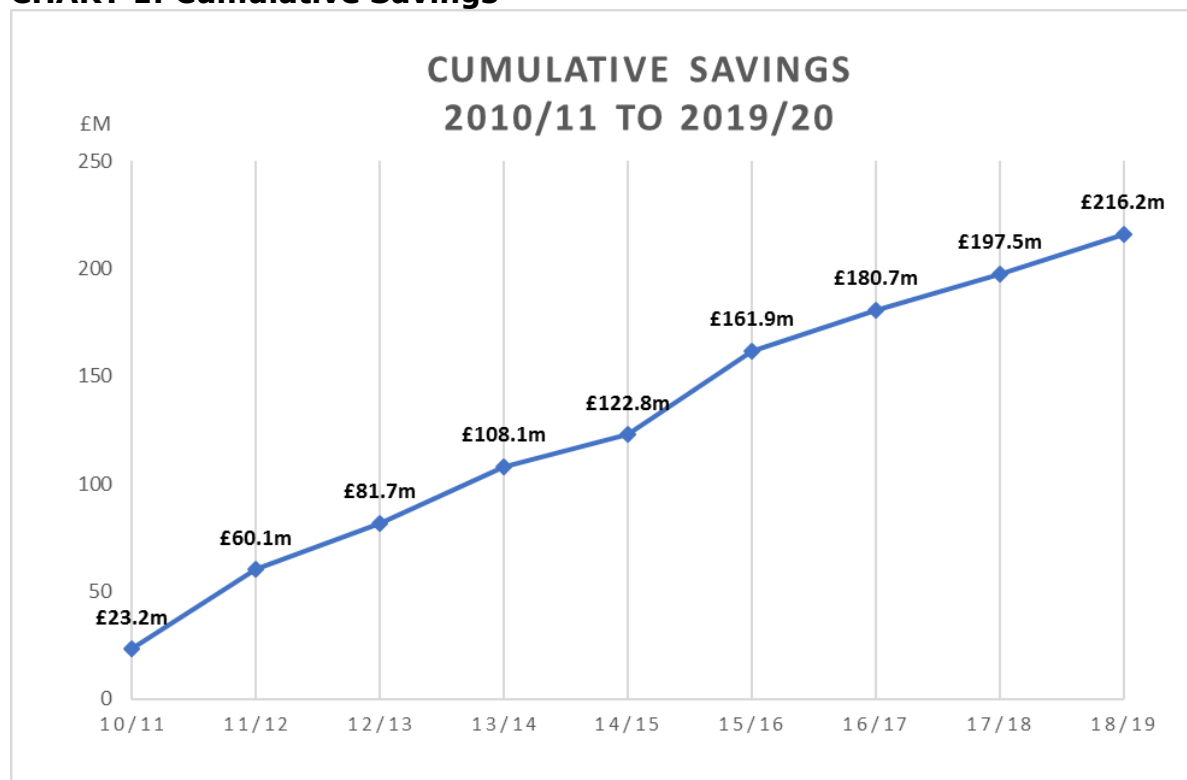
Recommendations

The Committee is asked to:

- 1) Note the forecasts and assumptions leading to the current budget gap (before considering savings) over the 4 year period covering 2019/20 to 2022/23 of **£145.1m**;
- 2) Note that assuming a council tax increase of 4.99% next year followed by 1.99% for the subsequent period that the budget gap would be **£92.3m**; and
- 3) Comment upon the indicative timetable as set out in the report for drawing up a budget for 2019/20.

Background

1. West Sussex County Council continues to face a very challenging financial situation arising from a combination of further reductions in resources provided by Government and a rising demand for many of our services from a growing population. Service and resource planning continues to be shaped by the need to meet challenging financial targets, with demographic pressures, inflationary and market pressures increasing costs, rising service demand pressures alongside continued significant reduced core financial funding from Government making a very difficult financial environment.
2. The County Council's Medium Term Financial Strategy is updated on a regular basis during the year in response to new information on the financial and service challenges the authority faces. It provides a rolling assessment of the funding envelope the authority has to work within and the spending pressures expected over the next four financial years to underpin service and financial planning. Our projections suggest that our finances will continue to be under very significant pressure over the longer term.
3. The key outcomes that underpin the financial planning of the Council are:
 - a. Giving our children and young people the best start in life
 - b. Ensuring West Sussex is a prosperous place
 - c. Our communities will be strong, safe and sustainable
 - d. We will support you in later life to remain independent
 - e. We will be a council that works for our communities
4. Reviewing the Medium Term Financial Strategy (MTFS) remains essential to ensuring the County Council's corporate aims and objectives can be delivered despite these challenging times. The loss of core funding from Government since 2010 amounts to around **£145m** in core revenue support, or **£388** per household in West Sussex.
5. Delivery of savings necessary to ensure we live within our means, whilst protecting front line services, continues to be a core priority of the County Council. Since 2010, the authority will have achieved savings of over £216m by the end of this financial year (see chart 1 below).

CHART 1: Cumulative Savings

What Matters to You? survey

6. Part of the background to the budget for 2019/20 is the consultation that has taken place over the summer in the What Matters to You? survey.
7. Key headlines from that consultation include:
 - The service area most commonly selected as a priority was **A Strong, Safe and Sustainable Place**, followed by **A Council that Works for the Community**
 - In previous years, **Keeping you safe** had been the top priority.
 - 939 (**44%**) respondents were in favour of a Council Tax increase somewhere between 2.1% and 4.98%.
 - **31%** of respondents preferred an increase in line with the maximum of 4.99%.
 - Common themes for what is important to respondents for the future of West Sussex were **improving highways** throughout the County, **carefully considering** areas used for **development** and **improving infrastructure** to ensure services are available for new and existing residents.

Approach of the MTFS

8. Reviewing the MTFS remains essential to ensuring the Council's medium term financial sustainability and to support robust service planning. The overall financial strategy is to ensure that the Council's resources are directed to supporting the objectives of our corporate plan. Within that overall approach, the aim of the MTFS is based on the following guiding principles:

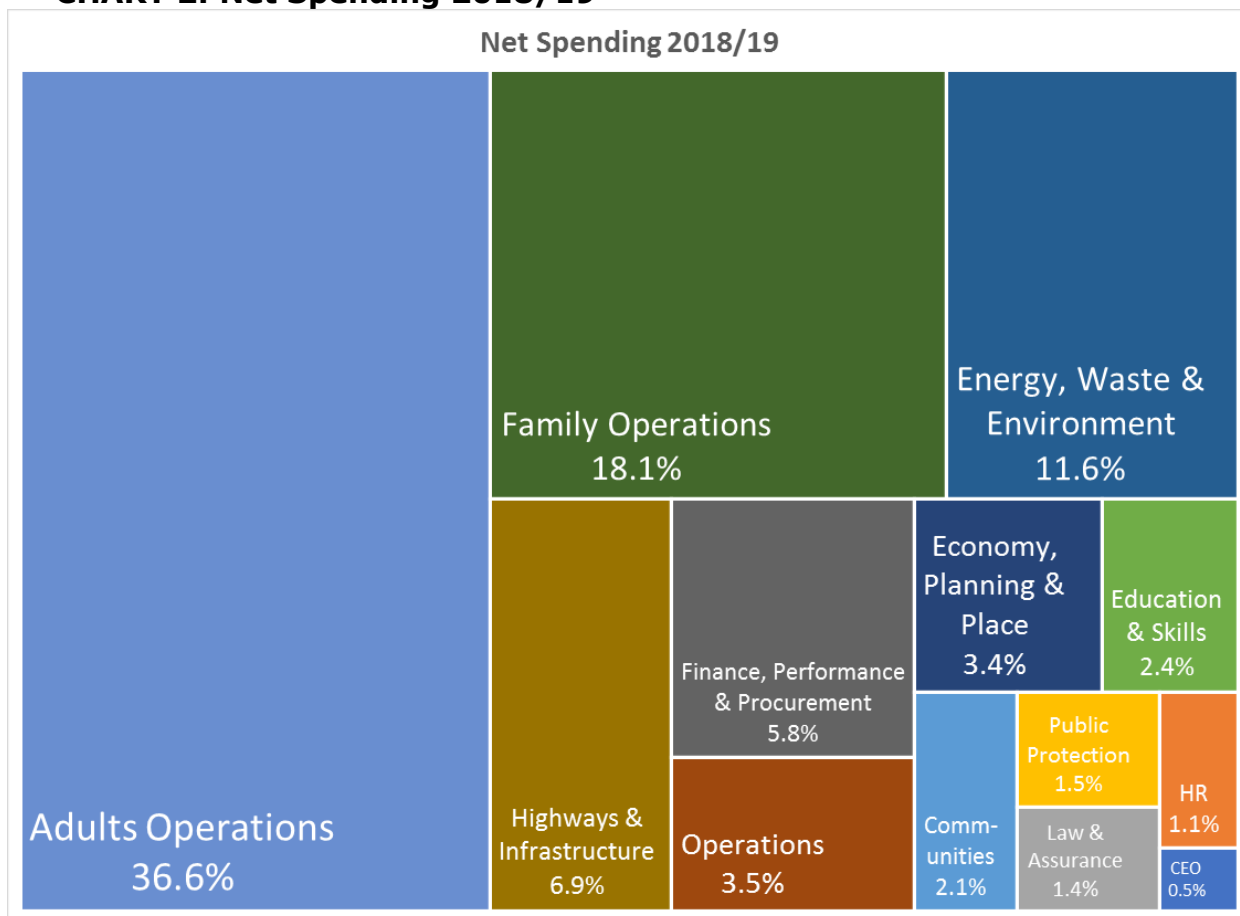
- a) Identify the key financial influences on our medium term planning and the assumptions made in developing the plan;
- b) Estimate the potential savings required in future years and to plan how these can be achieved whilst delivering on council objectives;
- c) Consider the challenges and likely risks associated with the plan and how we will deal with them;
- d) Promote financial sustainability for County Council services over the longer term and provide the basis for future service planning and priorities, thereby enabling the Section 151 Officer to confirm the robustness of the budget to reassure the Cabinet and Council.

West Sussex County Council – Financial Standing

9. The County Council agreed a balanced budget for 2018/19.

10. The net budget for 2018/19 stands at **£533.9m**, and is shown below in chart 2 by service area. As the chart shows, the areas of Adults and Family operations (at 36.6% and 18.1% respectively) are by far the most significant areas of council expenditure

CHART 2: Net Spending 2018/19



11. In the current financial year the County Council faces an estimated overspend of **£5.734m** which is being mitigated through expenditure controls e.g. a vacancy freeze being imposed and only essential posts are being filled with the agreement of the Chief Executive.

National Planning Context - The Outlook for Public Finances

12. In 2016 West Sussex accepted the Government's offer of a fixed finance settlement until 2019/20. This brought a limited degree of certainty, but only confirmed our funding from Revenue Support Grant (RSG) and our top-up from business rates. This Medium Term Financial Strategy is therefore based on the funding levels contained within that four year settlement to 2019/20.
13. The Officer for Budget Responsibility (OBR) projections made in July 2018 suggest that the public finances are likely to come under significant pressure over the longer term, due to an ageing population and further upward pressure on health spending from factors such as technological advances and the rising prevalence of chronic health conditions. Government will need to spend more as a share of national income on age-related items such as pensions and (in particular) health care.
14. Economic forecasts over the medium to longer term continue to have political uncertainty as their backdrop, giving rise to a number of different views with potential differing impacts for public finances. The International Monetary Fund has recently highlighted the recession risks of a disruptive exit from the EU, whilst Economists for Free Trade has argued Brexit could boost the UK economy by as much as £135 billion a year.
15. Forecasts by the OBR at the time of the March Budget were based on broad-brush assumptions about the economy and public finances after the UK's exit from the EU, pending a meaningful basis upon which to predict the precise end-point of the Brexit negotiations. In terms of current economic indicators, at the time of writing the key points from the recent Bank of England Report are as follows: -
 - CPI was 2.4% in quarter 2 of 2018, as expected, and was reported as still at this level for August 2018. The Bank expects inflation to rise temporarily before falling back again during the autumn and a forecast of 2.2% by this time next year.
 - GDP growth is projected to recover from its temporary weakness at the start of 2018, and average around 1¾% over the forecast period to 2021.
16. At its meeting on 1 August 2018, the Monetary Policy Committee (MPC) voted unanimously to increase the Bank Rate by 0.25 percentage points, to 0.75%. The County Council will maintain a close watch on interest rates and their estimated impact on the County Council finances for borrowing and Treasury Management investment purposes.

Local Authorities and their Financial Pressures

17. The publicity around the major financial difficulties many Councils face has given rise to added interest in the financial resilience of local authorities after eight years of austerity in their funding from Government.

18. All authorities with social care responsibilities are experiencing significant extra spending pressure. The continuing drive for efficiency to cope with that additional spending, plus continued reduced core funding from Government translates into a major financial strain with some authorities coping less well than others. Independent commissioners, in their work on Northamptonshire County Council (NCC), identified a number of issues including failure to secure best value in the delivery of services over a prolonged period; ineffective budget management and a reliance on one-off items, reserves, windfalls and capital receipts to support the budget.
19. The NCC case, and other well publicised financial difficulties some authorities have faced, has led to work by CIPFA on the financial resilience of local authorities and a proposal to publish a 'score-card' of financial resilience. Whilst the County Council has doubts about the merits of this work, it is very mindful of the need to ensure financial resilience is a core principle that guides the council's decisions. For example, in West Sussex savings are only included in the budget after considerable work that justifies a belief that the saving can be achieved. Savings at West Sussex have delivered in excess of 95% of the level of planned savings in the last 5 years. In contrast, Northamptonshire has delivered only around 68% of its level of planned savings over the last five years.

The Local Context – The Local Government Finance Settlement

20. The finance settlement announced in February confirmed the sums expected per the fixed settlement and within the draft budget for our core funding from the Government. This core funding includes Revenue Support Grant and the allocation from the business rate funding system and is known as the Settlement Funding Assessment (SFA). The SFA fell to **£88.4m** in 2018/19, as shown in table 1 below. However, on top of the reduced SFA, the authority also lost £6.3m in transition grant funding, making the total loss of core funding £19.6m.

Table 1: Settlement Funding Assessment 2017/18 to 2019/20

Funding Item	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	53.1	27.7	12.1	-2.6
Business Rate Top Up	40.7	42.6	44.1	45.0
Baseline Funding (10% Local Allocation Share)	31.8	31.4	32.2	32.9
Sub Total: Settlement Funding Assessment	125.6	101.7	88.4	75.3
Transition Grant	6.2	6.3	Ends	n/a
TOTAL	131.8	108.0	88.4	75.3
Year-on-year change		-23.8	-19.6	-13.1

21. For 2019/20, the reduction in the County Council's SFA is a further £13.1m. In addition, Government continues to reduce the Public Health Grant the authority receives, and this is anticipated to reduce by £0.9m in 2019/20.

SOURCES OF FUNDING

Business Rate Growth

22. The County Council currently receives a 10% share of local business rate receipts, and benefits to the extent of any growth in business rates in excess of Government's assumed RPI growth by 10%. The County Council has benefitted over a number of years from strong proceeds from business rates, with real terms growth from this income stream.
23. Once the system is reset in 2020/21, with Government is intending a move to a 75% business rate retention system, the County Council could receive a substantial increase in its share of business rates. Government should implement this in a financially neutral way, with other funding streams from Government being cut back, but often such major changes can produce winners and losers even if the national picture is a neutral one. Should the County's share increase from its current 10%, the opportunity will arise for a longer term gain. With a higher allocation of business rates the financial benefit will be felt if there is a real terms increase in business rates, with a higher share retained by the County Council. However, there is also an additional risk. If business rates do not increase or do not keep pace with inflation, the County Council will suffer real term cuts in its funding from this source and the higher our allocation the greater the risks.
24. Furthermore, Government will re-estimate the baseline from which gains (or losses) from the business rate system are estimated and authorities who have enjoyed strong gains, such as West Sussex, will lose the benefit of a proportion of that gain. The exact sum lost will only be known when Government produces the details of its reset but for planning purposes our assumption is currently £1m of funding from business rate growth will be lost.
25. Excluding the loss mentioned in paragraph 24, future projections for the County's income from business rates include a 2% real terms growth in the MTFs projections. The Council's reserves have been planned with a view to supporting the budget at times of poor growth (such as during recession) ensuring a strong degree of resilience exists if such growth is not achieved.
26. Creation of a local business rate pool, with the County Council as lead authority, from 1 April 2015 has provided around **£12.9m** of additional business rate income, including the estimate for the current year. The Pool generates additional revenue per annum from lowering the levy payable to Government for 'excessive' growth in business rates. This has been available for local use on priority areas as agreed between West Sussex and the Districts and Boroughs.

75% Business Rate Pilots

- 27. Ahead of the April 2020 introduction of the new funding system, West Sussex County Council has joined with its Districts and Boroughs with the aim of being a pilot area for the 75% retentions scheme from 2019/20.
- 28. It is expected we will only be informed if we have been selected as a pilot area in December this year, and if so a formal decision will be taken at the time of the local government finance settlement, setting out the pros and cons of being a pilot area.

New Homes Bonus (NHB)

- 29. The Coalition Government introduced the New Homes Bonus (NHB) in 2011/12 which is targeted at rewarding increases in housebuilding and dealing with empty properties. The proceeds are split 80% in favour of Districts and Boroughs and 20% for the County Council. The Government’s justification for the higher District/Borough allocation was that as planning authorities they had a significant influence on economic growth.
- 30. The scheme has been recently reformed with grant now paid over 4 years rather than 6. In addition, a national baseline for housing growth of 0.4% has been introduced and growth below this level will not qualify for grant.
- 31. The County Council uses the NHB grant to fund its base budget. Government originally provided indicative figures for future NHB funding levels to 2019/20 in its finance settlement.
- 32. As part of its summer consultation, Government has stated that “2019-20 represents the final year of funding agreed through the Spending Review 2015.... it is the Government’s intention to explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need. Government will consult widely on any changes prior to implementation.” The MTFS therefore makes the assumption that Government is likely to reduce the level of support provided through the NHB. For prudence, it has been assumed Government will continue the current allocations for the usual 4 year period, but will make no new allocations i.e. the NHB will be phased out over 4 years. The assumed funding is given below:

TABLE 2: New Homes Bonus: Assumed Allocations for West Sussex CC

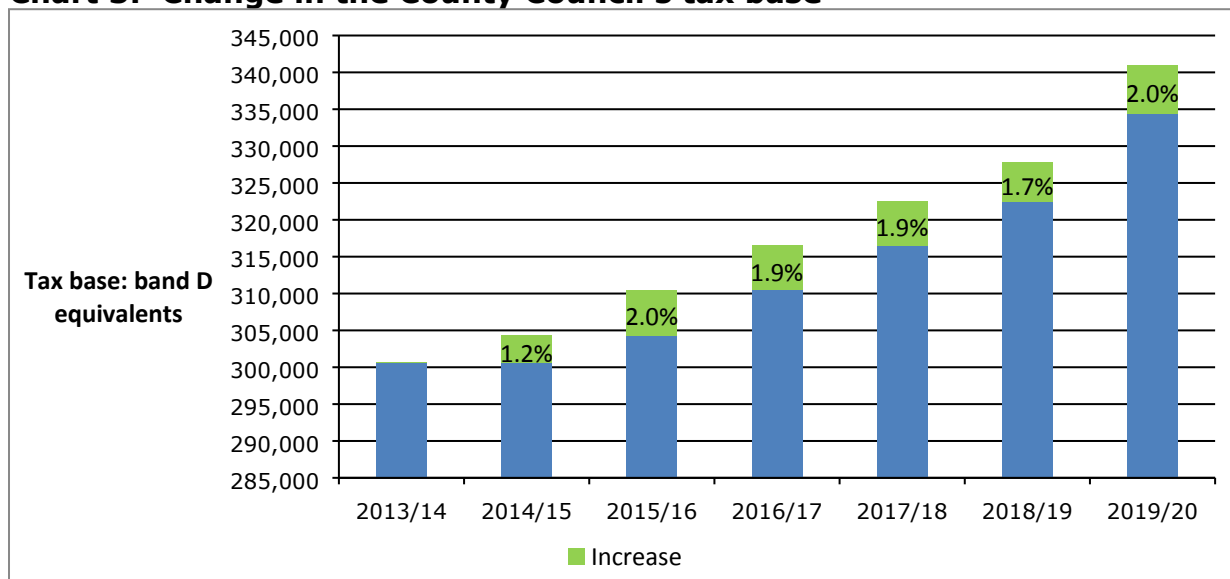
New Homes Bonus	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Assumed NHB Allocations	4.1	3.7	2.3	1.4	0.5

Council Tax Base

- 33. The MTFS assumes a 2.0% increase in the council tax base for 2019/20 (this is worth **£9.0m**). For 2020/21 onwards 1.7% has been assumed. **Chart 3 below**

shows how the assumed increase in the County’s tax base for 2019/20 compares with previous years.

Chart 3: Change in the County Council’s tax base



34. If the actual increase is lower than the 2.0% assumed, the authority can use its budget management reserve to cover the difference to avoid sudden and late reductions causing last minute service cuts.

Council Tax

35. The assumption around the council tax rise – for planning purposes only – is shown in table 3 below.

TABLE 3: Funding from Assumed Council Tax Rise

Council Tax Increase	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Additional Income (see note 1)	13.2	9.7	10.3	10.7
Additional Income re Adult Social Care at 2.00%	8.8	n/a	n/a	n/a
Total Increase	22.0	9.7	10.3	10.7

Note 1: For the core increase in 2019/20 the assumed rise is 2.99%, 1.99% has been assumed thereafter.

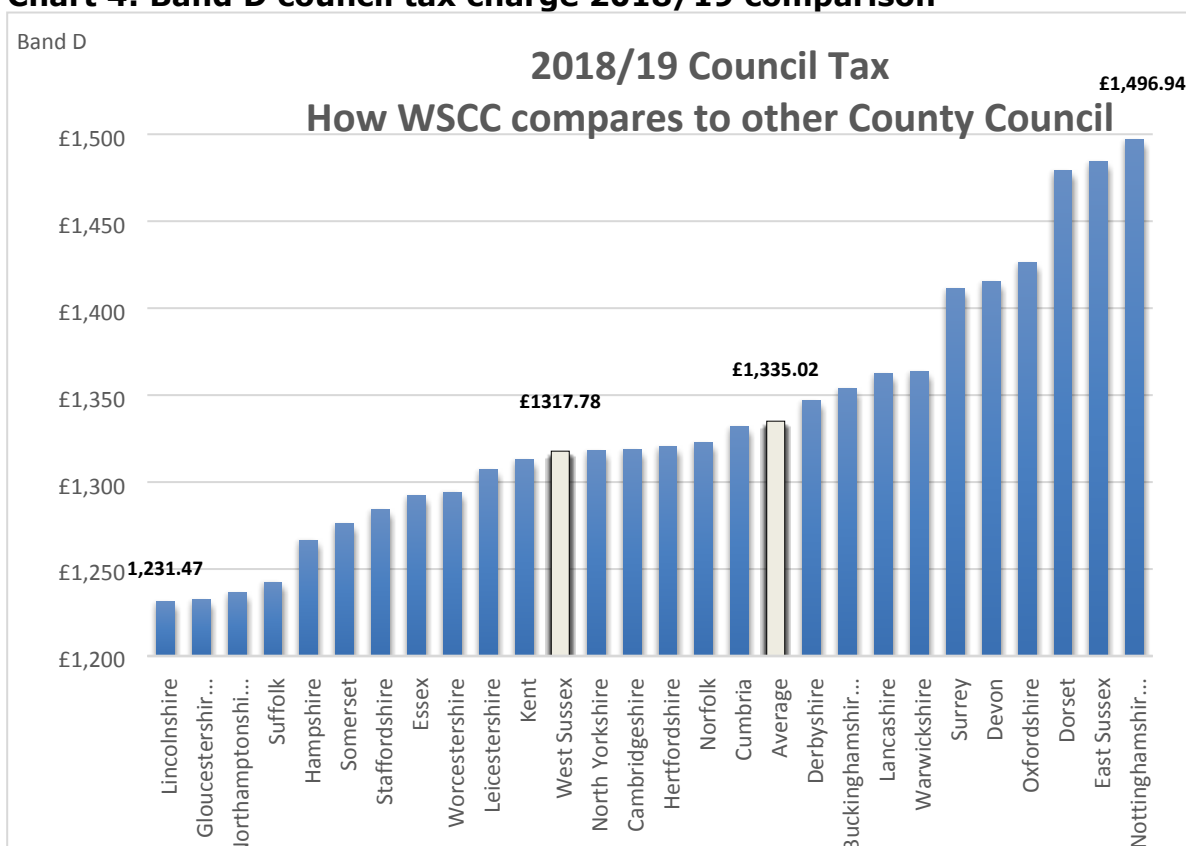
Note 2: Currently, 1% increase in Council Tax = £4.4m

36. Currently, Government permits local authorities to raise an additional sum under the Adult Social Care precept, provided this is invested in the service. This was set at 6% maximum in total over the three years 2017/18, 2018/19 and 2019/20 provided no one year exceeded 3%.
37. The increase for Adults Social Care could therefore have been applied differently by different authorities over the period 2018/19 to 2019/20. West Sussex decided to apply a 2% increase in 2017/18 and in 2018/19, leaving a

maximum increase of 2% available next year (2019/20). Clearly all decisions on council tax will be taken by Members at County Council as part of the annual budget process.

38. The County Council has a strong track record of keeping council tax to the minimum possible. We kept the council tax at the same level between April 2010 and March 2016, during which time RPI rose by around **17%**. This freeze was supported by council tax freeze grants from Government, though this was effectively time limited support and removed from 2016/17 onwards. West Sussex County Council’s council tax in 2018/19 is lower than the average for comparable authorities (**see Chart 4**). West Sussex council tax is £17.24 lower than the average for a Band D property, and is £179.16 below the highest rate charged and £86.31 above the lowest one.

Chart 4: Band D council tax charge 2018/19 comparison



39. Districts and Borough councils operate a collection fund for both council tax and business rates, which they are responsible for collecting. The actual tax collected may be more or less than expected, meaning that a surplus or deficit must then be allocated to local authorities - including the County Council – in the following year.

40. The figures for the surplus are normally notified to the Council by Districts and Boroughs each year but late in the budget process (no firm projections are available at the time of writing). The MTFS makes an assumption that there will be a surplus as indicated in table 4 below. Given the average surplus in the four year period 2015/16 to 2018/19 was £3.1m, an assumed surplus of £3.0m for 2019/20 is in line with this and is prudent going forward at £1.5m each year.

Table 4: Collection Fund Assumption

Collection Fund	Average surplus over last 4 years £m	2019/20 £m	2020/21 onwards £m
Council Tax and Business rates surplus	3.1	3.0	1.5

Better Care Fund

41. In the spring budget 2017, the Chancellor announced that Government would be bringing forward its plans for allocating extra funding for adult social care. It also confirmed that the mechanism for transferring this would be via the Improved Better Care Fund (iBCF). The allocation to the County Council rises from £14.4m to £16.8m in 2019/20 and is made up as follows in table 5:

TABLE 5: Improved Better Care Funding: Allocations for West Sussex CC

Better Care Fund	2018/19 £m	2019/20 £m
Previously announced	5.1	12.1
Additional funding announced in Spring Budget 2017	9.3	4.7
Improved Better Care Fund	14.4	16.8

42. The iBCF is subject to a number of conditions, which require it to be used for these purposes:
- Meeting adult social care needs
 - Reducing pressure on the NHS, including supporting more people to be discharged from hospital when they are ready
 - Ensuring that the local social care provider market is supported.
43. In addition Government has stipulated that the funding must be pooled within the West Sussex Better Care Fund (BCF) and included within the West Sussex BCF Plan (2017-2019), which has been agreed by the County Council and the three clinical commissioning groups in West Sussex.
44. There is no certainty that this funding will continue beyond 2019/20. The MTFS therefore assumes no permanent reliance on this funding stream.

Public Health Funding

45. Our Public Health Grant will reduce by a further £0.9m in 2019/20 – this is critical funding that helps enhance the health and wellbeing of residents. This is on top of over £4m of reductions since 2015/16 as Government decided to

reduce funding for Public Health by an average of 4% in real terms per annum over the 5 years to 2020.

Troubled Families Funding

46. The national Troubled Families programme is also due to cease in 2021, West Sussex County Council is expecting a £1.8m reduction in both the service transformation and payment by result elements of this grant; £0.6m reduction in 2019/20 followed by a further £1.2m reduction in 2020/21.

Dedicated Schools Grant

47. Local authority schools are funded directly via a ring-fenced grant the Dedicated Schools Grant (DSG). This is kept separate from the County Council funding, but as with the County Council our schools are under significant funding pressure. Within the DSG is funding for children with disabilities and other needs – the High Needs block. The West Sussex component of the DSG High Needs Block increases by £0.3m in 2019/20; set against a pressure of increasing numbers of children with Education Health Care Plans (EHCPs). Back in March 2015 we had 3,423 children and young people with EHCPs, and since that time those numbers have risen to 4,912 in March 2018 – an increase of 1,489 (43%). We are expecting a further 10% increase in the number of children and young people with EHCPs this year.
48. One of the main reasons for the increasing level of EHCPs has been the national extension of support to young people up to age 25 (previously it lapsed at age 19). Since 2015 West Sussex, along with all other local authorities, has been obliged to support a new cohort of young people aged 19-25 for which there has been no additional funding. Over 50% of the recent increase in numbers has been those over the age of 16. This is translating into £6m of pressure to West Sussex County Council for 2019/20, (partly in Education and Skills and partly with Children's Services) which will require difficult decisions about which other Council services to reduce, in order to balance the budget. West Sussex is by no means alone in facing these issues.

SOURCES OF FUNDING: SUMMARY

49. Part of recent finance settlements from Government have involved some authorities receiving so called 'negative Revenue Support Grant', whereby a negative allocation is given which then means it is deducted from another Government funding stream.
50. We already know the details of the finance settlement for 2019/20. There is the possibility that Government may cancel the previously announced negative RSG for West Sussex of £2.6m currently within the settlement figures.
51. The MTFs assumes that after 2019/20, austerity will continue with allocations to local authorities. This is likely to be compounded by the Fair Funding Review. We also know that in the short term, a reset of the business rate system will mean a loss of a significant part of the growth in business rates that the County Council has benefitted from over the last few years.

BASE BUDGET SPENDING PRESSURES

Inflation

52. Uplifts assumed for inflation are given in table 6 below. Inflation assumptions have been made based on:

- We are assuming an allowance of 2%pa on pay, with Government no longer applying a strict pay cap on public sector pay. If inflation on pay is less than the assumption, the extra amount will be retained within corporate budgets. There is also an element of the County's pay bill that is subject to local, rather than national, agreement. An allowance should not be taken to mean pay will rise in line with the allowance assumed.
- Applying the Office for Budget Responsibility's (OBR) forecast of RPI growth for areas where major contracts are linked to an RPI factor uplift.
- For the purposes of estimation of the budget gap, CPI growth has been assumed for areas where demand led pressures means service budgets are already under pressure. This allowance will be under review as we prepare the draft budget.
- Zero growth for areas of low priority where no increase can be accommodated (e.g. replacing tables/chairs).

TABLE 6: Inflation Assumptions summary (%)

	2019/20	2020/21	2021/22	2022/23
Pay	2.0%	2.0%	2.0%	2.0%
Major Contracts	3.5%	3.0%	2.9%	2.9%
Demand Pressures	2.4%	1.8%	2.0%	2.0%
Low priority	freeze	freeze	freeze	freeze

53. By adopting this approach to inflation, the County is seeking careful justification for all inflationary budget increases and taking active steps to ensure cost pressures are only recognised where necessary, rather than a blanket uplift given. **These uplifts will be adjusted, if considered justified, during the Autumn**, as we approach budget setting.

54. Fees and charges income is also under review. Any areas where income can potentially be increased beyond inflation will be identified for consideration to assist with budget pressures.

Budget Pressures

55. The population of West Sussex is expected to grow by around 44,000 over the period to 2022, a growth rate of over 1% per annum. Within that increase, the proportion of those aged over 65 is rising at a much faster rate than the overall increase. The rising numbers, coupled with increasingly more complex care needs for an older population translates into a financial pressure as a result of a higher demand for Adult Care Services.

56. Demographic changes are therefore an important pressure, but far from the only pressure. A high level summary of service pressures are listed below in table 7, with more detail set out in Appendix 1.

57. At the same time, we continue to receive a reducing level of funding from central Government, and as indicated in table 1, our core funding per the pre-announced fixed settlement is expected to reduce by a further £13.1m in 2019/20. As a result of lobbying, Government is considering withdrawing the County’s negative RSG allocation of £2.6m, but even then we would still face reduced funding of £10.5m in our core allocation, plus reductions of £0.9m for Public Health Grant and £0.6m in grant for working with troubled families in 2019/20.

