

Public Document Pack

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12 March 2019

Performance and Finance Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 20 March 2019** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

- 10.30 am 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.30 am 2. **Minutes of the last meeting of the Committee** (Pages 5 - 16)
- The Committee is asked to agree the minutes of the meeting held on 17 January 2019 (cream paper).
- 10.30 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.
- 10.45 am 4. **Capita Partnership Performance Report Review** (Pages 17 - 30)
- A report by the Director of Finance, Performance and Procurement, setting out the current performance of the Capita contract as well as providing an update on any improvement plans which were in place during 2018/19.

The Committee is asked to consider and comment on the performance of contracts being delivered by the Capita partnership.

11.15 am 5. **Total Performance Monitor as at end of December 2018**
(Pages 31 - 74)

A report by the Director of Finance, Performance and Procurement setting out the performance and finance position as at the end of December 2018.

The Committee is asked to examine the data and supporting commentary for the December 2018 Total Performance Monitor (TPM) and make any relevant recommendations for action to the Cabinet Member or a relevant Select Committee.

12.30 pm 6. **Capital Programme Quarter 3 Performance Monitor Report** (Pages 75 - 92)

A report by the Executive Director of Economy, Infrastructure and Environment, providing a status position on the Capital Programme as at end of December 2018.

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.

1.00 pm 7. **Business Planning Group Report** (Pages 93 - 100)

An update report informing the Committee of the Business Planning Group meeting held on 25 February, setting out the key issues discussed.

The Committee is asked to endorse the contents of the report, support the updates to the Committee's 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 comments accordingly.

1.10 pm 8. **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.

1.10 pm 9. **Forward Plan of Key Decisions** (Pages 101 - 130)

Extract from the Forward Plan dated 11 March 2019.

An extract from any Forward Plan published between the date of dispatch 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.

1.10 pm 10. **Possible Items for Future Scrutiny**

Members to raise 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 to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

1.15 pm 11. **Date of Next Meeting**

The next meeting of the Committee will be held on 22 May 2019 at 10.30am at County Hall, Chichester. Probable agenda items include:

- Total Performance Monitor report – March and end of 2018/19
- Capital Programme Quarter 4 and end of 2018/19 Performance Monitor report
- Annual Scrutiny Newsletter for 2018/19

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 14 May 2019.

To all members of the Performance and Finance Select Committee

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Performance and Finance Select Committee

17 January 2019 – At a meeting of the Performance and Finance Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Montyn (Chairman)

Mr Catchpole	Mrs Mullins	Mr Burrett, arrived at
Mr Barrett-Miles	Mr Smytherman	10.59.
Mr Cloake	Mr Turner	Mr Elkins
Mr Crow	Mr Waight	Mrs Jupp
Mrs Dennis	Dr Walsh	Ms Kennard
Mr Fitzjohn	Ms Goldsmith	Mr Marshall, left at
Mrs Kitchen	Mr Hunt	2.28pm.
Mr Lea	Mr Lanzer	Mrs Urquhart

Apologies were received from Mr Edwards

Also in attendance: Mr S J Oakley, Mrs Purnell and Mr Jones

Part I

75. Declarations of Interest

75.1 Mr Cloake declared a personal interest in relation to the Draft Budget item as his wife works as a social worker for the Council and he is a foster carer.

75.2 Mr Fitzjohn declared personal interests in relation to the Draft Budget item as his wife works for the Council in the IPEH Team and to the Draft Revenue Budget item (Chichester Harbour Conservancy) as substitute member of the Chichester Harbour Conservancy.

75.3 Dr Walsh declared personal interests in relation to the Draft Budget item as an Arun District Councillor and to the Draft Revenue Budget item (Chichester Harbour Conservancy) as a member of the Littlehampton Harbour Board.

75.4 Mr Lea declared a personal interest in relation to the Draft Budget item as a Mid Sussex District Councillor.

75.5 Mr Waight declared a personal interest in relation to the Draft Budget item as a Worthing Borough Councillor.

75.6 Mr Turner declared a personal interest in relation to the Draft Budget item as a Worthing Borough Councillor.

75.7 Mr Smytherman declared a personal interest in relation to the Draft Budget item as a Worthing Borough Councillor.

75.8 Mr Barrett-Miles declared a personal interest in relation to the Draft Budget item as a Mid Sussex District Councillor.

75.9 Mr Hunt declared a personal interest in relation to the Draft Revenue Budget item (Chichester Harbour Conservancy) as Chairman of the Chichester Harbour Conservancy.

75.10 Mr Montyn declared a personal interest in relation to the Draft Revenue Budget item (Chichester Harbour Conservancy) as a member of the Chichester Harbour Conservancy.

75.11 Ms Goldsmith declared a personal interest in relation to the Draft Budget item (Capital Strategy – A29 realignment) as a member of the Local Enterprise Partnership Board.

76. Minutes of the last meeting of the Committee

76.1 Resolved – That the Minutes of the Performance and Finance Select Committee held on 22 November 2018 be approved as a correct record and that they be signed by the Chairman.

77. Draft Medium Term Financial Strategy 2019/20 to 2022/23, Draft Revenue Budget 2019/20, Draft Capital Strategy 2019/20 to 2023/24, and Draft Treasury Management Strategy Statement 2019/20

77.1 The Committee received a report by the Director of Finance, Performance and Procurement (copy appended to the signed minutes). The Chairman welcomed the Cabinet, Chief Executive, Executive Leadership Team and Finance officers attending for the budget item.

77.2 The Cabinet Member for Finance and Resources introduced the budget Introduction and Medium Term Financial Strategy (MTFS) sections of the report and highlighted key information. By next year £240m of savings will have been made since 2010; the further savings proposals in the report are difficult decisions, have been scrutinised at the relevant Select Committees, and work has been undertaken to mitigate any effect on communities. The Council will present a balanced budget for 2019/20 whilst maintaining good financial reserves which is due to the hard work of Members and Officers. The proposed 4.99% rise to rates of Council Tax has not been recommended lightly and is proposed in order to prevent further reductions in Council services; the Cabinet continue to lobby the Government for fairer funding of local authorities.

77.3 The Director of Finance, Performance and Procurement introduced the budget Introduction and MTFS sections of the report, highlighting updates to the report since it was previously scrutinised by the Committee. The budget gap stands currently at £46m and the budget has been set in the context of this funding gap.

77.4 The Committee made comments in relation to the budget Introduction and MTFS sections of the report including those that follow. It:

- Expressed support for future plans to bring savings proposals before Members earlier in the budget cycle to allow more dialogue, commented that notifying stakeholders earlier would be beneficial for volunteer-led organisations who may be less resilient to change, and commented that Members hope this would also enable better engagement to be undertaken with affected service users and relevant local authorities who may be impacted by any change. Members stressed the need for full impact assessments to take place, both in terms of finance and risk. *The Leader commented that where services are provided in excess of the statutory obligation and are proposed to be reduced, the Cabinet Member seeks reassurance the measure is safe and legal, and a high level assessment is undertaken in order to reduce risk to the Council.*
- Queried whether a rise in Council Tax in excess of 5% had been considered in order to raise more funding, or whether residents could instead be given the option to pay a higher rate if desired. *The Leader confirmed this had not been considered, and noted that a rise above the permitted level would require a referendum to take place which would cost £0.5M to undertake. Due regard must be given to residents who are just about managing and the proposed 4.99% rise is significant; it is important for the Council to manage within our budget means. The Cabinet Member for Finance and Resources commented the proposed approach is prudent whilst Brexit is negotiated, and suggested the option to pay a higher rate of Council Tax could be included in the next What Matters to You? survey in order to gauge whether this would be supported by residents.*
- Commented that the Council should look at more innovative ways of increasing revenue and income. *The Leader commented that Members will hear more regarding commercialisation in due course.*
- Commented that the Council will be more reliant in future on Business Rate revenues, noting that this could be adversely affected under a Labour government, and urged the Cabinet to take a cautious approach now in order to allow flexibility in future.
- Queried in relation to schools funding of the high needs block whether any future grant is possible to cover this funding gap rather than using reserves. Council lobbying of the Government has so far been unsuccessful and Members queried whether anything more can be done to further this. *The Director of Finance, Performance and Procurement explained the Government gave £1.8m additional funding for the high needs block in 2018/19 and 2019/20 however the Council's need is in excess of this. Growth has been built into the MTFs, and the Council's investment in Special Support Centres aims to help this need whilst the lobbying of Government is building pace.*
- Commented that the increase of up to 15% for energy costs to schools appears high and queried whether there was a collective buying agreement in place. *The Director of Finance, Performance and Procurement will clarify and provide this information to the Committee.*
- Commented that best use needs to be obtained from children's residential units within the county to prevent increased costs. A Member commented they had been informed that Cissbury Lodge staff are being paid whilst not working at the unit which is costly.

The Cabinet Member for Children and Young People explained Beechfield is temporarily closed with a decision on its future expected in February; Seaside is currently not being used, Cissbury Lodge and May House are to be included in a review of the county's residential needs which will report in March and include an assessment of how these facilities should be used in future. Staff from Cissbury Lodge have been redeployed elsewhere in the interim.

77.5 Resolved in relation to the budget Introduction and Medium Term Financial Strategy (MTFS) sections of the report:

- 1) That the Committee welcome bringing the work and review of savings proposals forward for 2020/21, support the need for increased consultation and dialogue with all those affected, and stress the need for full impact assessments to take place;
- 2) That the Committee asks the Cabinet to look closely at Council Tax and future increases;
- 3) That the Committee would like to see Cabinet looking at innovative ways to raise revenue as well as make savings, and there needs to be a balance;
- 4) That the Committee notes the Council's dependency in the future on Business Rate revenue and recognizes that this will need to be closely monitored; and
- 5) That the Committee emphasises the need to continue to lobby the Government for extra funding.

77.6 The Director of Finance, Performance and Procurement introduced the Revenue Budget Proposals section of the report, noting that this provided the finer detail of the budget.

77.7 The Committee made comments in relation to the Revenue Budget Proposals section of the report including those that follow. It:

- Noted comments from the Member Day highlighting savings proposals being made outside of the budget process, and expressed concern that savings proposals are being made throughout the year rather than as one which makes it difficult for Members to take a strategic overview of all savings.
- Expressed support for the efficiency improvements and £1.5m saving to be delivered via the Whole Council Design (WCD) project, queried whether the changes will also deliver improved organisational productivity, and stated clear measurement of productivity is required in order to see improvements are achieved. *The Chief Executive explained efficiencies and effectiveness will be improved via the rollout of the West Sussex Way, and this will result in increased productivity within the organisation. All Members are encouraged to attend the Member Day in March which will show how the WCD changes will be implemented.*
- Commented that £11m was held in the service transformation reserve, noted that £3.9m has been spent on the Step Up

programme this year plus £1.1m for voluntary redundancies, and commented that some upfront savings are needed. *The Chief Executive explained the Step Up programme will cost £8.5m but a £20m benefit is expected, therefore £2.50 is saved for each £1 spent on the programme.*

- Commented that the report highlights the need to reduce the workforce to achieve the desired transformation, and queried how many posts were to be reduced and whether this would be achieved via redundancies. *The Chief Executive explained that to exist within the budget the size of the organisation will need to reduce in relation to physical space, contracts to run the organisation, and staffing. There will be no compulsory redundancies; unstaffed vacancies will be reviewed plus natural staff turnover in a three year cycle, and possible further voluntary redundancies may be considered in due course.*
- Queried the budget for the Transformation Portfolio office and what the review of staff terms and conditions would involve. *The Chief Executive confirmed there are 14 staff employed in the Team to take forward the transformation projects. The terms and conditions review would involve a wholesale review with the Unions on all staffing terms and conditions.*
- Commented that the Government green paper on Adult Social Care is still awaited and very overdue, and queried whether increased pressure can be brought on this by the Council and via County Council's Network (CCN). *The Leader commented that this will be raised at the next executive meeting of the CCN and noted that the CCN Chairman has been very effective in pushing this issue; dialogue has begun with Matt Hancock, Secretary of State for Health and Social Care, but the Government must also address NHS integration and social care.*
- Noted that the reductions in service and cost savings from the Local Assistance Network (LAN) and Housing Related Support are happening quickly and questioned whether there was enough time for providers to put in place alternative financial arrangements. A Member suggested the savings were steep and proposed a lower level of reduction. *The Cabinet Member for Finance and Resources noted the suggestion. The reduction has been previously debated at Health and Adult Social Care Select Committee (HASC) and Full Council, resulting in this proposed saving. The Cabinet Member for Adults and Health has listened to Member comments and extended the lead-in time to one year to allow organisations to make the necessary preparations.*
- Queried the reason for the significant 143% net rise to spend on the Domestic Abuse service from 2018/19 and queried whether this was due to a rise in cases. *The Director of Finance, Performance and Procurement will clarify and provide this information to the Committee.*
- Expressed concern regarding the savings in the Fire Intervention and Prevention Team, in particular in relation to removing the Safe Drive Stay Alive programme which has had a very clear and positive impact on the number of persons killed or seriously injured (KSI) within the county, and queried how the pressure on this target is going to be maintained without the programme. Members commented on whether alternative sources of funding have been

sought and that if external funding cannot be found then the programme should be funded by the Council budget as the service should continue to operate. *The Chairman of the Environment, Communities and Fire Select Committee (ECFSC) commented that Committee has asked to review the impact of finding alternative sources of funding for Safe Drive Stay Alive and requested the decision be delayed until that review is complete. The Cabinet Member for Finance and Resources noted that the figures remain in the savings plan as there is contingency in the budget fund which can be used to continue the programme if alternative ways of funding are not found.*

- Queried how many families were accessing the Intentionally Homeless Service and whether this was affected by the introduction of Universal Credit. *The Director of Finance, Performance and Procurement explained there has been a growth in intentionally homeless people, with an increase of a further 14 families forecast in 2019/20. Due to the way in which Universal Credit is paid there is a risk that this will add to the net cost that the Council incurs, but, until it has been rolled out across West Sussex, it will not be possible to say this for certain.*
- Expressed concern regarding the significant saving expected from the holistic review of the Integrated Prevention and Early Help (IPEH) initiative. *The Director of Finance, Performance and Procurement explained that the IPEH initiative has now run for two years and the outcomes are being reviewed, as recommended by the recent LGA Peer Review, to ensure funds are being targeted in the right places for the most effective outcome.*
- Commented that transport for children with Special Educational Needs and Disabilities (SEND) should be looked at again to see if efficiencies can be made. *The Chairman of the Children and Young People's Select Committee (CYPS) highlighted that SEND transport is a statutory requirement that the Council has to provide. The Cabinet Member for Education and Skills noted that officers have looked at removing transport for pre-school children, however since publication of the Committee's papers this saving has been removed as alternative savings have been found within the Directorate. This may however be looked at again in the future.*
- Queried the District and Borough councils' responses to the proposed amendment to recycling credits. Members further queried whether providing evidence of the authorities' spend on improving recycling was set as a requirement when the agreements were initially made, and whether there had been an improvement in recycling rates. *The Chairman of ECFSC clarified that two responses were received. Mid Sussex District Council agreed with the proposal, and the other 6 authorities disagreed but did not provide evidence to support their disagreement, therefore ECFSC upheld the decision as the authorities had not delivered on the obligation. The Cabinet Member for Environment explained the monies had been given in excess of the required rate however no proof has been provided that monies had been used for the purpose of improving recycling rates. The improvement in recycling rates has been due to activity undertaken by West Sussex County Council initiatives. It is proposed in future to take account of residual rates (weight) as well*

as the percentage of waste recycled in order to set the required measure.