Table 7: Summary of key Budget Pressures: 2019/20 to 2022/23

Budget Pressure	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Inflation and Pay award	12.0	10.0	10.7	10.7	43.4
Time limited and one-off funds (including Think Family and Public Health funds)	2.4	2.2	0.0	0.0	4.6
Capital financing costs	1.4	2.1	1.5	1.5	6.5
Rising population impact on social care	7.3	7.8	5.8	5.8	26.7
National Living Wage	3.6	4.2	0.0	0.0	7.8
Children’s Services demand pressures	7.9	1.9	1.9	2.1	13.8
Demand pressure on Education and Skills (mainly High Needs children and transport costs)	7.7	6.8	6.4	6.4	27.3
All other services	4.4	1.1	1.2	0.0	6.7
Corporate	2.9	0.3	3.8	3.7	10.7
Total pressures	49.6	36.4	31.3	30.2	147.5
As % of current net budget of £534m	9.3%				27.6%

58. Among the most financially significant pressures in 2019/20 are:

- £12.0m for pay and prices increases. Although the 1% public sector pay cap has now been removed with staff such as local government workers and fire fighters benefiting, the County Council has received no further funding from Government to assist with this pressures. The County Council will do all we can to minimise the inflationary increase needed and this will be reviewed within the budget setting process.
- £2.4m for time limited funding including £0.6m for Troubled Families work and a reduced grant for Public Health of £0.9m.
- Capital financing, extra costs for the capital programme of £1.4m.
- Demand led pressure of £7.3m in 2019/20, rising to £7.8m in 2020/21 to address the demographic pressure of rising numbers of older adults requiring care. This is largely attributable to both a rising number of clients (and West Sussex has strong growth in the numbers of those aged 65 plus) and more complex care needs due to longevity.
- £3.6m for the costs connected to the National Living Wage arising in Adults Social Care. This is a Government policy where the costs are felt directly by local authorities but not funded by the Government. By

2020/21, the minimum wage will have been uplifted to be in line with the National Living Wage, so no additional costs are included from that year onwards.

- £7.9m for Children’s Social Care pressures from the growth in the Children Looked After service and in the area of intentionally homeless families continues to grow strongly. West Sussex is struggling to sustain its Children’s Social Care Service as currently resourced, due to a combination of rapidly escalating complex demand, challenges to attract and retain staff and a market pressures to salary costs. This is significantly exacerbated by being surrounded by authorities investing to achieve a ‘good’ Ofsted rating (with associated low caseloads per social worker) or which are, spending heavily to turn around an ‘inadequate’ rating.
- £7.7m – for Education and Skills, made up mainly of (i) £2.4m - pressures for schools transport costs. Since September 2017, the numbers of pupils being transported by taxi has increased by 4.3% and the taxi expenditure has increased by 17.1%. This is due to the increasing complexity of transport requirements, with an average of 199 solo taxis being used each month since September (an increase of 27.5% over the same period last year) and the number of pupils transported to Independent Non-Maintained Special Schools each month has increased by 11.6% from 272 to 303 over the same period and (ii) £4.9m - for pressures to meet the rising number of children with Education Health Care Plans. Essentially the Dedicated School Grant funding from Government is not compensating for this rise in cost.

Summary Position

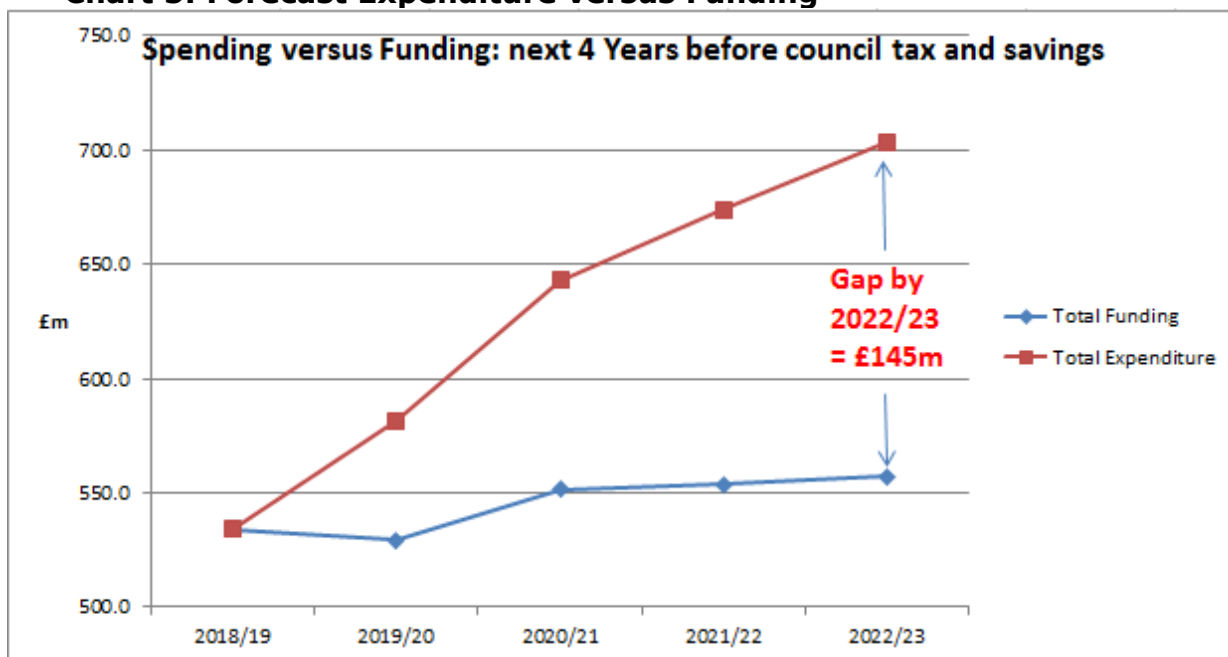
59. Table 8 below sets out the core projection for the funding gap the County Council faces over the next four years. The table indicates that the overall budget shortfall is **£92.3m** prior to considering savings programmes but assuming council tax rises. Without any council tax rise this budget shortfall rises to **£145.1m** over the coming four year period. This is based on the projections and assumptions as outlined above, on funding and spending pressures. The estimated shortfall for 2019/20 is **£28.9m** or **£50.9m** without a council tax rise.

TABLE 8: SUMMARY BUDGET GAP

Budget Gap	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Overall Gap £m
Excluding an annual council tax increase:					
Total expenditure	580.4	590.7	582.4	583.4	
Total funding	529.5	551.5	553.7	557.1	
Budget gap excluding council tax increase	-50.9	-39.2	-28.7	-26.3	-145.1
Including an annual council tax increase:					
Total expenditure	580.4	612.7	614.1	625.4	
Total funding	551.5	583.3	595.7	609.8	
Budget gap including council tax increase	-28.9	-29.5	-18.4	-15.6	-92.3

Presented as a chart mapping forecast expenditure against funding, the gross budget gap would be as shown below in chart 5:

Chart 5: Forecast Expenditure versus Funding



NB: 2020/21 sees introduction of 75% funding via business rates, hence the jump in assumed funding before council tax (see paragraph 23).

Approach on Savings

60. The total reduction in our core revenue funding from Government since 2010 has been around £145m, this has come at a time when more and more people need our support, particularly with social care. The funding squeeze from government and spending pressures we face are expected to continue over the life of this strategy.

61. The emphasis on savings is therefore to ensure the County Council copes with these pressures and continues to drive through plans to achieve even greater efficiency and cost reductions in order to protect front line services and council priorities. However, the scale of the challenge we continue to face demands that more radical alternatives need to be considered, as continual restructuring of services and contract efficiencies can only deliver so much. With demand pressures continuing to rise on services such as social care, the County Council must evaluate what it is obliged to do and consider all options to continue to live within its means and remain a financially resilient authority.

62. These are challenging financial times for the local government sector, and particularly County Councils with statutory responsibilities for social care and education. These financial challenges are unlikely to improve following the Fair Funding Review, or as a result of the move to 75% funding from business rates in 2020. Given the financial challenges facing the County Council over the life of the Medium Term Financial Strategy more radical options are starting to be required and will need to be found in future. For example, an option currently being considered by other authorities, including East Sussex and

Northamptonshire, is a move towards reviewing all areas of the statutory and discretionary aspects to define the legal responsibility to provide services versus some of the 'choice' based expenditure.

Looking Ahead – Key Risks & Key Opportunities

63. There are a number of major sources of change ahead from the external environment. These offer varying degrees of opportunity but also potential financial risk and instability over the medium term. These include:

- The potential impact from implementing the decision to leave the European Union and its influence on the UK's economic performance and the state of the nation's public finances. Any impact is likely to feed into the next Spending Review which will set national spending allocations for local authorities from 1 April 2020.
- The Government's implementation of the 75% business rate retention system and wider review of fairer funding for local government. This should be done in a cost neutral way nationally. County Councils are expected to increase their share of local business rates from the current 10% allocation, but will lose other funding streams to keep this change cost neutral.

In the long run such a change provides an opportunity to increase the funding derived from the growth in business rates. However in the short term, there are two consequences to highlight:

- It will involve a reset of the business rate system and therefore a loss of part of the real term growth in business rate we currently use to help support the base budget.
- Additional reliance on a volatile income source (business rates) which can vary from year-to-year for many reasons places a greater emphasis on ensuring the county's reserves are strong and able to provide a short term safety net for any sudden drop in this source of income.
- The Government's review of the needs assessment for local authorities, called the Fair Funding Review (FFR). This assessment underlies how Government allocates resources, and is expected to impact on the starting point for the new funding system under 75% proposed business rate retention scheme. It is a considerable time since any similar review was undertaken, which may mean significant change and volatility with funding. The MTFS assumes significant losses are the probable outcome from the FFR. This is based on experience with past reviews, where authorities with a much better than average local tax base (such as West Sussex) tend to be penalised with Government assuming local council tax can replace Government funding.

Revenue Reserves

64. The balance on usable reserves as at 30 June 2018 was £209.5m. The great majority of these reserves are earmarked for a number of particular purposes, mainly to meet future liabilities.

65. The County's prudent financial management has produced a position where its reserves are in a healthy position. However, reserves are reviewed each year to establish the continuing need for them and their adequacy as well as to ensure that taxpayer money is not being held back without good cause. This is inextricably linked to work around future commitments and possible risks the authority might face, and hence includes an element of judgement.

66. The draft budget is being worked up on the basis of not drawing down on reserves as this would only be a short term solution. However, due to the sound financial management of the County Council, the authority has a budget management reserve, which will be used should optimistic assumptions on the less predictable funding sources (such as business rates or the tax base) prove to be incorrect. Increasingly, as we move towards a higher level of funding from business rates, reserves will be needed to protect against the volatility of funding, which moves with the economic cycle, in order to ensure services can be provided during an economic downturn.

Capital Programme

67. A full capital programme to 2022/23 was agreed at the December 2017 County Council meeting. The MTFs assumes a revenue cost of borrowing arising from this capital programme, which will be the primary impact of the capital programme in terms of revenue costs.

68. The capital programme is currently under review and a new year added for 2023/24, no major changes are anticipated and the current programme will be spread over the five year period to 2023/24 and delivered within existing borrowing constraints.

69. Pressure for further investment continues for a number of reasons including:

- Investment for additional school places – as the school roll grows. Our basic need funding from Government is inadequate.

Over the longer term with 50-60,000 new houses in West Sussex planned this will lead to a greater demand for places across the schools system. New schools places are funded through the DfE Free school process. If these schools do not come forward, or are in the wrong part of the country, the County will need to provide these places through Basic Need Grant and/or Section 106 funding. Any shortfall will need to be met by the County Council increasing strain on the capital programme. The government has already announced we will not receive any basic need funding in 2020/21, although we have been allocated £71.6m in funding for 2018/19 and 2019/20.

- To maintain and improve the local road network

The Council needs to fund the remaining costs, after Department for Transport (DfT) grant and Section 106 monies, to deliver the required highway works for housing. In the current capital programme we need to fund a total of £23.7m in contributions from the County Council to deliver the required improvements for

the A29, A259, A2300 and A284. Financing this cost increases pressure on the revenue budget.

- To support the local economy

The Council has a provision for £30m in the capital programme to invest in growth schemes across the County. Allowing for the financing costs of these schemes is added pressure to the revenue budget.

- To ensure council property is in a fit state of repair and compliant with health and safety standards
- To support ideas that bring a commercial return or other benefits to the County Council and in turn our residents.

Conclusions

70. This Strategy outlines the financial outlook at a national level and it forecasts future funding levels based on the information received from Government on the level of support it will provide. It also forecasts the yield from council tax as well as other sources of funding. The Strategy outlines the uncertainty and risks the County faces over future funding and budget pressures.

71. The report identifies the budget gap as **£145.1m** over the next four years without a council tax rise and **£92.3m** with a council tax rise.

72. Work is on-going to close the budget gap identified in this report. More information on savings will be reported during the autumn. In summary at the present time, the position is as shown in table 9 below:

Table 9: Budget gap to 2022/23

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Net expenditure	580.4	590.7	582.4	583.4	
Available funding	529.5	551.5	553.7	557.1	
Gross budget gap: before council tax	50.9	39.2	28.7	26.3	145.1
Less:					
Additional council tax	-22.0	-9.7	-10.3	-10.7	-52.7
Revised gap	28.9	29.5	18.4	15.6	92.3
Latest estimated savings	-20.6	-13.5	-5.3	0	-39.4
Remaining gap	8.3	16.0	13.1	15.6	52.9

* Note figures may be rounded

73. The savings reflects the current picture with draft savings plans stretching over the next three years. Based on the savings plans currently being worked-up, the remaining budget gap for 2019/20 is £8.3m. This depends on the plans to deliver £20.6m of savings, where work is underway to ensure plans are robust and deliverable.
74. An updated forecast will be presented as a part of the budget setting process for 2019/20, informed by further work on our future funding, including the Chancellor's Autumn Statement and OBR economic and public finance projections published alongside.
75. A timetable for currently planned savings proposals and budget timetable is attached at Appendix 2.

Katharine Eberhart

Director of Finance, Performance and Procurement

Contact: Steve Harrison 033 022 23391

Appendices

Appendix 1 Spending pressures by portfolio

Appendix 2 Savings Decisions and Budget Timetable: Summary

Background Papers

None

Appendix 1

Spending Pressures by Portfolio

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Corporate Pressures:				
Pay and Price inflation	12.0	10.0	10.7	10.7
Capital financing	1.4	2.1	1.5	1.5
Loss of one off funding	2.4	2.2	0.0	0.0
Essential IT developments	0.8	-0.2	-0.2	0.2
Other	2.0	0.5	4.0	3.5
Service Pressures:				
Adults and Health				
Rising population impact	7.3	7.8	5.8	5.8
National living wage	3.6	4.2	0.0	0.0
Other	1.5	0.0	0.0	0.0
Children and Young People				
Children's demand pressures	7.9	1.9	1.9	2.1
Other	1.4	0.9	0.5	0.0
Education and Skills				
High Needs	4.9	6.4	6.0	6.0
SEN/School Transport	2.4	0.4	0.4	0.4
Other	0.4	0.0	0.0	0.0
Other Services	1.5	0.2	0.7	0.0
Total	49.6	36.4	31.3	30.2

* Note figures may be rounded

Savings Decisions and Budget Timetable: Summary

Date	Meeting	Tasks
27 September	Health and Adults Select Committee	Preview savings decisions
5 October	PFSC	Review of Medium Term Financial Strategy
31 October	Children and Young People Select Committee	Preview savings decisions
14 November	Environment, Communities and Fire Select	Preview savings decisions
15 November	Health and Adults Select Committee	Preview savings decisions
22 November	Performance and Finance Select	Budget gap and update on savings
January	Member Day	Presentation on Draft Budget
17 January	PFSC	Draft Budget Papers
29 January	Cabinet	Agree budget to recommend to County Council
15 February	County Council	Agree budget, amended capital programme and council tax

Performance and Finance Select Committee
5 October 2018
Total Performance Monitor as at end of June 2018 and July 2018
Report by Director of Finance, Performance and Procurement

Executive Summary

The finance performance (revenue and capital), savings delivery and business performance are currently monitored through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of West Sussex County Council's operation in a way of reporting all aspects to stakeholders. The report is intended for the public, senior officers, all Members, Select Committee Members and Cabinet.

The attached TPMs reflect the position as at the end of June 2018 and July 2018, and have been reviewed by Cabinet Members and senior officers within the authority. The June 2018 report is a quarterly monitor and contains additional information around the County Council's workforce.

Recommendations

The Committee is asked to:

1. Examine the data and supporting commentary for the June 2018 and July 2018 TPMs and make any relevant recommendations for action to the Cabinet Member;
2. Identify any issues for further scrutiny by this Committee;
3. Recommend action/review by the relevant select committee, as appropriate, of any areas of concern arising from the information in the report; and
4. Consider any issues highlighted by the service select committees to be taken forward by this Committee's Business Planning Group.

1. Equality Impact Review

- 1.1 An Equality Impact Review is not required as it is a report dealing with internal or procedural matters only.

Katharine Eberhart

Director of Finance, Performance and Procurement

Contact: Vicky Chuter, ext 23414

Annex Document A	Total Performance Monitor to end of June 2018
Appendix 1	Revenue Budget Monitor to the end of June 2018
Appendix 2	2018/19 Savings Schedule - Amber and Red Savings Only
Appendix 3	Capital Monitor to the end of June 2018

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Appendix 4
Appendix 5

Performance Analysis of Monthly and Annual Trends
Our People – People Summary 2017/18 and Qtr1 2018/19

Annex Document B

Appendix 1
Appendix 2
Appendix 3

Total Performance Monitor to end of July 2018

Revenue Budget Monitor to the end of July 2018
Performance Dashboard Overview as at the end of July 2018
Capital Monitor to the end of July 2018

Background papers

None

TOTAL PERFORMANCE MONITOR TO END OF JUNE 2018 – QUARTER 1 2018/19

The financial performance (revenue and capital), savings delivery and business performance is monitored on a monthly basis through the Total Performance Monitor (TPM), with a more detailed report produced each quarter for consideration by the Performance and Finance Select Committee. This report is intended for the public, senior officers, all members including Select Committee members and Cabinet.

Financial Summary

1. The forecast outturn position on portfolio budgets as at the end of June is currently reporting a £5.201m overspend. This is in part, mitigated by a projected underspending of £0.981m within the non-portfolio budgets leaving a projected overspend of £4.220m. To mitigate the overspend position a process to limit the filling of vacancies to only business critical posts has been implemented. The projected savings will be included in future monitoring reports.

Table - Summary of 2018/19 Pressures and Mitigations

Theme	Pressures and Underspends	(£m)	Mitigation	(£m)	Variation To Budget (£m)
Best Start In Life					
Children & Young People Portfolio	Undelivered saving from increased fees at Beechfield Secure Unit.	£0.150m	Reducing CLA numbers.	(£0.150m)	
Education Portfolio	Home to School Transport costs; predominantly for solo taxis.	£2.121m	Staff savings within Education Psychologist and Leadership and Governance services.	(£0.075m)	
	Projected income shortfall on Special School Catering service.	£0.098m			
Best Start In Life- Total		£2.369m		(£0.225m)	£2.144m
A Prosperous Place					
Highways & Infrastructure	Non delivery of savings from highways term maintenance contract.	£1.106m	Initial forecast data for National Concessionary Fares suggests a reduction in journeys in 2018/19.	(£0.600m)	
	Estimated additional costs associated with the delay in the award of the highways contract.	£1.394m	Staff savings within the management team.	(£0.050m)	
	Inflationary pressure on street lighting PFI and delayed delivery of saving relating to LED conversions.	£0.200m			
A Prosperous Place –Total		£2.700m		(£0.650m)	£2.050m
A Strong, Safe & Sustainable Place					
Environment Portfolio	Reduced level of savings expected from renegotiation of PFI contract.	£0.600m			
	Increased landfill due to waste quality and capacity issues.	£0.407m			
A Strong, Safe & Sustainable Place - Total		£1.007m			£1.007m
Total Pressure/Mitigation		£6.076m		£0.825m	£5.201m
Non-Portfolio Funding Available	Additional Section 31 Business Rates Grant (2017/18 Reconciliation Payment)				(£0.981m)
Projected Overspend					£4.220m
Contingency Budget	Original Budget for 2018/19				£3.610m
	<i>Less Commitments:</i>				
	Sussex Healthcare				(£0.300m)
Remaining Budget for 2018/19					£3.310m

 **BEST START IN LIFE**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Children and Young People	£95.839m	£95.839m	£0m
Education and Skills	£15.271m	£17.415m	£2.144m
Total - Best Start In Life	£111.110m	£113.254m	£2.144m

- As experienced in 2017/18, we are expecting continued cost pressure relating to the SEND Home to School Transport service. The full year impact of the increased demand and costs being experienced since the start of the academic year has led to an estimated pressure of £2.1m being reported. The number of pupils being transported by taxi has increased by 4.3%, and the taxi expenditure has increased by 17.1%. This is due to the increasing complexity of transport requirements, with an average of 199 solo taxis being used each month since September (an increase of 27.5% over the same period last year) and the number of pupils transported to Independent Non-Maintained Special Schools each month (typically longer journeys) is up by 11.6% from 272 to 303 over the same period.
- The number of Children Looked After (CLA) placements (excluding asylum) has reduced by 15 since the end of March. Whilst on first reflection this should give reason for some positivity on the budget implications, it is worth noting that numbers of children previously looked after who have turned 18 and continue to be accommodated has increased by 17 since the end of March. Also some of the placement costs have increased above the level of inflation allocated in some areas.
- The impact of the Beechfield Secure Unit remaining closed is an underlying risk to the financial position. A loss of additional income from the planned fee increase of £0.150m is reported as unachievable in the savings schedule; however it is currently assumed that this shortfall will be mitigated from the current reduction in Children Looked After.

 **A PROSPEROUS PLACE**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Highways and Infrastructure	£35.723m	£37.773m	£2.050m
Leader	£1.567m	£1.567m	£0m
Total - A Prosperous Place	£37.290m	£39.340m	£2.050m

- The award of the new highways term maintenance contract has been delayed due to a technical legal issue. The financial impact of this is the expected non delivery of the £1.106m saving planned for 2018/19 and potential further costs relating to an interim solution; therefore the total overspend is likely to be in the range of circa £1.5m - £2.5m. The service is investigating whether this can be absorbed from within the current budget and what impact this may have on activity.
- The first 2018/19 forecast for the National Concessionary Fare Scheme has been received. The range of estimates provided indicates the most likely outturn position lies between 9.588m journeys at a cost of £11.2m and 9.193m journeys at a cost of £10.8m. A projection based upon a mid-point scenario, with a reimbursement cost of £11m, equates to an underspending of £0.6m against the budget. It should be noted that actual journeys and costs may vary from this assumption and the forecast will continue to be monitored.



Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Environment	£62.730m	£63.737m	£1.007m
Safer, Stronger Communities	£38.674m	£38.674m	£0m
Highways and Infrastructure	(£0.202m)	(£0.202m)	£0m
Total – Safer, Stronger Communities	£101.202m	£102.209m	£1.007m

7. An unexpected drop in total waste tonnages received in quarter four of 2017/18 serves to highlight the uncertainty inherent in a demand led service subject to variables such as weather and macro-economic influences on consumer confidence. It is consequently unclear whether the 2017/18 quarter four trend will continue or rebalance moving into 2018/19. Tonnages in April and May 2018 were up on those experienced a year ago but not by an amount to offset the decrease in February and March. As we are at an early stage of the year there still needs to be some caution; however indications are that the £0.5m held in reserve for rebalancing tonnage fluctuations should provide sufficient resilience against an upswing.
8. There is additional financial pressure arising from the probability of the non-delivery of savings related to the waste recycling contract. The 2018/19 budget had been reduced by £0.7m based on an offer from the contractor which was subsequently withdrawn. The service is still expecting some saving to be delivered as part of ongoing negotiation of around £0.1m. It is hoped that further mitigations will be found to reduce the remaining pressure including a potential one off payment from the contractor, however at this time, this is not confirmed.
9. The disposal budget is currently experiencing issues around the volumes of waste going to landfill. There are two fundamental issues that concern us; the first is the quality of the RDF material being produced by the Mechanical and Biological Treatment (MBT) plant which has meant a reduction in the volume meeting the criteria for the RDF contractor and therefore requiring landfill and secondly, issues with volumes arriving at the plant exceeding the daily capacity, and with no alternative storage available, has meant this excess has gone direct to landfill. The service is currently working with the MBT contractor to resolve both issues and put mitigations in place however the potential impact in budgetary terms is in the order of £0.4m.
10. Income from the sale of recyclate is under pressure due to hardened quality acceptance criteria by China and other importers in the Far East. The assumptions behind the budget may have underestimated the full impact on income. Much of this income is shared with Districts and Boroughs as part of the cost sharing agreement. A revised level of shortfall to WSCC and partners is being estimated based on most recent market prices but there is unlikely to be any short term improvement in recyclate value.
11. In summary, volatility in waste tonnages and recyclate values will have an impact on elements within the service budget. The extent to which these might balance each other will not be clearer until later in the year. At this stage there is insufficient cause to believe that the service will not present a broadly balanced outturn position at the year end.

 **INDEPENDENCE FOR LATER LIFE**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Adults and Health	£194.773	£194.773	£0m
Total – Independence For Later Life	£194.773m	£194.773m	£0m

* Budget includes Physical and Sensory Impairment, Learning Disability and Working Age Mental Health cohorts which are under 65 years of age.

12. The number of older people receiving funded social care grew by a net 14 during the first quarter. As a rate of increase (0.3%), this is below the five year average (1.3%). Within Learning Disabilities the position has also been steady with numbers having risen by a net two. At the same time, across both customer groups, the level of increase in average weekly costs remains in line with the inflationary uplifts agreed by the Cabinet Member for 2018/19.
13. As the key cost drivers for adult social care, it follows that the financial outlook is currently a steady one and so a balanced budget is being forecast. This does not mean that the situation is without risks and the outturn will be heavily influenced by these factors:
- Focus on prevention. A £2m savings target is included in the budget for 2018/19. Although the changes in the older people's cohort during the first quarter offer grounds for some encouragement, there is a possibility that other developments, such as data cleansing undertaken in readiness of the Local Government Association Peer Review, may have created an element of distortion. Consequently careful monitoring will continue to be required before a more definitive assessment can be made.
 - Shaw Healthcare. A Cabinet Member decision was taken in May, which enables the £1m savings target linked to the reconfiguration of the contract. However, realisation of that opportunity is dependent on practice changes being made in readiness of the new arrangements becoming operational. Without these, the saving will not arise in full.
 - Learning Disabilities. An underlying £1m overspend was carried forward from 2017/18. A plan for managing this is being prepared as a subsidiary part of work around delivering the savings target relating to Lifelong Services.
14. Separately to this there is an estimated pressure of £0.3m because of exceptional expenditure that continues to be incurred in relation to Sussex Healthcare. In line with the precedent that was set in 2017/18, a contingency allocation is requested to mitigate the impact of this.

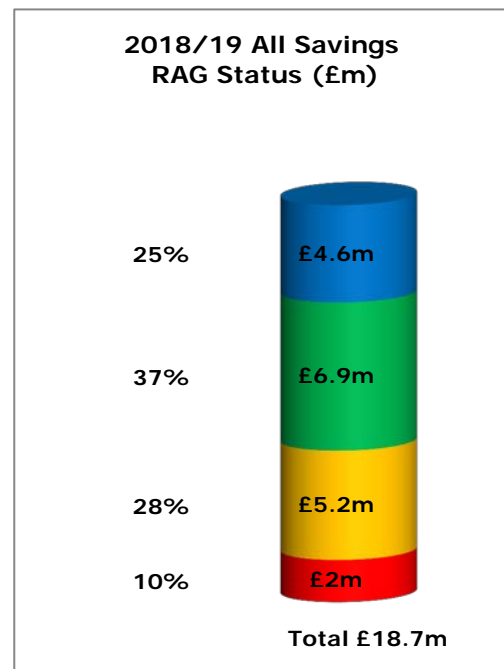
 **A COUNCIL THAT WORKS FOR THE COMMUNITY**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Finance and Resources	£54.964m	£54.964m	£0m
Highways and Infrastructure	£1.902m	£1.902m	£0m
Leader	£2.400m	£2.400m	£0m
Total – Safer, Stronger Communities	£59.266m	£59.266m	£0m

Outlook for the County Council's Savings Programme

15. The 2018/19 savings target across the revenue budgets is £18.7m. Of this amount, £11.5m (62%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £5.2m (28%) is judged as amber where further work is required to ensure the saving can be achieved and £2.0m (10%) is judged as red with no expectation of delivery; this is largely due to the delay of the Highways contract and the change to the Waste PFI contract which are detailed in the preceding paragraphs.

RAG Status	%	2018/19 £m
Blue (Delivered)	25%	4.572
Green (On Track)	37%	6.943
Amber (At Risk)	28%	5.154
Red (Significant Risk)	10%	1.986
Total	100%	18.655



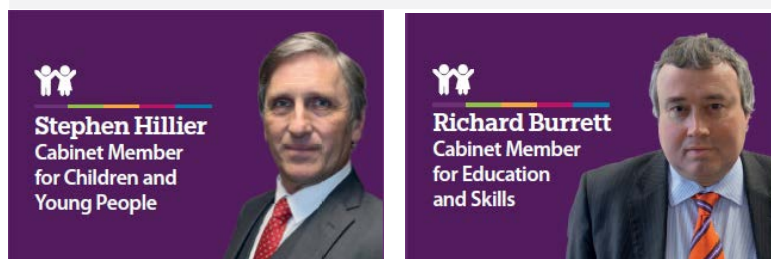
16. A listing of all the savings currently reported 'Amber' and 'Red' are listed in Appendix 2.

Capital Programme

17. The overall capital monitor, as set out in Appendix 3 shows the revised budget for 2018/19 totalling £68.9m, with £63.0m on Core Services and £5.9m on Income Generating Initiatives. The forecast spend for 2018/19 is £80.0m, representing a variance of £11.1m (16%) from the revised budget of £68.9m. Further details of the main variations are detailed in the 2018/19 Q1 Capital Performance Report.

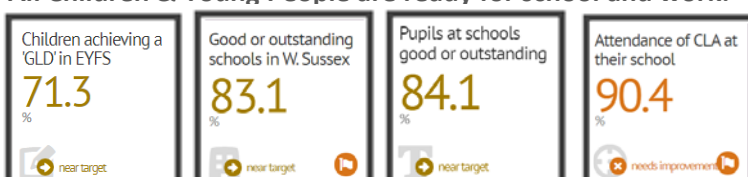
Performance Summary

BEST START IN LIFE



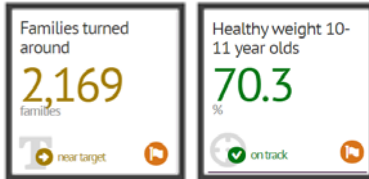
Key Performance Indicators (KPIs)

All Children & Young People are ready for school and work:



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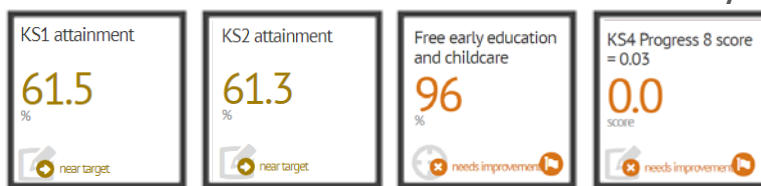
Families & Children have a healthy family, home and work life:



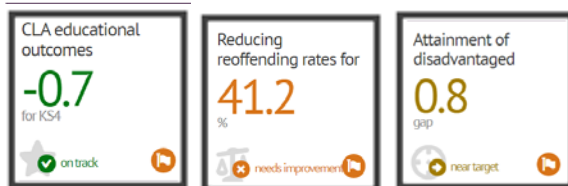
Children and Young People feel safe and secure:



Access to education that meets the needs of the community:



Children and Young people are able to thrive:



Achievements

18. As we are in the first quarter of the year, it is too soon to be confident of success against many of the measures.
19. All of the Education achievement targets will be updating during the autumn as test and exam results are processed; however, provisional and unvalidated data indicates that Good Level of Development at Early Years Foundation Stage, Key Stage 1 and Key Stage 2 outcomes show significant improvement this year and will further close the gap with national comparators.

Early 2018 Key Stage 2 outturn data - West Sussex and National including 2016 and 2017 comparison

Proportion meeting/ exceeding expected standard	2016 West Sussex	2017 West Sussex	2018 West Sussex	2016 National	2017 National	2018 National	2016 Difference West Sussex 'v' National	2017 Difference West Sussex 'v' National	2018 Difference West Sussex 'v' National
Reading, Writing & Maths (RWM)	45%	55%	61.3%	53%	61%	64.0%	-9%	-6%	-2.7%
Reading	65%	71%	76%	66%	72%	75%	-1%	-1%	1%

Writing (TA)	61%	69%	75%	74%	76%	78%	-13%	-8%	-3%
Mathematics	63%	71%	73%	70%	75%	76%	-6%	-4%	-3%
GPS	67%	74%	75%	72%	77%	77%	-5%	-3%	-2%

Early 2018 Key Stage 1 outturn data - West Sussex and National including 2016 and 2017 comparison

Proportion Reaching/ exceeding expected standard	2016 West Sussex	2017 West Sussex	2018 West Sussex	2016 National	2017 National	2018 National	2016 Difference West Sussex 'v' National	2017 Difference West Sussex 'v' National	2018 Difference West Sussex 'v' National
RWM	48%	56%	62%	60%	64%	65%	-12%	-8%	-4%
Reading	69%	73%	75%	74%	75%	76%	-5%	-2%	-1%
Writing (TA)	53%	61%	66%	65%	68%	70%	-12%	-8%	-4%
Mathematics	65%	70%	74%	72%	75%	76%	-8%	-5%	-3%

Early 2018 Key Stage Early Foundation Stage Profile outturn data – West Sussex and National including 2016 and 2017 comparison

Proportion attaining a Good Level of Development (GLD)	2016 West Sussex	2017 West Sussex	2018 West Sussex	2016 National	2017 National	2018 National	2016 Difference West Sussex 'v' National	2017 Difference West Sussex 'v' National	2018 Difference West Sussex 'v' National
GLD %	68.3%	70.6%	71.3%	69%	70.7%	71.5%	-0.7%	0.1%	0.2%

20. Given the pressures nationally in Children's Social Care we continue to see small fluctuations with the number of Children Looked After (CLA) in West Sussex; being either just above or below 700 children. We continue to support our children and families and work with them to prevent children coming into care if we know it is safe to do so.

Challenges

21. West Sussex is aiming for 92% or more of our schools to be rated good or outstanding by Ofsted by 2022 (top quartile of all Local Authorities). There has been a gradual improvement in the school ratings; the past three years has seen an average of 3% improvement per year. The West Sussex Strategy for School Improvement continues to contribute to this target however the performance can fluctuate, and this month the percentage decreased slightly to 83.1%. This is due to one secondary school which was previously judged 'good' now judged as 'requires improvement' and has impacted 704 pupils.

22. School Attendance of West Sussex Children Looked After (CLA) for both May and June slightly reduced; however this is to be expected in the summer term as Year 11 students are

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completing their GCSE exams. The majority of CLA continue to attend school on a regular basis and 80% of our children have attendance record of over 90% (with 18% of these children having a 100% attendance record this academic year). The Virtual School works with all partners to ensure that these children are supported in their education through bespoke interventions.

23. As at 30th June, we have claimed a total of 2,169 successful families' turnarounds (interventions) within the Troubled Families Programme which is in line with expectations. A strong plan is in place to achieve our March 2020 target of 3,940 families turned around against national criteria. In support of this, we have so far attached 7,423 qualifying families to the Troubled Families Programme (i.e. the total to date of families having received an intervention). The formation of the Integrated Prevention & Earliest Help (IPEH) service has made a significant contribution to this process over the last year, through focusing a range of professional disciplines in a more effective way to support vulnerable families. The publication of national results continues to show West Sussex as one of the foremost authorities in the local delivery of the government's ambitions for families.
24. The number of Children Looked After (CLA) placements (excluding asylum) has reduced and is currently at 39.7 per 10,000 children against a milestone target of 40 per 10,000.
25. The number of Children Looked After who have experienced three or more placements has increased to 13.3% against a target of 10.34%. This is an area to focus on to ensure that our foster carers are supported and we are getting our matching process right. Ensuring the right placement being available from the start of care can be challenging due to the shortage of foster placements and a competitive independent market. Our own success on increased Staying Put arrangements has led to less foster placements available for other children.
26. The number of children subject to a Child Protection Plan for two or more years has improved to 2.2%; and although this is still outside our target of 1.9%, it should be noted that this measure is disproportionately influenced by large sibling groups. Children who have been subject to a child protection plan for 15 months are 'flagged' to Children Services managers by the Child Protection Advisors which chair the child protection conferences. By continuing with this approach and working closely with families and professionals to bring about change early for children subject to child protection plans it is expected that performance against this target will continue to improve.
27. Educational outcomes at all key stages require improvement to achieve our targets. At Key Stage 1 we are low ranking when measured against the other 151 Local Authorities nationally for reading (107/151), writing (145/151), maths (142/151) and science (109/151). At Key Stage 2, we rank 143/151 and at Key Stage 4 our ranking is currently 50/151.
28. West Sussex is aiming to be in the top quartile for statistical neighbours (100%) to provide free early education and child care for three and four year olds. In 2017/18, 96% took up free early education in West Sussex (no change from the previous year), whereas our statistical neighbours average improved to 98.7%. As a result, we are shown in the quartile and ranked 11th of 11 statistical neighbours and ranked 60th out of the 151 local authorities. However we remain above the South East average of 95%.
29. For two year olds, it is a similar picture. We aim to be in the top quartile within our statistical neighbours comparators which is currently 84%. In 2017/18, 75% took up free early education in West Sussex, a 4% reduction compared to previous years. As a result, we are in the 2nd quartile and ranked 7th out of 11 statistical neighbours (overall ranking of 65th out of 151 local authorities), but we remain above the South East average of 70%.
30. The latest data available shows the reoffending rates for 10 to 17 year olds who are already involved in the youth justice service have increased from 35% to 41%; which is still a low percentage compared to our comparators. West Sussex continues to have a higher reoffending rate per reoffender than our comparators, but the percentage that are reoffending is much lower which continues to suggest a smaller, but more prolific, cohort of children who offend. Further analysis is planned to identify the key characteristics of this

small cohort so as to enhance the service's ability to identify, assess and intervene with the children and young people who are most likely to reoffend at an earlier stage, in order to try to divert them from offending and causing harm to the community. Individually tailored intervention programmes are developed to build on current strengths whilst responding to the child or young person's needs and risk, rather than intervention being dictated by the type of intervention or Order the child is subject to. The service is also beginning to develop a trauma informed approach to working with these children and their families, as there is increasing national evidence as to the effectiveness of this approach.



A PROSPEROUS PLACE



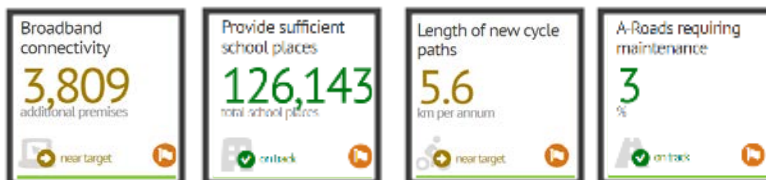
Key Performance Indicators (KPIs)

A place where businesses thrive:

A great place to live, visit and work



Infrastructure that support a successful economy:



A place that provides opportunity for all:

A skilled workforce for West Sussex:



Achievements

31. Whilst in West Sussex there has been a slight fall in the employment rate, West Sussex continues to have a higher rate of employment than the national and regional figures. The range in the employment rate across the county continues to be wide with Worthing experiencing the highest rate at 84.6% compared with Adur at 74.8%.

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32. The sufficiency of school places within West Sussex and the additional school places to be delivered is on track through our capital programme; however there are risks around having the capacity in the right place, any emerging gaps and duplications in places which may occur depending on free schools and future sufficiency of Special School places.

Challenges

33. Increasing the cycle path infrastructure within West Sussex is set to continue in 2018/19. Last year, 5.57km of cycle paths were delivered on the public highways and Public Rights of Way network. Work is on track to deliver a further 5.75km of installation this year.

34. Gross Value Added (GVA) indicates the level of economic activity within an area by measuring its production of goods and services. The data we monitor divides West Sussex into two sub-regions – the South West which includes Adur, Arun, Chichester and Worthing and the North East which includes Crawley, Horsham and Mid Sussex. The North East GVA is valued at £31,170 whereas the South West GVA is currently £21,376. The main explanation for the variation is the presence of Gatwick Airport in the North East figure as this is a large key economic driver in this sub-region.

35. The number of apprenticeships in West Sussex increased in 2017/18 by 2.5% against a target of 5%. Although this was below the target set, it should be noted that 2017/18 was the first year of the new apprenticeship rules and levy which have required educational establishments and employers to plan and adapt to new learning requirements. We have set a target to have 7,390 apprentices working in the County of West Sussex by April 2022. This target is currently on track as the current number of apprenticeships is 5,920; however we need to continue to support the local economy and local businesses to take up this opportunity. West Sussex County Council (as at June) has 66 apprenticeships.

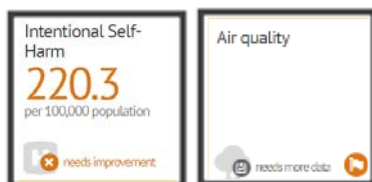
A STRONG, SAFE AND SUSTAINABLE PLACE

Debbie Kennard
Cabinet Member for Safer, Stronger Communities

Deborah Urquhart
Cabinet Member for Environment

Key Performance Indicators (KPIs)

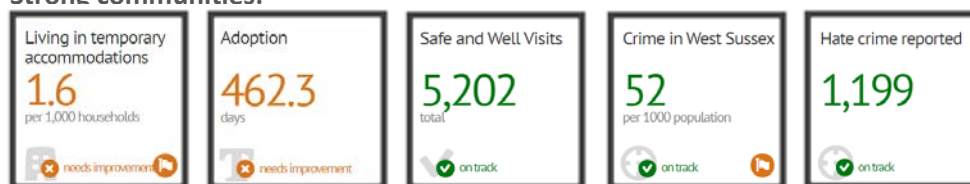
A healthy place:



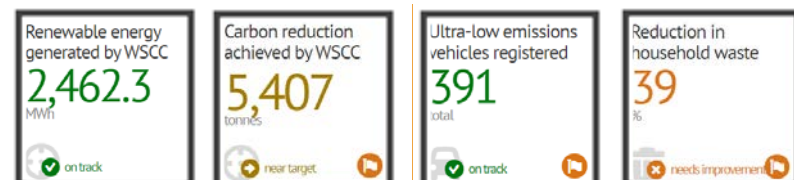
A safe place:



Strong communities:



Sustainable environment:



A place of heritage, culture and beauty:



Achievements

- 36. We are exceeding our targets for renewable energy by are continuing to install solar PV through our successful schools programme. Westhampnett Solar Farm will be connected to the grid during the week of 13th August.
- 37. Safe and Well visits are on track. 2071 pieces of equipment have been installed, ranging from linked smoke detectors for Telecare users, smoke detectors for those with hearing impairments, flaplocks, smoker's blankets and furniture and clothing sprayed with flame retardant spray. During these visits, 99 residents have been signposted to other agencies for support and 10 safeguarding referrals were made.

Challenges

- 38. One of the biggest challenges is the ability to reduce the number of emergency hospital admissions for intentional self-harm. In 2016/17, the rate of admissions (for all ages) was significantly higher in West Sussex than the England average and has exceeded the national rate for the past five years. There were approx. 1700 admissions in England and the rate for West Sussex was 220.3. To be in the top quartile of our statistical neighbours using the 2016/17 data would mean a rate of 172.2 or below. There are a number of core teams within WSCC who support the self-harm work stream, including Public Health, the Intervention, Prevention and Early Help (IPEH) service and the Healthy Child Programme teams. Actions include approaches to promote, support and protect people's emotional wellbeing, targeted services to those needing more support and partnership work across West Sussex to reduce rates of self-harm.
- 39. Work is in progress to identify a specific measurement for air quality. The current target is to improve air quality across all 10 Air Quality management areas (AQMAs) and it was agreed a more specific measurement would be appropriate. We have looked at what other councils are doing to report on air quality work and we have not found any suitable alternatives. We are currently trying to ascertain whether the Energy Research Group (ERG) at King's College (who do some analysis for the Sussex Air Quality Partnership) is able to use the data sent to them from the air quality monitoring points to give us a robust measure on trends to use for

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the Corporate Plan. However, the fixed stations do not cover all West Sussex AQMAs and it is not, therefore, a complete picture.

40. A significant improvement in performance is required to achieve the current target to reduce people killed or seriously injured in road traffic accidents. Further analysis and benchmarking has been developed to inform further discussion. A programme of engineering interventions is being developed to improve locations identified as having a high number of collisions and developing a forward programme of safe systems interventions based on route quality, traffic flow and collision record. Current performance is 103 per billion vehicle miles against a target of 57 per billion by 2022.
41. Our best performance in the last four years for the number of households living in temporary accommodation has been 1.44 per 1,000 population so a target of 0.9 is a real challenge, particularly as private sector landlords, are expressing greater misgivings about granting tenancies to households who are reliant on Universal Credit to pay the rent. The local housing authorities are utilising their additional burdens funding to recruit more staff to deliver the obligations that are expected under the Homelessness Reduction Act 2017, which came in to force on 1st April 2018 and put a greater emphasis on homeless prevention activity. Our current performance is 1.6 per 1,000 households.
42. The average time between a child entering care and moving in with their adoptive family has continued to fall to 462.3 days; however, we are not on track to meet our target of 365 days by 2022. Since 2016 the overall trend line is increasing (i.e. worsening). There are a small number of children with significant needs who spend a considerable time in foster care and then with their adopters prior to adoption, which increases the overall averages and has significant pressure on costs. The West Sussex adoption team is dedicated to placing children with adoption care plans with the right families as soon as possible. West Sussex Adoption is working in partnership with Brighton and Hove, East Sussex and Surrey Local Authority Adoption Agencies to develop Adoption South East. The aim of this regional partnership is to share resources and expertise so that 80% of Adoption South East children are placed within the region, with increased choice of adopters, reduced waiting times and more successful adoptions.
43. Carbon reduction by WSCC remains challenging; in the first quarter of the year our gas consumption was considerably higher than the same quarter last year. Analysis to understand the reasons for this have determined that over the last 3 years, 93% of the variability in our gas consumption relates to the external temperatures, the remaining relates to non-space heating requirements, for example hot water heating. Over the last quarter, there have been significantly more Heating Degree Days (a day when the outside temperature is such that an average building would need to be heated) than previous years. The extra consumption that we have seen in this quarter is consistent with the cold weather we experienced, and is not due to other wastage. As gas consumption is the most significant carbon generator across our estate, this increased consumption is reflected in the carbon reporting for this quarter
44. The Council is in a transition period, projecting to reduce the amount of household waste which is sent to landfill to below 10% by April 2022. The reduction is being achieved through encouraging waste avoidance and minimisation, improved recycling and composting and the conversion of household residual waste to a Refuse Derived Fuel (RDF) from which energy is recovered. The performance in the year to March 2018 was below the target of 25% primarily due to delays in the commencement of the RDF offtake contract (which started in early April 2018.)

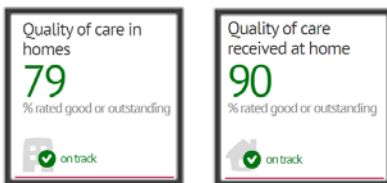


INDEPENDENCE FOR LATER LIFE

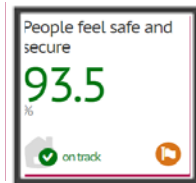


Key Performance Indicators (KPIs)

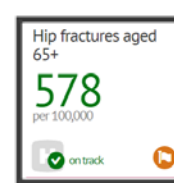
A good place to grow old:



Older people feel safe and secure:



People are healthy and well:



Older people have opportunities to thrive:



Older people feel part of the community:



Achievements

45. The quality of care homes and the quality of care received at home in West Sussex continues to improve. Staffing has a significant contribution to the quality of services and we are aware of a deficit of people with the appropriate skills and qualifications wishing to work within social care services, which is reflected nationally. West Sussex County Council is investing in recruitment and retention initiatives to support the market in addressing this.

Challenges

46. Large increases are projected in the very elderly population (80+) which will put considerable pressure on emergency admissions for hip fractures in those aged 65 and over in the years to come. Therefore, the current target will be challenging, even though we are currently on track. Work on falls prevention and recovery cuts across organisations and sectors. The West Sussex Falls & Fracture Prevention Steering Group, led by Public Health, includes representation from Districts and Boroughs, health, Fire and Rescue Service, social care and the voluntary sector. The group identify how to improve local provision. The capital project (Even Better Pavements) will also contribute to improving performance.

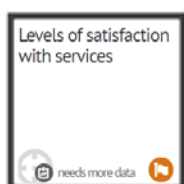


A COUNCIL THAT WORKS FOR THE COMMUNITY

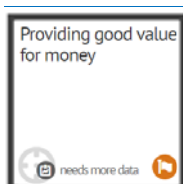


Key Performance Indicators (KPIs)

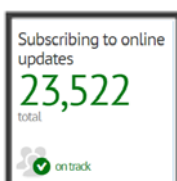
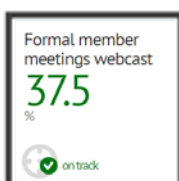
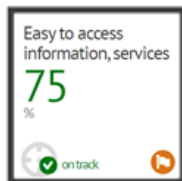
Customer focused:



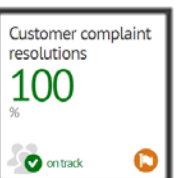
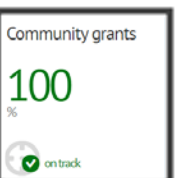
Value for money:



Open and transparent:



Listens and acts upon:



Works in partnership:



Achievements

47. The council has changed its approach to grant funding and has successfully launched the West Sussex Crowd. This is a crowd funding platform that aims to provide residents with a wider source of funding in support of the West Sussex Plan priorities. To date, 31 grants have been given.

Challenges

48. The overall target for decision transparency is for 75% of all key decisions to be published in the Forward Plan at least two months prior to the decision taking place. For April to June, there has been an increase of 1% bringing the current total up to 63%; however, we are not on track to achieve the 2022 target. Officer awareness to have at least two months' notice, rather than the statutory 28 days' notice of a decision, continues to be its infancy and it is hoped that as awareness increases, the figure will improve. It should be noted that there will be time critical decisions, which cannot be listed in the forward plan for longer than the statutory 28 day period.

Workforce

49. Appendix 5 sets out the Human Resources Strategy, Action Plan and Key Performance Indicators (Our People) report.

Appendix 1 – Revenue Budget Monitor to the end of June 2018

Appendix 2 – 2018/19 Savings Schedule - Amber and Red Savings Only

Appendix 3 – Capital Monitor to the end of June 2018

Appendix 4 – Performance Analysis of Monthly and Annual Trends

Appendix 5 – Our People – People Summary 2017/18 and Q1 2018/19

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Revenue Support Grant	-12,122	-12,122	-3,273	0
Precept	-431,981	-431,981	-129,594	0
Council Tax Collection Fund	-3,557	-3,557	-1,067	0
Business Rates	-78,354	-78,354	-22,092	0
Business Rates Collection Fund	-36	-36	-11	0
Section 31 Business Rates Grant	-3,791	-3,791	-645	-978
Business Rates Pool	0	0	0	0
Adult Social Care Grant	0	-2,065	-516	0
New Homes Bonus Grant	-4,102	-4,102	-1,026	-3
Total Financing	-533,943	-536,008	-158,224	-981

	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	194,773	194,773	44,524	0
Children and Young People	95,843	95,839	40,090	0
Education and Skills	13,717	15,272	-21,884	2,144
Environment	62,730	62,730	11,892	1,007
Finance and Resources	59,649	56,825	13,062	0
Highways and Infrastructure	35,608	35,608	9,232	2,050
Leader (including Economy)	4,185	4,041	189	0
Safer, Stronger Communities	37,273	38,553	6,736	0
Sub-total	503,778	503,641	103,841	5,201
Non-Portfolio Budgets				
Capital Financing - MRP	9,600	9,600	0	0
Capital Financing - Interest	17,800	17,800	4,446	0
Revenue Contribution to Capital Outlay	2,332	2,332	0	0
Investment Income	-1,903	-1,903	-581	0
Business Rates Pool	0	0	321	0
Contingency	3,610	3,610	0	0
Transfers to/(from) Reserves	-1,274	928	928	0
Sub-total	30,165	32,367	5,114	0
Total Net Expenditure	533,943	536,008	108,955	5,201
Total Forecast Variation - overspending				4,220

Contingency	£000
Original Budget	3,610
Less Commitments:	
Sussex Healthcare	-300
Available Contingency	3,310

Balances and Reserves	Balance at 1 Apr 2018 ¹	Balance at 30 Jun 2018	Movement Year to Date
	£000	£000	£000
Earmarked Reserves:			
Capital Expenditure Reserve	-4,010	-4,010	0
Capital Infrastructure	-12,028	-12,028	0
Crawley Schools PFI Reserve	-7,199	-7,199	0
Street Lighting PFI Reserve	-19,613	-19,613	0
Waste Management PFI Reserve	-12,415	-12,415	0
Waste Management MRMC Reserve	-26,116	-26,116	0
Adult Social Care Support Grant 2018/19	0	-2,065	-2,065
Budget Management Reserve	-30,110	-30,110	0
Business Infrastructure Reserve	-706	-706	0
Deprivation of Liberty Safeguarding	-1,000	-1,000	0
Highways Commuted Sums	-3,057	-3,057	0
Highways On-Street Parking	-806	-806	0
Infrastructure Works Feasibility	-298	-1,948	-1,650
Insurance Reserve	-8,049	-8,049	0
Interest Smoothing Reserve	-830	-830	0
Pothole Action Bonus Fund	-540	-540	0
Revenue Grants Unapplied	-1,804	-1,804	0
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	0
Service Transformation Fund	-11,513	-11,513	0
Adult Social Care Transformation Fund	-1,743	-1,743	0
Statutory Duties Reserve	-2,350	-2,350	0
Strategic Economic Plan (SEP) Reserve	-1,852	-1,852	0
Street Works Permit Scheme	-836	-836	0
Sustainable Investment Fund	-761	-761	0
Waste Volatility Fund	-500	-500	0
Other Earmarked Reserves	-2,711	-2,711	0
Earmarked Reserves (Excluding Schools)	-152,932	-156,647	-3,715
DSG Reserve	-5,489	-3,976	1,513
School Balances	-14,995	-14,995	0
Total Earmarked Reserves	-173,416	-175,618	-2,202
General Fund	-20,286	-20,286	0
Capital Grants Unapplied	-13,627	-13,627	0
Total Usable Reserves	-207,329	-209,531	-2,202

¹ Opening balances adjusted for transfers agreed as part of 2018/19 budget as approved by County Council in February 2018

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2018/19 Savings Schedule - Amber and Red Savings Only

Appendix 2

Portfolio	Scheme	Saving £000		Comment
Best Start In Life				
Children and Young People	Fostering Improvement Plan	90	A	Early indications from increased numbers of enquiries are encouraging, however more time is required to understand the conversion rate of these enquiries into new foster carers.
Children and Young People	Implement Children Looked After commissioning strategy	530	A	There are a number of workstreams relating to this saving target. Some workstreams are currently performing well and others not so well. However as the majority of workstreams relate to reduced CLA placement numbers or costs, it remains too early in the year to be confident about delivery due to the unpredictable nature of these placements.
Children and Young People	Early intervention reducing demand for high cost services	250	A	The Pause programme is the main contributor to this savings target, however the likely profile of savings delivery indicates a potential delay for some (c£150k) of the 2018/19 savings. The Service are currently considering any other initiatives that could fill the gap identified.
Children and Young People	Beechfield fees increase	150	R	The Beechfield Secure Unit is closed at this time, therefore it is unlikely that this saving will be made in full in year.
Best Start In Life - Subtotal		1,020		
A Prosperous Place				
Highways & Infrastructure	Street Lighting - Investing in LED technology where the business case is positive	100	R	The project is currently on hold following consideration of a countywide strategic approach which would potentially deliver greater savings but take longer to implement. It is not expected that any savings will be delivered in 2018/19.
Highways & Infrastructure	Routine Maintenance - reviewing arrangements with town councils	30	R	For this year £30k is still required for Parish work. This will be resolved for 2019/20, linked to the new HTMC. £40k remains green.
Highways & Infrastructure	Income Generation (On Street Parking)	250	A	
Highways & Infrastructure	Cost Recovery (Street Works Permit Scheme)	235	A	
Highways & Infrastructure	Highway operations service level review	1,106	R	The award of the new Highways term maintenance contract has been delayed due to a technical legal issue. The impact of this is the expected non delivery of the £1.106m saving planned for 2018/19.
Highways & Infrastructure	Income Generation - Planning Services	200	A	
A Prosperous Place - Subtotal		1,921		
A Strong, Safe and Sustainable Place				
Environment	Refinance MRF variation with £1.8m injection - saving over-optimistic (April BIS notes)	600	R	This saving was created following the agreement with Viridor, which was subsequently withdrawn. The service expects around £0.1m to be delivered in year.
Environment		100	A	
Environment	Further savings on Viridor contract through negotiation	150	A	
Environment	Expansion of solar installation programme	210	A	
Safer, Stronger Communities	Voluntary Severance	52	A	
Safer, Stronger Communities	Sponsorship opportunities (SDSA, Youth engagement)	50	A	Initial engagement with the market has not had a positive outcome. Currently pursuing alternative solutions to deliver the saving
Safer, Stronger Communities	Department restructure ESG	111	A	
Safer, Stronger Communities	Efficiency in Customer Interface - Highways	125	A	
A Strong, Safe and Sustainable Place - Subtotal		1,398		
Independence for Later Life				
Adults and Health	Revised operating model enabling a focus on prevention	2,000	A	First quarter trends offer reasons for some encouragement, but it remains too early in the year for firm conclusions to be drawn.
Independence for Later Life - Subtotal		2,000		
A Council That Works for the Community				
Finance and Resources	Business Travel	200	A	
Finance and Resources	Income Generation - Findon Library	24	A	
Finance and Resources	Income Generation - Manor Royal	26	A	
Finance and Resources	Financial Adults Safeguarding (FAS) - Court of Protection Fees Increase	50	A	
Finance and Resources	Advertising/sponsorship opportunities	50	A	
Finance and Resources	Cost Based Reduction	200	A	
Leader	Staffing changes	160	A	
Leader	Voluntary Severance	16	A	
Leader	Additional Structural changes	75	A	
A Council That Works for the Community - Subtotal		801		

2018/19 CAPITAL MONITOR as at the end of June 2018

Appendix 3

Portfolio	(1)	(2)	(3)	(4)		(5)	(6)	(7)	(8)		(9)	(10)	(11)	(12)
	18/19 Capital Forecast (December County Council)	Slippage/ (Acceleration) from 2017/18	Revised 18/19 Capital Forecast	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend	Slipped to) / Accelerated from 2019/20	Changes due to Management Action	Changes beyond the control of the Service	Pipeline Schemes	Additions/ Cancellations & Reductions of Schemes	Estimated Pipeline 18/19	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Core Programme														
Adults and Health	0	157	157	91	816	907	750	0	0	750	0	200		
Education and Skills/ Children and Young People	15,826	982	16,808	2,946	17,735	20,681	3,873	0	0	2,335	1,538	28,666		
Environment	390	903	1,293	5	1,288	1,293	0	0	0	0	0	4,500		
Finance and Resources	3,806	120	3,926	344	4,816	5,160	1,234	0	0	1,234	0	600		
Highways and Infrastructure	33,225	559	33,784	2,529	30,569	33,098	(686)	11	(6,278)	1,220	4,361	700		
Leader including Economy	1,300	361	1,661	(24)	1,685	1,661	0	0	0	0	0	0		
Safer, Stronger Communities	4,873	429	5,302	1,130	4,172	5,302	0	0	0	0	0	0		
Total Core Programme	59,420	3,511	62,931	7,021	61,081	68,102	5,171	11	(6,278)	5,539	5,899	34,666		
Income Generating Initiatives														
Environment (Waste Infrastructure & YES)	2,290	2,697	4,987	1,176	4,104	5,280	293	0	0	293	0	5,507		
Finance and Resources (inc Propco)	0	48	48	13	394	407	359	0	0	359	0	21,000		
Highways and Infrastructure (Gigabit)	0	0	0	0	5,310	5,310	5,310	0	0	5,310	0	0		
Leader including Economy (5 Bold Ideas)	333	567	900	0	900	900	0	0	0	0	0	500		
Total IGI	2,623	3,312	5,935	1,189	10,708	11,897	5,962	0	0	5,962	0	27,007		
Total Capital Programme	62,043	6,823	68,866	8,210	71,789	79,999	11,133	11	(6,278)	11,501	5,899	61,673		

Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18			
Best start in life	All children and young people are ready for school and work	2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	H	81.6%	81.6%	83.0%	83.1%	84.4%	84.0%	83.7%	84.1%	83.7%	83.3%	83.3%	83.4%	83.1%		
		3	Pupils attending West Sussex schools that are rated good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	H	81%	82.8%	82.8%	83.0%	84.0%	83.8%	84.2%	84.8%	84.4%	84.2%	84.3%	84.3%	83.0%	84.1%	
		4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.9%	H	92.7%	91%	nil	93.5%	92.7%	92.7%	92.5%	92.4%	92.3%	96.4%	91.4%	91.0%	90.4%		
	Families and children have a healthy family, home and work life	Children and young people feel safe and secure	5	Families turned around	Quarterly	≥3,940 by 2022	H	1,281			1,511			1,741			1,939			2,169	
			8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤37	L	41.2	40.3	40.2	41.2	40.9	40.6	41.2	40.7	40.1	40.8	40.9	40.6	39.7	
			9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.9%	L	2.4%	1.5%	1.5%	0.9%	0.6%	1.1%	1.1%	0.9%	1.3%	1.7%	2.2%	2.7%	2.2%	
			10	Children Looked After with 3 or more placements during the year	Monthly	Top quartile of statistical neighbours by 2022 - ≤10.34%	L	10.6	10.7%	10.6%	10.7%	10.8%	10.5%	11.44%	11.94%	12.1%	12.9%	12.4%	12.6%	13.3%	
			11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	H	99%	96.6%	97.6%	93.8%	99.2%	97.7%	96.7%	100%	98.3%	96.7%	98.2%	87.6%	99.3%	97.7%
			12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Quarterly	≥80% by 2022	H	80%	75%						85.93%			84.35%			85.0%
			13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	H	87%	84%			84%			86%			94%			90.4%
			19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 33.2% and 32.4%	L	36.25%	37.3%												41.2%
	A prosperous place	Infrastructure that supports a successful economy	23a	Access to superfast fibre broadband	Quarterly	Additional 7,000 premises have access to superfast fibre by 2022	H	1,203			2,658			3,307			3,809			*	
			24	Additional school places delivered	Half Yearly	Total school places 120,645 by 2022	H	109,017				126,143									
		A place that provides opportunity for all	28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 78.3%	H	80.2%			80.5%			80.4%						Δ	
	A strong, safe and sustainable place	A safe place	35	Calls to critical fires where the first fire engine met our emergency response standard	Monthly	90% by 2022	H	87.3%			87.3%			82.0%			88.2%	89.0%		*	
			37	Operation Watershed fund allocated to community projects	Quarterly	70 projects supported by 2022	H	52	11	17	21	25		33			52			58	
		Strong communities	38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	L	1.5			1.6			1.6			1.6			Δ	
			39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	L	466.69	457.59	458.1	461.73	463.59	468.51	483.3	486.02	489.9	476.05	479.0	463.1	462.29	
			40	Safe and Well visits carried out for those at highest risk	Monthly	19,800 by 2022 cumulative	H	4,000	1,065	1,385	1,731	1,981	3,210	3,563	4,129	4,496	4,865	5,202			*
41			Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 65.19	L	56.07			58.11			59.86			52					
42			Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	H	641			460			663			923				1,199	
43			Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	H	6,094MWh			4,333			5,350.5			6,272.3				2,462.3	
Sustainable environment	44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	L	32,022			7,242			###			17,529				5,407		

* One month delay ** Two month delay Δ One quarter delay

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Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Independence for later life	A good place to grow old								79%			79%			80%			79%
	49 Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 85.45%	82%	H	79%			→			→			↑			↓
	50 Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86.9%	86.90%	H	90%			→			↓			→			↑
Older people have opportunities to thrive	52 Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	<2.6	L	5					3.9	2.99	3.2	1.98	2.85	3.61	2.80	**
A council that works for the community	Open and transparent															85%	86%	91%
	59 Freedom of Information requests responded to within time	Monthly	95% by 2022	90%	H	80%										↑	↑	↑
	60 Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022	28.6%	H	26%									17.5%			↑
	61 Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022	18,951	H	18,851									19,692			↑
	62 Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken by 2022	67%	H	64%									62%			↑
	63 Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022	4,823	H	3,986	3,641	3,722	3,790	3,986	4,082	4,145	4,269	4,410	4,478	4,516	4,584	4,719
	64 Residents' issues considered by County Local Committees	Quarterly	20% by 2022	12%	H	11%												
65 Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%													
66 The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%						94%			100%				
67 Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	6	H	3			3				3			4			