- Queried in relation to the upfront payment made to the Pension Scheme rather than the existing monthly payment, whether the actuary will require the Council to repay the difference if the expected added value isn't achieved. The papers should clarify that whilst a saving is made in-year the implications of doing so could be either positive or negative. *The Director of Finance, Performance and Procurement confirmed any shortfall would need to be repaid, however based on the estimates of the Finance team the upfront payment could be financially beneficial.*
- Commented that further savings may be found in the Communications Team budget.
- Queried whether there is a significant cost to the Council regarding the Chichester Harbour Conservancy. *The Leader explained it is a precept on the Council from the Chichester Harbour Conservancy and Littlehampton Harbour Board.*
- Commented that the proposed reduction in the Community Initiative Fund (CIF) is included within a Cabinet Member decision listed in the Forward Plan. Feedback from County Local Committees is that some smaller groups are struggling to engage with crowd funding and losing out, whereas larger more experienced organisations often receive repeated funding. *The Chairman of ECFSC reported a wide range of views from Members when the CIF proposal was heard at that Committee, however the Committee recommended that funding be budgeted for in full and the underspend sent to a reserve. He confirmed that a full review of CIF is due to be undertaken shortly, and the findings and recommendations from the review will be scrutinised by ECFSC in June.*

77.8 Resolved in relation to the Revenue Budget Proposals section of the report:

- 6) That the Committee request the Cabinet maintain lobbying pressure on the Government to improve funding for adult social care and review of Education fair funding;
- 7) That the Committee would like to see clear measurement put in place to show the effectiveness of the Whole Council Design project, what outcomes have been achieved, how productivity has been improved, and that a clear process to monitor the progress of the programme be put in place;
- 8) That the Committee express concern regarding the savings in the Fire Intervention and Prevention Team, in particular to the Safe Drive Stay Alive programme, and that alternative funding is sourced in order for this service to continue;
- 9) That the Committee welcome the future review of the Community Initiative Fund by ECFSC; and
- 10) That the Committee reiterates the need to review savings and identify any alternatives to provision earlier in the budget process.

77.9 The Director of Finance, Performance and Procurement introduced the Capital Strategy section of the report.

77.10 The Committee made comments in relation to the Capital Strategy section of the report including those that follow. It:

- Commented that buying commercial property for income is not an area of expertise for the Council, that it carries an element of risk, and queried whether this was wise in the current climate. *The Cabinet Member for Finance and Resources explained that the Council are coming to commercial property acquisition late when compared to other similar authorities. Significant due diligence is undertaken and expert advice taken before acquisition. A purchase in Manor Royal, Crawley, has been made which provides a good return and whilst there is an element of risk it is a good investment over 10-15 years as the Council benefits from the income plus capital growth.*
- A Member further commented that the acquisitions could be more bold, but encouraged the Cabinet Member to avoid investing in shopping centres due to the retail downturn. It is understood officers are looking to invest in 'moving-on' property for care leavers, and a Member commented that this should be looked at in areas across the county rather than just in one area. *The Director of Finance, Performance and Procurement confirmed officers are looking generally for the right property and it is not area specific.*
- Commented that there is a lack of transparency regarding commercial property acquisitions, for example by whom and when the decisions are taken, due to the time pressure involved. *The Leader suggested all Members may benefit from receiving a brief update after decisions have been taken regarding commercial property acquisitions.* The Committee supported this.
- Commented in relation to external debt/internal borrowing projections (Annex 2 Appendix 6c) that total borrowing to March 2019 is £478m however borrowing then reduces, and queried whether this is because there is no projected capital programme after 2023/24 or whether £300m would need to be borrowed by 2029. *The Director of Finance, Performance and Procurement explained that the assumption in the table is that beyond the current Capital Programme there will be £20m required per year. This assumption is based on the previous average and will continue to be revised yearly. The Council had fallen behind on Capital Expenditure and therefore the current Capital Programme requires more Capital Borrowing than previously in order to improve standards within the county.*
- Commented that a member had been informed some fire appliances in current use are 15 years old and that maintaining older vehicles must be significantly more costly. Members requested an analysis of costs for old vs. new vehicles, and queried when new appliances can be expected. *The Cabinet Member for Safer, Stronger Communities commented that all vehicles are operational and new equipment has been provided. There will be an assessment of new and old vehicles and the Service is also considering electric appliances. An analysis of costs for old vs. new vehicles will be provided to the Committee.*

- Expressed concern regarding the county-wide LED street-lighting project as the pilot scheme in Crawley was called off due to resident objections concerning the new lighting, and requested information on the expected savings from this project. *The Director of Finance, Performance and Procurement explained that the Crawley pilot was halted in favour of a larger project, and information will be provided on the expected savings.*

77.11 Resolved in relation to the Capital Strategy section of the report - 11)
That the Committee recognise the need to look carefully at property investments and returns, with each case being considered separately in terms of risk, and that scrutiny of individual business cases takes place when/if appropriate.

77.12 The Director of Finance, Performance and Procurement introduced the Treasury Management Strategy Statement (TMSS) and Prudential Indicator sections of the report, noting this provides the Strategy to support the Capital Programme and the Council's approach to borrowing and investment.

77.13 The Committee made comments in relation to the TMSS and Prudential Indicator sections of the report including those that follow. It:

- Commented in relation to the revenue impact of the capital programme that both Net Revenue Expenditure and capital financing charges go up each year. Borrowing should be prudent; the capital financing charges in 2023/24 increase by 23.8% compared with 2019/20, which is a cost that must be found. Scrutiny of capital as well as the revenue programme is therefore important. Members commented that when savings are being sought the effect of borrowing repayments on the revenue budget should be reviewed. *The Director of Finance, Performance and Procurement explained the capital finance charges run through the revenue budget in two elements: 1/3 repayment of capital and 2/3 interest on external borrowing. The Cabinet Member for Finance and Resources commented that officers were exploring options regarding forward borrowing in order to take advantage of low rates of interest for borrowing required in future years, and this would be a prudent approach.*

77.14 Resolved in relation to the TMSS and Prudential Indicator sections of the report:

- 12) That the Committee ask the Cabinet Member for Finance and Resources to consider the capital programme and revenue implications of forward borrowing.

77.15 The Director of Finance, Performance and Procurement introduced the Budget report sections 6-10.

77.16 The Committee made comments in relation to the Budget report sections 6-10 including those that follow. It:

- Noted the risk to, or associated with, the budget in relation to the savings decisions for:

- Local Assistance Network,
Supported Housing,
Integrated Prevention and Early Help (IPEH) Team,
Search and Rescue,
CIF funding,
Reduction of Youth Services,
Solar farms,
Income Generating Initiative (IGIs) property investments.
- Commented that possible further savings could be found within the Communications budget.

77.17 Resolved in relation to the Budget report sections 6-10:

- 13) That the Committee notes the risk associated with the savings decisions as noted above in 77.16.

77.18 The Chairman and Committee offered thanks to Mr Steve Harrison, Financial Planning Manager, as he is shortly leaving the Council and expressed its gratitude for his valued contributions to this Committee and Council services.

78. Forward Plan of Key Decisions

78.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes).

78.2 The Committee made comments in relation to the Forward Plan including those that follow. It:

- Noted a letter received by Members regarding non-statutory services for adults' advocacy and queried whether this should be scrutinised by the Health and Adult Social Care Select Committee (HASC). The Chairman of HASC noted the Committee's request and commented that the issue will come to the HASC Business Planning Group if it is a key decision. *The Senior Advisor will enquire for the Committee.*
- Commented in relation to the Award of Contract for Integrated Child Psychology Service entry in the Forward Plan that the wording could be reversed to read 'quality' followed by 'economically advantageous' in order to reflect the importance of performance standards. *The Senior Advisor will convey this feedback to the report author.*

78.3 Resolved – That the Forward Plan be noted.

79. Possible Items for Future Scrutiny

79.1 A Member commented that the Committee may wish to scrutinise the Whole Council Design project. *The Senior Advisor explained the BPG previously requested a Member Day on this project and this is to be delivered in spring 2019. Following the Member Day the Business Planning Group will consider whether the project, or specific aspects of the project, should come to Committee for scrutiny.*

80. Part II Minutes of the Meeting held on 22 November 2018

80.1 Resolved – That the Part II minutes of the Performance and Finance Select Committee held on 22 November 2018 be approved as a correct record and that they be signed by the Chairman.

81. Date of Next Meeting

81.1 The Committee notes its next meeting will take place on 20 March 2019, commencing at 10.30am.

The meeting ended at 2.45 pm

Chairman

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Performance and Finance Select Committee

20 March 2019

Capita Partnership Performance Report
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Report by Director of Finance, Performance and Procurement

Summary

<p>This report summarises the current performance of the Capita contracts, as well as providing an update on the partnership to ensure the contracts continue to meet the needs of our residents served by the County Council and our Capita Partnership.</p>

Focus for scrutiny

<p>The Committee is asked to consider and comment on the performance of contracts being delivered by the Capita partnership.</p>
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1. Background and Context

- 1.1 In 2010 the County Council outsourced the provision of IT services to Capita. The contract was for seven years and is known as the IT Outsource (ITO) contract. In 2012, the County Council entered into a 10 year contract with Capita to deliver a range of back office support functions and is known as the Support Services Outsource (SSO) contract. A full list of services is set out in Appendix 1. At the same time, an amendment was made to the ITO contract to extend the contract length such that they ended at the same time, in September 2022. The SSO contract year runs from October to September. The ITO contract year runs from November to October. In 2014 two services, Financial Adult Safeguarding and Welfare Benefit Advisers, were included as additional services under the SSO contract.
- 1.2 The principles and outcomes in the original contract were set out in order to meet the County Council's targets and statutory obligations. Provision of the services and service capability under the contract need to meet the following requirements:

Flexibility	the ability to react to trends and change in demand (up or down) for service provision
Agility	the intent and capability to respond to sudden changes in requirements, or to respond to ad-hoc situations quickly, focussing on service achievement over due process if necessary
Partnership	the willingness and ability of Capita to develop, in partnership with the Council, the nature of services

	available and the extent to which services are available
Manageability	the ability to streamline service delivery in order to increase flexibility (i.e. reduce spare capacity or cross-reliance on other elements of service provision) and make the services more responsive to demand
Cost	the need to meet savings targets, reduce cost of service provision, reduce overheads and to drive efficiencies
Innovation	developing an understanding of new models for service delivery that are commercial and a relevant response to political, economic, social or technological opportunity

2. Contract Management and Governance

- 2.1 The contract is managed by a centralised contract management function managed within the Finance, Performance and Procurement Directorate of the organisation which is supported by a number of service leads from across the County Council who act as Senior Responsible Officers for the relevant area of service support delivered by the Capita partnership. Under the governance structure, there is a joint officer Capita Board, known as the Operations Board which meets monthly to review and monitor operational performance as well as looking forward to prioritise and ensure the services meet evolving County Council requirements.
- 2.2 There is a strong alignment between the County Council's priorities and those of the contracted services. These are set out through jointly produced Annual Service Plans for each service outlining the agreed priorities for the year such as business as usual activity, transformation, and continual service improvement. There is a standardised reporting structure in place across all levels of the governance framework. There are also individual services specific Monthly Review Meetings which report to the Operations Board. They review the key day to day activities, and monitor the ongoing performance and development of the service.
- 2.3 The Cabinet Member for Corporate Relations has regular updates on progress both in terms of KPIs and any areas of transformation or significant change with the Director of Finance, Performance and Procurement.

3 Contract Performance

- 3.1 Both contracts were awarded on an outcome based delivery performance regime, where the County Council measure how successful Capita are in providing the services. This monitors Capita's operational performance against a series of Key Performance Indicators (KPIs) and Performance Indicators (PIs). The KPIs monitor the fulfilment of statutory and business critical tasks, and each area of the contract has its own specific measures which provide reassurance that specific work is prioritised.