4,671

* One month delay ** Two month delay Δ One quarter delay

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Best start in life	All children and young people are ready for school and work	1 Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.35%	70.7%	H	70.6%	52%	59%	63.5%	68.3%	70.6%		
		6 Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >69.2%	69.2%	H	70.3%	70.4%	69.5%	69.3%	68.5%	70.3%		
	Access to education that meets the needs of our community	14 Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 63.7%	60.7%	H	56.2%	Data not comparable - format and scoring is different			48.2%	56.2%		
		15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 61%	59%	H	55%	Data not comparable - format and scoring is different -			45%	55%		
		16a Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 100%	98%	H	96%	96%	95%	95%	96%	96%	96%	
		16b Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 83%	80%	H	79%		62%	68%	79%	75%	75%	
		17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.07	0.03	H	0.03	Data not comparable - format and scoring is different			0.1	0.03		
	Children and young people are able to thrive	18a Children Looked After achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.14	-1.14	H	-1.14	Data not comparable - format and scoring is different			-0.74			
		18b Children Looked After achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 25%		H	n/a				suppressed			
		18c Children Looked After achieving educational outcomes in line with their peers KS1	Annually (Jul)	In line with national average of peers KS1 33.8%	20.3%	H	15.8%				15.8%			
20a Attainment of disadvantaged pupils is in line with their peers KS4		Annually	In line with national average of peers by 2022 KS4 0.51	0.69	L	0.75	Data not comparable - format and scoring is different			0.58	0.75			
20b Attainment of disadvantaged pupils is in line with their peers KS2		Annually	In line with national average of peers by 2022 KS2 20%	22.25%	H	23%				24%	23%			
20c Attainment of disadvantaged pupils is in line with their peers KS1		Annually	In line with national average of peers by 2022 KS1 18.5%	21%	H	22.2%				19.4%	22.2%			
A prosperous place	A place where businesses thrive	21 Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 12.89%	12.38%	H	12.2%	12.4%	11.9%	12.2%	11.96%	*		
		22 Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >48.5%	44.65	H	43.3%	2010-15 43.3%		2011-16 46.6%	2012-17 *	2013-18 **	2014-19	
	Infrastructure that supports a successful economy	23b Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	96%	H	95%					95%		
		25 Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	11.32km	H	0km	Highways England agreed they should be able to provide an annual figure for km of new cycle route delivered each year, but not routinely reported on at the moment.			5.57km			
		26 Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%	2012-14 7%	2013-15 6%	2014-16 3%	2015-17 5%	2016-18 3%	2017-19	
	A place that provides opportunity for all	27 Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£554.10	£554.10	H	£557.20	£540.00	£552.70	£557.20	£554.10	*		
	A skilled workforce for West Sussex	29 16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.7%	L	1.6%	not comparable - 16-18 yo - now measure 16-17 yo			1.6%	1.9%		
30 Apprentices in West Sussex		Annually (Nov)	≥7,390 by 2022	6,383	H	5,790	5,610	4,800	5,400	5,790	5,920			
31 Adults with learning disabilities who are in paid employment		Annually (Oct)	England average or better by 2022 - 5.7%	3.5%	H	2.2%	1.5%	2.2%	2.2%	2.2%	3.2%			

* One year delay ** Two year delay

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
A prosperous place	A great place to live, visit and work	32 Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2022	75%	H	n/a	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
		33 Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £28,506	£26,864	H	£25,221	£24,192	£25,033	£25,221	£25,978 ↑	*	
A strong, safe and sustainable place	A healthy place	7 Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	172.3	208.3	L	220	248.4	231.3	262.7	220.3	*	
		34 Air Quality Management Areas where air quality is improving	Annually (Dec)	A 3-5 year (rolling average) percentage reduction of 1% in measured NO ₂	1%	H							
	A safe place	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	91	L	103	101	108	101	103	*	
		Sustainable environment	45 Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 488 registered vehicles	365	H	327				2016 327	2017 391 ↑
	46 Household waste sent to landfill		Annual	9% by 2022 (top quartile)	25%	L	49% sent to landfill			38.4%	49%	39% ↑	
	A place of culture, heritage and beauty	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Oct)	20% increase by 2022	1,942,709	H	1,850,199					1.85m	*
48 Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB		Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%					100%		
Independence for later life	Older people feel safe and secure	51 People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	94%	H	82.9%	86.8%	88.3%	82.9%	93.5%	*	
	Older people have opportunities to thrive	53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >86.9%	86%	H	83.7%	74.4%	71.4%	88.8%	83.7%	*	
	People are healthy and well	54 Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Dec)	maintain at 612 per 100,000 by 2022	611	L	578	654	595	578	**	**	
	Older people feel part of their community	55 Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	44%	H	45.8%	45.5%	45.5%	45.8%	43%	*	
A council that works for the community	Customer focused	56 Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
	Value for money	57 Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
	Open and transparent	58 Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	69.5%	H	66%				66%	75% ↑	

* One year delay ** Two year delay

Our PEOPLE – *high performing and highly motivated*
 People Strategy, Action Plan and Key Performance Indicators

2018-2022

Agenda Item 8
 Annex A

Overview:

This report provides a review of 2017/2018 & Q1 2018 and on-going Key Performance Indicators (KPIs).

Introduction:

A high performing and highly motivated workforce go hand-in-hand. We need a ‘can do, does do’ culture so that we can successfully respond to our financial and performance challenges. Our West Sussex Plan is the driving force for our County. Our workforce must make a real contribution to outcomes for our residents; and to achieve this it must be high performing and highly motivated. At our best we will act as an employer of choice and a role model to the wider West Sussex economy.

There are 6 key areas within our (developing) People Strategy that underpin the delivery of the County Plan:

1. Culture and values – i.e. “the way we do things around here”
2. Inclusion
3. Change and engagement
4. Performance and skills
5. Resourcing and talent
6. (i) Safety, health and (ii) wellbeing

We have made good progress over the last two years: We have:

- o Developed a set of clear organisational values with our staff which is now underpinning and guiding our approach as an organisation;
- o We regularly take the cultural ‘pulse’ of our staff through a short quarterly survey; and listen and act upon what that tells us;
- o We are open with our staff and seek their involvement and views –

- including through our: One Voice communication; ‘Big conversation’ engagements; Ideas Platforms; staff network groups and culture board – which includes staff network representatives; and trade unions;
- o We have introduced staff recognition awards linked to our values; and an annual staff conference; and we are ran a larger all-staff survey in June this year – and expect to repeat that every two years
- o We will shortly be launching a development programme for our Corporate Leadership Team;
- o We talk about objectives and behaviours at our manager/employee one-to-one meetings; and will be reviewing our appraisal scheme.

Outcomes, Interventions (and Action Plans) We have identified:

- o Outcomes and interventions for each of the 6 key areas within the (draft) People Strategy in individual ‘arrow head’ maps. Long and medium term outcomes are shaded purple, and short term outcomes shaded green within those ‘arrow head’ maps. The interventions/actions needed to achieve the outcomes are shaded brown within the ‘arrow head’ map;
- o Underpinning KPIs that need to be tracked.

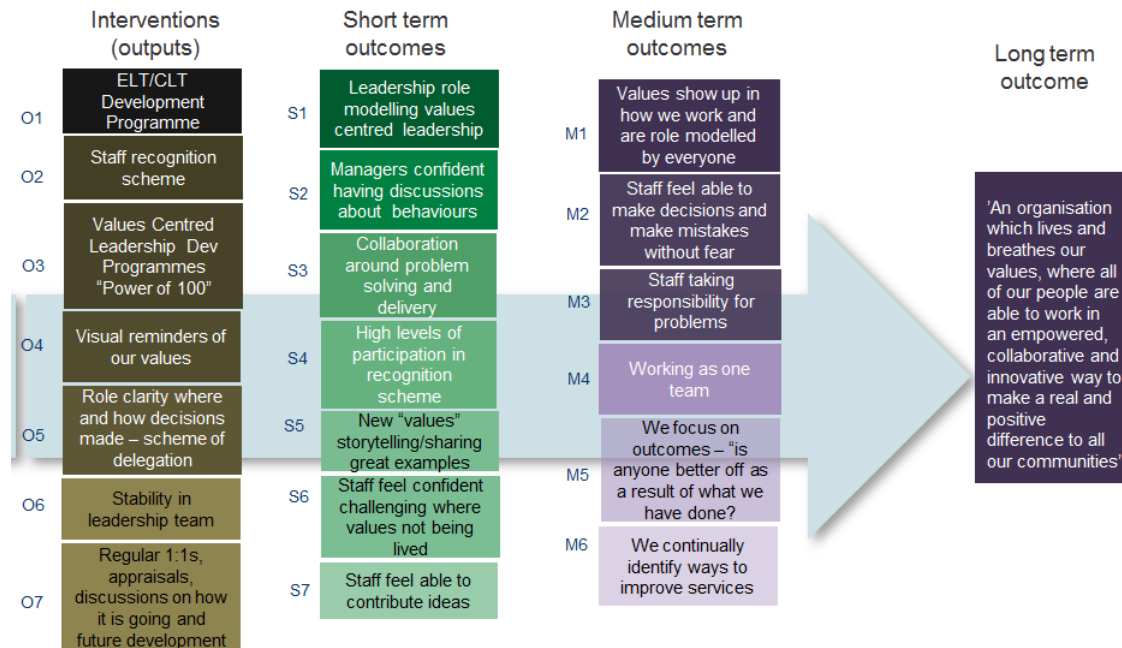
Workforce Data and KPIs We are:

- o Reviewing our baseline data and identifying any gaps.
- o Ensuring our KPIs measure impact (i.e. the outcomes we are seeking), quality and quantity.
- o Arranging to collect data where it is currently missing.
- o Reporting quarterly to Cabinet with the Total Performance Management (TPM) report.
- o Providing a more detailed analysis for Cabinet Board on a 6-monthly basis.

The information highlighted in the cover presentation is referenced within this document in ***bold and italic text***.

CULTURE AND VALUES – ‘An organisation which lives and breathes our values, where all of our people are able to work in an empowered, collaborative and innovative way to make a real and positive to all our communities’

Outcomes, interventions ‘map’:



Key performance indicators:

Cultural journey (pulse survey response): How we work and how it feels to work in WSCC: **Our target score is 74%**. In 2017/18 the score was 73%; and for **April 2018 was 74%**.
Staff participation in pulse survey: Our target is 33%. In 2017/18 the response rate was 29%; and for **April 2018 was 33%**, (up 4%). There was a notable increase in responses from Economy, Infrastructure & Environment (EIE) (a 15% increase) and Adults’ Services (a 13% increase). **Our target is now 50%. Our staff participation in our larger all-staff survey in June 2018 was 44%**.

Staff recognition : (a) Monthly recognition thank yous. Our target is 250 per month. (b) Monthly staff recognition award nominations. Our target is 40 per month. This is a newly launched scheme and these are new KPIs. Number of thank yous in 2018 Q1 was 268; and award nominations were 50.
Staff speaking up if values not lived: Employee survey positive response to "I think it is safe to speak up and challenge the way things are done in WSCC". Our target is a 75% positive agreement with this statement. This will be measured in the 2018 staff survey.

Staff role modelling our values: End of year appraisal ratings: **Our target is 95%** of staff rated as ‘good’ or ‘exceeding’ behaviour standards and role modelling values. In **2017/2018 89.8%** staff were assessed this way by their manager. **We also asked staff in the 2018 all-staff survey they felt able to speak up and challenge- and will have this result for subsequent reports.**

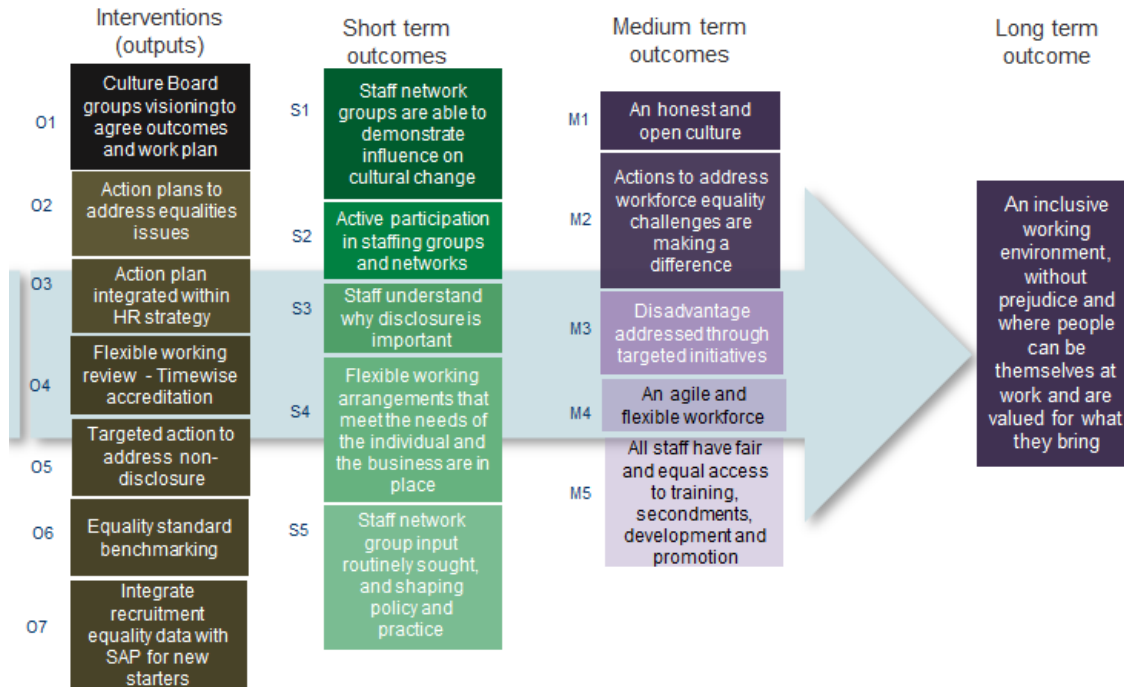
Leadership team stability: Our target is 95% of CLT to be permanent appointees. In 2017/18 4/18 were recruited on a permanent basis. 2018 Q1; 3/18 posts are being actively recruited to. We may also need a KPI for retention.

Progress implementing interventions: plus red/amber/green (RAG) status

- O1: Green: Executive Leadership Team (ELT)/Corporate Leadership Team (CLT) Development programme in place
- O2/O4/O5: Green: All in place
- O3: Green: Corporate Management Team (CMT) Values Centred Leadership Programme underway
- O6: Amber: Significant recruitment to CLT over last 12 months
- O7: Amber: Communication and engagement plan to be reviewed

INCLUSION – ‘An inclusive working environment, without prejudice and where people can be themselves at work’

Outcomes, interventions ‘map’:



Progress implementing interventions: plus red/amber/green (RAG) status

- O1: Green: Workshop to start this process June/July 2018
- O2: Green: To follow O1 above and be in place by October 2018
- O3: Green: To be in place by October 2018
- O4: Green: To be achieved by Feb 2019; and support programme in place
- O5: Green: Phase 1 of targeted action to address non-disclosure in place completion Sep 18.
- O6: Green: Benchmarking against (ENEI) Talent Inclusion and Diversity Evaluation

2018 Survey and Stonewall’s Workplace Equality Index (WEI) 2019
 07: Red: New process to be identified by October 2018
 Additionally: Benchmark targets for KPIs also need to be assessed and agreed.

Key performance indicators:

Workforce profile: Gender: The profile indicates occupational segregation in favour of females in professions represented within Children’s, Adults, Families, Health, Education (CAFHE) (82% female); and males for professions within Communities and Public Protection (CPP) (61% male). We will undertake ‘positive action’ e.g. targeted recruitment or training for males/females into profession where they are currently under-represented. Our target is a 10% reduction in the under-representation in each specific area by 2022.

Protected characteristics - non-disclosure rates: Rates have increased and this is largely thought to be as a result of detail captured during recruitment not being transferred to HR payroll system on appointment.

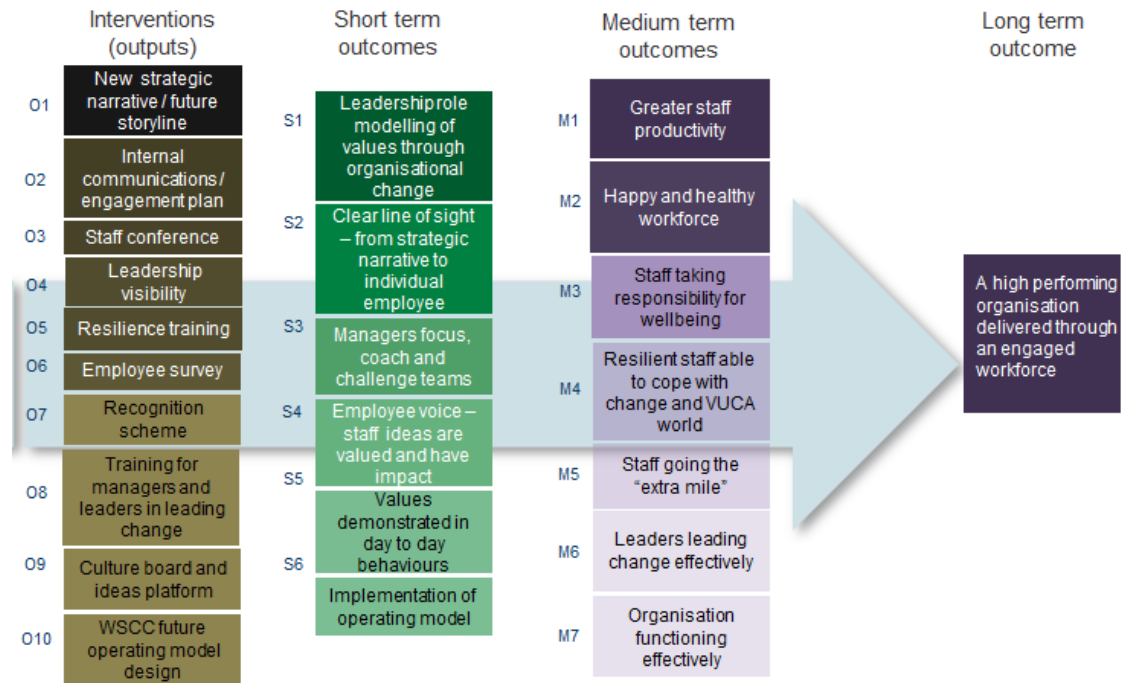
A target to reduce non-disclosure rates to less than 30% by 2022 is proposed.

We will be identifying interventions and KPIs e.g. to help staff identify unconscious bias

Flexible working: A means by which to collect detail about flexible working (other than part time working) arrangements will be developed.

CHANGE AND ENGAGEMENT – ‘A high performing organisation delivered through an engaged workforce’

Outcomes, interventions:



O6: Green: **All-staff survey took place June 2018**
 O7: Green: In place
 O8: Amber: Training available for leading change projects and managing in a volatile, uncertain, ambiguous and uncertain world. New strategic management module to be commissioned as part of the CMT development programme
 O9: Green: Culture Board and our big ideas platform in place
 O10: Amber: Under review
Additionally: We are reviewing the trade union engagement framework; and considering a **new organisational change policy**.

Key performance indicators:

Level of staff engagement: This is a new KPI and a target of **top 50% of Local authorities has been set for 2018/2019**, which will be measured through the 2018 staff survey.

2018 Staff survey: Our target is for:

- **Leadership role modelling** - Positive rating 75% + for values questions
- **Aligned objectives** – Positive rating 75%+ for “clear, measurable work objectives” question
- **Managers coaching and challenging** – Positive rating 70% for “During my last appraisal conversation my manager helped me to focus on improving my performance”

We will demonstrate that we are listening and acting on what staff tell us through the 2018 staff survey.

Employee voice/staff ideas: These are new KPIs and the scheme has only recently been launched, the target is 20 ideas generated through ideas platform per month; and 75% of those ideas actioned. 2018 Q1 performance was 12 with 4 ideas being actioned.

Progress implementing interventions: plus red/amber/green (RAG) status

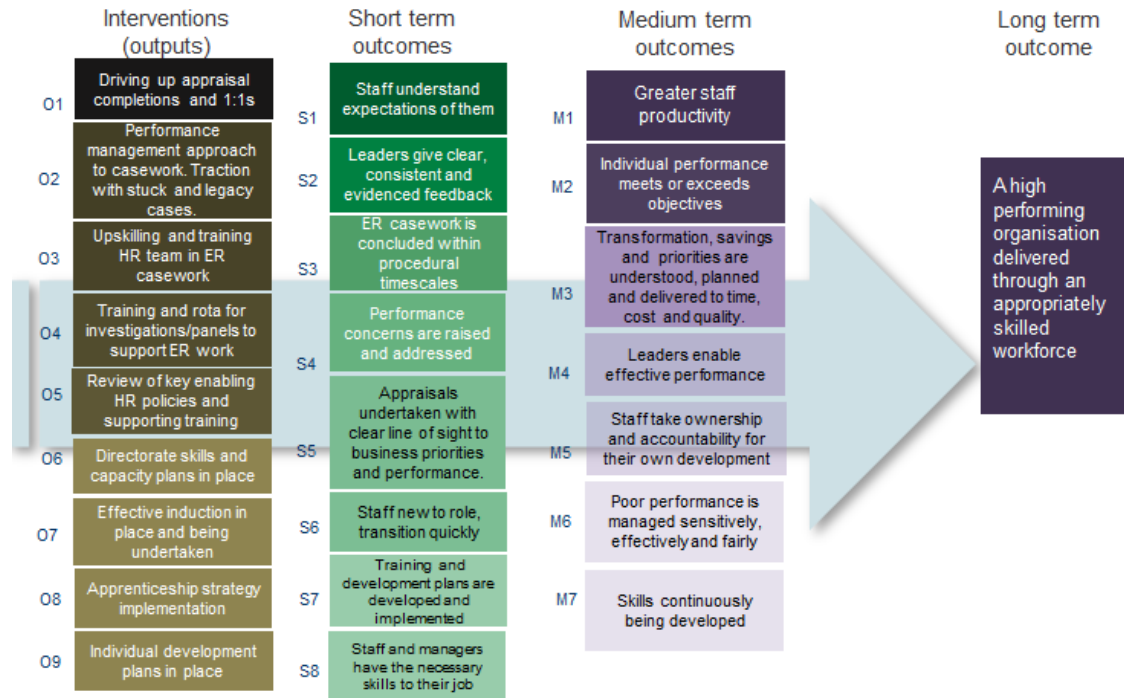
O1/O2/O3: Green: **We have a strong narrative that has been communicated through question and answer sessions with the Chief Executive and the Staff Conference.**

O4: Amber: Amber RAG status on pulse survey to “my leadership team is visible and accessible.

O5: Amber: Resilience training for managers is in place; and also for staff going through change. A new staff resilience programme is in development. An additional CMT module to be developed

PERFORMANCE AND SKILLS – ‘A high performing organisation delivered through an appropriately skilled workforce’

Outcomes, interventions:



Progress implementing interventions: plus red/amber/green (RAG) status

- 01: Amber: Follow up conversations via DLTs and review approach to appraisals
- 02/03: Amber: In progress
- 04/06/09: Red: Proposals currently being developed
- 05: Amber: Review underway
- 07: Amber: Induction pathway in place with monitoring, completion rates improving
- 08: Amber: Plan in progress

Key performance indicators:

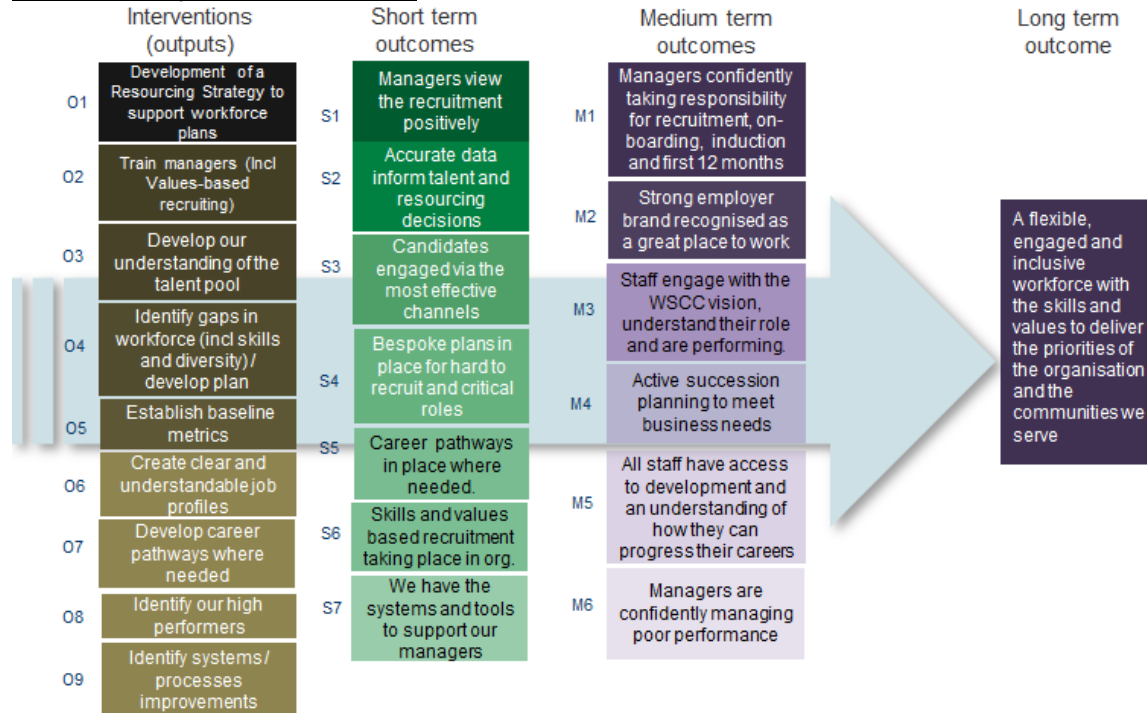
Appraisal completion: The recorded **completion rate 2017/2018 was 65%** (65% of managers completed an appraisal return), with 56% of staff having an appraisal (i.e. receiving an appraisal summary rating). Performance appraisals are an integral part of good management and manager/staff relations and so the initial target for completion has been amended upwards from 75% to 100% of all those for whom an appraisal can be completed (e.g. excluding staff absent from work due to maternity, illness etc.) This outcome is disappointing so far as we have been talking for some time about ‘guaranteeing’ an appraisal for everyone. It is vital that we improve here; and so the failure to undertake an appraisal should be a flagged performance concern.

Training and development: The 2017/18 performances were all **significantly under target. 40% of staff inductions were completed. Our target is 75%. 14% of booked training was not attended; and 10% was cancelled at short notice. Our target is less than 5% for both.** Interventions are needed.

Employee relations casework: In 2018 Q1 There is/are: 1 live suspension; 19 disciplinary cases; 18 formal capability (performance cases); and one employment tribunal claim within the HR&OC portfolio. **These are considered to be within reasonable margins. All cases are being reviewed and any that are ‘stuck’, complex or lengthy will be reviewed and actions taken to resolve them promptly.**

RESOURCING AND TALENT- 'A flexible, engaged and inclusive workforce with the skills and values to deliver the priorities of the organisation and the communities we serve'

Outcomes, interventions:



Key performance indicators:

Employed and non-employed workforce:

	Employed		Non-employed i.e. Agency/other off-payroll	
	Perm. headcount	Casual headcount	Manpower and other off-payroll	As % of total paybill
16-17	5153	557	£17.3M	9.1%
17-18	5220	726	£16.72M	8.1%
17-18 (Q1)	5275	685	Still being calculated	Still being calculated

In 2017-18 there has been reduced reliance on agency in Adults and Children's Social Care; however the numbers still remain high. The 2018-19 target is a 10% reduction in use of agency/other off-payroll. We are undertaking a number of initiatives/interventions to try to respond to what our staff say are important to them.

Recruitment and retention: Our 2018 all-staff survey will tell us how satisfied staff are with their pay and total benefits package. It will also tell us how satisfied they are with the provision for flexible working.

Apprenticeships: As a public sector body we have a target of having 2.3% of our headcount made up of apprentices, this equates to a target of 114 apprentices per annum (excludes schools target of 218). By Sept 2018 we will have 67 apprentices in the Council and 46 in Schools. Our levy 'pot' is £2.2M.

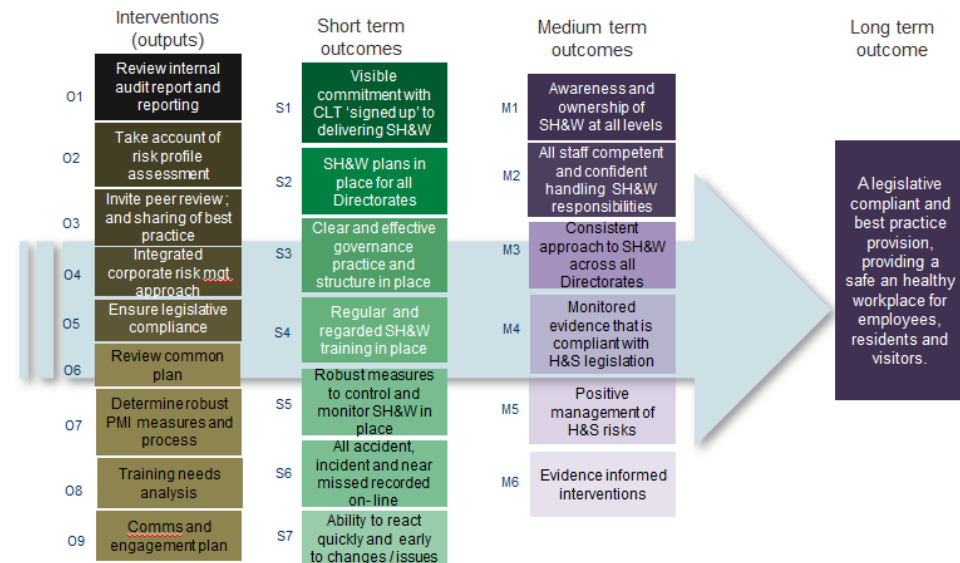
Age profile: We have low levels of under 25 year olds and higher levels of 45-65 year olds.

Progress implementing interventions: plus red/amber/green (RAG) status

- 01: Red: Intervention to be developed
- 02: Amber: Interventions to be introduced, timings to be agreed
- 03/05/06/07/08/09: Amber: Review underway
- 04: Red: Directorate skills and capacity plans to be developed

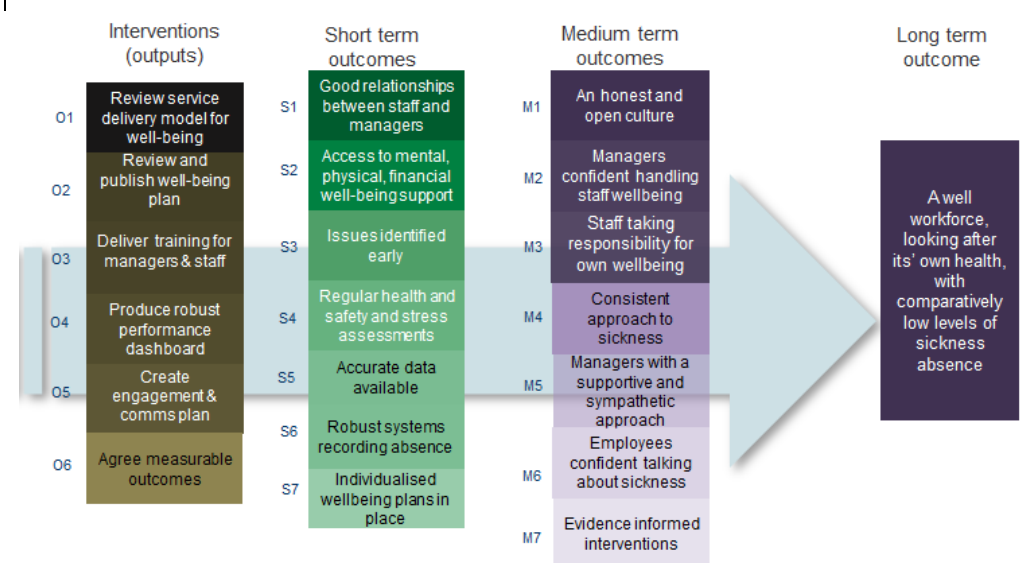
SAFETY AND HEALTH – ‘A legislative compliant and best practice provision providing a safe and healthy workplace for employees, residents and visitors.’

Outcomes, interventions:



WELLBEING – ‘A well workforce, looking after its’ own health with comparatively low levels of sickness absence’

Outcomes, interventions:



Progress implementing interventions:

A thorough review of risk, governance arrangements and services has taken place since May 2018. More detailed analysis into reasons for absence will follow. Interventions and KPIs will follow.