- 3.2 There are 103 KPIs and 24 PIs. The performance and customer data supplied in this report relates to contract year 6. The total pass rate of KPIs is 93.3% which reflects the County Council's overall performance expectations and represents an improvement on performance reported in contract year 5. Equally, with the exception of those areas set out in Appendix B, Capita's performance across the KPIs varies month on month, which suggests in the main there is not a sustained pattern of poor performance in any one service. There were no reported KPI failures in Health and Safety, Procurement or Online Service Delivery.
- 3.3 The operational performance is also closely correlated to customer satisfaction. There are individual customer satisfaction targets for each service which are managed through one overarching KPI. All service lines undertake a survey that is reported individually and contributes to the overarching satisfaction rating. The score for contract year 6 was 3.5 (a score of 3 is considered satisfactory). In general the results show a normal distribution spread of results with 82.08% of responders scoring satisfied or above. Appendix B provides further detail on the contract performance and customer satisfaction scores.

4. Financial Performance

- 4.1 The performance of each service area is monitored via the budget monitor process. The centralised team are the budget holders of Capita costs arising from the contracts and are responsible for ensuring payments are made to Capita in line with the financial model. The current total value of the combined contracts over the 10 years is £249m. These combined contracts saved the County Council £5.8m per annum.

5. Annual Service Planning

- 5.1 The Annual Planning cycle for the contract year takes place in October and is finalised soon after as the contract moves into its next service year. Any operational and service improvements are fed into the Annual Service Plans which provides a robust framework for monitoring improvement and transformation throughout the year, while allowing services to accurately assess the impact of projects instigated by the County Council.
- 5.2 This planning also highlights any changes which might be required to the service levels and can lead to modification or new KPI performance measures.
- 5.3 The following sets some highlights of the Annual Service Plans providing an update on what activity was progressed together with the current position:

Customer Service Centre

- 5.4 The Annual Plan supports the engagement activity in order to take on more complex customer contact to create a 'deep front door' that reduces demand on back office functions and our front line services.

IT Services

- 5.5 The Annual Service plan describes the future total operating model, which includes an accelerated shift to the cloud and the implementation of a new operating model that simplifies IT delivery with a single point of accountability. It will look at the best way to deliver IT between now and the end of the contract and beyond. This means that the rationale is not constrained by the current arrangements. This will also consider the change in demand as digital opportunities are realised and a greater emphasis is placed on digital delivery. This new model will be designed to realise the advantages and opportunities outlined in the County Council's IT strategy.

Business Services (Administration)

- 5.6 The Annual Service plan for Business Administration continues to drive further improvement through end-to-end process streamlining, which is data-driven. There are a number of initiatives underway around continuous service improvements, the aim being to create a flexible and resilient administration service. Operational data which shows the volume and fluctuations in demand is used to manage and plan resource which enables ongoing communication and engagement with services around future requirements and forecasting demand.

Pensions Administration

- 5.7 Capita has provided the administration for the Local Government Pension Scheme (LGPS) and for Fire Fighters Schemes since the Support Services Outsourcing (SSO) contract commenced in late 2012. Since the Contract was awarded there have been additional complexities added to the Local Government Pension Scheme.
- 5.8 Following detailed consideration of the options it was recommended that the pension administration service be transferred to the Pensions Administration Service run by Hampshire County Council. The Cabinet Member decision report sets this out in detail. The transfer took place on 4 March 2019.

6 County Council Transformation

- 6.1 The transformation activity taking place within the organisation, in particular the Whole Council Design programme, is also informing and shaping changes to the back-office functions which will include potential impacts on the contracts. These changes are incorporated into the Annual Service Plans as they develop which continue to be managed through the governance and contract management. By way of examples:

- IT Strategy is defining what an exit of the current arrangements could look like, for example moving from an outsourced offering to a multisource, cloud-based delivery of IT services.
- Internal review of the Customer Support model which includes Business Support (Administration) and immediate improvements to processes.
- Whole Council Design projects enable new and different ways of delivering front and back office services. For example, The "Right Service, Right Place" project is introducing new IT capabilities that will enable digitalisation of customer transactions and the "Corporate Systems replacement" project will seek to change much of the underlying back office technology, in effect enabling digitalisation of internal customer transactions. It is anticipated that such projects will have a significant impact on the existing arrangements and front line capability such as the Customer Service Centre.
- Together, the Council and Capita are investigating the use of new technology solutions such as robotic automation, machine learning, and artificial intelligence to make service delivery more effective and efficient.

7 Implications

- 7.1 There are no consultation, Crime and Disorder Act or Human Rights Act implications arising directly from this report as it is for information.

8 Risk Management

- 8.1 In line with the County Council's approach to risk management there are exit plans in place across the contracts in accordance with the relevant contract schedules. Their primary objective is to ensure the orderly transition of the Services from Capita to the County Council and / or any Replacement Service Provider in the event of termination and/ or for any unforeseen circumstances.
- 8.2 These plans address a number of areas including overarching implications, service specific operational activities, assets, people, knowledge transfer, re-tendering, change freezes, and financial considerations. They are reviewed annually.
- 8.3 Alongside these plans, in light of the potential impacts arising from Brexit to the supply chain, the Business Continuity Plans which are in place have also been revisited. These cover the main areas of focus including retention of staff, some medium term implication for recruitment, as well as potential volume increase in activities primarily carried out in the Customer Service Centre and Business Services, however the operations are well placed to track any fluctuations and respond proactively.

Katharine Eberhart

Director of Finance, Performance and Procurement

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Appendix A List of services

Appendix B Operational Performance Data

Background documents

None

List of services

The following services are delivered:

Area	Description of Service
Business Services (including Print)	Business Services provide generic and specialist administrative support to the County Council's directorates.
Contact Centre (Customer Service Centre)	Currently 37 service areas are delivered through the Centre ranging from Blue Badge, Libraries and Highways, to Fostering Recruitment, Education and Schools.
Health & Safety	The service provides support and expert advice to managers and employees in the management of Health and Safety risks.
HR Services: HR Management Advice (HRMA) for schools, HR Management Information (HRMI), Payroll	HRMA: This service delivers an employee relations advisory and case management service, as well as job evaluating, enabling schools to manage their employee relations. HRMI: This service provides updates and maintenance of organisation and position information on the Corporate HR Computer System to enable accurate management information and reporting. Payroll: This service deals with all payments in respect of all persons engaged in a contract of employment with the County Council.
IT Services	IT Services provide support for Desktop services (laptops and PCs), data centre hosting and network services including telephony and mobile phones. They also provide an IT Service Desk for fault reporting, service requests and new equipment requests using IMAC.
Online Service Delivery (Website)	Online Service Delivery provides a central resource for managing the County Council's websites and to enable the Council to conduct as much of its business as possible online.
Accounts Payable (One Way to Buy (OWTB))	The service provides complete administration of the 'Purchase to Pay' cycle from identification of need to purchase of goods or services.
Pensions Administration (service transferred to Hampshire County Council)	Provides a comprehensive pensions administration service on behalf of the County Council and Partner Organisations including setting up and managing new entrants, transfers, adjustments to contributions, processing applications and retirements and ensuring

	that accurate information is passed to payments processes.
Procurement	This service provides the transactional and operational support for the processing and progressing of procurements.
Service Finance: Adults Residential and Locality, Children's	Service Finance operate and administer payments made to individuals and organisations that are entitled to or eligible for financial support including interaction with individuals, vendors and other organisations that have queries or issues about payments due to or made to the County Council. The service manage and administer income and enable the County Council's professional teams, in particular those in social care, to operate effectively and with up to date information regarding eligibility, payments made and receipts given associated with individuals and organisations related to their professional activities.
Financial Adult Services	The Financial Adult Safeguarding Team looks after the money and property of vulnerable adults in West Sussex who cannot manage their own finances and who have no one else to do it for them.
Welfare Benefits Advice	Welfare Benefit Advice service visit people either receiving, or due to receive, care services from the County Council, to make sure they are claiming all the benefits they are entitled to and also to calculate how much (if any) contribution they should make towards their care costs.

Operational Performance Data

KPI Performance

The overall KPI performance for the contract since commencement by all service areas is shown in the summary table below. This shows the overall KPI performance: Annual Contract Key Performance Indicator (KPI) total pass rate.

KPI rationalisation took place in 2016/17 and prior to this (as highlighted) performance was measured against a larger suite of KPIs (135).

The pass rate represents the number of KPIs passed in the period against the total number of KPIs in the suite. Due to the substantial differences in targets between individual KPIs (as detailed on the following page), it is both impractical and misleading to provide an aggregate total of KPI performance.

	Current Total No. of KPIs	Average monthly	Average to date	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	Target
				CY 1	CY 2	CY 3	CY 4	CY 5	CY 6	CY7	CY 8	CY9	CY10
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Total Contract KPI Pass Rate %	103	Pass Rate	92.5%	98%	97%	96%	95%	91.78%	93.28%	93%	94%	TBC	TBC
		Failures	7.5	2	4	5	5	8	7				

The reduction in the number of KPIs part way through Contract Year 5 resulted in an anticipated dip in performance, as easily achieved or unnecessary KPIs were stripped out of the performance regime. This brought down the overall pass rate (from an average of 97% in the first four years of the contract, to an average of 92.5% over the last two years), but provides confidence that the regime is measuring the right things and stretching performance. This therefore prevents direct comparisons from being drawn with previous Contract Years as this is not a like for like measure.

An average of 93.28% of all KPI's (103) was satisfactorily met each month in Contract Year 6 (Oct 17 - Sep 18). This exceeded the target of 92% set for the year.

The table below shows the current KPI performance for the rolling 12 months to December 2018, and the average performance to date for Contract Year 7 (Oct 18 – Sep 19):

CY7 Target 93%	<i>Jan- 18</i>	<i>Feb- 18</i>	<i>Mar- 18</i>	<i>Apr- 17</i>	<i>May- 18</i>	<i>Jun- 18</i>	<i>Jul- 18</i>	<i>Aug- 18</i>	<i>Sep- 18</i>	<i>Oct- 18</i>	<i>Nov- 18</i>	<i>Dec- 18</i>
Failures	5	9	7	8	7	7	7	5	6	7	5	4
Pass Rate	95.15 %	91.26 %	93.2%	92.23 %	93.2%	93.2%	93.2%	95.15 %	94.17 %	93.20 %	95.15 %	96.12 %
Average (rolling)	93.77%											
Average (CY 7)	94.82%											

Targets and tolerances may vary significantly between KPIs as these are designed on an individual basis to take into account the unique nature of each KPI. The target captures what the County Council considers to be an acceptable and sustainable level of service, which will vary between services. In addition to this the target and tolerances represent what is considered to be an acceptable level of failure against each individual task. Where KPIs measure a statutory or legal requirement a 100% target is in place and there are no tolerances – any failure is unacceptable, while other KPIs may demonstrate more flexibility.

Volumes are also taken into consideration in setting targets as these may differ considerably between KPIs. Tolerance bands are significantly narrower for high volume tasks where a small percentage could still equate to a large number of tasks. Conversely where the task volume is small a relatively large percentage might only represent a single task. Where volumes are especially low KPIs may measure unitary targets or tolerances, measuring individual tasks rather than percentages.

As a result of these factors it is difficult to provide any direct comparison between KPIs as depending on the circumstances 100% or 80% could represent success against the standard required and monitored. 'Good' is judged against the individual standards set.

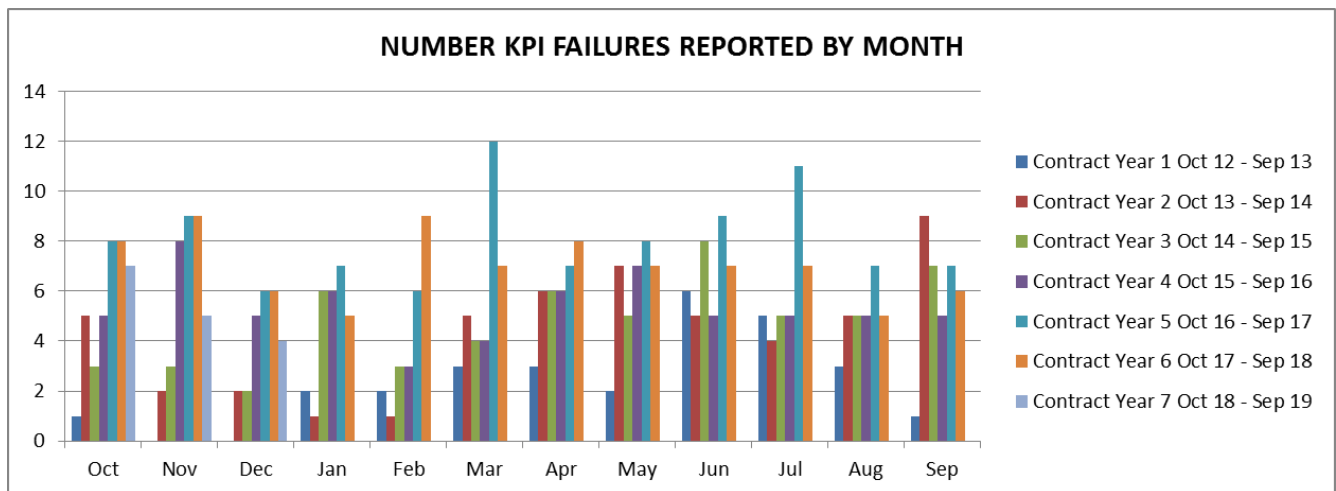
KPI Failures

Below is a list of KPIs which have demonstrated significant or repeat failures in contract year 6.

SERVICE AREA	KPI DESCRIPTION	COMMENTARY
Business Services	% of tasks performed in full compliance with relevant statutory rules and regulations, applicable guidance and prescribed timescales	During the last contract year, there were 5 instances when Initial Child Protection notes were dispatched after the required 10 day turnaround time due to note taker sickness absence (there are an average of 360 initial child protection conferences a year). A significant number of improvements have been implemented in Business Services regarding General Data Protection Regulation (GDPR), Centralisation of Services and Mosaic Developments.
Business Services	% of tasks which require confidential handling of data/information performed in full compliance with the relevant confidentiality (i.e. without breach of confidentiality)	A monthly average of 48 potential data breaches are prevented by administrators (an average of 18 of which were to trusted professionals).
Contact Centre	% of calls answered within 20 seconds	During the early part of 2018 resource was seconded to support the Highways team at the Council's request, due to unprecedented volumes and to ease the customer experience.
Pensions	% of pension benefits paid in line with payment timelines, following appropriate authorisation.	This Service is being transferred to Hampshire County Council as outlined in this report.
Pensions	% of retirement estimates calculated and dispatched within timescales	
Pensions	% of deferred benefits calculated accurately within 20 working days of the request being submitted	
Service Finance - WBA	Lead time from receipt of initial referral to completion of a financial assessment	Following the Service Improvement Plan implemented in Contract Year 5 performance against this KPI continued to improve through the beginning of Contract Year 6, and has not reported a failure since March 2018.

Areas of poor performance, as identified through repeat KPI failure, may result in a Service Improvement Plan where the Service commits to a series of jointly agreed measures to ensure performance improves within an agreed timeframe.

The following sets out the number of KPI failures since contract commencement to date:



Customer Satisfaction

In accordance with the Annual Service Plans there are individual customer satisfaction targets for each service which are managed through one overarching KPI. All service lines undertake a survey that is reported individually and contributes to the overarching satisfaction rating.

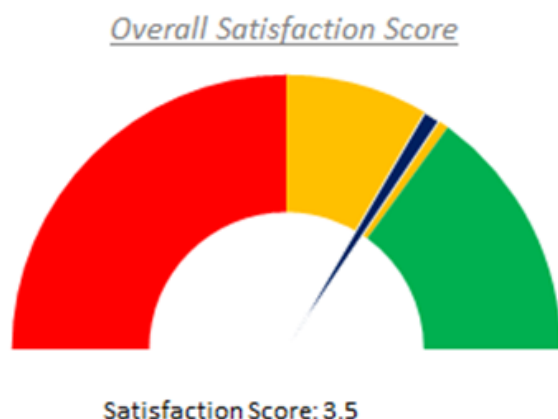
The overarching customer satisfaction KPI is as follows:

Single customer satisfaction rating with all services provided under the Capita SSO contract (including IT) of ≥ 3.5 Overall Satisfaction with the Customer Experience – weighted average target

It is important that a representative sample is available in all areas. In order to monitor the response rate the following PI is in place:

PIs - Response rates of $\geq 20\%$ for surveys sent out $\geq 30\%$ for Telephone surveys with a target of 90% Satisfied for all services

As part of our joint aspirations to increase customer satisfaction with the services provided the KPI target is 3.5, weighted average for all service lines. It is based on the weighted average, 1-5, ranging from Very Dissatisfied (1) to extremely Satisfied (5). With satisfied being the mid-point (3).



Results for contract year 6 (October 2017-2018) show a KPI score of 3.5 against the target which was met.

The Customer Satisfaction average satisfaction score across all surveys since they were reported has remained above satisfied. Although the score has remained relatively static, more people are being surveyed annually which provides greater confidence that the data is representative. The average response rate has been maintained above 30% for the fourth year in succession. This has resulted from using different survey methods to reach respondents as well as targeting customer groups. Improvement actions are generated from surveys in order to respond to feedback and the results of surveys are communicated.

KPI Survey Results for Contract Year 6 are set out in the table below:

Service Area	KPI	PI	
	Average Satisfaction score	Average who scored Satisfied or above	Average Response Rate
Business Services	3.43	79.64%	59.68%
HR Payroll	2.88	70.84%	18.26%
IT	3.66 ⁺	91.8%	
OSD	4.13	98.94%	61.54%
Pensions*	2.70	61.39%	17.62%
Print Services	4.25	96.75%	15.88%
Procurement	4.42	100.00%	59.09%
Schools	2.98	69.39%	24.19%
SF Children's	4.00	90.36%	38.38%
SF Non Residential	2.72	61.70%	52.35%
Total Average	3.50	82.08%	38.6%

*Total average score for Active Members and Employers

⁺ IT scoring ranges from Very Dissatisfied to Very Satisfied, with 'Neither Satisfied nor Dissatisfied' the mid-point (3) and an overall satisfaction score for

the year of 4.66 on this scale. This is a different rating scale to the other KPI satisfaction scores and therefore cannot be aggregated alongside them. However, if the same weighting is applied to Satisfied and Very Satisfied as with all other surveys, the overall average score would be 3.56 enabling this to be included in the aggregated total. Further work is underway to determine if the rating scale can be brought in line with the other surveys.

The table shows the individual qualifying satisfaction surveys which make up the final score for the KPI and PI performance data. Each survey was undertaken in the period 1 October 2017 to 30 September 2018 which represents a combined average taken from all to calculate the final overall score.

To ensure consistency in reporting against last year (Contract Year 5) the scores for the IT service have been included in the overall results.

The following surveys were not completed during contract year 6 for the following reasons:

- Health and Safety: As a result of the activity being undertaken within the service and the prioritisation of resources.
- OWTB: As a result of a number of changes being implemented around SAP and ways of working it was decided that the survey would be rescheduled.

Performance and Finance Select Committee
20 March 2019
Total Performance Monitor as at end of December 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 TPM reflects the position as at the end of December 2018, and has been reviewed by Cabinet Members and senior officers within the authority. The December 2018 report is a quarterly monitor and contains additional information around the County Council's workforce.

Focus for Scrutiny

The focus for scrutiny is to examine the data and supporting commentary included in the report in order to:

- make any relevant recommendations for action to the Cabinet Member;
- identify any issues for further scrutiny by this Committee;
- recommend any action/review by the relevant select committee of any areas of concern arising from the information in the report; and
- 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 033 022 23414

Annex Document

Appendix 1
Appendix 2

Total Performance Monitor to end of December 2018

Revenue Budget Monitor to the end of December 2018
2018/19 Capital Monitor to the end of December 2018

Agenda Item 5

Appendix 3	Performance Dashboard Overview as at the end of December 2018
Appendix 4	Workforce Key Performance Indicators Quarter 3 2018/19
Appendix 5	Presentation slides (to be tabled)

Background papers

None

TOTAL PERFORMANCE MONITOR - DECEMBER 2018 - QUARTER 3 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, and all members including Select Committee members and Cabinet.

Financial Summary

1. The forecast outturn position on portfolio budgets as at the end of December is currently reporting a £6.165m overspend, a decrease of £0.836m since September. This net decrease is largely due to a reduction in the projected highways contract overspend, a reduction in children's social care agency staffing, anticipated children's social work retention payments, early savings generated from an investment purchase in Crawley, additional income received in relation to the re-financing of the street lighting PFI contract and the use of specific one-off reserves. The reduction has been partly offset by growth in the expected cost of education transport as a direct result of continued increase in demand, additional costs anticipated in relation to the county vehicle and driver service and a shortfall in library income expectations. The overall overspend of £6.165m is further mitigated by projected underspending of £2.046m within the non-portfolio budgets, leaving a projected overspend of £4.119m.
2. This reduced overall position has been made possible following the Government's recent announcements in relation to additional allocations. The first relates to the Local Government Provisional Finance Settlement 2019/20 which was announced in early December; the County Council will benefit by £1.196m in relation to a share of the national surplus of the Business Rates Levy Account. Of this allocation, £0.3m has been earmarked within the 2019/20 budget and the remaining £0.896m has been used to mitigate the overall 2018/19 overspending position. The Government has also allocated a new ring-fenced grant of £3.3m to support the local health and social care system to manage demand pressures on the NHS this winter. This grant has been attributed to the Adults and Health Portfolio.
3. In a written statement on 28 January 2019, the Secretary of State announced additional funding in both 2018/19 and 2019/20 to help councils carry out Brexit preparations and two tier counties will receive £87,500 in each of those financial years.
4. Following the approval of the 2019/20 budget by County Council in February, £0.750m has been allocated to help organisations make the transition to new arrangements following changes to housing related support funding which will come into effect next year. As we continue to work closely with our homeless charities to explore new initiatives for the future, organisations will be able to bid for funding to help implement new models of working and effective partnerships during this transition period.
5. As agreed at County Council in February, the £0.2m underspend relating to the Community Initiatives' Fund in 2018/19 has been transferred to reserves to part fund delayed savings in relation to the Intervention and Prevention and Business Resilience Team within the 2019/20 budget.
6. Mitigation plans have contributed to the reducing overspend position. Actions have included a process to limit the filling of vacancies to business-critical posts only and

the Executive Leadership Team (ELT) is controlling all non-essential expenditure such as training, stationery and subscriptions, as well as reviewing savings plans for 2019/20 to identify any opportunities which could be brought forward into this financial year.

7. Table One shows the main changes in the projected outturn since September 2018:

Table One – Main variation changes since September 2018 (Quarter 2)

Theme	Portfolio	Variation in projections from September 2018 to December 2018	(£m)
Best Start In Life	Children & Young People Portfolio	Reduction in agency staffing.	(£0.400m)
		Reduction in the anticipated level of social work retention payments.	(£0.400m)
		Unspent MASH project funds from 2017/18.	(£0.104m)
		Increased grant income for unaccompanied asylum seeking children.	(£0.200m)
		Increased placement cost for children without a disability.	£0.504m
	Education & Skills Portfolio	Overspending within the Education Psychology Service, Inclusion Service and Catering, partly offset by underspending in other areas.	£0.118m
		Increase in Home to School Transport costs; predominantly for solo taxis.	£0.297m
		Other minor variations.	£0.044m
Best Start In Life Total Variation (September 2018 to December 2018)			(£0.141m)
A Prosperous Place	Environment Portfolio	Additional income anticipated within Planning Services.	(£0.275m)
	Highways & Infrastructure Portfolio	Reduction on estimated additional costs associated with the delay in the award of the highways contract.	(£0.500m)
		Additional net cost of vehicle and driver services.	£0.200m
		Draw down of Operation Watershed funding held in Reserve.	(£0.165m)
		Other minor variations.	£0.045m
A Prosperous Place Total Variation (September 2018 to December 2018)			(£0.695m)
A Strong, Safe & Sustainable Place	Environment Portfolio	Other minor variations.	(£0.009m)
		Reduction in tonnage during the summer (including green waste).	(£0.152m)
	Safer, Stronger Communities Portfolio	Reduction in estimated cost pressure relating to review of mobilising options for Sussex Control Centre.	(£0.100m)
		Pressure relating to fire fighter uniforms contract.	£0.100m
		Delay in delivering the savings from the re-design of the customer services work currently undertaken by the 'Highways Hub'.	£0.125m
		Reduced income expectations (donations, fines and chargeable services) within the Library Service.	£0.150m
		Other minor variations.	£0.021m
	Adults & Health Portfolio	Increased volume of post-mortem fees within the Mortuary Service.	£0.150m
A Strong, Safe & Sustainable Place Total Variation (September 2018 to December 2018)			£0.285m
Independence For Later Life	Adults & Health Portfolio	Forecast underspending within the blue badge scheme	(£0.050m)
Independence For Later Life Total Variation (September 2018 to December 2018)			(£0.050m)
A Council That Works	Corporate Relations Portfolio	Net cost of Human Resources & Organisation Change one-off restructure cost.	£0.300m
		Increased overspend within Facilities Maintenance.	£0.105m

For The Community		Other minor variations.	(£0.060m)
	Finance & Resources Portfolio	Early income generated from investment property recently purchased in Crawley.	(£0.220m)
		Early saving following re-financing of Street Lighting PFI contract	(£0.060m)
		Agreed Public Health contribution for central overheads charges.	(£0.300m)
A Council That Works For The Community Total Variation (September 2018 to December 2018)			(£0.235m)
Total Variation (September 2018 to December 2018)			(£0.836m)

8. Table Two (below) details the year to date summary of pressures and mitigations within each theme. It assumes that the remaining budget available from contingency is committed to fund the overspending position. In addition, to demonstrate the potential use of the reserves which may be required to offset the in year pressure, the current draw-down requirement from the Budget Management Reserve is reported.

Table Two – Summary of 2018/19 Pressures and Mitigations

Theme	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Best Start In Life					
Children & Young People Portfolio	Undelivered saving from increased fees at Beechfield Secure Unit.	£0.150m	Staffing vacancies within Integrated Prevention for Earliest Help.	(£0.500m)	
	Projected overspending on placement budgets due to home closures and market pressures.	£3.704m	Higher grant income for unaccompanied asylum seeking children.	(£0.200m)	
	Additional expenditure to strengthen Children's Social Care.	£1.900m	Other underspending through staffing vacancies in various teams and reduction in agency staff costs.	(£1.650m)	
			Unspent MASH project funds from 2017/18.	(£0.104m)	
Education & Skills Portfolio	Home to School Transport costs; predominantly for solo taxis.	£2.416m	Use of unspent Education Services Grant held in Reserve.	(£0.539m)	
	Other minor variations.	£0.102m			
Best Start In Life- Total		£8.272m		(£2.993m)	£5.279m
A Prosperous Place					
Environment Portfolio			Additional income anticipated within Planning Services.	(£0.550m)	
Highways & Infrastructure Portfolio	Non delivery of savings from highways term maintenance contract.	£1.106m	Forecast data for National Concessionary Fares suggests a reduction in journeys in 2018/19.	(£0.600m)	
	Inflationary pressure on Street Lighting PFI and delayed delivery of saving relating to LED conversions.	£0.275m	Reduction in spending on Highways services staffing and increased income.	(£0.160m)	
	Additional net cost of vehicle and driver services.	£0.200m	Staff savings within the management team.	(£0.070m)	
	Additional net cost of	£0.200m	Use of Operation	(£0.165m)	