TOTAL PERFORMANCE MONITOR - JULY 2018

The financial performance (revenue and capital), savings delivery and business performance is monitored on a monthly basis through the Total Performance Monitor (TPM), with a more detailed report produced each quarter for consideration by the Performance and Finance Select Committee. This report is intended for the public, senior officers, all members including Select Committee members and Cabinet.

Financial Summary

1. The forecast outturn position on portfolio budgets as at the end of July is currently reporting a £5.734m overspend; an increase of £0.533m since June. This is in part, mitigated by a projected underspending of £0.981m within the non-portfolio budgets leaving a projected overspend of £4.753m. To mitigate the overspend position a process to limit the filling of vacancies to only business critical posts has been implemented. Also, ELT are controlling all non-essential expenditure such as training, stationery, subscriptions, etc as well as reviewing savings plans for 2019/20 to identify opportunities that can be brought forward into this year.

Table - Summary of 2018/19 Pressures and Mitigations

Theme	Pressures and Underspends	(£m)	Mitigation	(£m)	Variation To Budget (£m)
Best Start In Life					
Children & Young People Portfolio	Undelivered saving from increased fees at Beechfield Secure Unit.	£0.150m	Reducing CLA numbers.	(£0.150m)	
	Projected overspending on Disabilities Services.	£0.200m	Staffing vacancies within Integrated Prevention for Earliest Help.	(£0.200m)	
Education Portfolio	Home to School Transport costs; predominantly for solo taxis.	£2.121m	Staff savings within Education Psychologist and Leadership and Governance services.	(£0.075m)	
	Projected income shortfall on Special School Catering service.	£0.098m			
Best Start In Life- Total		£2.569m		(£0.425m)	£2.144m
A Prosperous Place					
Highways & Infrastructure	Non delivery of savings from highways term maintenance contract.	£1.106m	Initial forecast data for National Concessionary Fares suggests a reduction in journeys in 2018/19.	(£0.600m)	
	Estimated additional costs associated with the delay in the award of the highways contract.	£1.394m	Reduction in spending on Highways services staffing and increased income	(£0.150m)	
	Inflationary pressure on street lighting PFI and delayed delivery of saving relating to LED conversions.	£0.200m	Staff savings within the management team	(£0.050m)	
Leader			Reduction in the cost of holding the former Novartis site following the cessation of rates payments.	(£0.170m)	
			Staff savings within Economic Development	(£0.030m)	
A Prosperous Place –Total		£2.700m		(£1.000m)	£1.700m

Agenda Item 8
Annex B

Theme	Pressures and Underspends	(£m)	Mitigation	(£m)	Variation To Budget (£m)
A Strong, Safe & Sustainable Place					
Environment Portfolio	Reduced level of savings expected from renegotiation of PFI contract.	£0.590m			
	Increased landfill due to waste quality and capacity issues.	£0.433m			
Safer, Stronger Communities Portfolio	Estimated cost pressure relating to review of mobilising options for Sussex Control Centre.	£0.466m			
	Non delivery of savings from sponsorship opportunities.	£0.050m			
A Strong, Safe & Sustainable Place - Total		£1.539m		£0m	£1.539m
A Council That Works For The Community					
Corporate Relations	Overspending within Facilities Maintenance.	£0.400m			
	Overspending anticipated on County Catering Service	£0.051m			
Finance & Resources Portfolio	Increase in Littlehampton Harbour precept.	£0.050m	One-off historic rate rebate, collection of backdated rent and an anticipated underspending on 'Dual Use' shared facilities.	(£0.150m)	
A Council That Works For The Community - Total		£0.501m		(£0.150m)	£0.351m
Total Pressure/Mitigation		£7.309m		£1.575m	£5.734m
Non-Portfolio Funding Available	Additional Section 31 Business Rates Grant (2017/18 Reconciliation Payment)				(£0.981m)
Projected Overspend					£4.753m

Contingency Budget	Original Budget for 2018/19	£3.610m
	<i>Increase Budget – Pay Award Adjustment</i>	£0.033m
	Latest Budget for 2018/19	£3.643m
	<i>Less Commitments:</i>	
	Sussex Healthcare	(£0.300m)
Remaining Budget for 2018/19		£3.343m



Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Children and Young People	£95.722m	£95.722m	£0m
Education and Skills	£15.153m	£17.297m	£2.144m
Total - Best Start In Life	£110.875m	£113.019m	£2.144m

2. Pressure relating to the SEND Home to School Transport service continues to be the area of concern within the Education and Skills Portfolio. An estimated £2.144m overspend is projected in 2018/19 based on the increased demand and costs experienced since the start of the 2017/18 academic year.
3. The number of Children Looked After (CLA) placements (excluding asylum) has reduced by a further 4 since last month, bringing the reduction of CLA since the start of the financial year to 19. Numbers of children previously looked after who have turned 18

and continue to be accommodated also decreased by 4 during July, however, the number within this cohort remains 13 higher than the beginning of the financial year.

- The impact of the Beechfield Secure Unit remaining closed is an underlying risk to the financial position, along with the recent placement suspensions within the in-house residential service. Work is underway to understand if there is a significant financial cost to these recent events.

 **A PROSPEROUS PLACE**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Environment	£0.745m	0.745m	£0m
Highways and Infrastructure	£35.052m	£36.952m	£1.900m
Leader	£1.271m	£1.071m	£(0.200m)
Total - A Prosperous Place	£37.068m	£38.768m	£1.700m

- The main financial pressure continues to relate to the delay in the award of the new highways term maintenance contract. The impact of this is the expected non delivery of the £1.106m saving planned for 2018/19 and potential further costs relating to an interim solution; therefore the total overspend is likely to be in the range of circa £1.5m - £2.5m. The service is investigating whether this can be absorbed from within the current budget and what impact this may have on activity.
- The first 2018/19 forecast for the National Concessionary Fare Scheme estimates that the service will cost between £11.2m and £10.8m. A projection based upon the mid-point of these two scenarios, £11m, is included in the projections and equates to an estimated underspending of £0.6m against the current budget.
- There is an anticipated reduction in the cost of holding the former Novartis site in Horsham following the cessation of rates payments and the impact of a small number of staffing posts which were vacant in the first part of the year; leading to a projected underspending of £0.2m.

 **A STRONG, SAFE AND SUSTAINABLE PLACE**

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Adults	£1.050m	£1.050m	£0m
Environment	£62.793m	£63.816m	£1.023m
Highways and Infrastructure	(£0.202m)	(£0.202m)	£0m
Safer, Stronger Communities	£37.538m	£38.054m	£0.516m
Total – A Strong, Safe and Sustainable Place	£101.179m	£102.718m	£1.539m

- Overall, the financial impact of the waste disposal and recycling in June was in line with predicted forecast and the budget continues to project a £1m overspend. As detailed in the June TPM, it is hoped that further mitigations will be found to reduce the pressure

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including a potential one-off payment from our contractor, however at this time, this is not confirmed.

9. Within West Sussex, a decision has been taken to give 18 months' notice to East Sussex Fire and Rescue Service while a review of our call mobilising arrangements for the Sussex Control Centre takes place. Whilst we consider the options for delivering the Control Centre services on a long term basis, we will continue with the current arrangements of dual running systems. The decision to continue with the current arrangements will incur additional costs, currently estimated at £0.355m in this financial year. In addition, this action will also impact the ability to deliver the £0.111m saving associated with the project.

INDEPENDENCE FOR LATER LIFE

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Adults and Health *	£194.836m	£194.836m	£0m
Total – Independence For Later Life	£194.836m	£194.836m	£0m

* Budget includes Physical and Sensory Impairment, Learning Disability and Working Age Mental Health cohorts which are under 65 years of age.

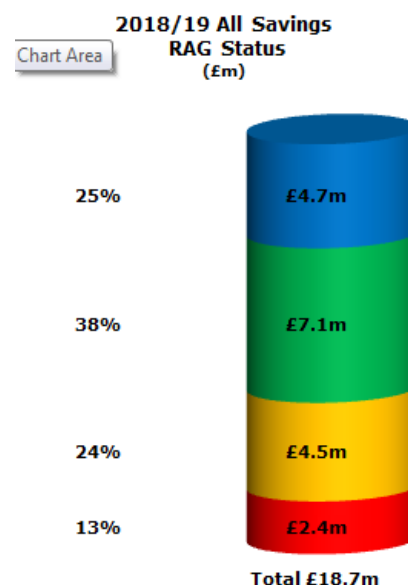
10. The main change in the budget during the month was the deferral of a decision around the In-House Service Review until the autumn. As a result, the £0.250m saving expected in 2018/19 will not arise, however the Cabinet Member has committed to finding compensating reductions within the Adults and Health Portfolio.
11. Overall, the key cost drivers have remained stable during the month; although our reporting indicates that there was a further reduction in the number of older people (a net -25). In financial terms, the effect of this reduction was offset by an increase of 4 residential placements in Physical and Sensory Impairment and Learning Disabilities. All of these placements are expensive (entailing costs of up to £5k per week) and some involve payments being made to providers that were backdated to last financial year.

A COUNCIL THAT WORKS FOR THE COMMUNITY

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Corporate Relations	£43.620m	£44.071m	£0.451m
Finance and Resources	£13.129m	£13.029m	£(0.100m)
Leader	£2.748m	£2.748m	£0m
Total – A Council that Works for the Community	£59.497m	£59.848m	£0.351m

12. Within Facilities Management, an estimated overspending of £0.4m is projected in relation to reactive maintenance and cleaning costs across the corporate estate. Management action has been taken to limit maintenance to safety critical items and essential works in customer facing services. In parallel, a detailed review of all maintenance works is being undertaken to further develop plans for prioritising jobs and mitigating the budget pressure as far as possible.

13. In addition, an increase in the cost of the Littlehampton Harbour Board precept in 2018/19 has resulted in a £0.050m increase in costs; this has been mitigated from an increased income projection due to a one-off historic rates rebate and an anticipated underspending on the 'Dual Use' shared education and sports facilities budget.



Outlook for the County Council's Savings Programme

14. The 2018/19 savings target across the revenue budgets is £18.7m. Of this amount, £11.8m (63%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £4.5m (24%) is judged as amber where further work is required to ensure the saving can be achieved and £2.4m (13%) is judged as red with no expectation of delivery; this is largely due to the delay of the Highways contract and the change to the Waste PFI contract.

RAG Status	%	2018/19 £m
Blue (Delivered)	25%	4.735
Green (On Track)	38%	7.033
Amber (At Risk)	24%	4.490
Red (Significant Risk)	13%	2.397
Total	100%	18.655

Capital Programme

15. The overall capital monitor, as set out in Appendix 3 shows the revised budget for 2018/19 totaling £80.4m, with £68.5m on Core Services and £11.9m on Income Generating Initiatives. The forecast spend for 2018/19 is £80.0m, representing a variance of £0.4m from the revised budget.

Performance Summary

16. This performance summary provides the latest position against the West Sussex Plan (2017-22). It includes updates for those measures that are reported monthly. The [West Sussex Performance Dashboard](#) provides the latest performance in detail.

BEST START IN LIFE

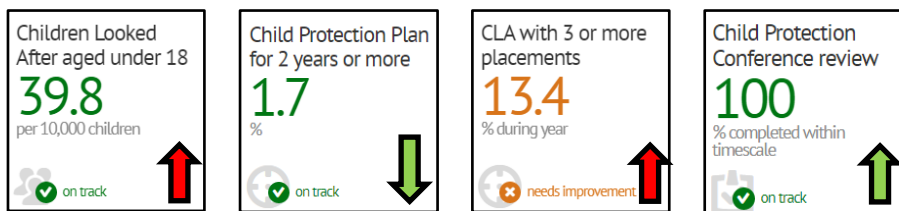


Key Performance Indicators (KPIs) updates

All children & young people are ready for school and work



Children and young people feel safe and secure



Achievements

- 17. West Sussex children subject to Child Protection Plan for 2 years or more (9) -** Performance has improved in July with 1.7% of children subject to child protection plans for 2 years or more, exceeding our target of 1.9%. We continue to ensure that children who have been subject to a child protection plan for 15 months are 'flagged up' with Children's Services managers by the Child Protection Advisors who chair the child protection conferences. By continuing with this approach and working closely with families and professionals to bring about change early for these children, it is expected that performance will continue to improve.
- 18. Child Protection Conferences completed within timescale (11) –** Performance improved further in July, with 100% reviews held within the required timescales, exceeding our target of 99%. We have achieved this by ensuring that review conferences can only be held outside these timescales in exceptional circumstances and with the approval of a senior manager who will have reviewed the case. By continuing with this approach it is expected that we will continue to perform well.

Challenges

- 19. West Sussex schools that are judged good or outstanding by Ofsted (2) -** We aim to be in the top quartile of all Local Authorities by 2022. i.e. performing at 92.6% or more. However, performance currently stands at 82.7%, compared to 83.7% in April

2018. The West Sussex Strategy for School Improvement continues to contribute to improving this target.

20. **Pupils in West Sussex schools judged good or outstanding (3)** - We aim to be in the top quartile of all Local Authorities by 2022. i.e. performing at 91.8% or more. There has been a steady improvement over the years averaging 3% increase each year. However recent performance has fluctuated and for July dropped to 83.8% compared to 85.3% in April 2018. Twelve primary schools and one secondary school were inspected and reported last month; for most schools their rating remained unchanged, however, one school moved from 'Outstanding' to 'Requires Improvement' affecting 403 pupils.
21. **Children Looked After with 3 or more placements during the year (10)** – – The performance has continued to fall since November 2017 and latest results are 13.4% against a target of 10.34%. It is an area for focus to ensure foster carers are supported and we are getting our matching process right. This can be challenging with a shortage of foster placements and a competitive independent market. Our own success on increased staying-put arrangements has meant less foster placements are available for other children.

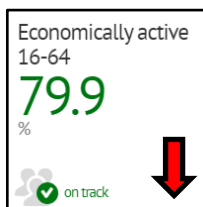


A PROSPEROUS PLACE



Key Performance Indicators (KPIs) updates

A place that provides opportunity for all

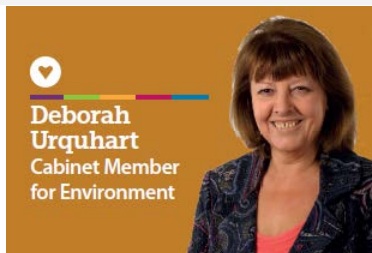


Challenges

22. **Economically active 16-64 year olds who are employed (28)** – The latest results (March 2018), there has been a 0.5% reduction, however we remain in the top quartile of our statistical neighbours.



A STRONG, SAFE AND SUSTAINABLE PLACE

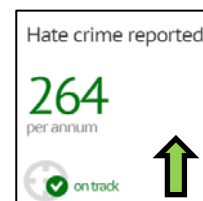
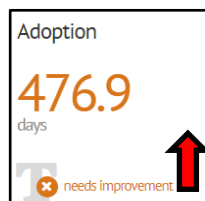


Key Performance Indicators (KPIs) updates

A Safe place



Strong communities



Achievements

23. **Safe and Well Visits (40)** – A total of 1,059 high risk visits were completed in the first quarter, totalling 5,924 since April 2017, and is on track to meet the target of 19,800 by 2022. Visits support highly vulnerable people with a high level of fire risk, particularly those who would not hear, would not be able to respond to a fire in their home and/or those who are unable to remove themselves to a place of safety without support. A total of 2,071 pieces of equipment have been installed, ranging from linked smoke detectors for Telecare users, smoke detectors for those with hearing impairments, flaplocks, smoker’s blankets and furniture and clothing sprayed with flame retardant spray. During visits, 99 residents have been signposted to other agencies for support and 10 safeguarding referrals were made.

Challenges

24. **Calls to critical fires by first fire engine (35)** – Performance for May 2018 has dropped slightly to 87.8%, just under the target of 89%. Each call is investigated by the local station manager and the reasons for failure are identified. This has been set as the top priority to the Group Managers so that we drive improvements in Organisational Performance.

25. **Average time between a child entering care and moving in with their adoptive family (39)** -The average time between children entering care and moving in with their adopters has increased from 462 days in June to 476.93 in July. This indicator has increased for July because of a child who was in foster care for 7 years before he was placed for adoption with his foster carers and subsequently adopted by them in July 2018. This indicator is above the national target of 426 days for July but is below the national average of 532. We are working closely with our Adoption South East partners to ensure that we consider adopters from within the region when there is no West Sussex adoptive family available for a child. We are developing the Adoption website to attract more interest to West Sussex as an adoption agency.

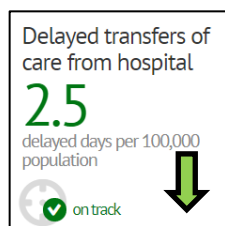


INDEPENDENCE FOR LATER LIFE



Key Performance Indicators (KPIs) updates

Older people have opportunities to thrive



Older people feel part of the community



Achievements

26. **Delayed transfers of care from hospital attributable to social care (50)** – the latest available results from June 2018 show a significant improvement from 3.61 delayed days per 100,000 population, to 2.48 delayed days; which exceeds our target set.

Challenges

27. **Social isolation – adult social care users who have as much social contact as they would like (55)** - There was a small reduction in the outcome score for 2017. Consequently the Adult Services Quality and Improvement Team are undertaking a follow up survey with approximately 200 customers to ask more in-depth questions relating to social contact. Any recommendations for further work on this topic will then be considered and taken forward.



A COUNCIL THAT WORKS FOR THE COMMUNITY



Louise Goldsmith
Leader of the County Council



Jeremy Hunt
Cabinet Member for Finance and Resources



Bob Lanzer
Cabinet Member for Corporate Relations

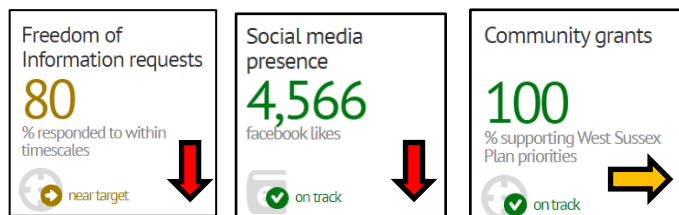


Debbie Kennard
Cabinet Member for Safer, Stronger Communities

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Key Performance Indicators (KPIs) updates

Open and transparent



Achievements

28. **Maintain level of community grants that support the West Sussex Plan priorities at 100% (65)** – The council has changed its approach to grant funding and has now set up the West Sussex Crowd. This is a crowd funding platform that aims to provide residents with a wider source of funding. Extensive publicity and promotion, training for frontline staff, and a range of community workshops took place across the County throughout April and May. By the end of June, a total of 60 project ideas were on the platform; 25 are currently fundraising and 7 have reached their targets. We care report that 100% of grants allocated in quarter 1 have supported the West Sussex plan priorities.

Challenges

29. **Freedom of Information requests responded to within time (59)** – Last month we exceeded the target of 90% however during July there was a significant drop to 80%. All relevant staff have been reminded of the need to maintain and improve on the performance levels we have set ourselves.
30. **Social media presence of the Council: residents interacting with the Councils social media platforms (63)** – The number of Facebook 'likes' dropped this month, but we are still on track to meet our targets.

Appendix 1 – Revenue Budget Monitor to the end of July 2018

Appendix 2 – Performance Dashboard Overview as at the end of July 2018

Appendix 3 – Capital Monitor to the end of July 2018

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Revenue Support Grant	-12,122	-12,122	-4,364	0
Precept	-431,981	-431,981	-172,792	0
Council Tax Collection Fund	-3,557	-3,557	-1,423	0
Business Rates	-78,354	-78,354	-29,498	0
Business Rates Collection Fund	-36	-36	-15	0
Section 31 Business Rates Grant	-3,791	-3,791	-1,289	-978
Business Rates Pool	0	0	-25	0
Adult Social Care Grant	0	-2,065	-688	0
New Homes Bonus Grant	-4,102	-4,102	-2,053	-3
Total Financing	-533,943	-536,008	-212,147	-981
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	194,773	195,886	62,682	0
Children and Young People	95,843	95,722	53,487	0
Education and Skills	13,717	15,153	-17,650	2,144
Environment	62,730	62,719	19,932	1,023
Finance and Resources	59,649	54,564	17,438	351
Highways and Infrastructure	35,608	37,562	14,425	1,900
Leader (including Economy)	4,185	4,311	1,426	-200
Safer, Stronger Communities	37,273	37,538	7,920	516
Sub-total	503,778	503,455	159,660	5,734
Non-Portfolio Budgets				
Capital Financing - MRP	9,600	9,600	0	0
Capital Financing - Interest	17,800	17,800	5,956	0
Revenue Contribution to Capital Outlay	2,332	812	0	0
Investment Income	-1,903	-1,903	-846	0
Business Rates Pool	0	0	371	0
Contingency	3,610	3,643	0	0
Transfers to/(from) Reserves	-1,274	2,601	2,601	0
Sub-total	30,165	32,553	8,082	0
Total Net Expenditure	533,943	536,008	167,742	5,734
Total Forecast Variation - overspending				4,753

	£000
Contingency	
Original Budget	3,610
Pay Award Adjustment	33
Current Budget	3,643
Further Commitments:	
Sussex Healthcare	-300
Available Contingency	3,343

Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18			
Best start in life	All children and young people are ready for school and work	2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	H	81.6%	83.0%	83.1%	84.4%	84.0%	83.7%	84.1%	83.7%	83.3%	83.3%	83.4%	83.1%	82.7%		
		3	Pupils attending West Sussex schools that are rated good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	H	81%	82.8%	83.0%	84.0%	83.8%	84.2%	84.8%	84.4%	84.2%	84.3%	83.0%	84.1%	83.4%	83.4%	
		4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.9%	H	92.7%	nil	93.5%	92.7%	92.7%	92.5%	92.4%	92.3%	96.4%	91.4%	91.0%	90.4%	90.4%	90.4%	
	Families and children have a healthy family, home and work life	5	Families turned around	Quarterly	≥3,940 by 2022	H	1,281		1,511			1,741			1,939			2,169			
		Children and young people feel safe and secure	8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤37	L	41.2	40.2	41.2	40.9	40.6	41.2	40.7	40.1	40.8	40.9	40.6	39.7	39.8	
			9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.9%	L	2.4%	1.5%	0.9%	0.6%	1.1%	1.1%	0.9%	1.3%	1.7%	2.2%	2.7%	2.2%	1.7%	
		10	Children Looked After with 3 or more placements during the year	Monthly	Top quartile of statistical neighbours by 2022 - ≤10.34%	L	10.7%	10.6%	10.7%	10.8%	10.5%	11.44%	11.94%	12.1%	12.9%	12.4%	12.6%	13.3%	13.4%		
		11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	H	96.6%	93.8%	99.2%	97.7%	96.7%	100%	98.3%	96.7%	98.2%	87.6%	99.3%	97.7%	100%		
		12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Quarterly	≥80% by 2022	H	75%						85.93%			84.35%			85.0%		
		13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	H	84%		84%			86%			94%			90.4%			
	Children and young people are able to thrive	19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 33.2% and 32.4%	L	37.3%											41.2%			
	A prosperous place	Infrastructure that supports a successful economy	23a	Access to superfast fibre broadband	Quarterly	Additional 7,000 premises have access to superfast fibre by 2022	H	1,203		2,658			3,307			3,809			4,406		
			24	Additional school places delivered	Half Yearly	Total school places 120,645 by 2022	H	109,017			126,143										
		A place that provides opportunity for all	28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 78.3%	H	80.2%		80.5%			80.4%		79.9%				Δ		
	A strong, safe and sustainable place	A safe place	35	Calls to critical fires where the first fire engine met our emergency response standard	Monthly	90% by 2022	H	87.3%		87.3%			82.0%			88.2%	89.0%	87.8%	88.8%		
			37	Operation Watershed fund allocated to community projects	Quarterly	70 projects supported by 2022	H	52	17	21	25		33			52			58		
		Strong communities	38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	L	1.5		1.6			1.6			1.6			Δ		
			39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	L	466.69	458.1	461.73	463.6	468.5	483.3	486.0	489.9	476.1	479.0	463.1	462.3	476.9	
			40	Safe and Well visits carried out for those at highest risk	Monthly	19,800 by 2022 cumulative	H	4,000	1,385	1,731	1,981	3,210	3,563	4,129	4,496	4,865	5,202	5,567	5,924	*	
41			Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 65.19	L	56.07		58.11			59.86			52			61.2			
42			Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	H	641		460			663			923			264			
Sustainable environment		43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	H	6,094MWh		4,333			5,350.5			6,272.3			2,462.3			
	44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	L	32,022		7,242			13,999			17,529			5,407				

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* One month delay ** Two month delay Δ One quarter delay

Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	
Independence for later life	A good place to grow old	49 Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 85.45%	82%	H	79%	79%			79%			80%			79%		
		50 Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86.9%	86.90%	H	90%	90%			88%			88%			90%		
	Older people have opportunities to thrive	52 Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	<2.6	L	5				3.9	3.0	3.2	2.0	2.9	3.6	2.8	2.5	**
A council that works for the community	Open and transparent	59 Freedom of Information requests responded to within time	Monthly	95% by 2022	90%	H	80%								85%	86%	91%	80%	
		60 Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022	28.6%	H	26%							17.5%			37.5%		
		61 Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022	18,951	H	18,851							19,692			23,522		
		62 Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken by 2022	67%	H	64%							62%			63%		
		63 Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022	4,823	H	3,986	3,722	3,790	3,986	4,082	4,145	4,269	4,410	4,478	4,516	4,584	4,719	4,566
	Listens and acts upon	64 Residents' issues considered by County Local Committees	Quarterly	20% by 2022	12%	H	11%											21.2%	
		65 Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%							100%				100%	
66 The County Council's response to recommendations from customer complaint resolutions		Quarterly	100% by 2022	90%	H	94%					94%		100%				100%		
Works in partnership	67 Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	6	H	3		3			3			4			4		

* One month delay ** Two month delay Δ One quarter delay

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Best start in life	All children and young people are ready for school and work	1 Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.35%	71.5%	H	70.6%	52%	59%	63.5%	68.3%	70.6%	71.3% (prov) ↑	
		6 Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >69.2%	69.2%	H	70.3%	70.4%	69.5%	69.3%	68.5%	70.3% ↑		
	Access to education that meets the needs of our community	14 Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 63.7%	62%	H	56.2%	Data not comparable - format and scoring is different				48.2%	56.2%	61.5% (prov) ↑
		15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 61%	61%	H	55%	Data not comparable - format and scoring is different -				45%	55%	61.3% (prov) ↑
		16a Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 100%	98%	H	96%	96%	95%	95%	96%	96%	96%	96% →
		16b Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 83%	80%	H	79%		62%	68%	79%	79%	75%	75% ↓
		17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 - >0.07	0.03	H	0.03	Data not comparable - format and scoring is different				0.1	0.03	0.03 ↓
		Children and young people are able to thrive	18a Children Looked After achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.14	-1.14	H	-1.14	Data not comparable - format and scoring is different				-0.74	
	18b Children Looked After achieving educational outcomes in line with their peers KS2		Annually (Jul)	In line with national average of peers KS2 25%		H	n/a						supressed	
	18c Children Looked After achieving educational outcomes in line with their peers KS1		Annually (Jul)	In line with national average of peers KS1 33.8%	20.3%	H	15.8%						15.8%	
	20a Attainment of disadvantaged pupils is in line with their peers KS4		Annually	In line with national average of peers by 2022 KS4 0.51	0.69	L	0.75	Data not comparable - format and scoring is different				0.58	0.75	
	20b Attainment of disadvantaged pupils is in line with their peers KS2		Annually	In line with national average of peers by 2022 KS2 20%	22.25%	H	23%						24%	23%
	20c Attainment of disadvantaged pupils is in line with their peers KS1		Annually	In line with national average of peers by 2022 KS1 18.5%	21%	H	22.2%						19.4%	22.2%
	A prosperous place	A place where businesses thrive	21 Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 12.89%	12.38%	H	12.2%	12.4%	11.9%	12.2%	11.9%	11.9%	*
			22 Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >48.5%	44.65	H	43.3%	2010-15 43.3%		2011-16 46.6% ↑	2012-17 *	2013-18 **	2014-19
		Infrastructure that supports a successful economy	23b Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	96%	H	95%						95.6%
			25 Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	11.32km	H	0km	Highways England agreed they should be able to provide an annual figure for km of new cycle route delivered each year, but not routinely reported on at the moment.					5.6km
26 Road conditions - A roads considered poor and likely to require planned maintenance			Annually (Nov)	5% or less by 2022	5%	L	5%	2012-14 7%	2013-15 6%	2014-16 3%	2015-17 5%	2016-18 3% ↓	2017-19	
A place that provides opportunity for all		27 Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£554.10	£554.10	H	£557.20	£540.00	£552.70	£557.20	£554.10 ↓	*		
A skilled workforce for West Sussex		29 16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.7%	L	1.6%	not comparable - 16-18 yo - now measure 16-17 yo				1.6%	1.7% ↑	2.2% (in year)
		30 Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,383	H	5,790	5,610	4,800	5,400	5,790	5,920 ↑		
		31 Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 5.7%	3.5%	H	2.2%	1.5%	2.2%	2.2%	2.2%	2.2%	3.2% ↑	

* One year delay ** Two year delay

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
A prosperous place	A great place to live, visit and work	32 Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2022	75%	H	n/a	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
		33 Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £28,506	£26,864	H	£25,221	£24,192	£25,033	£25,221	£25,978 ↑	*	
A strong, safe and sustainable place	A healthy place	7 Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	172.3	208.3	L	220	248.4	231.3	262.7	220.3 ↓	*	
		34 Air Quality Management Areas where air quality is improving	Annually (Dec)	A 3-5 year (rolling average) percentage reduction of 1% in measured NO ₂	1%	H							
	A safe place	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	91	L	103	101	108	101	103 ↑	*	
	Sustainable environment	45 Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 488 registered vehicles	365	H	327				2016 327	2017 391 ↑	
		46 Household waste sent to landfill	Annual	9% by 2022 (top quartile)	25%	L	49% sent to landfill			38.4%	49%	39% ↓	
	A place of culture, heritage and beauty	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Oct)	20% increase by 2022	1,942,709	H	1,850,199				1.9m	3.7m ↑	
	48 Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%				100%			
Independence for later life	Older people feel safe and secure	51 People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	94%	H	82.9%	86.8%	88.3%	82.9%	93.5% ↑	*	
	Older people have opportunities to thrive	53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >86.9%	86%	H	83.7%	74.4%	71.4%	88.8%	83.7% ↓	87.8% ↑	
	People are healthy and well	54 Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Dec)	maintain at 612 per 100,000 by 2022	611	L	578	654	595	578 ↓	**	**	*
	Older people feel part of their community	55 Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	44%	H	45.8%	45.5%	45.5%	45.8%	43%	41.2% ↓	
A council that works for the community	Customer focused	56 Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
	Value for money	57 Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.					
	Open and transparent	58 Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	69.5%	H	66%				66%	75% ↑	

* One year delay ** Two year delay

2018/19 CAPITAL MONITOR as at the end of July 2018

Appendix 3

Agenda Item 8
Annex B

Portfolio	(1)	(2)	(3)	(4)	(6) Forecast		(7)	(8) Variance	(9) Slipped to / Accelerated from 2019/20		(10)	(11) Additions/ Cancellations & Reductions of Schemes	(12) Estimated Pipeline 18/19
	18/19 Capital Forecast (December County Council)	Slippage/ (Acceleration) from 2017/18	Pipeline Schemes converted in-year	Revised 18/19 Capital Forecast	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend	Changes due to Management Action	Changes beyond the control of the Service			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Programme													
Adults and Health	0	157	750	907	91	816	907	0	0	0	0	0	200
Education and Skills/ Children and Young People	15,826	982	2,335	19,143	4,150	16,531	20,681	1,538	0	0	1,538	0	28,666
Environment	390	903	0	1,293	42	1,251	1,293	0	0	0	0	0	4,500
Finance and Resources	3,806	120	1,234	5,160	713	4,447	5,160	0	0	0	0	0	600
Highways and Infrastructure	33,225	559	1,220	35,004	5,261	27,837	33,098	(1,906)	11	(6,278)	4,361	0	700
Leader including Economy	1,300	361	0	1,661	84	1,577	1,661	0	0	0	0	0	0
Safer, Stronger Communities	4,873	429	0	5,302	1,540	3,762	5,302	0	0	0	0	0	0
Total Core Programme	59,420	3,511	5,539	68,470	11,881	56,221	68,102	(368)	11	(6,278)	5,899	0	34,666
Income Generating Initiatives													
Environment (Waste Infrastructure & YES)	2,290	2,697	293	5,280	1,473	3,807	5,280	0	0	0	0	0	5,507
Finance and Resources (inc Propco)	0	48	359	407	13	394	407	0	0	0	0	0	21,000
Highways and Infrastructure (Gigabit)	0	0	5,310	5,310	0	5,310	5,310	0	0	0	0	0	0
Leader including Economy (5 Bold Ideas)	333	567	0	900	0	900	900	0	0	0	0	0	500
Total IGI	2,623	3,312	5,962	11,897	1,486	10,411	11,897	0	0	0	0	0	27,007
Total Capital Programme	62,043	6,823	11,501	80,367	13,367	66,632	79,999	(368)	11	(6,278)	5,899	0	61,673

Performance and Finance Select Committee
5 October 2018
Capital Programme Q1 Performance Report
Report by Executive Director of Economy, Infrastructure and Environment

<p>Executive Summary</p> <p>The attached report provides a status position on the Capital Programme, as at 30 June 2018.</p> <p>Recommendations</p> <p>The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member in relation to the quarterly performance report of the capital programme.</p>

- 1.1 An Equality Impact Report is not required as it is a report dealing with internal or procedural matters only.