Agenda Item 5
Annex document

	pool car fleet due to under-utilisation.		Watershed Reserve.		
Leader Portfolio			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		£1.781m		(£1.745m)	£0.036m
A Strong, Safe & Sustainable Place					
Adults' & Health Portfolio	Increased volume of post mortem fees within the Mortuary Service.	£0.150m			
Environment Portfolio	Reduced level of savings expected from renegotiation of PFI contract.	£0.522m	Use of Waste Volatility Fund Reserve.	(£0.500m)	
	Increase landfill due to waste quality and capacity issues.	£0.357m	Expected one-off income from contractor.	(£0.431m)	
	Reduced income expectation due to the delays in the activation of the Westhampnett Solar Farm from April – September 2018.	£0.152m	Reduction of tonnage during (including green waste).	(£0.252m)	
			Other minor variations.	(£0.009m)	
Theme	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Safer, Stronger Communities Portfolio	Estimated cost pressure relating to review of mobilising options for Sussex Control Centre.	£0.366m			
	Reduced income expectation (donations, fines and chargeable services) within the Library Service.	£0.150m			
	Pressure relating to fire fighter uniform contract.	£0.100m			
	Non delivery of savings from sponsorship opportunities and full year delay in delivering the saving arising from the redesign of the customer services work currently undertaken by the 'Highways Hub'.	£0.175m			
	Other minor variations.	£0.021m			
A Strong, Safe & Sustainable Place – Total		£1.993m		(£1.192m)	£0.801m
Independence For Later Life					
Adults' & Health Portfolio	Plan for recovering the underlying overspend in Learning Disabilities will not produce a full year benefit in 2018/19.	£0.800m	Draw down from the Improved Better Care Fund.	(£1.000m)	

	Delay in agreement of the Shaw contract variation.	£0.500m	Forecast reduction in Older People's expenditure during the final quarter.	(£0.300m)	
	Seasonal increase in expenditure within the Older People's budget.	£0.300m	Increase in income expectation.	(£0.300m)	
			Forecast underspending within the blue badge scheme.	(£0.050m)	
Independence For Later Life – Total		£1.600m		(£1.650m)	(£0.050m)
A Council That Works For The Community					
Corporate Relations Portfolio	Overspending within Facilities Maintenance.	£0.505m	Agreed Public Health contribution for central overhead charges.	(£0.300m)	
	Non delivery of business mileage saving.	£0.200m	Other minor variations.	(£0.031m)	
	Net HR one-off restructure costs.	£0.300m			
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.	(£0.145m)	
			Staffing savings within Capital and Infrastructure.	(£0.200m)	
			Early saving (part year) delivered relating to re-financing of Street Lighting PFI contract.	(£0.060m)	
			Early income generation from investment property recently purchased in Crawley.	(£0.220m)	
A Council That Works For The Community - Total		£1.055m		(£0.956m)	£0.099m
Total Pressure/Mitigation		£14.701m		(£8.536m)	£6.165m
Non-Portfolio Funding Available	Additional Section 31 Business Rates Grant (2017/18 Reconciliation Payment).				(£1.087m)
	Part Utilisation of Additional Business Rates Levy Account Surplus.				(£0.896m)
	Underspend on Capital Financing Interest and increase in New Homes Bonus Grant.				(£0.063m)
Projected Overspend					£4.119m

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

Reserves Required To Fund Projected Overspend In Year	Draw-down from Budget Management Reserve	£0.476m
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Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Children and Young People	£96.672m	£99.972m	£3.300m
Education and Skills	£15.398m	£17.377m	£1.979m
Total - Best Start In Life	£112.070m	£117.349m	£5.279m

Children and Young People

9. The Children and Young People portfolio continues to report a £3.3m projected overspend. In recent months, the service has seen a reduction in agency staffing spend in Children's Social Care following the initial success of the recruitment and retention project, overseen by the Quality and Development Board. The service has recruited new social workers into established positions following the introduction of the social work retention scheme.
10. In the summer, Cabinet Board endorsed a raft of measures to strengthen the Children's Social Care function which included 37 new Social Workers, six new Practice Managers, six new Administrative Support, one new Head of Social Care Placements, permanent implementation of the Blended Team Model and the Social Worker Retention Scheme. The cost which will be incurred this year continues to be closely monitored as the spend is dependent on the speed of successful recruitment to social work posts and the uptake of the retention scheme.
11. Since September, there has been a reduction in agency staffing spend in Children's Social Care projected following the initial success of the recruitment and retention project, overseen by the Quality and Development Board. The service has recruited new social workers into the established positions following the introduction of the social work retention scheme.
12. Comparing the position from October 2018 to December 2018, the turnover of qualified social workers has reduced by 1% to 17.2%; agency staffing has decreased by 11 FTE; the recruitment rate (excluding newly qualified social workers) has increased from 4.6 FTE to 5.1FTE per month and numbers of applications to vacancies has increased from 15 to 44 per month.
13. As at December, the number of Children Looked After (Excluding Asylum), increased by six (627 children from 621) compared to September, meaning the reduction since the beginning of the financial year now stands at 10. The number of children previously looked after; who have turned 18 and continue to be accommodated due to council's care leavers responsibilities showed no overall variation, meaning that the increase since the beginning of the financial year remains at 11 (97 children). The internal/external mix continues to be a factor within the projections, and that has shifted more towards external purchasing again this month.
14. There is continued cost pressure relating to placements for children without a disability. In recent months additional high-cost external residential placements have been commissioned; the cost of these placements is partly indicative of market pressures, but also a gauge of the increasing complexity of cases now being presented (especially in relation to challenging behaviours within this cohort).

Education and Skills

15. The Education and Skills portfolio is projecting a £1.979m overspend, an increase of £0.459m since September. Within this increase, £0.297m is due to continued growth in transport costs within the SEND Home to School Transport Service.
16. As reported previously, the main financial pressure within the portfolio continues to be the SEND Home to School Transport service. There is currently an estimated overspend of £2.4m projected in 2018/19 based on the increased complexities, demand and costs experienced since the start of the 2017/18 academic year. The overspending has, in part, been mitigated by a drawdown from reserves of one-off Education Service Grant received in 2016/17.

Dedicated Schools Grant

17. The Dedicated Schools Grant (DSG) budget is made up of four separate funding blocks: Schools block, High Needs block, Central School Services block and Early Years block. Apart from the £3.8m which is held to fund pupil growth this September, the remaining Schools block funding is delegated to schools. As a result, it is the in-year pressure within the High Needs block that is of greatest concern to the County Council.
18. It is currently projected that the 2018/19 DSG is likely to be underspent by £1.470m:
- Schools block – underspending of £0.540m on the growth fund due to lower than expected pupil growth in September 2018;
 - Central School Services block – underspending of £0.530m due to staff vacancies and delayed brokerage of school to school support through the Area Inclusion and Improvement Boards;
 - Early Years block – underspending of £0.400m on the centrally retained element.
19. SEND placement pressures within the High Needs block of £2.800m due to increased numbers of pre- and post-16 pupils with complex needs requiring specialist placements and top-up funding, and increased fees in independent special schools, have been fully offset by the £1.845m of additional funding announced by the Secretary of State in December 2018 and the underspending of £0.955m due to staff vacancies, reduced recharges for building maintenance and Local Government Pension Scheme top-ups, and additional income through fixed-penalty notices.



Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Corporate Relations	£0.292m	£0.292m	£0m
Environment	£0.745m	£0.195m	(£0.550m)
Highways and Infrastructure	£34.924m	£35.710m	£0.786m
Leader	£1.243m	£1.043m	(£0.200m)
Total - A Prosperous Place	£37.204m	£37.240m	£0.036m

Environment

20. Planning Services continued to project £0.550m underspend following a review of income generated from planning services provided and highways agreement fees charged to developers for modification of existing roads and adoption of new roads.

Highways and Infrastructure

21. The projected overspend has reduced by £0.420m compared to September. This is largely due to the reduction in expected overspend relating to the delayed award of the new highways term maintenance contract and the subsequent interim arrangements put in place. This position continues to be closely reviewed, particularly with regard to reactive activity over the winter period, which is no longer part of a fixed 'lump sum' contract arrangement. This means that the risk of the adverse winter conditions is borne by the County Council. As a result, the outturn position will be more influenced by weather events than in previous years, with the potential for spending variations. In addition, a drawdown of the Operation Watershed Reserve has been agreed to fund works underway.

Leader

22. A £0.200m underspend continues to be reported as a result of the reduction in the cost of holding the Horsham Enterprise Park 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.



Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Adults and Health	£1.050m	£1.200m	£0.150m
Environment	£62.615m	£62.454m	(£0.161m)
Safer, Stronger Communities	£37.381m	£38.193m	£0.812m
Total – A Strong, Safe and Sustainable Place	£101.046m	£101.847m	£0.801m

Adults and Health

23. As previously reported, the Coroners Service has been under pressure due to the volume of post-mortem fees, thought to be as a result of the prolonged period of hot weather during the summer months. In addition, costs relating to long inquests are also expected to add additional pressure in-year.

Environment

24. The Environment Portfolio continues to report a £0.161m underspend. The waste tonnage data received relating to November indicates that tonnages received were less than anticipated during the month; this is largely due to additional day closures at household waste recycling sites (HWRs), the implementation of the trade waste permit

scheme and the cessation of Chichester District Council accessing our commercial disposal service prior to April 2019. The financial saving generated from less tonnage has been offset by the reduction in chargeable trade waste income.

25. It is worth noting that this favourable position has only been made possible by drawing down the £0.5m Waste Volatility Fund Reserve to fund the delayed tonnages from 2017/18 and to assume a one off £0.4m payment from Viridor relating to the change in hours at household waste recycling sites which has been reported in previous month.

Safer, Stronger Communities

26. The portfolio is projecting a £0.812m overspend, a £0.296m increase since September. The library service has a range of income strategies which have evolved over time and have become more challenging to deliver alongside other changes that the service has made. Although efforts are made to substitute income streams, these can also be volatile and are often at the mercy of trends and technological developments. Similarly, efforts made to notify book borrowers of books that are approaching the end of their borrowing period have reduced the amount that we have been collecting for fines. In total, the shortfall is expected to amount to £0.150m for the year which cannot be mitigated without having a negative impact on the customer experience within the library service. In addition, a drawdown from the Records Office World War One Reserve of £0.049m is included within the overall position.
27. As previously reported, despite anticipating achieving the increased 2018/19 income target for the registration service, the costs associated with the ability of achieving the income target (primarily the cost of registrars' time and their associated expenses) are higher than that set in the budget by £0.070m. In addition, £0.125m anticipated saving connected with the highways hub customer interface is no longer expected to be delivered in this financial year; however the delivery of the saving is expected to be achieved in the future through the Whole Council Design programme.
28. Earlier this financial year, West Sussex made a decision to give 18 months' notice on our partnership arrangement with East Sussex Fire and Rescue Service while a review of our future call mobilising arrangements takes place. Whilst we consider the options for delivering mobilising arrangements 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 and this action will also impact on 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	£194.786m	(£0.050m)
Total – Independence For Later Life	£194.836m	£194.786m	(£0.050m)

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

Adults and Health

29. Overall, the Adults and Health Portfolio is continuing to project a balanced budget. In December, there were contrasting influences on the older people's budget. The number of customers receiving funded social care reduced by a net six. This is counter to the trend of a normal December; based on the average of the last six years, numbers would have been expected to rise by around 30. As a single month in isolation, it would be premature to count this automatically as a contribution towards the £2m savings target from Focus on Prevention, however, it has contributed towards a position in which the proportion of customers in residential care with a stay of longer than three years has reduced from 48.6% of the total cohort in December 2017 to 47.1% in December 2018. This is consistent with the type of movement on which that target was based, albeit that some of the return in 2018/19 will be part-year only.
30. The benefit of the reduction in the number of older people was offset by continued growth in the number of residential placements which are being bought at an agreed rate rather than at the County Council's usual maximum rates. Whilst a relatively small proportion of beds are sourced this way (around 15%), their number increased by over 40 during the third quarter as a whole. This is a further indication that a combination of market-related factors and rising complexity of need remain more dominant influences on the budget than simple customer numbers.
31. The means-tested contributions that people are assessed to pay towards the cost of their social care continued on the upwards path that has been occurring since October. Currently 97% of residential customers are making a contribution and 72.6% of those with a non-residential package. This compares to 96.6% and 71.5% respectively in September. Average weekly contributions have also risen during that period.
32. Although the outturn still has a key dependency on demand levels in the fourth quarter following the pattern of a normal winter, the increase in income has reduced the budget's exposure to that risk by around £0.4m. As a result, the probability is that a balanced outturn will be delivered, after allowing for the planned £1m drawdown from the Improved Better Care Fund to balance risks relating to Learning Disabilities and the Shaw Homes contract, has strengthened further. This also recognises that the plan being developed to recover the underlying £1m pressure in the Learning Disabilities budget is unlikely to produce significant benefits in 2018/19.
33. The Government announced in October that it would be allocating £240m for local authorities to spend on "supporting the local health and social care system to manage demand pressures on the NHS between November 2018 and March 2019". This is a ring-fenced grant which is worth £3.3m for the County Council. In view of this condition, these resources have been allocated to the Adults and Health Portfolio, where they are being used to fund the service's Winter Plan together with a £1m investment in falls prevention. It is also likely that this will provide a further source of opportunity for mitigating the risks posed by winter-related pressures for the budget.

Public Health Grant

34. The Public Health Grant (PHG) is spent mainly on contracts which are delivered through third parties. Since actual expenditure is activity-related, and paid in arrears, this creates the potential for a certain level of variation. Nevertheless, based on current volumes, the PHG is projecting to be fully spent in 2018/19 following the recent £0.3m central overheads contribution towards the cost of services delivered within the County Council.



Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Corporate Relations	£43.408m	£44.082m	£0.674m
Finance and Resources	£13.152m	£12.577m	(£0.575m)
Leader	£5.018m	£5.018m	£0m
Total – A Council that Works for the Community	£61.578m	£61.677m	£0.099m

Corporate Relations

35. As previously reported, the Human Resources and Organisational Change restructure has led to a £0.5m additional cost pressures from transitioning to the new structure, a £0.2m saving relating to business travel is not expected to be achieved this financial year and within Facilities Management, an estimated overspending of £0.4m continues to be projected in relation to reactive maintenance and cleaning costs across the corporate estate. These pressures have been partly mitigated following income of £0.3m from the Public Health Grant towards the cost of overheads for the services it delivers.