Lee Harris

Executive Director
Economy, Infrastructure and Environment

Contact: Matt Hall – 033 022 22539

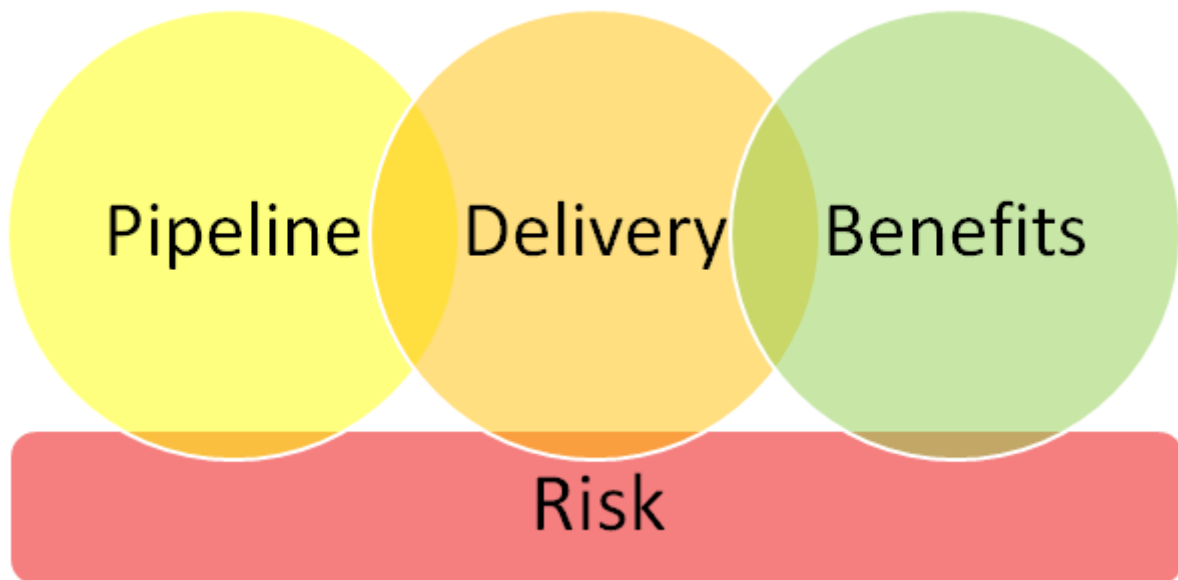
Annex Capital Programme 2018/19 Quarter 1 Performance Report
Appendix A Quarter 1 Performance by Portfolio Report
Appendix B 2018/19 CAPITAL MONITOR as at the end of June 2018

Background papers

None

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Capital Programme 2018/19 – 2022/23
Quarter 1
Performance Report

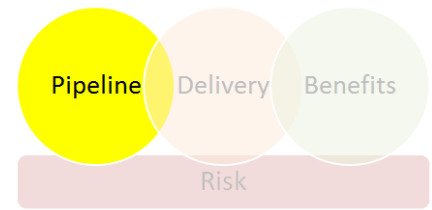


Performance and Finance Select Committee
5 October 2018

Capital Programme 2018/19 – 2022/23

1. Pipeline

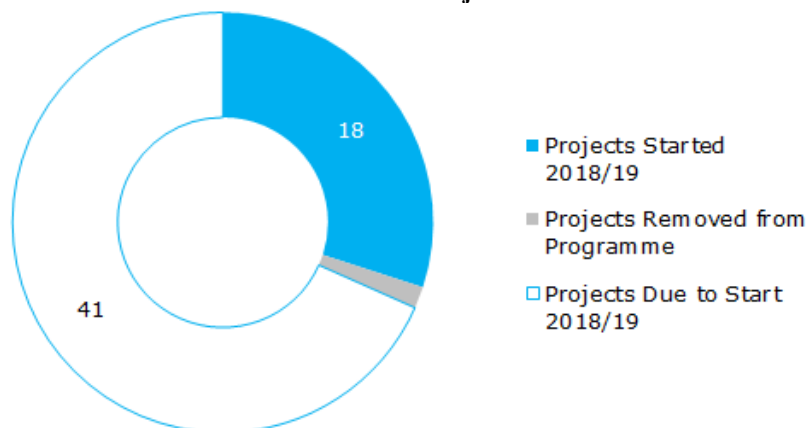
1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision to proceed, in accordance with the approved capital programme governance, before the project can enter into delivery stage.



1.2 For some programmes of work, further updated Strategic Outline Cases are required before individual projects start dates are identified. Once projects are approved in accordance with capital governance, they will be considered “in delivery” and produce highlight reports that will be reported in the delivery section of this report. The Capital Programme Office (CPO) is currently monitoring the development of 95 programmes and projects in the 5-year pipeline.

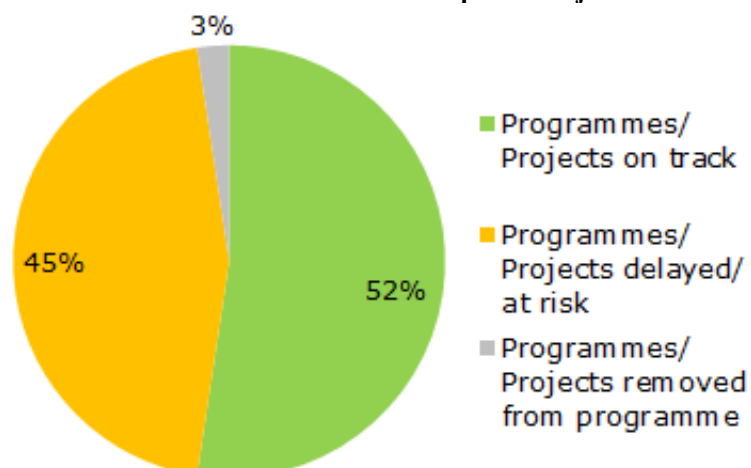
1.3 So far in 2018/19, 18 projects had been approved to go into delivery, including the asset management block programmes. 41 projects remain due to go into delivery in 2018/19, subject to the approval of a Full Business Case in accordance with capital governance rules.

2018/19 Planned Projects Started



1.4 Each of the proposed projects in the Pipeline is subject to monthly review at one of the officer Hubs to ensure that progress remains on track. At the end of June, 22 projects due to start in 2018/19 were reported to be on track. 19 projects due to start in 2018/19 reported an issue affecting the originally planned progress to reaching delivery stage:

2018/19 Starts - Status of Pipeline Projects

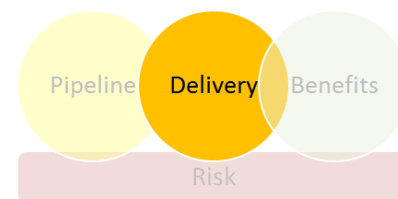


1.5 1 project has been removed from the pipeline:

Project	Location	Reason
PropCo – Wallis Centre, East Grinstead	Mid Sussex	Review of the Strategic Outline Case leading to revised estimated value for money indicating the project should not be progressed

1.6 A summary of projects rated “delayed” or “at risk” is set out in the table below:

Profiled start	Project	Status	Reason	Outcome Status as at 25 Sept 2018
May 2018	Crawley Growth Programme – Grade A Commercial in Crawley Town Centre	DELAYED	Original proposal to be delivered by external partner. Additional Grade A Commercial opportunities being scoped for proposal to come through in the Autumn	GREEN
July 2018	One Public Estate - Combined Horsham Blue Light Centres	DELAYED	Valuations of disposable land require consideration in line with wider Asset Strategy	GREEN
July 2018	One Public Estate – East Street, Littlehampton	DELAYED	Issues with consultant capacity and resource planning	GREEN
July 2018	One Public Estate – Drayton Depot Blue Light Maintenance Facility	DELAYED	Increased specification requirements from services being considered in revised feasibility	GREEN
March 2018	Capital Asset Delivery Plan	DELAYED	Prioritisation of Asset Strategy options required. Asset Strategy/ Policy decision in July. Asset Delivery Plan expected in the new year following member consultation	GREEN
March 2018	2018/19 Schools Access Initiative	DELAYED	Funding issues and governance of block allocations to be resolved	IN DELIVERY
July 2018	PropCo – Angel’s Nursery, Barnham	DELAYED	Proposed project to be removed from the programme	GREY
March 2018	Investment Portfolio	DELAYED	Approach agreed, purchases to be brought forward via Full Business Cases as opportunities emerge	IN DELIVERY
TBC	Crawley Street Lighting LED Replacement	DELAYED	Project removed from programme following strategic review of countywide requirements	GREY
June 2018	Solar Farms/Battery Storage – St Joseph’s, Hunston	DELAYED	Decision currently profiled for 2019/20	GREEN
June 2018	Solar Farms/Battery Storage – Watery Lane, Hunston	DELAYED	Decision currently profiled for 2019/20	GREEN
April 2018	Solar Farms/Battery Storage – Oathall Community College	DELAYED	Decision currently profiled for 2019/20	GREEN
August 2018	Solar Farms/Battery Storage – Halewick Lane, Sompting	DELAYED	Decision currently profiled for 2019/20	GREEN
June 2018	Maidenbower Junior SEND Development	DELAYED		IN DELIVERY
May 2018	School Basic Need – Angmering Secondary School	DELAYED		IN DELIVERY
July 2018	School Basic Need – Bourne Community College	DELAYED	Decision currently profiled for November 2018	GREEN
June 2018	School Basic Need - Crawley Down Primary	DELAYED	Decision currently profiled for September 2018	GREEN
June 2018	School Basic Need – Felpham Community College	DELAYED		IN DELIVERY
June 2018	School Basic Need - St Mary’s RC Primary School	DELAYED	Decision currently profiled for September 2018	GREEN

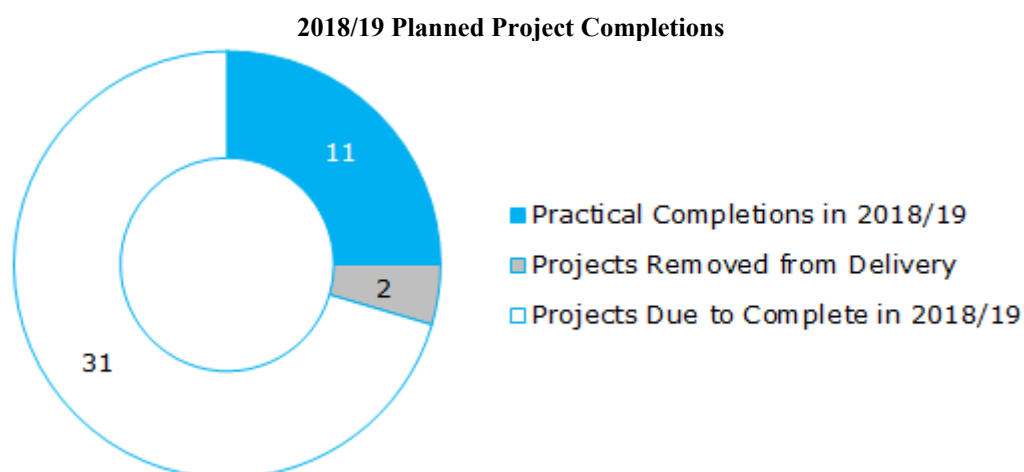


2.1 Each of the projects in delivery are subject to monthly highlight reports by the Project Manager. The highlight reports are scrutinised by a service-specific officer “Hub” and reported to the Strategic Capital Investment Board.

2.2 The highlight reports provide a colour-coded rating for each of the projects.

- **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 The CPO is monitoring the 57 projects that are in delivery, of which 31 remain due to complete during 2018/19.



2.4 11 projects reached practical completion during Quarter 1:

April		
Project	Location	Description
Even Better Pavements	Various	Programme of footway improvements targeted in places to support those most vulnerable to slips, trips and falls to remain active and independent
Steyning Grammar School and Thakeham Primary School	Horsham District	Final element of the STARS programme of schools reorganisation
The Meads Primary School	Mid Sussex District	Provision of 30 additional school places on a temporary basis to accommodate a bulge in pupil numbers
The Weald Community School	Horsham District	Basic Need expansion to add 150 11-16 new school places
Wisborough Green Primary School	Horsham District	Increase from 25 to 30 places per year group

May		
Project	Location	Description
Fire Energy Efficiency	Crawley Borough	Upgrade to windows in Horley Fire Station Lecture Room
Three Bridges Primary School	Crawley Borough	Basic Need – increase from 60 to 90 pupils per year group
Lancing Library	Adur District	Internal remodelling works to improve services for partners and customers
Electric Vehicle Chargers	Chichester District	Installation of 3 electric vehicle chargers at County Hall, Chichester
June		
Project	Location	Description
NCN2 – A259 Felpham to Littlehampton Cycle Path	Arun	Construction of a new cycle path on the A259 between Felpham and Littlehampton
Crawley Growth Programme – Worth Park Avenue	Crawley	Off-carriageway shared-used cycle path connecting Station Hill and Worth Park Avenue

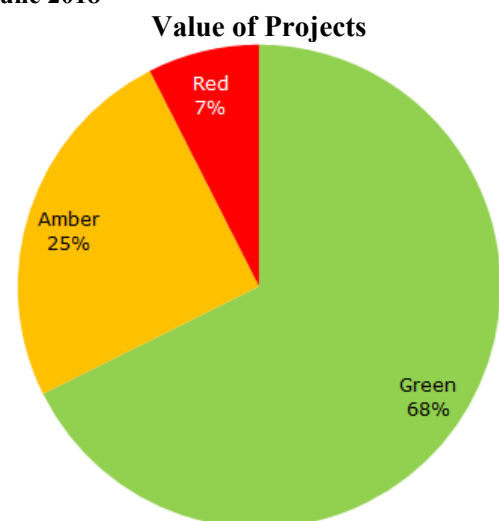
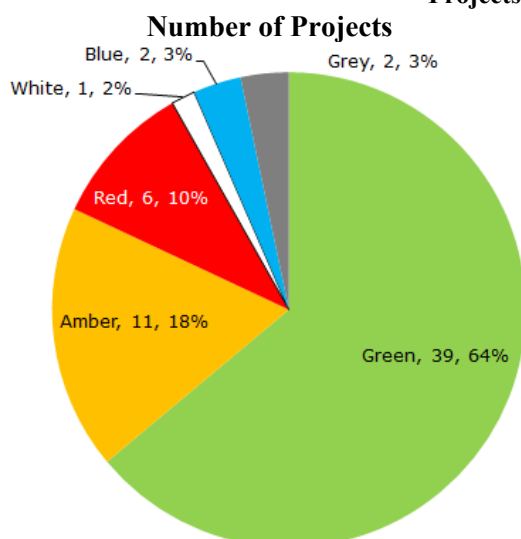
2.5 2 projects have been removed from the delivery section of the programme:

Project	Location	Reason
Crawley Streetlighting LED Replacement	Crawley	Strategic review of project outcomes leading to the project being returned to pipeline
Waste RDF Handling Facility	Horsham	Strategic review of project outcomes leading to the project being returned to pipeline

2.6 Each project is subject to monthly highlight reporting. The highlight reports provide a RAG rating assessment of whether projects are on track for delivery according to TIME, COST and QUALITY measures. All highlight reports are subject to scrutiny and assurance at one of 2 functional-area hubs – Assets & Investments Hub and Highways Hub.

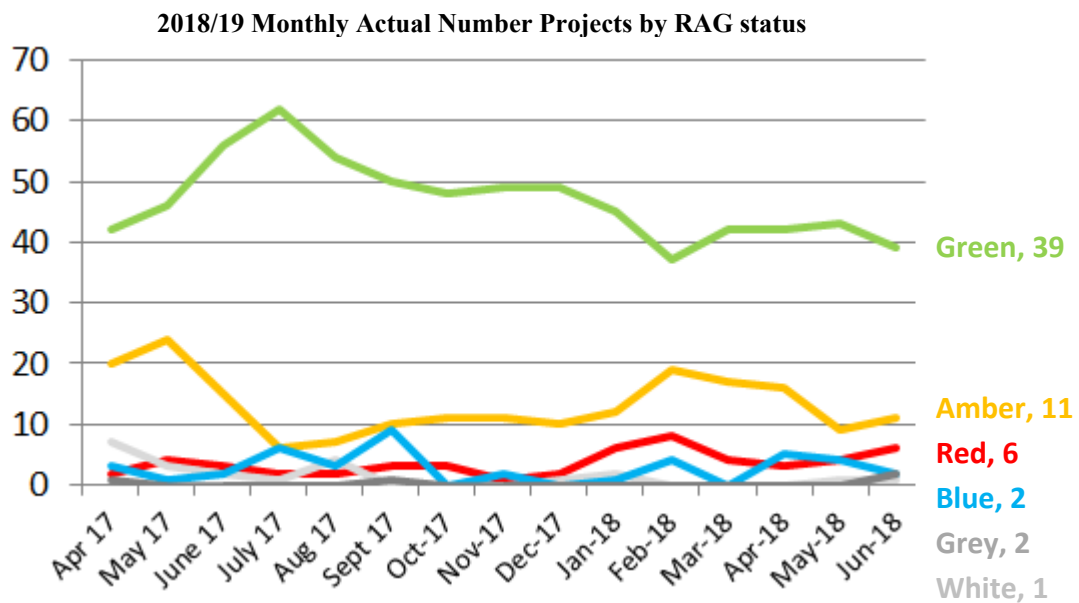
2.7 At the end of June, 39 projects in delivery were rated **GREEN**. 11 were rated at **AMBER**. 6 were rated as **RED**. 1 project – On Street Parking - did not submit a highlight report and is rated **WHITE**.

Projects by RAG status, June 2018



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Annex D The graph below sets out monthly RAG statuses over the last year.



2.9 1 project did not submit a highlight report and is reported as **WHITE**:

Scheme	RAG at 30 June	Reason	Current RAG	Latest Update
On Street Parking	WHITE	Project funding changed from capital to revenue on advice of finance. This led to confusion over reporting requirements	GREEN	Report requirements clarified and project being delivered as approved

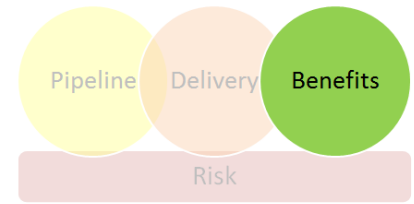
2.10 A summary of the projects rated **AMBER** and **RED** at the end of June is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of June, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Portfolio	Scheme	Issue	Project RAG at 30 June	Mitigations	Impact RAG
Education and Skills/ Children Start of Life	Littlegreen School	Costs to exceed budget due to condition issues with foundations and drainage	RED	Children accommodated safely on site. Agreement reached with contractor to settle final account	AMBER
Education and Skills/ Children Start of Life	Parklands Primary School	Persistent and significant defects requiring additional scrutiny on a completed project. Highlight report requested until issues resolved	RED	Project completed and building being used – potential additional costs required to rectify significant defects	AMBER
Education and Skills/ Children Start of Life	Sackville School	Asbestos incident reported requiring further investigation.	RED	Asbestos issues resolved within contingency budget. Project expected to complete during August	GREEN
Highways and Infrastructure	A284 Lyminster Bypass	Environment Agency requirements for flood mitigation causing changes in design leading to delay and additional cost	RED	Planning approval for revised design to be considered in July. Additional funding to be considered as part of 2019/20 – 2023/24 Capital Programme in December 2018	AMBER
Highways and Infrastructure	Better Connected Broadband	Contractor behind schedule for delivery	RED	Remedial delivery plan agreed with contractor	AMBER

Highways and Infrastructure	A285 Road Safety Improvements	Tenders returned in excess of DfT grant funding	RED	Tenders being evaluated, consideration to be given to alternative specification and delivery options to limit costs. Delivery to be delayed.	GREEN
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3. Benefits

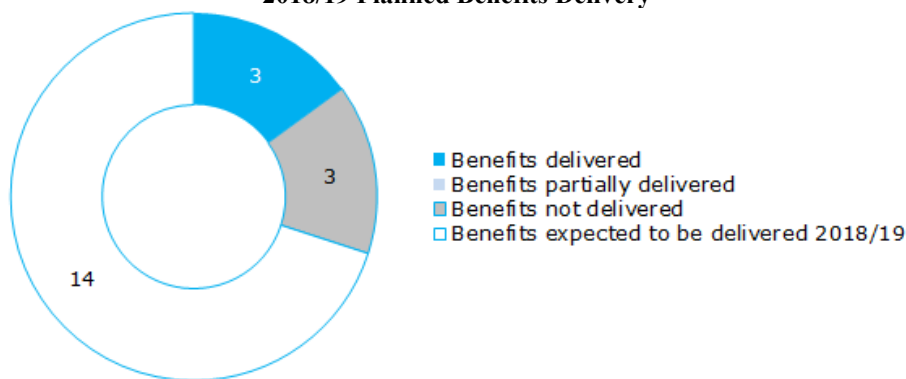
3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



3.2 A benefits realisation framework was put in place in September 2016. Projects approved since then 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 Strategic Capital Investment Board.

3.3 The Benefits Tracker is currently monitoring 54 benefits across 33 projects to be delivered between now and March 2043. 14 benefits remain profiled to be delivered during 2018/19. 3 have been delivered in full.

2018/19 Planned Benefits Delivery



3.4 3 have been delivered in full:

Project	Location	Benefit Description
Even Better Pavements	Various	Additional works amounting to 36,883sqm reconstructed pavements and 204,581sqm micro-asphalt pavement repairs above and beyond programmed repairs
Kamelia Hall, Marlborough Road	Worthing	Revenue savings delivered as at March 2018
East Preston Junior School	Arun	New block handed over in April – benefit delivered early

3.5 3 benefits have been removed from delivery and returned to the Pipeline:

Project	Location	Benefit Type	Mitigation
Crawley Streetlight LED Replacement	Crawley	Revenue saving	Project returned to pipeline, revised project/benefits to be developed
Waste RDF Handling Facility	Horsham	Reduced Tonnage RDF to landfill	Project returned to pipeline, revised project/benefits to be developed
		Revenue saving	Project returned to pipeline, revised project/benefits to be developed

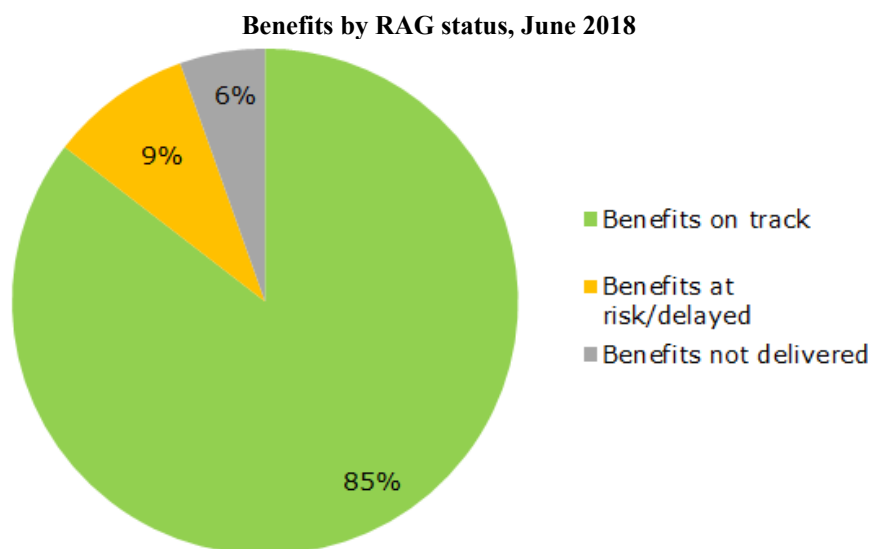
Agenda Item 9

Annex Document

Reporting is provided for each of the benefits:

- **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
- **RED** - benefits will not be delivered

3.7 At the end of June, 41 benefits were reported to be on track, 5 benefits were reported as being delayed or "at risk" and the benefit for Crawley Streetlight LED Replacement will not be delivered in its current form:



3.8 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
Compton Primary School	Chichester	AT RISK	Additional places delivered – current year take-up lower than expected. Future years admissions numbers to be reported at review	AMBER
Boundary Close	Worthing	DELAYED	Changed specification for client leading to delay in delivery and reduced project benefits	AMBER
Findon Valley Library and Children and Families Centre	Worthing	DELAYED	Building vacant but financial clawback clause restricting options for use. Options for future use of the building being reviewed	AMBER
Northgate Primary School	Crawley	DELAYED	Project delivery delayed leading to delay in benefit reporting against benefit. Project to complete in September	GREEN
Westhampnett Gas Works	Chichester	DELAYED	Project delivery delayed leading to delay in benefit reporting.	GREEN

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.



4.2 The CPO is managing 5 programme risks and reporting 7 project risks managed by services. 1 new risk was added to the register at Hub meetings on June's performance:

Risk	Impact	Status	Owner	Mitigations
High level contract changes leading to delay of programmes and underspend against published capital investment in the 2018/19 programme	Appointment of MDC and associated changes delays the delivery of Asset Strategy projects/ programmes Appointment of Highways Term Contractor and associated changes delays the delivery of Highways Capital Strategy projects/ programmes	Impact 3 Likelihood 5	Matt Hall	The appointment of the MDC and Highways Term Contractor will lead to improvements in the County Council's capacity and efficiency in delivering capital projects. For 2018/19, it is likely that there will be a slowing of delivery whilst the new contractors mobilise – and expectations should be managed.

5. Finance

The overall capital monitor, as set out in Appendix B, shows the revised budget for 2018/19 totalling £68.9m, with £63.0m on Core Services and £5.9m on Income Generating Initiatives. The forecast spend for 2018/19 is £80.0m, representing a variance of £11.1m (16%) from the revised budget of £68.9m. Further details of the main variations in Quarter 1 within the forecast spend for 2018/19 are listed below:

Schemes converted from Pipeline to In-Flight +£11.501m

Adults and Health

- Westergate Extra Care +£0.750m. A total budget allocation of £1.5m (funded by grant), was approved to enable the Westergate extra care housing scheme to proceed. This will be delivered by Housing and Care 21 with £0.750m to be paid in 2018/19 and a further £0.750m in 2019/20.

Education and Skills/ Children and Young People

- Northgate Primary School +£0.475m. A change request was approved to allocate a further £0.475m from the Basic Need Allocation for the expansion at Northgate Primary.
- The Forest School +£1.220m. An additional £1.220m was approved following detailed design to fund expansion works and replacement windows at the Forest School in Horsham. The total budget allocation for the scheme is £1.340m.
- Steyning Grammar School +£0.540m. A total budget of £0.540m was approved to be transferred to the Department for Education to allow the replacement of 3 temporary classroom blocks at Steyning Grammar School.

Environment

- Your Energy Sussex +£0.293m. A total budget of £0.293m was approved for design works and project development for two solar farms with battery storage sites and three stand-alone battery storage areas.

Finance and Resources

- Targeted Asset Improvement +£1.000m. A total budget of £1.000m was allocated in the 2018/19 to fund a programme of minor capital asset improvement works and capital maintenance works.

Highways and Infrastructure

- Operation Watershed +£0.300m. Approval was given to commit £0.300m of capital funding for Operation Watershed in 2018/19 to continue grant funding worthy community projects under a revised set of project criteria and application process approved by the Steering Group.
- A2300 +£0.920m. £2.005m was approved from the £22.580m Capital Programme allocation to support the next stage of scheme development. Current financial profiling details £0.920m will be spent in 2018/19 and £1.130m in 2019/20.
- Gigabit +£5.310m. A total budget of £8.680m was approved to take a proactive approach to its connectivity requirements by securing high capacity and future proof

Agenda Item 9

Annex Document
Connectivity to all its sites for the long term (20 years) to allow sustainable, scalable upgrade capacity to key sites in its estate.

Additions and Cancellations +£5.899m

Education and Skills/ Children and Young People

- Northlands Primary School +£0.425m. £0.425m was approved, funded by Section 106 allocations, in relation to design works for the expansion of Northlands Wood School from 1.5 Form of Entry to 2 Forms of Entry.
- Sackville +£0.220m. A change request was approved to transfer £0.220m from the school to the project enabling additional windows to be installed.
- Southwater Primary School +£1.100m. A total budget of £1.100m funded through Section 106 allocations was approved to deliver replacement modular units at Southwater Infant and Junior Schools.

Highways and Infrastructure

- Pothole Action Fund +£1.765m. Additional grant received for potholes in West Sussex from the Department for Transport.
- Annual Works Programme +£2.696m. Additional works approved and progressed funded from external sources.

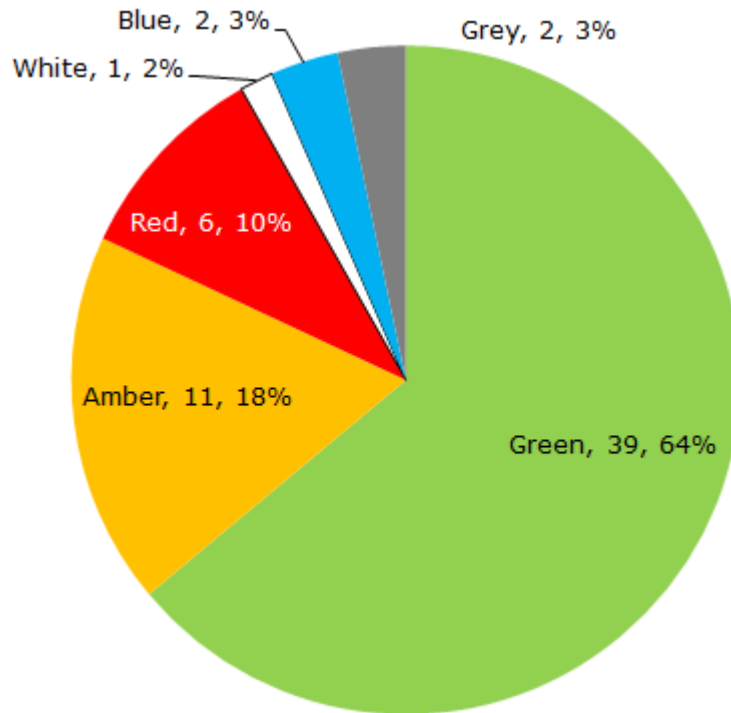
Slippage beyond the control of the service - (£6.278m)

Highways and Infrastructure

- A284 Lyminster Bypass – (£4.185m). The project has been further delayed due to the Environment Agency requiring a change in design standards to now include a viaduct. Up to £8.5m of additional funding may be required to allow the scheme to proceed to the new design.
- West of Horsham – (£1.457m). The budget has been revised to reflect changes to design development, and subsequently to take account of environmental factors and framework contract procurement processes.
- Broadband – (£0.282m). Underspend from Contract 1 has not yet been reallocated by BT for the future rollout of the project.

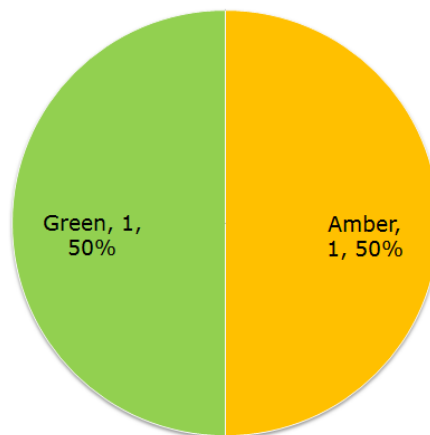
**Capital Programme Performance Report
Quarter 1 2018/19
Performance by Portfolio**

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. A summary of the RAG status of projects at the end of Quarter 1 is set out in the pie chart below:



2. The performance of project by individual Cabinet Member portfolio is set out below:

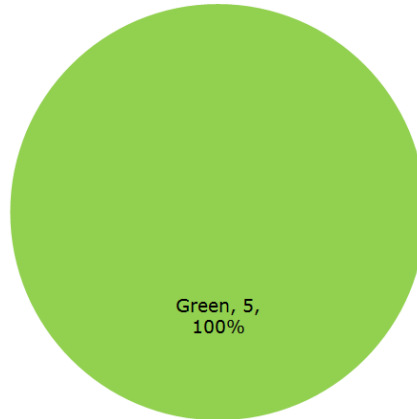
Adults and Health



3. 2 projects submitted highlight reports at the end of June. 1 scheme in delivery was rated **GREEN**, indicating that the project is reporting to plan. 1 was 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. The table below sets out the reason the project was **AMBER** along with an update on the latest position:

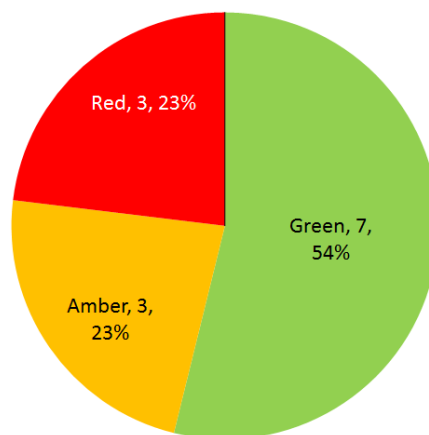
Scheme	RAG at 30 June	Reason	Updated RAG at 25 Sept	Updated Position
No. 2 Boundary Close	AMBER	Change in service-user specifications delaying completion	AMBER	Site handover predicted in September 2018

Safer, Stronger Communities



4. 5 projects submitted highlight reports at the end of Quarter 1, all of which were rated **GREEN**, indicating that the project is reporting to plan.

Education and Skills



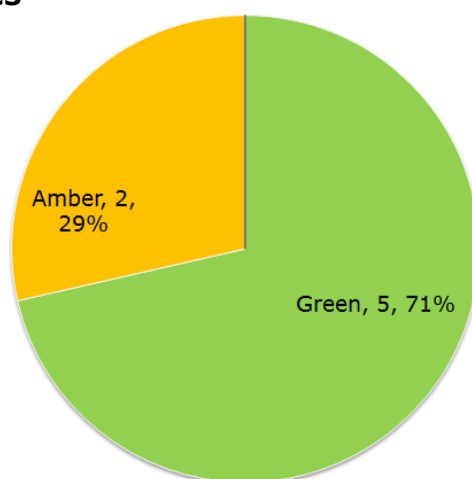
6. 13 projects submitted highlight reports at the end of June. 7 of the schemes in delivery were rated **GREEN**, indicating that the project is reporting to plan. 3 were rated as **AMBER**, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. 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** or **AMBER** and provides an update on the latest position:

Scheme	RAG at 30 June	Reason	Updated RAG at 25 Sept	Updated Position
Bramber Primary School	AMBER	Delay and potential additional costs due to ground conditions – significant flints in the soil and drainage issues	AMBER	Additional costs to be met from existing Basic Need funding, subject to Change Request. Practical completion reached, End of Project Report due in September

Schools Capital Maintenance	AMBER	Ordering delays as a result of SAP-UI implementation	AMBER	Resource issues contributing to delays
East Preston Infants School	AMBER	Additional works required on replacement roof leading to increased costs	AMBER	Change Request to be prepared to fund additional costs from underspend on East Preston Junior School project
Sackville School	RED	Asbestos incident reported requiring further investigation.	GREEN	Asbestos issues resolved within contingency budget. Minor delay on project, expected to complete during August
Parklands Primary School	RED	Project completed. Persistent and significant defects requiring additional scrutiny. Highlight report requested until issues resolved	RED	New contractor appointed to address persistent and significant defects.
Littlegreen School	RED	Quality issues with foundations and drainage	AMBER	Children accommodated safely on site. Agreement reached with contractor to settle final account

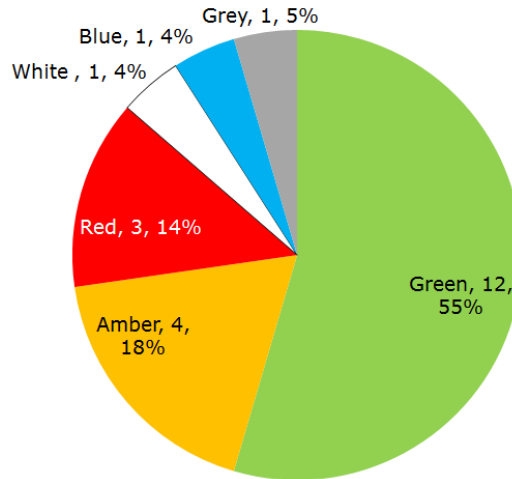
Finance and Resources



8. 7 projects submitted highlight reports at the end of June. 5 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 it can be dealt with by the project manager or project delivery team. The table below sets out the reason individual project/s were rated **AMBER** and provides an update on the latest position:

Scheme	RAG at 30 June	Reason	Updated RAG at 25 Sept	Updated Position
Education Alternative Provision – Flinstones Centre	AMBER	Project scope increased to include kitchen facilities, requiring an increase in budget	GREEN	Programme adjusted to ensure occupation from start of term, with remaining works to be undertaken out of schools hours and at half-term
Energy – Carbon Reduction	AMBER	Delays to lighting upgrades at County Hall North and London Meed School and CHP engine at Centenary House	AMBER	

Highways and Infrastructure



9. 19 projects submitted highlight reports at the end of June. 12 of the projects in delivery were rated **GREEN**, indicating that the project is reporting to plan. 4 were rated as **AMBER**, indicating that there are issues having an effect on the projects, but that they can be dealt with by the project manager or project delivery team. 3 projects were rated as **RED**, indicating that there are significant issues with the projects, requiring corrective action. 1 project did not submit a highlight report and is reported as **WHITE**:

Scheme	RAG at 30 June	Reason	Current RAG	Latest Update
On Street Parking	WHITE	Project funding changed from capital to revenue on advice of finance. This led to confusion over reporting requirements	GREEN	Report requirements clarified and project being delivered as approved

10. 1 project reached practical completion during June:

Project	Location	Description	Status
NCN2 – A259 Felpham to Littlehampton Cycle Path	Arun	Construction of a new cycle path on the A259 between Felpham and Littlehampton	COMPLETE

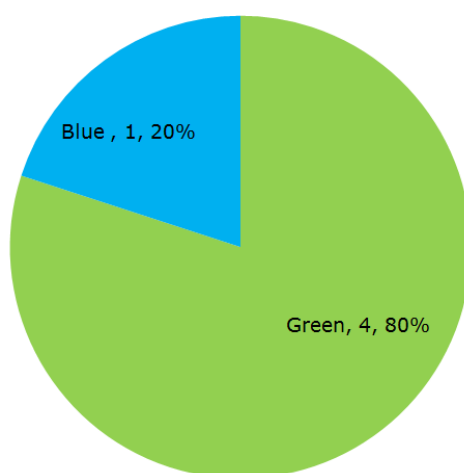
11. 1 project – Crawley Streetlighting LED Replacement - has been removed from the delivery section of the programme and returned to the pipeline following a strategic review of the outcomes and is reported as **GREY**.

12. The table below sets out the reason individual projects were rated **AMBER** and **RED** and provides an update on the latest position:

Scheme	RAG at 30 June	Reason	Updated RAG at 25 Sept	Updated Position
Better Connected Broadband	RED	Contractor behind schedule for delivery	AMBER	Remedial delivery plan agreed with contractor
A284 Lyminster Bypass	RED	Environment Agency requirements for flood mitigation causing changes in design leading to delay and additional cost	RED	Detailed design instructed on revised options. Additional budget requirements to be considered on return of revised designs

A285 Road Safety Improvements	RED	Tenders returned in excess of DfT grant funding	GREEN	Specification revised
Highways Improvement Programme	AMBER	Delay due to dependency on appointment of Highways Term Contractor for pricing and programming	GREEN	Delivery arrangements revert to original contractor following extension of existing contract
Pothole Action Fund	AMBER	Delay due to dependency on appointment of Highways Term Contractor for pricing and programming	GREEN	Delivery arrangements revert to original contractor following extension of existing contract
Bridges	AMBER	Cost forecast for Eatons Bridge above budget	GREEN	Block programme reprofiled
A259 Corridor Improvements	AMBER	Latest cost estimates higher than previously stated.	AMBER	Cost estimates to be reviewed with consultant on return of designs. Duplication of costs with adjacent development expected to be identified.

Leader

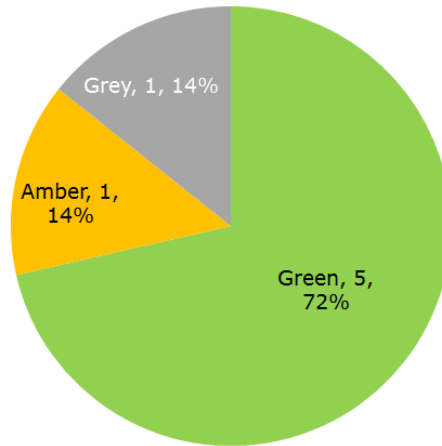


13. 4 projects submitted highlight reports at the end of June. 4 of the projects in delivery were rated **GREEN**, indicating that the project is reporting to plan.

14. 1 project reached practical completion during June:

Project	Location	Description	Status
Crawley Growth Programme – Worth Park Avenue	Crawley	Off-carriageway shared-used cycle path connecting Station Hill and Worth Park Avenue	COMPLETE

Environment



15. 6 projects submitted highlight reports at the end of June. 5 of the projects were rated **GREEN**, indicating that the project is reporting to plan. 1 was rated as **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.

16. 1 project– Waste RDF Handling Facility - has been removed from the delivery section of the programme and returned to the pipeline following a strategic review of the outcomes and is reported as **GREY**.

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

Scheme	RAG at 30 June	Reason	Updated RAG at 25 Sept	Updated Position
YES – Solar Schools Programme 1	AMBER	Contractor capacity and cash-flow issues leading to delay in delivering to agreed programme	AMBER	Contractor suspended. New contractor appointed and on-site.

2018/19 CAPITAL MONITOR as at the end of June 2018

Portfolio	(1)	(2)	(3)	(4)	(5) (6)		(7)	(8)	(9) (10)		(11)	(12)
	18/19 Capital Forecast (December County Council)	Slippage/ (Acceleration) from 2017/18	Pipeline Schemes converted in-year	Revised 18/19 Capital Forecast	Forecast		Full Year Forecast	Over/(Under) Spend	(Slipped to) / Accelerated from 2019/20		Additions/ Cancellations & Reductions of Schemes	Estimated Pipeline 18/19
					Actuals to Date	Forecast for Remaining Period			Changes due to Management Action	Changes beyond the control of the Service		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Programme												
Adults and Health	0	157	750	907	91	816	907	0	0	0	0	200
Education and Skills/ Children and Young People	15,826	982	2,335	19,143	2,946	17,735	20,681	1,538	0	0	1,538	28,666
Environment	390	903	0	1,293	5	1,288	1,293	0	0	0	0	4,500
Finance and Resources	3,806	120	1,234	5,160	344	4,816	5,160	0	0	0	0	600
Highways and Infrastructure	33,225	559	1,220	35,004	2,529	30,569	33,098	(1,906)	11	(6,278)	4,361	700
Leader including Economy	1,300	361	0	1,661	(24)	1,685	1,661	0	0	0	0	0
Safer, Stronger Communities	4,873	429	0	5,302	1,130	4,172	5,302	0	0	0	0	0
Total Core Programme	59,420	3,511	5,539	68,470	7,021	61,081	68,102	(368)	11	(6,278)	5,899	34,666
Income Generating Initiatives												
Environment (Waste Infrastructure & YES)	2,290	2,697	293	5,280	1,176	4,104	5,280	0	0	0	0	5,507
Finance and Resources (inc Propco)	0	48	359	407	13	394	407	0	0	0	0	21,000
Highways and Infrastructure (Gigabit)	0	0	5,310	5,310	0	5,310	5,310	0	0	0	0	0
Leader including Economy (5 Bold Ideas)	333	567	0	900	0	900	900	0	0	0	0	500
Total IGI	2,623	3,312	5,962	11,897	1,189	10,708	11,897	0	0	0	0	27,007
Total Capital Programme	62,043	6,823	11,501	80,367	8,210	71,789	79,999	(368)	11	(6,278)	5,899	61,673

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Performance and Finance Select Committee
5 October 2018
Business Planning Group Report
Report by Chairman, Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.

This report provides an update to the Committee from the latest Performance and Finance Select Committee (PFSC) BPG meeting held on 13 September 2018 setting out the key issues discussed.

Changes to the interim work programme are reflected in the PFSC work programme included as Appendix A.

The Committee is also responsible for the over-arching review of Scrutiny Task and Finish Groups (TFGs). The Committee is asked to review the Task and Finish Group (TFG) rolling progress report included as Appendix B.

Recommendations

The Committee is asked to:

1. Support the updates to the work programme as recommended by the Business Planning Group and reflected in the updated work programme at Appendix A; and
2. Note the latest Task and Finish Group Rolling Programme, attached as Appendix B, and make any comments accordingly.

1. Introduction

The BPG met on 13 September 2018, members in attendance were Mr Montyn (Chairman), Mrs Dennis and Dr Walsh (part of the meeting). Mrs Mullins gave apologies.

2. 13 September 2018

- 2.1. Mr Lea was invited to attend the meeting to discuss the changes he proposed in relation to the **Quarterly Capital Programme Performance Monitor** which is received by the committee. Mr Lea proposed the changes in order to improve the understanding of the information and effectiveness of scrutiny of this item. The Capital Programme Manager also attended the meeting to

contribute to the discussion around what changes could be made to the reports.

- 2.2. The Group agreed that the information could be improved and requested further overview information be provided as an Appendix to the existing report; this should include a financial overview for the year and a RAG (red-amber-green) rating to indicate the progress of projects and provide some comparable information. The Appendix should include pipeline projects and reasons for any delay in starting, the performance of projects progressing and the benefits for those that are completed. The financial value of projects should be included. It was further agreed that Mrs Dennis and Mr Lea would meet the Capital Programme Manager to review the draft overview document. The intention is that this new style of reporting will be introduced for the Quarter 2 report.
- 2.3. The Head of Procurement and Contract Services attended the meeting to provide an update for Members on the implementation work taking place to embed the **Social Value Act** requirements into the Council's procurement and contract processes. This is largely achieved through the Sustainability Strategy and further work is taking place in relation to the apprenticeship scheme, engaging with the voluntary sector and identifying a Social Value Champion within the restructured Procurement Team.
- 2.4. Members supported the work and were keen to promote the economic and community benefits of working with small and medium enterprise businesses (SMEs) across the county. It was determined that a report was not needed at a formal select committee meeting but that an update on progress should be included within the remit of the Contracts Management TFG which is due to reconvene in late 2019.
- 2.5. Members also discussed a request made at the July meeting of the committee that a TFG should be established to consider the council's process for **contract negotiations**. The Group determined that the recommendations made through the recent Contract Management TFG around the involvement of BPGs in monitoring contracts could identify and address any contract negotiation issues. The Group therefore determined that the reconvened Contracts Management TFG would review whether any further work was required in this area.
- 2.6. The Director of Finance, Performance and Procurement addressed an issue raised by the Chairman into **investments to other Authorities** who were in financial difficulty. The Director confirmed that the practice is allowed within the Treasury Management Strategy and assured members that this is a mature and established market, that all investments are made through brokers and is secure as it is backed by the Government. It was agreed that the next Treasury Management report presented to the committee would expand on these investments to provide the necessary reassurance to the committee.
- 2.7. The **budget timeline** was briefly discussed with the Director of Finance, Performance and Procurement who confirmed that the timeline circulated to all members by the Leader in August was being followed. Pre-decision

scrutiny of savings included within the Forward Plan would be carried out by the individual Select Committees at the appropriate time.

3. **Scrutiny Work Programme Planning**

- 3.1 Members of the Group reviewed the outstanding items on the current work programme. Appendix A details the items and timings to be reviewed as part of the 2018/19 work programme for the Committee. These changes include:-
- All members to be invited to attend the October meeting for the What Matters to You? survey findings and Medium Term Financial Strategy items.
 - June and July TPM would be reviewed at the October committee meeting. Mr Crow would be asked to provide a verbal introduction to the items as the Chairman of the Executive TFG which has recently reviewed the format and content of the TPM reports.
 - Inclusion of an **OPE** report for the November meeting of the Committee.
 - **Social Value Act** – Members agreed to include an update on embedding the requirements in the remit of the reconvening Contracts Management TFG.
 - **Contract Management TFG** – to include the Social Value Act update and also address any issues raised through BPGs about contract negotiations.
 - **Angel's Nursery, Barnham** to remain on the October meeting Agenda to pre-view the decision in relation to the site.

4. **Scrutiny Task and Finish Groups**

- 4.1 The progress report of Task and Finish Groups is attached as Appendix B. This includes the current position of the Groups established as part of the Scrutiny Work Programme which was approved at County Council in December 2017.

5. **Implications**

- 5.1 There are no resource, risk management, Crime and Disorder Act or Human Rights Act implications arising directly from this report. However, if any substantive reports to the Committee have implications, an Equality Impact Report will be included in appropriate substantive reports to the Committee.

Pieter Montyn

Chairman, Performance and Finance Business Planning Group

Contact Susanne Sanger, 033 022 22550

Appendices

Appendix A PFSC Work Programme 2018/19

Appendix B Scrutiny TFG Rolling Progress Report

Background Papers

None

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Performance and Finance Select Committee Work Programme 2018/19

Select Committee Meeting date	Subject/Theme	Objectives/Comments	Key Contacts	Source
5 October 2018 Dispatch: 26 September PrAM: 14 September PrAM dispatch: 6 September	Response to recommendations: Contracts Management TFG	Cabinet Members response to the Committee's recommendations following the TFG report to July meeting.	Katharine Eberhart	PFSC 09/07/18
	What Matters to You? Survey 2018	First look at results from the resident survey results	Hannah Clubb, Helen Butcher, Martin Farrell	
	Medium Term Financial Strategy	Scrutiny of the Medium Term Financial Strategy for 2019/20 ahead of approval at December County Council	Katharine Eberhart, Steve Harrison	
	TPM - June and July	Review of the latest TPM report [June including larger quarterly report]	Katharine Eberhart, Martin Farrell, Fiona Morris	
	Quarter 1 Capital Programme Performance Report	Review of the capital programme performance	Lee Harris, Matt Hall	
	Angels Nursery, Barnham	Update and decision preview for this PropCo development	Lee Harris Malcolm Mayo	BPG 21/05/18
	September BPG report	Summary of the BPG 13 September 2018	Susanne Sanger	
22 November 2018 Dispatch: 13 November PrAM: 7 November PrAM dispatch: 31 October	Review of savings proposals for 2019/20	Scrutiny ahead of approval of budget at February County Council	Katharine Eberhart	BPG 21/05/18
	Treasury Management Mid-year Review	Scrutiny of the mid-year performance of Treasury Management	Katharine Eberhart, Vicky Chuter	
	Quarter 2 Capital Programme Performance Report	Review of the capital programme performance. [Apdx with dashboard overview to be included]	Lee Harris, Matt Hall	BPG 13/09/18
	One Public Estate	Scrutinise the progress, ongoing work, costs and efficiency savings in relation to the One Public Estate programme	Lee Harris Miranda Shawcross	BPG 13/09/18
	TPM - September	Review of the latest TPM report.	Katharine Eberhart Nadine Muschamp	
	November BPG Report	Summary of the November BPG	Susanne Sanger	
	Appointment to BPG	Appointment of the Vice Chairman to the BPG	Susanne Sanger	
7 December 2018 PROJECT DAY Dispatch: 28 November PrAM: 21 November PrAM dispatch: 13 November	No current business			
17 January 2019 Dispatch: 8 January PrAM: 4 January PrAM dispatch: 27 December	2019/20 Draft Budget	Review prior to County Council in February.	Katharine Eberhart, Steve Harrison	Work Prog
	Annual Capita Review	Scrutiny of Capita performance as outlined in report to March'18 Committee meeting	Katharine Eberhart Linda Corn	March PFSC
	TPM - October (November to follow TBC)	Review of latest TPM [should include larger quarterly report]	Katharine Eberhart, Martin Farrell, Fiona Morris	
	Treasury Management Strategy	Scrutiny of the 2019/20 Treasury Management Strategy	Katharine Eberhart, Vicky Chuter	
20 March 2019 Dispatch: 11 March PrAM: 4 March PrAM dispatch: 25 February	TPM - December	Review of latest TPM [should be larger 1/4ly report]	Katharine Eberhart	
	Quarter 3 Capital Programme Performance Report	Review of the capital programme performance	Matt Hall	
	Novartis Full Business Case	Review the full business case ahead of a Cabinet member decision	Carolyn Carr/Gary Cox	PrAM 21/06/18
	Business Planning Group report - February	Summary of the February BPG	Susanne Sanger	

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Task and Finish Group Rolling Programme

Title	Type of TFG	Membership	Focus	Current Status/ timetable	Officer Contact	ADSO Support	Recommendations
JOINT SCRUTINY (with District & Borough Councils)							
NONE IN PROGRESS							
TFGs in PROGRESS							
NONE IN PROGRESS							
PROPOSED TFGs							
Working with the Voluntary Sector	Cross-cutting	TBC	TBC - following a meeting with Select Committee Chairmen and senior officers it was determined that place-based sessions should take place linked to CLC meetings. These sessions would outline what work is being undertaken in the CLC area and proposals to improve this work. This will then determine whether a TFG is required and if so what the focus should be. It has also been agreed that an up-date on the Social Value Act and how it has been implemented at WSCC should be presented to a future meeting of PFSC.	On-hold till after place-based sessions have been held at CLCs.	Susanne Sanger		
COMPLETED TFGs (to be reported through PFSC)							
Education and Skills Annual Report	CYPSSC	Paul High, Jacky Pendleton, Sue Mullins	To review performance of the Education and Skills service and attainment of pupils at schools in West Sussex.	Single meeting TFG to meet on 19 February 2018 and report back to CYPSSC on 14 March 2018.	Rachel Allan	Natalie Jones-Punch	Recommendations made as follows to the CYPSSC: 1. That officers are requested to undertake a pooling and cross-checking of Key Stages 1 and 2 data in advance of the published national deadline to enable West Sussex County Council officers to scrutinise the data at the first opportunity, enabling confidence and clear direction for forward planning.
School Funding Review	CYPSSC	Paul High, Jacky Pendleton, Sue Mullins, Joy Dennis, Anne Jones, Paul Marshall.	To preview school funding decision, as all the information was not available at the January Committee.	Single meeting TFG to meet on 8 February 2018.	Rachel Allan	Natalie Jones-Punch	Letter written to Cabinet Member for Education and Skills, endorsing the decision.
Contract Management	PFSC	Roger Elkins (Ch), Duncan Crow, Joy Dennis, Nigel Jupp, James Walsh, Kate O'Kelly, Chris Oxlade	To review the contract management and monitoring arrangements in place at WSCC.	Three meetings of the Group took place during April and May 2018. The final report and recommendations were presented to PFSC in July 2018.	Susanne Sanger	Lisa Sampson	Final report was accepted by PFSC in July 2018. The Cabinet Member for Finance accepted all the recommendations included in the report (October 2018).

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Forward Plan of Key Decisions

Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website www.westsussex.gov.uk and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

Key decisions are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	The title of the decision, a brief summary and proposed recommendation(s)
Decision By	Who will take the decision
West Sussex Plan priority	See above for the five priorities contained in the West Sussex Plan
Date added to Forward Plan	The date the proposed decision was added to the Forward Plan
Decision Month	The decision will be taken on any working day in the month stated
Consultation/ Representations	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
Background Documents	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 13 September 2018

Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

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5	Cabinet Member for Education and Skills	Approval of a new School Effectiveness Strategy	September 2018
6	Cabinet Member for Education and Skills	Change to the Approved Capital Programme - Creation of a Schools Access Initiative Budget	September 2018
7	Cabinet Member for Education and Skills	Expansion of Crawley Down Primary School	September 2018
7	Cabinet Member for Education and Skills	Expansion of St Mary's Catholic Primary School, Bognor Regis	September 2018
8	Cabinet Member for Education and Skills	Expansion of Bourne Community College	November 2018
9	Executive Director Economy, Infrastructure and Environment	Award of Contract for expansion of The Angmering School	September 2018
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10	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of St Mary's Catholic Primary School, Bognor Regis	September 2018
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12	Cabinet Member for Highways and Infrastructure	Street Works Prosecution Policy	September 2018
13	Cabinet Member for Highways and Infrastructure	Update of the Surface Water Management Policy	September 2018
13	Cabinet Member for Highways and Infrastructure	Traffic Signals Refurbishment Programme	September 2018
14	Cabinet Member for Highways and	Approval of Guidance on Parking in New Developments	November 2018

	Infrastructure		
15	Cabinet Member for Highways and Infrastructure	Approval of the Strategic Transport Investment Programme (2018/2019)	October 2018
16	Cabinet Member for Highways and Infrastructure	Adoption of the updated policy on Commuted Sums for maintaining infrastructure in association with S278 and S38 Highway Agreements	November 2018
17	Cabinet Member for Highways and Infrastructure	Procurement of new Highways Contract	November 2018
18	Cabinet Member for Environment	Re-procurement for the provision of Clinical Waste Services	September 2018
19	Cabinet Member for Environment	Countryside Contractors Framework Agreement: re-procurement	September 2018
19	Cabinet Member for Environment	Approval of Halewick Lane Energy Storage Project	March 2019
20	Cabinet Member for Safer, Stronger Communities	Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18	September 2018
21	Cabinet Member for Adults and Health	Short Break Services for Family and Friends Carers (Adults)	September 2018
22	Cabinet Member for Adults and Health	Procurement of Integrated Advocacy Services	September 2018
23	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor May 2018	September 2018
24	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor (Rolling Entry)	Between April 2018 and April 2019
24	Cabinet Member for Finance and Resources	Review of Property Holdings (Rolling Entry)	Between January 2018 and December 2018
25	Cabinet Member for Finance and Resources	Procurement of Outdoor Media Services	September 2018
26	Cabinet Member for Finance and Resources	Park House Horsham - Renewal of Lease FR08(18/19)	September 2018
27	Cabinet Member for Environment	Adoption of the West Sussex Statement of Community Involvement (third review)	September 2018
27	Executive Director	Pilot of Minor Adaptations and Deep Clean	September

Agenda Item 15

	Children, Adults, Families, Health and Education	Services for eligible West Sussex residents with disabilities	2018
28	Cabinet Member for Adults and Health	Endorsement of Future arrangements for District and Borough Wellbeing Hub Services	September 2018
29	Cabinet Member for Adults and Health	Procurement of Mortuary Services for West Sussex	December 2018
30	Cabinet Member for Children and Young People	Alterations to the Integrated Prevention and Earliest Help Service	December 2018
31	Cabinet Member for Children and Young People	Provision of accommodation for Care Leavers	November 2018
32	Cabinet Member for Education and Skills	Creation of additional Special Support Centres	November 2018
33	Cabinet Member for Highways and Infrastructure	On-street parking to support traffic management	November 2018
33	Cabinet Member for Highways and Infrastructure	Passenger Transport (Bus) Strategy and Supported Services Review	December 2018
34	Cabinet Member for Environment	Funding for Recycling Credits	September 2018
35	Cabinet Member for Adults and Health	Adults In-house Social Care services - Choices for the Future	October 2018
36	Cabinet Member for Adults and Health	Housing Related Support	September 2018
37	Cabinet Member for Adults and Health	Local Assistance Network (LAN) Funding	September 2018
38	Cabinet Member for Adults and Health	Minimum Income Guarantee for Working Age Adults	September 2018

Best Start in Life

Cabinet Member for Education and Skills

Approval of a new School Effectiveness Strategy	
<p>In April 2018 the Cabinet Member agreed to launch a public consultation regarding the development of a new School Effectiveness Strategy for West Sussex. This related to how the Council will work with education providers from 2018 to 2022 to underpin the West Sussex Plan priority to ensure that children and young people get the best start in life.</p> <p>The County Council is responsible for strategically organising school places, educational progress and outcomes, raising standards and making sure that schools work in the most sustainable and effective way. The Strategy will set out a vision, principles and values for education in West Sussex. It will outline how to build sustainable capacity and support improvement by targeting resources, broadening services that are traded, and encouraging school-to-school support. This refreshes the current Strategy for School Improvement 2016-2019.</p> <p>The consultation that ran from 18 May to 25 June invited comments and feedback from a range of stakeholders on the draft Strategy. Following the full assessment of the consultation responses, and the development of the final Strategy taking into account the views expressed, the Cabinet Member for Education and Skills will be asked to approve the full and final School Effectiveness Strategy 2018-2022 for implementation during September 2018.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	10 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>Children and Young People's Services Select Committee - 20 June 2018</p> <p>Survey on the County Council's 'Have Your Say' website</p> <p>Discussions through the following:</p> <ul style="list-style-type: none"> • Primary, Secondary and Special Headteacher Executives • Youth Parliament • West Sussex Governors' Association • Schools Forum • West Sussex Parent Carer Forum • Directorate engagement with staff <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact below, by the beginning of the month in which the decision is due to be taken.</p>

Background Documents (via website)	Consultation Results
Author	Mark Jenner Tel: 033 022 27854
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Change to the Approved Capital Programme - Creation of a Schools Access Initiative Budget	
<p>The Council encourages the inclusion, where appropriate, of all pupils with disabilities in mainstream schools. To assist in enabling this it is proposed that a Schools Access Initiative budget is established to fund adaptations and improvements to school buildings to ensure their accessibility to pupils where reasonably practicable. This will improve the educational and social outcomes for children and their families and reduce the requirement for more costly specialist Special Educational Needs and Disabilities (SEND) provision. Works funded by the new budget could include installing hygiene facilities, ramps and making acoustic improvements.</p> <p>In December 2017 the Council approved an allocation of £30.2m for Schools Basic Need projects in 2018/19. The Cabinet Member for Education and Skills will be asked to approve the reallocation of £500,000 of the approved sum for Basic Need Funding to create a Schools Access Initiative budget.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	21 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>Headteacher Groups Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Expansion of Crawley Down Primary School	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to growing demand for school places in the Crawley Down area there is a need to expand the local Primary School to accommodate additional pupils. In March 2016 following a positive public consultation, the Governing Body approved an expansion of Crawley Down Primary School to increase its admission number from 45 pupils in each year group to 60 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the expansion project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	20 March 2018
Decision Month	September 2018
Consultation/ Representations	<p>School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Expansion of St Mary's Catholic Primary School, Bognor Regis	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to the growing demand for school places in the Bognor Regis area, in March 2018 proposals were endorsed to increase the pupil admission number at St Mary's Catholic Primary School from 45 pupils in each year group to 60 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan	Best Start in Life

priority	
Date added to Forward Plan	24 April 2018
Decision Month	September 2018
Consultation/ Representations	School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES10(17/18)
Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Expansion of Bourne Community College	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Due to the growing demand for school places, in March 2017 the Cabinet Member for Finance and Resources approved an expansion of Bourne Community College to increase the admission number from 150 pupils in each year group to 180 pupils in each year group with effect from September 2019.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of the funds required to enable the project to proceed.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	20 March 2018
Decision Month	November 2018
Consultation/ Representations	School Parents and local residents Parish and District Councils Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.

Background Documents (via website)	Cabinet Member Decision Report FIN09(16/17)
Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for expansion of The Angmering School	
<p>In July 2018 the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to undertake an expansion project to provide additional pupil places at The Angmering School (Decision ref ES07 (18/19)). As part of the decision the Cabinet Member delegated authority to the Executive Director Economy, Infrastructure and Environment to award the building contract to carry out the necessary works.</p> <p>The Executive Director Economy, Infrastructure and Environment will be asked to approve the award of the construction contract to expand the Angmering School.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	<p>Executive Director Children, Adults, Families, Health and Education</p> <p>Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
Background Documents (via website)	Cabinet Member Decision - ES07(18/19)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for expansion of Crawley Down Primary School	
<p>Due to growing demand for school places in the Crawley Down area there is a need to expand the local Primary School to accommodate additional pupils. The Cabinet Member</p>	

for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand Crawley Down Primary School.

Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	Executive Director Children, Adults, Families, Health and Education Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of St Mary's Catholic Primary School, Bognor Regis

Due to growing demand for school places in the Bognor Regis area there is a need to expand St Mary's Catholic Primary School to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand St Mary's Catholic Primary School.

Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life

Date added to Forward Plan	17 April 2018
Decision Month	September 2018
Consultation/ Representations	Executive Director Children, Adults, Families, Health and Education Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of Bourne Community College	
<p>Due to growing demand for school places there is a need to expand Bourne Community College to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contracts for the works.</p> <p>Following receipt of this approval from the Cabinet Member, the Executive Director of Economy, Infrastructure and Environment will be asked to award the construction contract to expand Bourne Community College.</p>	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	17 April 2018
Decision Month	November 2018
Consultation/ Representations	Executive Director Children, Adults, Families, Health and Education Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None

Author	Rob White Tel: 033 022 23045
Contact	Wendy Saunders Tel: 033 022 22553

A Prosperous Place

Cabinet Member for Highways and Infrastructure

Street Works Prosecution Policy	
<p>Utilities have a statutory obligation to apply for streetworks permits through the County Council's permit team. This is in accordance with relevant legislation such as the New Roads and Street Works Act, the Traffic Management Act, the West Sussex Permit Scheme and the associated regulations and Codes of Practice.</p> <p>Utilities are required to use their best endeavours to co-operate with the County Council as the street authority, in the interests of safety, to minimise inconvenience to people using the street and to protect the structure of the street and the integrity of the apparatus in the street. Failure to do so is an offence under the relevant section of the legislation.</p> <p>It is proposed that the County Council's street authority will prosecute if it considers that an offence has been committed and if the evidence shows that there is a realistic prospect of conviction, where the relevant offender has shown a previous poor history of compliance under its statutory obligations and/or the offender has failed to discharge its liability under The Street Works (Fixed Penalty) (England) Regulations 2007 or the Traffic Management Permit Scheme Regulations 2007.</p> <p>It is recommended that Cabinet Member approves the adoption of The West Sussex Streetworks Prosecution Policy to empower the street authority in carrying out its statutory duty/s in accordance with the relevant Acts of Parliament.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>Internal and external stakeholders</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Jeff Elliot Tel: 033 022 25973

Contact	Judith Shore Tel: 033 022 26052
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Cabinet Member for Highways and Infrastructure

Update of the Surface Water Management Policy	
<p>The Surface Water Management Policy was adopted in August 2017 and is an important regulatory tool against which planning applications can be challenged. At the request of engineering colleagues in the West Sussex Districts and Borough councils, the County Council as Lead Local Flood Authority (LLFA) was requested to write further guidance relating to non-major developments (notably householder extensions and housing developments of less than 10 properties). The Policy has been reviewed over the past 9 months and consulted upon internally and externally.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the adoption of the updated Surface Water Management Policy.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Councils, internal consultation with Director of Highways and Transport and Executive Director for Economy, Infrastructure and Environment</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	West Sussex (LLFA) Policy for the Management of Surface Water
Author	Ray Drabble Tel: 033 022 24077
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Traffic Signals Refurbishment Programme
<p>This decision concerns the implementation of a refurbishment programme for traffic signal sites across West Sussex. The Traffic Signals Team has developed a system that uses periodic inspections of the traffic signals to capture and categorise equipment and sites that need urgent attention. The number of such locations has been steadily increasing due to the age of the equipment.</p> <p>It is proposed that a programme of signal refurbishments is progressed, using the</p>

current traffic signals maintenance contract, to procure all the necessary elements of the work. Although it would be feasible to investigate the implementation of a full asset management plan the cost of this would be in excess of £2million. However the proposed Traffic Signals Refurbishment Programme will address the critical issues.

The Capital Programme 2018/19 – 2022/23 approved by Full Council in December 2017 included £1m for the Traffic Signals Refurbishment Programme as a pipeline scheme, funded by corporate borrowing. The funding is split £250k per annum over 4 years, commencing 2018/19.

The Cabinet Member will be asked to approve:

- (1) The decision to proceed with the refurbishment programme; and
- (2) The use of the associated funding of £250k per annum from 2018/19 to 2021/22.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	September 2018
Consultation/ Representations	Internal consultation with finance and legal teams Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Barry Edmunds Tel: 033 022 25692
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Approval of Guidance on Parking in New Developments

The Council provides guidance on parking in new residential and commercial developments to inform the determination of planning applications by Local Planning Authorities (LPA). It addresses the amount of car and cycle parking that is expected to be provided and includes advice to developers and the LPAs on the highway impacts of parking provision in new developments.

The current guidance was last reviewed in 2010 (residential), and 2003 (commercial). There is a need to review the current guidance to ensure it is fit for purpose, up to date and consistent with current national planning policy and guidance. A review of the current guidance has been undertaken in consultation with the LPAs to provide an updated evidence base and recommendations on which the new guidance will be based.

The Cabinet Member for Highways and Infrastructure will receive a report on the review of current guidance and be asked to approve the Council's updated Guidance on Parking in New Developments.	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	November 2018
Consultation/ Representations	Local Planning Authorities in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Approval of the Strategic Transport Investment Programme (2018/2019)	
<p>In July 2013, the Council established a Strategic Transport Investment Programme (STIP) to identify and develop strategic (i.e. larger than local) transport schemes that are needed to support sustainable economic growth in the county. A long list of potential schemes was identified at that time, largely building on technical work to prepare local plans and these schemes were prioritised.</p> <p>The STIP has been reviewed periodically since 2013 and consideration is again being given to adding new priorities for investment and also removing schemes that are no longer considered to be priorities. Consultation has taken place with elected members and other stakeholders who were invited to put forward suggestions to inform the review. As the majority of funding for strategic transport projects will be subject to scheme appraisal in line with Department for Transport guidance, any new potential priorities will be appraised using a similar standardised approach.</p> <p>The Cabinet Member for Highways and Infrastructure will be provided with an update on progress with current priorities and recommended to approve a revised Strategic Transport Investment Programme list of priorities, including the need for feasibility work on schemes in 2019/20.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place

Date added to Forward Plan	7 August 2018
Decision Month	October 2018
Consultation/ Representations	Local Members, Local Planning Authorities and other key stakeholders were invited to put forward suggestions Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Adoption of the updated policy on Commuted Sums for maintaining infrastructure in association with S278 and S38 Highway Agreements	
<p>In association with development proposals, third parties enter into agreements with the Council under Section 278 and Section 38 of the Highways Act 1980. These agreements enable them to make modifications to the existing public maintainable highway and also to offer up new highways for adoption by the County Council. Where this infrastructure will create an additional maintenance burden on the authority, commuted sums are secured for the future maintenance of the asset that is being adopted.</p> <p>The policy on commuted sums provides clarity on the Council's approach and which assets will attract commuted sums. It is being updated to reflect current rates for maintenance of the various assets.</p> <p>The Cabinet Member for Highways and Infrastructure will be recommended to adopt the updated policy on commuted sums as the Council's approach to securing contributions for the future maintenance of assets adopted under S278 and S38 Highway Agreements.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	November 2018
Consultation/ Representations	Internally with officers in the highways and transport, finance, and legal services teams Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the

	officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Andrew Howick Tel: 033 022 25704
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Procurement of new Highways Contract	
<p>The Highways Maintenance Term Contract is used to deliver a range of statutory highways maintenance services and the existing contract expires on 31 March 2019. The length and scope of the contract and the detailed terms will be developed using a commissioning based approach.</p> <p>The Cabinet Member will be asked to:</p> <ol style="list-style-type: none"> (1) approve the commencement of a procurement process for a new Highways Maintenance Term Contract, to commence on expiry of the current contract; and (2) delegate authority to the Director of Highways and Transport to enter into the contract, and to extend if appropriate, in accordance with the Council's Standing Orders on Procurement and Contracts. 	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>Environment, Communities and Fire Select Committee All-member briefing Executive Director Economy, Infrastructure and Environment Director of Finance, Performance and Procurement Director of Law and Assurance</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Chris Barrett Tel: 033 022 26707
Contact	Judith Shore Tel: 033 022 26052

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

Re-procurement for the provision of Clinical Waste Services

In January 2015, the Council entered into a 4-year Framework Agreement with Medisort Ltd for the provision of Clinical Waste Services. The Council utilised this agreement for treatment and disposal of clinical waste collected by the District and Borough Councils in West Sussex. The initial term of the call off contract was for three years and included an option to extend up to a maximum of an additional 2 years. It has currently been extended to 31 March 2019.

Since it commenced, the Framework Agreement has also been utilised by four of the West Sussex District and Borough Councils for their clinical collection and support service arrangements. This agreement has proved an efficient vehicle for procuring a joint service for collection and disposal of a waste service that requires specialist handling and treatment.

The County Council is considering the procurement options for the continuation of this service for the residents of West Sussex. A joint collection and disposal contract will continue to provide efficiencies in service delivery and operations as well as a single point of contact for those residents who require this service.

The Cabinet Member will be asked to agree to the commencement of a procurement exercise for the provision of Clinical Waste Services from 1 April 2019 and to delegate authority to the Director of Energy, Waste and Environment to award the contract to the most economically advantageous tender.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong and Sustainable Place
Date added to Forward Plan	30 July 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member Environment at, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Sparshott Tel: 033 022 27716
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Countryside Contractors Framework Agreement: re-procurement	
<p>The Countryside Contractors Framework Agreement is used to deliver works on the Public Rights of Way network and at various countryside sites around West Sussex. It enables the Council to use a variety of qualified contractors to deliver works that fall outside of the Public Rights of Way maintenance contract.</p> <p>The existing Framework Agreement ends on 31 May 2019 and the Cabinet Member will be asked to approve the commencement of a procurement process to renew the Agreement.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	21 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Charlotte Weller Tel: 033 022 26001
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Approval of Halewick Lane Energy Storage Project
<p>The project forms part of the agreed objectives of the Your Energy Sussex (YES) partnership by increasing and enabling the expansion of renewable energy generation in the county as well as developing the low carbon economy and reducing CO₂ emissions. It also supports the outcomes identified in the approved Energy Strategy. The project will also facilitate a much needed re-development of the site, with the existing buildings being demolished and the site fully secured. The site has in recent years suffered problems with safety, break-ins and vandalism.</p> <p>Since 1 April 2014 the YES team has been working to develop a significant pipeline of energy related projects including:</p> <ul style="list-style-type: none"> • The imminent completion of Westhampnett solar farm with 4 mega-watts of energy storage on site, • Development of Tangmere Solar farm, which is now complete, • Installation of commercial scale PV (photovoltaic) systems on schools and third

- party roofs including at Goodwood Aerodrome,
- PV systems for 225 houses owned by Crawley Borough Council, and
- For Adur & Worthing councils, installation of gas central heating systems in houses served by a newly installed gas main.

Generation of income for all the energy schemes will be achieved through the Council's energy purchaser (N-Power) selling power on its behalf, maximising the income opportunities available as an energy generator. The dual expansion of solar generation and stand-alone battery storage is a key part of the YES energy project pipeline, with solar farms and battery storage continuing to represent a relatively low risk investment for capital.

The Cabinet Member will be asked to approve the development of the previous Sompting Waste Destructor site (Halewick Lane, Sompting) into a battery storage facility.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	14 August 2018
Decision Month	March 2019
Consultation/ Representations	Member for Sompting and North Lancing, Sompting Parish Council, District councillors, resident engagement session planned for North Lancing and surrounding area, South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Full planning documentation (when submitted - October 2018)
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Safer, Stronger Communities

Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18

The Fire Authority (FRA) is required under the Fire and Rescue National Framework for England (updated and published in May 2018) to produce an Annual Statement of Assurance that the FRA is in compliance with the National Framework as set out by the Minister of State for Policing and the Fire Service.

The Annual Statement of Assurance concerns the following:

- Finance details
- Governance

	<ul style="list-style-type: none"> Operational performance Framework requirements Future improvements <p>West Sussex Fire and Rescue Service also publishes alongside the Statement of Assurance, an Annual Report.</p>
Decision By	Ms Kennard - Cabinet Member for Safer, Stronger Communities
West Sussex Plan priority	A Strong Safe Sustainable Place
Date added to Forward Plan	17 May 2018
Decision Month	September 2018
Consultation/ Representations	<p>Environment, Communities and Fire Select Committee 13 June 2018</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Safer Stronger Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
Background Documents (via website)	
Author	Jon Lacey Tel: 033 022 25057
Contact	Erica Keegan Tel: 033 022 26050

Independence in Later Life

Cabinet Member for Adults and Health

Short Break Services for Family and Friends Carers (Adults)
<p>The Cabinet Member for Adults and Health has approved the re-commissioning of a range of short break services for those providing care and support to an adult. The current configuration of services that provide short break services are in the final year of contractual agreement with the Council. The intention is that provision will focus on the different needs of these carers across the county.</p> <p>Short Break Services for Family and Friends Carers will be part of a range of options that carers will be able to choose from and refer themselves into so as to gain respite. The services will be aimed at the 'cared for person' and include:</p> <ul style="list-style-type: none"> Regular activity based sessions away from the home environment e.g. outings or clubs that are based at a venue. Weekday, weekend or evening provision; One to one support at home and trips out. <p>The procurement process will follow the principles of good outcomes, quality of service, value for money and additional social capital when evaluating tenders.</p>

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	27 March 2018
Decision Month	September 2018
Consultation/ Representations	<p>There has been extensive stakeholder consultation, including all partners on the Carers Strategic Partnership Group. Carer Support West Sussex is undertaking an extensive survey of carers regarding respite experiences/need to inform the re-commissioning process.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Mark Greening Tel: 033 022 23758
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Procurement of Integrated Advocacy Services	
<p>This decision concerns the endorsement of the undertaking of a procurement exercise for integrated advocacy services to be delivered from April 2019, jointly with Brighton & Hove City Council and East Sussex County Council.</p> <p>The Council currently commissions a number of separate advocacy services; some jointly funded with West Sussex Clinical Commissioning Groups (CCGs). A decision was made in April 2018 to extend a number of these contracts until 31 March 2019, to allow for discussion and consideration of an integrated advocacy contract and procurement options with neighbouring Local Authorities.</p> <p>It is anticipated that a joint service will improve quality for service users and Council staff; give one point of access for service users and referrers, reduce duplication of services and reduce associated management costs.</p> <p>The Cabinet Member will be asked to agree to the commencement of a procurement exercise to run from July 2018 to January 2019 and to delegate authority to the Director of Adult's Services to award the contract from April 2019 for a period of four years with an option to extend for a further two years at a cost of not more than £870,000 per annum.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life

Date added to Forward Plan	2 July 2018
Decision Month	September 2018
Consultation/ Representations	WSCC Commissioners / CCG Colleagues / Provider Market Engagement Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Liz Merrick Tel: 033 022 23733
Contact	Erica Keegan - Tel: 033 022 26050

A Council that works for the Community

Cabinet Member for Finance and Resources, Leader

Total Performance Monitor May 2018	
<p>The Total Performance Monitor (TPM) details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. This report concerns the TPM for May 2018.</p> <p>This monitoring and reporting mechanism brings together all these elements of West Sussex County Council's operation in a way of reporting "one truth" to all stakeholders. The report is intended for members and the public as an update on the financial outturn and performance measures for the first two months of 2018/19.</p>	
Decision By	Ms Goldsmith, Mr Hunt - Cabinet Member for Finance and Resources, Leader
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	6 April 2018
Decision Month	September 2018 As required. The decision taken in May of each year will include the outturn for the previous financial year.
Consultation/ Representations	The TPM is reviewed by Cabinet Board and by the Performance and Finance Select Committee where possible. Representations concerning this proposed decision can be made to the Leader/Cabinet Member Finance and Resources, via the

	officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Fiona Morris Tel: 033 022 23811
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance and Resources, Leader

Total Performance Monitor (Rolling Entry)	
<p>The Monitor details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance and Resources will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.</p>	
Decision By	Mr Hunt, Ms Goldsmith - Cabinet Member for Finance and Resources, Leader
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	6 April 2018
Decision Month	Between April 2018 and April 2019
Consultation/ Representations	<p>Cabinet Board; Performance and Finance Select Committee where possible.</p> <p>Representations concerning this proposed decision can be made to the Leader and/or the Cabinet Member for Finance and Resources, via the officer contact.</p>
Background Documents (via website)	None
Author	Fiona Morris Tel: 033 022 23811
Contact	Suzannah Hill 033 022 22551

Cabinet Member for Finance and Resources

Review of Property Holdings (Rolling Entry)	
<p>The Council continually reviews its property estate and those assets which are likely to become surplus to operational requirements, i.e. no longer needed for delivery of current County services. In addition the Council selectively acquires or develops assets for its wider purposes, including investment or to promote social and economic</p>	

development opportunities. From time to time these activities give rise to decisions to purchase, dispose or to develop an asset. Following a recent review the Cabinet Member is making a number of decisions about property holdings.	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	1 December 2017
Decision Month	Between January 2018 and December 2018 within these dates when required.
Consultation/ Representations	Internal as required. Representations can be made to the Cabinet Member for Finance and Resources, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Some documents relating to Cabinet Member decisions will not be publicly available but general enquiries regarding property issues, ownerships, availabilities and current disposals can be made by contacting the officer contact below.
Author	Lee Harris Tel: 033 022 24846
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance and Resources

Procurement of Outdoor Media Services	
<p>The Council has a revenue generation target for outdoor media services. This involves utilising County Council land capacity for the purposes of offering outdoor media development opportunities, in line with local planning consent, to third party providers. In order to realise and maximise the revenue generation opportunity the Council has analysed the land it owns, adjacent to key highways and population areas where outdoor media would be viable.</p> <p>To maximise the use of this land and potential revenue, the Council intends to grant a lease/licence of specific sites to a Service Provider to facilitate advertising and/or sponsorship revenue through the use of outdoor media infrastructures, at appropriate sites in the county.</p> <p>The Cabinet Member for Finance and Resources will be asked to approve the commencement of a procurement process for the above outlined services and utilisation of specific sites.</p>	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	2 July 2018

Decision Month	September 2018
Consultation/ Representations	Local members, Cabinet Member for Highways and Infrastructure and West Sussex Estates Team. Representations concerning this proposed decision can be made to the Cabinet Member for Finance and Resources, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Angela Redman Tel: 033 022 22404
Contact	Suzannah Hill Tel: 033 022 22548

Cabinet Member for Finance and Resources

Park House Horsham - Renewal of Lease FR08(18/19)	
This report seeks authority for the County Council to renew the lease of Park House, Horsham RH12 1RL for use by West Sussex Registration Services.	
Decision By	Mr Hunt - Cabinet Member for Finance and Resources
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	24 July 2018
Decision Month	September 2018
Consultation/ Representations	Local Member, Cabinet Member for Safer Stronger Communities Representations concerning this proposed decision can be made to the Cabinet Member for Finance and Resources, via the officer contact, by the beginning of the month in which the decision is to be taken.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Environment

Adoption of the West Sussex Statement of Community Involvement (third review)

The Statement of Community Involvement (SCI) is a formal statement of the Council's policy about how local communities and stakeholders can be actively, meaningfully and continuously involved in the preparation of local plans, and in the consideration of planning applications that the County Council is responsible for determining.

Planning regulations require that SCIs are reviewed every five years. The SCI (second review) was adopted in June 2012 and therefore a review is taking place. Public consultation on the contents of the third review of the SCI will take place during July–August 2018 before it is amended as necessary and finalised. The updates to the SCI are light touch, and there are no substantive changes being proposed. The changes are largely due to recent regulation changes about a review of these documents every five years.

The Cabinet Member for Environment will be asked to approve the adoption of the Statement of Community Involvement (third review) as the Council's most up-to-date statement on community involvement in planning matters.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Council that works for the Community
Date added to Forward Plan	2 July 2018
Decision Month	September 2018
Consultation/ Representations	Public consultation on the contents of the third review of the SCI will take place during July and August 2018. Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Executive Director Children, Adults, Families, Health and Education

Pilot of Minor Adaptations and Deep Clean Services for eligible West Sussex residents with disabilities

West Sussex County Council, West Sussex District and Borough Councils and West Sussex Clinical Commissioning Groups have agreed proposals for a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities. The aim is to facilitate a simple and timely process for the provision of minor home adaptations costing under £1,000 and deep cleans costing under £1,500. It is intended that the scheme will enable these services to be delivered without the need for formal applications for Disabled Facilities Grant, providing a more efficient and effective service for both the service user and for the Councils.

The proposal is for the County Council to source and manage the contracts and funding for both these services. Existing contracts will be utilised where possible. Funding for the pilot will be through top slicing Disabled Facilities Grant, paid via the Better Care Fund, as agreed by the District and Boroughs.

The Cabinet Member for Adults and Health will be asked to delegate authority to the Executive Director Childrens Adults Families Health and Education, for the sourcing of service contracts and management of Disabled Facilities Grant funding by the Council, to enable a two-year pilot of a minor home adaptations and a deep clean service for eligible West Sussex residents with disabilities to an initial sum not exceeding £600,000.

Decision By	Kim Curry - Executive Director Children, Adults, Families, Health and Education
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	24 August 2018
Decision Month	September 2018
Consultation/ Representations	West Sussex Chief Executives Board, West Sussex Adaptations Group, Disabled Facilities Grant Transformation Board. Representations concerning this proposed decision can be made to the Cabinet Member Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Sue Tivey Tel: 033 022 24145
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Endorsement of Future arrangements for District and Borough Wellbeing Hub Services

The West Sussex Wellbeing Programme is a partnership between West Sussex County Council and the seven district and borough councils to improve the health and wellbeing of the population and reduce health inequalities. The programmes are targeted based on local needs and include interventions to manage weight, increase levels of physical activity, reduce harmful levels of drinking, support individuals to learn to cook, give support with fuel poverty and help increase strength and balance. Services offer those living and working in the county one-to-one and group support, advice and referral and signposting to other services. Support can be accessed online, by phone and in person at the Hubs. The current partnership agreement (decision report [CW0715-16](#) refers) expires in March 2019.

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan	A Council that Works for the Community

priority	
Date added to Forward Plan	9 August 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Previous Decision Report CW07 (15/16)
Author	Tamsin Cornwall Tel: 033 022 28709
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Procurement of Mortuary Services for West Sussex	
<p>The County Council provides mortuary services throughout the county for the bodies of those who die in West Sussex where the death is referred to the Coroner. Current arrangements for this service are due to expire in 2019.</p> <p>An open procurement process to determine a future model for this provision has been undertaken by the County Council from May 2018. This process includes the option of a new mortuary built by a third party for use by the County Council to meet the service need.</p> <p>The Cabinet Member will be asked to agree proposals for future mortuary services for West Sussex and if appropriate to delegate authority to the Director of Communities to award a contract to the successful bidder for a design and build project to run from October 2018, subject to the submission of a satisfactory bid.</p> <p>The contract would need to overlap with the existing contracts to ensure the seamless provision of essential services during the design and any build phase. The existing contracts may be terminated on six months' notice once the progress of a design and build contract is clear and a date for the commencement of the new arrangement is established.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	4 June 2018
Decision Month	December 2018

Consultation/ Representations	There has been market consultation with seven potential suppliers. Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision report SSC03 (18/19)
Author	Rachel North Tel: 033 022 22681
Contact	Erica Keegan Tel: 033 022 26050

Strategic Budget Options 2019/20

As part of the County Council’s budget process 2019/20 and in light of current financial challenges, Cabinet Members will be asked to determine various portfolio budget proposals as set out below.

Cabinet Member for Children and Young People

Alterations to the Integrated Prevention and Earliest Help Service	
<p>One of the external sources of funding for the Integrated Prevention and Earliest Help (IPEH) service is grant arising from the national Troubled Families initiative, which has supported the turn-around of families struggling with multiple and complex problems. This national programme is due to close in March 2020, with a tailing-off of grant receivable by the County Council starting in 2019/20.</p> <p>At the present time, no national successor initiatives have been announced, although strong representations have been made to central government about the continued need for an equivalent programme, both from this County Council and other local government organisations across the country.</p> <p>Due to this reduction in funding starting in 2019/20, it is proposed that a more targeted family support service is developed, aimed at supporting the most vulnerable and disadvantaged families within West Sussex. This will involve developing a revised service offer, and further work to ensure that the whole of IPEH’s resource base is geared to the most efficient delivery of its objectives, so that the greatest number of families can continue to be helped.</p> <p>The Cabinet Member for Children and Young People will be asked to approve proposals to achieve a more bespoke service for IPEH, deliverable within a smaller budget.</p>	
Decision By	Mr Marshall - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	29 August 2018
Decision Month	December 2018

Consultation/ Representations	Staff, Unions, District and Borough Councils, other delivery partners. Service users where affected. Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact below, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Hayley Connor Tel: 033 022 23792
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Provision of accommodation for Care Leavers	
<p>The County Council has a statutory responsibility to provide a variety of accommodation based services for children, young people and young adults. This responsibility extends beyond children who are looked after (CLA) and includes care leavers.</p> <p>Whilst the County Council provides some of these services for care leavers a significant volume of accommodation is obtained via the external market. Due to the rising unit costs and a lack of a suitable supply it is proposed that the County Council makes arrangements to acquire properties suitable for care leavers. This would enable care leavers to develop personal skills, resilience and life experience to help them to progress in to the wider housing market.</p> <p>The Cabinet Member for Children and Young People will be asked to agree proposals for the acquisition of appropriate properties to accommodate care leavers.</p>	
Decision By	Mr Marshall - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	Internal advice Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact below, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None

Author	Karen Wells Tel: 033 022 26480
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Education and Skills

Creation of additional Special Support Centres	
<p>The West Sussex County Council Special Educational Needs and Disability (SEND) Strategy 2016-19 includes as one of its objectives 'To build a model of educational provision and support in West Sussex which enables young people, wherever possible, to live and go to school/college locally'.</p> <p>In order to assist in achieving this objective it is proposed to increase the number of Special Support Centres (SSCs); SSCs are units attached to mainstream schools which provide additional support for children with various types of SEND. Provision of up to 11 new SSCs across the county will enable more children and young people with SEND to be educated locally and in mainstream education. It will also reduce the number of more costly out of county placements for pupils in the independent and non-maintained special schools sector.</p> <p>The Cabinet Member for Education and Skills will be asked to agree the proposal to create up to 11 additional Special Support Centres in various locations across the county.</p>	
Decision By	Mr Burrett - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>Schools Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills, via the officer contacts below, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	SEND Strategy 2016-19
Author	Graham Olway Tel: 033 022 223029, Helen Johns Tel: 07715 616560
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Highways and Infrastructure

On-street parking to support traffic management

Providing parking in a well-managed way helps to support local businesses, residents and communities. Road Space Audits are being used to identify where there is a need to implement better settlement wide parking solutions that support the County Council's aspirations in terms of economic development, improved safety and sustainable transport.

The Cabinet Member will be asked to agree a parking management programme to implement on-street parking controls in various locations across the county and to review the operation of the parking service county-wide, including charges. Specific proposals for each settlement will be put to the Cabinet Member as they arise from the programme of Road Space Audits which is already underway. Road Space Audits will be progressively rolled out to the majority of urban areas across the county.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>County Local Committees District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee Local members, statutory public notices and website advertising proposed changes</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Miles Davey Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Passenger Transport (Bus) Strategy and Supported Services Review

The Cabinet Member established an Executive Task and Finish Group (TFG) in November 2017 to consider:

- the county-wide passenger transport strategy relating to buses
- the criteria by which the County Council intervenes in the bus market
- the application of the revised policy to the County Council's current level of investment into the bus market; and
- a review of how funding is spent across the county to allow residents to have equitable access

The TFG is due to meet in November 2018 and make recommendations to the Cabinet

Member for consideration in December 2018.	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	December 2018
Consultation/ Representations	<p>Bus operators and key stakeholders Environment, Communities and Fire Select Committee Public consultation on the strategy and forthcoming impact consultation</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Documents arising from the Task and Finish Group process
Author	Bill Leath Tel: 033 022 25438
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Funding for Recycling Credits	
<p>The County Council must increase recycling and reduce the amount of residual waste. In order to increase the recycling rate the Council needs, together with district and borough partners, to work differently to make sure as much as possible is removed from the waste stream. By changing the way recycling services are funded, the aim is to drive change in the amount and variety of material collected for recycling. The County Council is working closely with district and borough partners to ensure this change has the desired effect and works towards a cleaner, greener, West Sussex.</p> <p>The Cabinet Member will be asked to approve changes to the funding arrangement with district and borough councils whilst maintaining the requirements of the Recycling Credit Provisions under the Environmental Protection (Waste Recycling) Payments (England) Regulations 2006.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	29 August 2018
Decision Month	September 2018

Consultation/ Representations	District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee Representations concerning this proposed decision can be made to the Cabinet Member for Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Kelly Goldsmith Tel: 033 022 27714
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Adults and Health

Adults In-house Social Care services - Choices for the Future	
<p>Adults' in-house social care services are currently comprised of twenty one building based services, with 900 services users, 500+ staff, a county wide Shared Lives service with 90 paid carers, with a current budget of £11m. As part of the wider change programme currently underway within the Children's, Adults, Family, Health and Education directorate, work has been undertaken to consider how best to develop and deliver services and customer outcomes that:</p> <ul style="list-style-type: none"> • Reach people earlier and be at the heart of local communities; • Help people access community solutions and improve their connections with others to reduce isolation and loneliness; • Focus on need rather than customer "labels" and help people maximise their strengths to develop and maintain skills that will support independence and control; • Emphasise the importance of being highly responsive when people are in crisis and developing a plan that helps them to regain as much independence as possible • Contribute to sustainability in the social care market place • Actively seek to build partnerships in the community to provide local solutions <p>Following extensive engagement, research and analysis and engagement with staff and service users, the Cabinet Member for Adults and Health will be asked to consider the evidence base collated (including demand predictions; external market provision; current in-house provision compared to need; cost; condition, location and current usage of buildings) and support the delivery of a proposed 5 year phased plan through three key activities:</p> <ul style="list-style-type: none"> • Activity block 1 – Remodelling of Day Service provision and implementation of new Day Opportunity service. Years 1 to 3 – 2018-21; • Activity block 2 – Aligning decisions and Capital investment for residential/24hr service with strategic priorities in the Adults Commissioning plan. Year 1 – 2018-19; and • Activity block 3 – Commencement of implementation of a priority plan for reconfigured residential/24hr service provision. Years 2019-22. 	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan	Independence in Later Life

priority	
Date added to Forward Plan	29 March 2018
Decision Month	October 2018
Consultation/ Representations	<p>Extensive engagement on developing the service model has taken place during 2016/17, including staff engagement sessions, families and carers, people using the services.</p> <p>Following the work done on 2016/17 extensive engagement was done on the service proposals in April and May18 with the findings published here in July 2018.</p> <p>The Cabinet Members for Adults and Health and Finance and Resources have been consulted.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	In House Social Care Options Appraisal Available from Lead Officer
Author	Barry Poland Tel: 033 022 28770
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Housing Related Support	
<p>The County Council commissions a range of housing related support services through contracts with voluntary sector organisations. The services involved include specialist accommodation based schemes for residents who are at risk of homelessness as well as 'floating support' to residents living in community settings.</p> <p>Funding to support these services used to be provided to the County Council via a ring fenced grant government grant as part of the Supporting People programme. This was removed in 2011, since when the County Council has continued to fund services from its base budget. In view of the discretionary nature of many of the services involved it is proposed that consideration be given to whether these services are sustainable and so the Cabinet Member will be asked to approve a process which could lead to the termination of current housing support contracts with providers from April 2019 onwards. This process of engagement will be used to gather evidence to inform funding decisions in December 2018 and to plan for their impact.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	29 August 2018

Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Council, providers Health and Adult Social Care Select Committee</p> <p>Representations should be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> <p>The decision will be followed by a period of engagement and representations to inform future funding.</p>
Background Documents (via website)	None
Author	Mark Dow Tel: 033 022 27513
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Local Assistance Network (LAN) Funding	
<p>The Local Assistance Network (LAN) was established in 2013 to replace a number of discretionary benefits for households in crisis situations which had previously been available through the benefits system. A ring fenced grant to support this spending was originally provided by Department of Work and Pensions but this was removed in 2015. Although the scale of the County Council's commitment has reduced since then, the LAN budget remains £0.800m per annum.</p> <p>The Cabinet Member will be asked whether to agree to the further reduction of Local Assistance Network (LAN) funding to £200,000 per annum from April 2019. The decision will open a period of engagement to gather evidence to inform this decision in the context of an impact assessment.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Councils and Voluntary Sector Partners Health and Adult Social Care Select Committee</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health by the beginning of the month in which the decision is due to be taken.</p> <p>The decision will be followed by a period of engagement and representations to inform future funding.</p>
Background	None

Documents (via website)	
Author	Ivan Western Tel: 033 022 23740
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Minimum Income Guarantee for Working Age Adults	
<p>People receiving local authority-arranged care and support other than in a care home need to retain a certain level of income to cover their living costs. Under the Care Act 2014, charges for care must not reduce people's income below a certain amount but local authorities can allow people to keep more of their income if they wish. This amount is known as the Minimum Income Guarantee (MIG).</p> <p>Up until now, for working age adults West Sussex County Council has set its level <i>above</i> the statutory minimum set by the government. The Cabinet Member will be asked to consider a proposal to reduce the Minimum Income Guarantee in line with the statutory minimum from 1 April 2019.</p> <p>The Cabinet Member will be asked to start a period of engagement with stakeholders to inform a further decision in December 2018, which will determine whether financial assessment of customer contributions for working age adults receiving County Council arranged care and support, other than in a care home, will be based on the statutory Minimum Income Guarantee with effect from 1 April 2019.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>Internal and external stakeholders</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health at County Hall by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Dave Sargeant Tel: 033 022 23908
Contact	Erica Keegan Tel: 033 022 26050