Finance and Resources

36. The Capital and Infrastructure revenue budget is currently projecting a £0.570m underspend. £0.350m of this projection relates to underspending as a result of a review of staffing vacancies, planned recruitment, a one-off historical rates rebate, collection of backdated rent and a small anticipated underspending on the “Dual Use” shared education and sports facilities budget. The recent purchase of an investment property in Crawley has generated additional income of £0.220m in the 2018/19 financial year.
37. In addition, the re-financing of the Street Lighting PFI contract was completed in this month which has generated an additional £0.060m of income in the 2018/19 financial year although this is partly offset by £0.050m of overspending relating to the Littlehampton Harbour precept.

Capital Programme

38. The original capital programme approved at the December 2017 County Council agreed a programme totalling £136.0m for 2018/19. Currently, the overall capital monitor, as set out in Appendix 3 shows the spending forecast for 2018/19 totalling £108.3m, with £82.6m on Core Services, £25.7m on income Generating Initiatives.

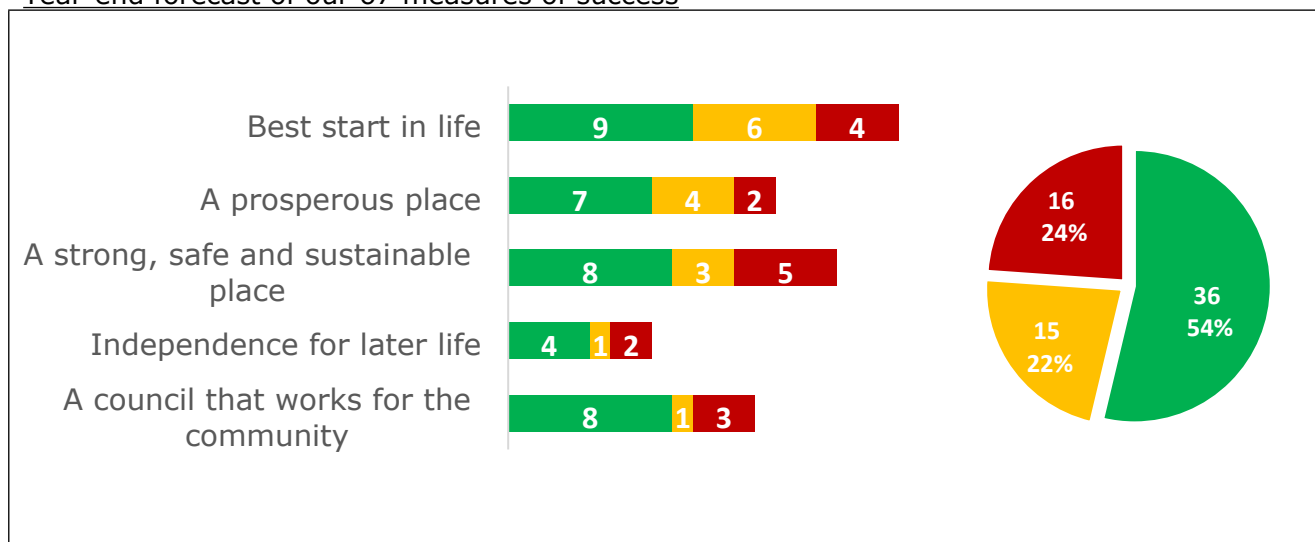
Performance Report



Quarter 3 Performance Report

39. This report provides the latest position against the West Sussex Plan (2017-22) and includes achievements, challenges and year-end forecasts. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

Year-end forecast of our 67 measures of success



40. There have been 12 updates to year-end RAG forecasts since September 2018, which have increased the Green (target met) to 36 measures. The changes are tabled below.

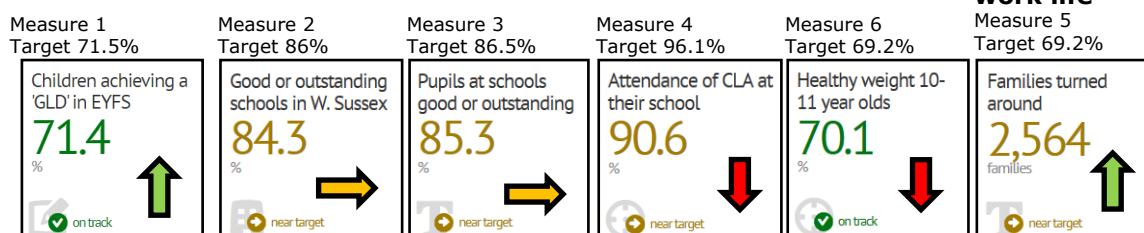
Ref	Measure description	Sept	Dec
1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	A	G
9	West Sussex children subject to Child Protection Plan for 2 years or more	G	R
15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	A	G
17	Key Stage 4 Progress 8 score	R	G
19	Reoffending rates for children and young people (aged 10 to 17)	R	A
21	Business start-ups	A	R
23a	Access to superfast fibre broadband	A	G
33	Economic growth - GVA	R	A
44	Carbon reduction achieved by WSCC in tonnes emitted	R	A

46	Household waste sent to landfill	G	A
51	People who use services who say that those services have made them feel safe and secure	A	R
62	Decision transparency	A	G



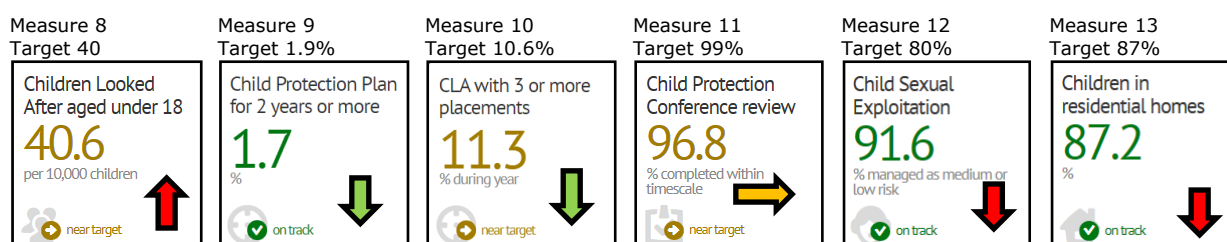
BEST START IN LIFE

All Children & Young people are ready for school and work



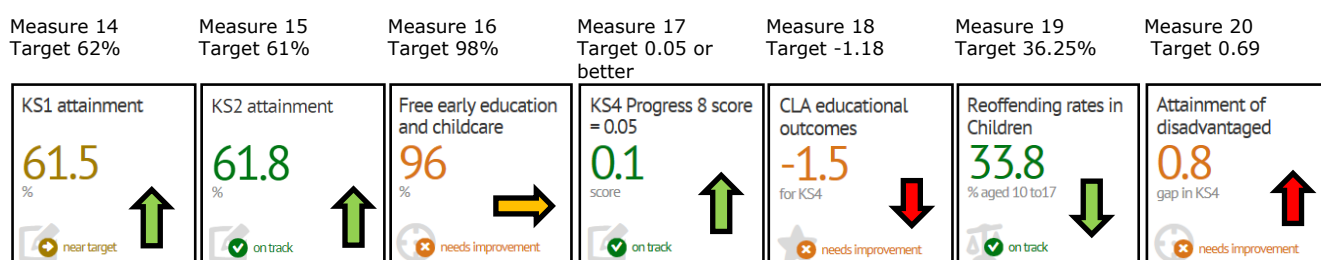
Families & children have a healthy family, home & work life

Children and Young people feel safe and secure



Access to education that meets the needs of our community

Children and young people are able to thrive



Achievements (including predicted year-end achievements)

41. (1) Children achieving a 'Good Level of Development' in Early Years

Foundation Stage - TARGET MET - In 2018 West Sussex pupil performance in Early Years continue to improve. 71.4% of children have achieved a good level of development and show they are ready for school; this is compared to 70.6% last year, a 0.8% increase in 2018/19. We have also met our 2018-19 target to be in line with national average (71.5%), although we rank 75th out of 150 local authorities (97th in 2016) and we are in the third quartile.

42. **(5) Families turned around – YEAR END FORECAST GREEN** - Up to the 31st December 2018 the authority has claimed a total of 2,564 successes; this is in line with performance expectations. Additionally to this figure, a substantial number of completed cases are awaiting audit review. A strong plan is in place to achieve our overall March 2020 target of 3,940 families turned around against national criteria, recognising that some variability in individual quarters is to be expected across a five-year programme.
43. The formation of the Integrated Prevention & Earliest Help service (IPEH) from April 2017 has made a significant contribution to this process, through integrating a range of professional disciplines in a more effective way to support vulnerable families. The quarterly 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.
44. **(6) Healthy weight 10-11 year olds – TARGET MET** - Although a slight reduction from previous year, 70.3% to 70.1%, we remain in the top quartile and have exceeded our 2018-19 target. This compares to the South East average of 67.8% and the England average of 64.3%. Healthy initiatives continue with success, for example the Change4Life summer campaign 'Train like a Jedi'. At the most recent Public Health England (PHE) Conference in Warwick, West Sussex County Council's Public Health team was crowned National Award Winners for the West Sussex Sugar Smart Dental Toolkit; this was one of only four projects recognised out of 300. The project aimed to raise awareness of the harms of sugar on teeth and its effect on general health, and patients were also directed to healthy lifestyle services within their local wellbeing hub for more support.
45. **(8) West Sussex Children Looked After per 10,000 - YEAR END FORECAST GREEN** - The rate of Children Looked After has slightly increased to 40.6 per 10,000. However, we continue to be under our statistical neighbour rate for 2017/18 which is 51 per 10,000. This is the first time since June where performance is over 40 per 10,000 and we remain confident in achieving the year-end target. We continue to support children and families to ensure that children remain in their families and network as long as it is safe to do so.
46. **(11) Child Protection Conferences completed within timescale – YEAR END FORECAST GREEN** - Now that the team is up to establishment, performance against this measure remains good and 100% of Review Child Protection Conferences were actually held in timescales in December. We continue to ensure that Review Child Protection Conferences can only be held outside 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 and achieve our target.
47. **(12) Child Sexual Exploitation (CSE) - cases managed at medium or low levels of risk – YEAR END FORECAST GREEN** - The target is for 80% of children vulnerable to CSE to be managed at low or medium risk. In November, 91.6% were managed at this level, a small drop from 92% the previous month; however we have continued to exceed our target all year. Missing Exploitation Operations Group (MEOG) reviews the level of risk agreed, safety plans and interventions in place. In November, 47 CSE risks were reviewed by MEOG; 32 were female and 15 males and of these children 30 were first time risk assessments.

48. **(13) West Sussex children placed in residential homes rated good or outstanding – YEAR END FORECAST GREEN** - Although the percentage has fallen since the last reporting, we remain above target and expect to achieve the year-end target. The primary reason for the decline has been the need to place a small number of children in highly specialist provision which, although they meet all necessary standards, still require improvement to be rated as 'good'.
49. The overall number of children placed in homes rated 'good' or 'outstanding' by West Sussex still significantly exceeds the national average, where only 38% of homes are rated as such. No child is placed by West Sussex in a home which is currently rated as 'inadequate'.
50. **(15) Pupils attaining the expected standard at Key Stage 2 (KS2) in reading, writing and maths - TARGET MET** - The proportion of pupil's attainment at KS2 continues to rise to 61.8% compared to 55% last year and we have exceeded our 2018-19 target of 61%. However, West Sussex remain in the third quartile nationally, with national averages increasing to 64.8% and South East average increasing to 65.8%, although our rate of improvement is much greater than that achieved nationally. Reading attainment is now above national average and into the second quartile.
51. **(17) Key Stage 4 (KS4) Progress 8 score - TARGET MET** - Although the KS4 Progress 8 County results of 0.05 show a rapid decline from 0.10 in 2016 and 0.03 in 2017, there has been a small increase in 2018 and we have achieved the 2018-19 target (to be in the second quartile ranging from -0.05 to +0.11). The County remains above the national average of -0.03 and we remain on track to achieve our 2022 target to be in the top quartile.

Challenges (including predicted year-end challenges)

52. **(2) West Sussex schools that are judged good or outstanding by Ofsted – YEAR END FORECAST AMBER** - The total for West Sussex schools that are judged good or outstanding has increased to 84.3% and remains in the third quartile. This figure is slightly higher than the figures shown in the 2017/18 academic year. However, at the start of the year performance was 83.3%, and improvement is not progressing enough to meet the year-end target of 86%. For December, the percentage for each school phase is as follows:
- Primary Schools = 84.3%;
 - Secondary Schools = 84.2%;
 - Special Schools = 90.9%
53. The new School Effectiveness Strategy has enhanced the robustness of preparing school leadership to withstand external scrutiny. This includes strengthening those schools that are only just good. The increase in performance at KS2 will also strengthen the case for good.
54. **(3) Pupils attending West Sussex schools that are rated good or outstanding by Ofsted - YEAR END FORECAST AMBER** - The total for West Sussex pupils attending schools that are judged good or outstanding has increased slightly to 85.3%

and remains in the third quartile. This figure is slightly higher than the figures shown in the 2017/18 academic year. However, at the start of the year performance was 84.3% and improvement is not progressing enough to meet the year-end target of 86.5%. For December, the percentage for each school phase is as follows:

- Primary School pupils = 83.9%;
- Secondary School pupils = 86.8%;
- Special School pupils = 96.4%

55. The new School Effectiveness Strategy has enhanced the robustness of preparing school leadership to withstand external scrutiny. These recent increase in the proportion of pupils in good or better schools is symptomatic of improved KS2 and KS1 results and a more rigorous approach to school improvement and preparing schools for inspection taken in the new School Effectiveness Strategy.

56. **(4) Attendance of West Sussex Children Looked After at their school – YEAR END FORECAST AMBER** - Performance dropped from 92.4% to 90.6% for December against a year-end target of 96.1% and is 1.9% lower than December 2017. We do not anticipate achieving the year-end target.

57. Although school attendance for children looked after has improved since the beginning of the academic year, it remains below that of their peers. There are a wide range of factors that impact on school attendance such as changes in care placement due to the nature of children that are looked after; there is a constantly changing cohort, with an inflow and outflow of children on a regular basis.

58. The Virtual School monitors the attendance of children looked after on a daily basis and reports on the attendance of all children looked after regardless on when they entered care and work with all stakeholders in order to mitigate any negative effects.

59. **(9) West Sussex children subject to Child Protection Plan for 2 years or more – YEAR END FORECAST RED** - This has decreased from 24 in October, to 22 in November and 12 children in December, giving an overall percentage of 1.7% which is below our target line of 1.9%. However we need to remain cautious as there are 46 children in the pipeline who are subject to a Child Protection Plan for more than 18 months and there is work to do to ensure these do not progress to plans more than two years.

60. This cohort continues to be scrutinised at the Group Manager management meeting within Family Support and Protection on a monthly basis and any child not subject to care proceedings or Public Law Outline (PLO) will be considered at the weekly gateway meetings. This will progress to a 16 month point if intervention post the Review Child Protection Conference three month review.

61. **(10) Children Looked After with 3 or more placements during the year – YEAR END FORECAST AMBER** - The percentage has decreased from 11.9% to 11.3% in November. This is an improvement in stability for our Children Looked After. We are currently in line with national data, and we have made a 1.1% improvement since the start of the year. However, we would need a further improvement of 0.7% in the next three months to achieve our 10.6% target. An audit is being undertaken this month to understand this data further and make recommendations.

62. **(14) Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths - NEAR TARGET** - The proportion of pupil attainment at KS1 continues to rise and this year's results are 61.5% compared to 56.2% last year, and against a target of 62%. However the national average is now 65.3% and South East average is 66.9%, as a result we remain in the third quartile nationally although the rate of improvement is much greater than that achieved nationally (5.3% for West Sussex, 1.6% nationally). All the Education activity is described in the link below:
https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf
63. **(16) Free early education and child care – TARGET NOT MET** - For three and four year olds, the target is 100% and performance over the years (max 97%) suggests that this is a challenging target. The latest result is 96% for 2017-18, whereas the overall statistical neighbours (SN) average improved to 98.7%. West Sussex is currently in the bottom quartile and rank 11th of 11 of SN's and 60th against all local authorities. However we remain above the South East average of 95% and the England average of 94%.
64. For 2 year olds a similar picture – our target is 84%. For 2017-18, 75% took free early education in West Sussex, a 4% reduction compared to previous year and we rank 7th of 11 SNs and 65th against all local authorities. However we remain above the South East average of 70% and the England average of 72%.
65. Reasons for variations in the take up of free-entitlement include varying levels of employment; family based child-care, unfunded provision and out-of-county employment and childcare. All the Education activity is described in the link below:
https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf
66. **(18) Children Looked After achieving educational outcomes in line with their peers - TARGET NOT MET** – The latest results show a drop in performance. KS4 results are now -1.46 compared to -0.74 previously, whereas the national average has only slightly changed from -1.14 to -1.18. KS2 results are statistically suppressed due to the small cohort and we are still waiting for the latest KS1 results.
67. The attainment gap between West Sussex Children Looked After and their peers remains significant and narrowing this gap remains the primary objective of the Virtual School. Working with Education partners we ensure that all children have a termly PEP (personal education plan) meeting that focuses on progress and attainment, using pupil premium plus money to create bespoke intervention packages to support the children with their educational goals. All the Education activity is described in the link below:
https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf
68. **(19) Reducing reoffending rates for 10 to 17 year olds who are already involved in the youth justice - YEAR END FORECAST AMBER** - There has been a significant reduction in reoffending from 41.2% in quarter one to 33.8% for quarter two. Although we are currently reporting green, we remain cautious and predict that we will be close to target at year-end. The service is in the process of embedding a

new operating model which is focused on identifying those children most likely to reoffend and providing more effective interventions. Central to this is the use of trauma informed approaches, given the increasing evidence regarding the effectiveness of this approach to address reoffending by children with the most complex and challenging behaviours.

69. (20) Attainment of disadvantaged pupils is in line with their peers - TARGET NOT MET - This measure aims to minimise the attainment gap between disadvantaged pupils and their peers. Early data indicates West Sussex disadvantaged pupils are still not performing as well as disadvantaged pupils nationally.

70. Key Stage 1 is improving and more rapidly closing the gap to other pupils than achieved nationally. The gap has decreased from 22.2% to 20.2% and has met the 2018-19 target (to reduce the gap to 21% or less). For KS2 the gap increased from 23% to 23.4% and is reporting amber against a target of 22% or less. For KS4 the gap increased from 0.75 to 0.79 and is reporting red against a year-end target of 0.69 or less. All the Education activity is described in the link below.

https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf



A PROSPEROUS PLACE

A Place where businesses thrive

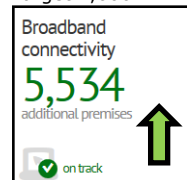
Measure 21
Target 12.38%



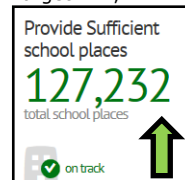
Measure 22
Target 44.65%



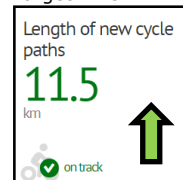
Measure 23
Target 7,000



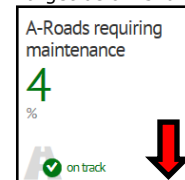
Measure 24
Target 114,412



Measure 25
Target 11.3km



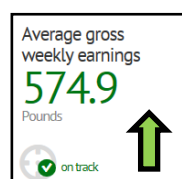
Measure 26
Target below 5%



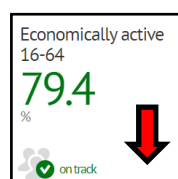
Infrastructure that supports a successful economy

A Place that provides opportunity for all

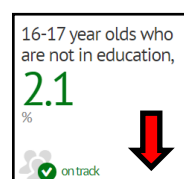
Measure 27
Target £554.10



Measure 28
Target 80.2%



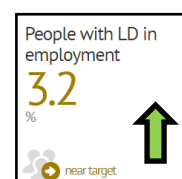
Measure 29
Target 2.7%



Measure 30
6,383



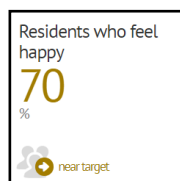
Measure 31
Target 3.5%



A skilled workforce for West Sussex

A great place to live, work and visit

Measure 32
Target 75%



Measure 33
Target £26,864



Achievements (including predicted year-end achievements)

71. **(22) Business survival and retention (5 yr. survival rate) - TARGET MET** - The latest data released in November 2018 relates to 2017. The 5 year survival rate for those businesses started in 2012 has increased slightly from 46.6% to 47%. This is higher than the England average (43.1%) and the South East region average (44.8%). Horsham has the highest 5-year survival rate at 49.3%, and is the third highest amongst local authorities in the South East region, whereas Crawley has the lowest survival rate at 42.5%. We are in the top quartile for statistical neighbours, exceeding our 2018-19 target.
72. **(23) Access to superfast fibre broadband- YEAR END FORECAST GREEN** - The Better Connected project has delivered access to "superfast" fibre broadband to an additional 5,534 premises. West Sussex County Council has extended the time for BT to complete their roll out and as a result the delivery of the project will finish by the end of June 2019.
73. **(24) Additional school places delivered (sufficiency of school places) - TARGET MET** - West Sussex County Council had 127,323 school places available as of October 2018. This was an increase from 126,143 places in October 2017 and is the result of expansion projects to provide additional accommodation in existing schools to cater for an increase in demand in the urban areas of the County.
74. **(25) Total length of new cycle path - TARGET MET** - There has been a further 0.9km installed in the last quarter which includes 0.4km on Billingshurst Road, 0.1km cycling improvements in Shoreham Beach and 0.4km upgrade to Bridleway 3727 (Worth Forest) to enable cycling, giving a total of 5.9km for this year (against a target of 5.5km), and a total of an additional 11.5km since 2017.
75. **(26) Road conditions - Percentage of A roads considered poor and likely to require planned maintenance - TARGET MET** - The results of the 2018 condition survey of the Principal A-Road network shows 4% of our A-Roads are considered poor and requiring maintenance, compared to 3% for the previous period. This is still exceeding our target to remain below 5%. The continued monitoring of the A-Road condition will inform future maintenance funding investment decisions.
76. **(27) Average gross weekly earnings for full time workers resident in West Sussex - TARGET MET** - West Sussex's average weekly earnings has increased from £554.10 to £574.9 in 2018. This is the same as the national average, and 7% lower than the regional average. West Sussex continues to be within the top quartile compared with its statistical neighbours in terms of resident earnings. Hampshire has the highest level earnings (£632.2) compared with the Devon, the lowest

(£496). When compared with its South East upper tier/unitary authority counterparts West Sussex lies 15th out of the 19 authorities. West Sussex has one of the highest percentage increases in earnings over the year in the South East at 4.2%, higher than the regional (2.8%) and national average (3.3%).

77. (28) Economically active 16-64 year olds who are employed – YEAR END

FORECAST GREEN. The latest data is for the year July 2017 - June 2018. The data is taken from the Annual Population Survey. Though the employment rate in West Sussex has fallen from 81.3% in the last quarter to 79.4%, it does remain in the top quartile compared to its statistical neighbours, with county employment rates being higher than the national and regional rates. The ambition is to remain in the top quartile.

Challenges (including predicted year-end challenges)

78. (21) Business start-ups as a percentage of total active businesses– TARGET

NOT MET - 2017 results were released in November 2018. The number of business births in West Sussex has fallen over the year 2016-2017, as it has nationally and regionally. The county has seen a fall of 8.2% compared with the South East region of 7.1% and England of 9.2%. As start-up rates have fallen throughout the country the West Sussex position compared with its statistical neighbour's remains in quartile two.

79. The ambition is to move it to the top quartile through actions including the provision of start-up space and support for businesses to start and grow as set out in the West Sussex County Economic Growth Plan – High Level Action Plan 2018-2023. The reasons for a fall in business start-ups may be linked to potential uncertainty related to the UK's future relationships with the EU.

80. (29) 16-17 year olds who are not in education, employment or training –

YEAR END FORECAST AMBER - The latest data shows 2.1% NEET against a target of 2.7% (and compared to 1.7% for the previous quarter). Our figures suggest that we are on track with our NEET target and our figure is in line with regional figures and better than national. However, every September the Council undertakes an Annual Activity Survey to confirm the destinations of all young people in the academic years 12 and 13. The outcome of this challenging task is not completely evident until February of the following year, therefore any data analysis until then needs to be treated with caution.

81. Every young person who is NEET remains a concern for the Council and we continue to focus a significant amount of time and resource in helping them find appropriate education and training. We commenced a new European-funded NEET project in the summer and so far we have signed up over 100 NEET young people onto the programme of support and intervention that we are offering.

82. (30) Apprentices in West Sussex - YEAR END FORECAST RED - There has been a drop of 33% in new apprenticeships across West Sussex. Nationally, new apprenticeships have also dropped by 33% and the South East average has dropped by 27.9%. Reasons for the downturn are varied and include the move from Apprenticeship Frameworks to Apprenticeship Standards, the lack of available new standards and new sub-contracting rules going live from January 1st, making it difficult for good, niche providers to continue to deliver.

83. **(31) Adults with learning disabilities who are in paid employment - YEAR END FORECAST AMBER** – Current performance is 3.2% against a year-end target of 3.5%. There are a number of initiatives underway which will lead to more people with learning disabilities getting paid work, however, some of these initiatives are new and so the impact may become apparent at a later date, therefore the year-end forecast is amber.
84. **(32) Residents who feel happy with West Sussex as a place to live, work or visit - TARGET NEAR MET** - In the West Sussex County Council's What Matters To You survey in September 2018, 70% of people who took part said they were happy with West Sussex as a place to live, work and visit, against a year-end target of 75%.
85. We believe there are a number of things we can do to improve further the levels of satisfaction and build on this good base. They include, continuing to boost the local economy through growth initiatives, highlighting West Sussex as a destination of choice through our tourism brand and showcasing local food producers through Taste West Sussex. We will continue to support initiatives that enable communities to thrive as well as protecting the most vulnerable members of our community.
86. **(33) Economic Growth - Gross Value Added (GVA) – YEAR END FORECAST AMBER** - GVA indicates the level of economic activity within an area by measuring its production of goods and services. The most recent update was released by Office of National Statistics in December 2018 and covers the period up to 2017 reporting that GVA for West Sussex overall was £26,580 per head. The data we monitor divides West Sussex into 2 sub-regions – the South West (WSSW) including Adur, Arun, Chichester and Worthing, and North East (WSNE) including Crawley, Horsham and Mid Sussex.
87. There is a large difference in GVA per head between these 2 areas. WSNE GVA is £31,170 whereas WSSW is £21,376. The main reason is the presence of Gatwick Airport being the key economic driver for that sub region. The key challenge is whether we can do more to support economic growth in the South West of the region. 2017 results will be available shortly and early indications are that we will be near target.

A STRONG, SAFE AND SUSTAINABLE PLACE

A Healthy Place

Measure 7
Target 208.3



Measure 34
Target 10

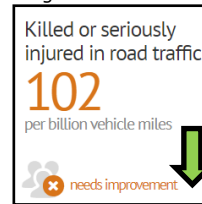


A safe Place

Measure 35
Target 89%



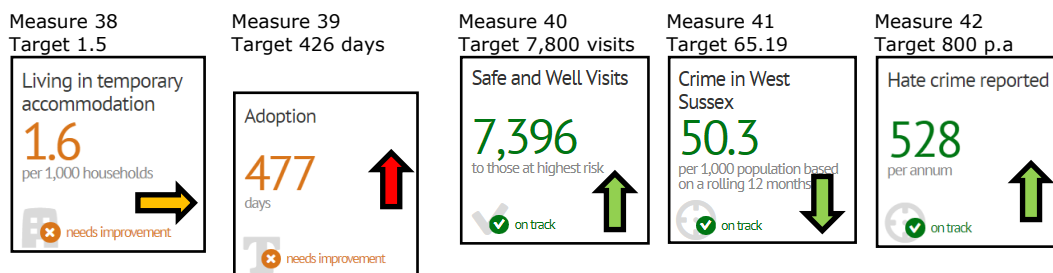
Measure 36
Target 91



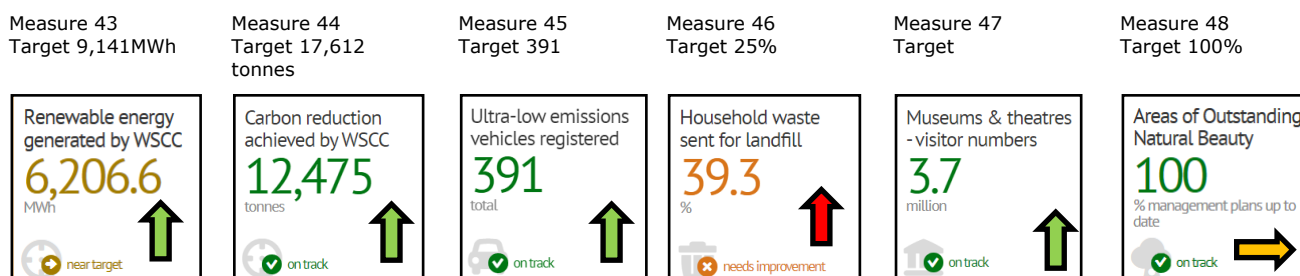
Measure 37
Target 40



Strong communities



Sustainable Environment



A place of culture, heritage & beauty

Achievements (including predicted year-end achievements)

88. **(37) Operation Watershed fund allocated to community projects - TARGET MET-** We have exceeded our target of 40 projects by year-end. In quarter two, Operation Watershed Active Communities Fund supported a further three successful applications. Shoreham Beach Primary School, Friends of Springfield Infants School and Sutton & Barlavington Parish Council received a total of £30,971.50 funds for projects to reduce the risk of localised surface water flooding impacting the community.
89. **(40) Safe and Well Visits - YEAR END FORECAST GREEN** – There has been a total of 7,396 visits since April 2017, and although this measure is on track to meet the target of 7,800 by year-end, 301 visits is the lowest monthly figure this year and 22% less than the same period last year. The figure is low due to the fact that the team is carrying an unfilled vacancy and some absence.
90. **(41) Reports of crime in West Sussex overall crime recorded per 1,000 population - YEAR END FORECAST GREEN** - For quarter two (based on a rolling 12 months) total recorded crime offences (excluding fraud) was 50.3 per 1,000 population. This is a considerable reduction on the quarter one figure (61.2) and reflects a drop in recorded offences across the South East (ADASS) region for the same period. Year-end results are anticipated good.
91. **(42) Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS) – YEAR END FORECAST GREEN** - 264 reports of hate incidents and hate crimes were reported to the Hate Incident Support Service during quarter two 2018/19. This is the same number of reports made during the previous quarter, and is on track to meet year-end targets.

92. **(43) Renewable energy generated by West Sussex County Council - YEAR END FORECAST GREEN** – This quarter's energy generation is 1,452 megawatts, providing a total of 6,207 megawatts this year. Although this is slightly behind target due to the Westhampnett solar farm project delays, we remain confident in meeting our year-end target. The schools PV installation programme continues apace with the ambition of installing 70 systems on schools by the end of the financial year. Westhampnett solar farm is now live and generating energy which will be reflected in the quarter four results.
93. **(45) Ultra-low emission vehicles registered for the first time- TARGET MET** – For 2017 there were 391 new registrations, exceeding our year-end target of 365 and we remain on track to meet our 2022 target.
94. **(47) Museums and theatres in West Sussex – visitor numbers - TARGET MET**– We are currently exceeding our target and a number of initiatives have supported this performance. These include the new Experience West Sussex website recently launched. Museums and theatres are promoted through the 'Art and culture' theme, and specific events are listed through the 'What's on' page. We are also involved in 'England's Creative Coast', an ambitious cultural tourism project led by Turner Contemporary and Visit Kent which aims to increase tourists to the coastal region of the South East (Essex, Kent, East Sussex and West Sussex).
95. **(48) Areas of Outstanding Natural Beauty (AONB) Management Plans in West Sussex - TARGET MET** - There is a duty on the constituent local authorities to prepare a Management Plan that '*formulates their policy for the management of their area of outstanding natural beauty and for the carrying out of their functions in relation to it*'. The duty includes a review of the management plans at intervals no more than five years. The current Chichester Harbour Management Plan 2014-19 will be replaced by a new plan for 2019-2024. Consultation on a draft plan took place in summer/autumn 2018 and the final plan will be adopted by the four local authorities from 1 April 2019. The current High Weald AONB Management Plan 2014-19 will also be replaced by a new plan for 2019-2024. Consultation on a draft plan took place in summer 2018 and the final plan will be adopted by the 15 local authorities, including the County Council, before the end of March 2019.

Challenges (including predicted year-end challenges)

96. **(7) Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population - YEAR END FORECAST RED** - In 2016/17 there were 1,714 emergency admissions for self-harm, this represented a rate of 220.3 admissions per 100,000 population. This was significantly higher than the England rate. New results will be available at the end February.
97. The Joint Health and Wellbeing Strategy highlights this as a 'Starting Well' issue and identifies transformational initiatives to bring about system level change. Suicide and self-harm are one of the four featured areas in the forthcoming Annual Public Health Report outlining actions at individual, community and population levels. West Sussex County Council is currently developing its offer around 'whole school approaches' which following successfully bidding for the Anna Freud Foundation to deliver two workshops on young people's emotional wellbeing in West Sussex in the summer, resulted in a November hothouse workshop for West Sussex County Council senior leaders to build on the identified themes.

98. **(34) Air Quality is improving in Air Quality Management Areas - TARGET NOT MET** - There are 10 Air Quality Management Areas in West Sussex. Each district or borough council with an Air Quality Management Area (AQMA) is required to produce an Air Quality Action Plan (AQAP) to tackle the emissions. This measure is monitoring the improvement of Nitrogen Dioxide (NO²) within the 10 AQMAs. Results are available for 2016 and 2017.
99. In 2016 9 AQMAs had better NO² levels compared to their year of designation, only the A286 St Pancras in Chichester had higher levels. For 2017 8 AQMAs had made further improvements compared to their 2016 results. The A270 Shoreham Road in Southwick had slightly higher NO² levels compared to 2016, and the A27/A24 Grove Lodge Roundabout in Worthing. Both have still improved compared to their year of designation.
100. **(35) Calls to critical fires where the first fire engine met our emergency response standard – YEAR END FORECAST AMBER** - This quarter, out of 165 critical incidents, 18 missed the target. Analysis this quarter has highlighted that 'long travel distances' have featured as a key theme.
101. Analysis of all calls this year has shown the two factors most likely to lead to a failed emergency response standard are 'availability of on call system pumps' and 'long travel distances' to rural areas. This links to the Integrated Risk Management Plan commitment to review the Emergency Response Standards for West Sussex Fire Rescue Service.
102. **(36) People killed or seriously injured (KSI) in road traffic accidents - YEAR END FORECAST RED** - The first six months of 2018 were broadly similar to 2017; there have been fewer reported road traffic injury collisions, 919, down from 938. While there were fewer people killed in road accidents, nine in the first six months of 2018 against 13 in the same period in 2017, the number of people seriously injured rose slightly to 228, an increase of 14. Current performance is 102 per billion vehicle miles against a target of 57 by 2022 (down from 103 last year). This is compared to a South East average of 77 and an England average of 84. Compared to CIPFA neighbours, we rank 15th of 16, only East Sussex performing worse at 134 per billion vehicle miles.
103. Work to improve our performance includes supporting Operation Edward (European day without a road death) and promoting the Space Invader initiative lead by Highways England to highlight tailgating behaviours and safety scheme work on the A285.
104. **(38) Households living in temporary accommodation - TARGET NOT MET** - Following implementation of the Homelessness Reduction Act 2017, on 3 April 2018, the Ministry of Housing, Communities and Local Government (MHCLG) are changing the way of collecting data from local authorities on statutory homelessness. The new experimental statistical data is due for release shortly.
105. The target set 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 their rent. However, the local housing authorities are

utilising their additional burdens funding to recruit more staff. The trend of rising numbers is mirrored across the South East region and the current thinking is that this will continue until the effects of the Homelessness Reduction Act and full roll out of Universal Credit in the north of the county is evidenced.

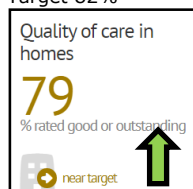
106. **(39) Average time between a child entering care and moving in with their adoptive family – YEAR END FORECAST RED** - The December data indicates a slight dip in performance this month (477 days from 470 in November), and remains off target for year-end (426 days). The timescale for this measure remains high due to Adoption Orders granted for children who have specific needs (age, complex needs, disability). Without the top five outliers (i.e. those children with significant additional needs/complexity of case), the average number of days would be 419.22, which would put us below the national threshold of 426. Overall we are below the England average of 532. All of the Children that fell out the three year rolling measure were all below our average days last month, which would have increased our average this month.
107. **(44) Carbon reduction achieved by West Sussex County Council – YEAR END FORECAST AMBER** - In the third quarter, we consumed 3,878 tonnes of carbon, resulting in a total of 12,475 tonnes so far this year, and although on track to achieve a 2018-19 target of 17,612 tonnes or less, an amber forecast is still predicted for year-end due to a peak experienced in quarter one. Additional funding has been secured for some fire station projects, and work to progress specific energy reducing projects is continuing.
108. **(46) Waste to Landfill - YEAR END FORECAST AMBER** – The performance in the year to March 2018 is currently not on track to meet the target of 25% primarily due to delays in commissioning and establishing the contract for refuse derived fuel (RDF) offtake.



INDEPENDENCE FOR LATER LIFE

A Good place to grow old

Measure 49
Target 82%



Measure 50 Target
86.9%



Older People feel safe and secure

Measure 51
Target 93.5%

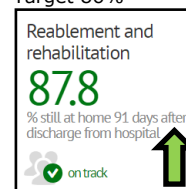


Older people have opportunities to thrive

Measure 52
Target < 2.6



Measure 53
Target 86%

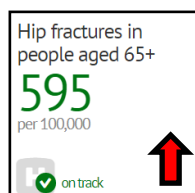


People are healthy and well

Measure 54
Target 611

Older People feel part of their community

Measure 55
Target 44%



Achievements (including predicted year-end achievements)

109. **(50) Quality of care at home: ratio of home Care providers rated good or outstanding by the Care Quality Commission - YEAR END FORECAST GREEN** – There has been a 2% increase this quarter to 91% compared to 89% previously. This is currently meeting our year-end target of 91%.
110. **(52) Delayed transfers of care (DToC) from hospital that are attributed to social care - YEAR END FORECAST GREEN** - After October's improvement to target (519 delayed days), in November we had 336 delayed days (against target 517) or 1.64 per 100k per day (ddp100k) against target 2.47 ddp100k. This is the lowest level of DToCs recorded since April 2015. In the last six months we have now been performing level or better than target five times, and remain confident in achieving our year-end target.
111. **(53) Older people (aged 65+) who were still at home 91 days after discharge from hospital - YEAR END FORECAST GREEN** – Latest performance (September 2018) is 68% against a target of 86%. The joint Health and Social Care Step Up Step Down programme, looking at discharge pathways from hospital, will support improvement in this figure into 2019/20, particularly through the Home First project that will develop and improve home based health and social care services to enable people to be discharged directly to their home with the right services and support.
112. **(54) Emergency admissions for hip fractures in those aged 65+, per 100,000 – YEAR END FORECAST GREEN** – Latest performance available (March 2017 is 595 against a target of 612 or less), and is exceeding the year-end target.
113. In order to maintain or improve this level of success, work continues with the West Sussex Falls Prevention Steering Group. The Head of Service - Stages of Life is also working with the Director of Public Health on the delivery of a major winter pressures strategic falls prevention programme aimed at improving outcomes and reducing waiting times and emergency admissions. Key system partners have also been engaged including Sussex Community Foundation Trust, South East Coast Ambulance Trust and West Sussex County Council Independent Living Services and Fire and Rescue Service. Priority areas for action agreed and expressions of interest are currently being sought. As part of the programme Public Health are promoting population level approaches to falls prevention including producing an falls prevention z-card with information on the super 6 strength and balance improving exercises (and info on what to do following a fall) and an accompanying training video to ensure effective use through a make every contact count (MECC) approach.

Challenges (including predicted year-end challenges)

114. **(49) Quality of care in homes: ratio of care providers rated good or outstanding by the Care Quality Commission - YEAR END FORECAST AMBER** -

During the third quarter there has been a marginal 1% increase to 79% against a year-end target of 82%. Quarter one results were 79% and quarter two results were 78%, so we are unlikely to see a 3% increase in quarter four to reach our year-end target. Our aim is to be in the top quartile of statistical neighbours which currently stands at 86%. There continues to be a deficit of people with the appropriate skills and qualifications wishing to work within social care services in West Sussex, as reflected nationally. West Sussex County Council is continuing to invest in recruitment and retentions initiatives to support the market in addressing this.

115. **(51) People who use services who say that those services have made them feel safe and secure - TARGET NOT MET** - Results from the 2018 survey is 87.1% against a target of 93.5% and compared to 93.5% the previous year. There are two aspects to this question, if people feel safe and secure both within and outside of the home. For care within the home we have seen significant improvements in the adult safeguarding investigative processes and learning from case reviews shared through a series of Best Practice Briefings to improve the quality of the service. For people who use our services but how they feel outside of the home then we are in discussion with colleagues in the Communities and Public Protection Directorate as we are aware there may be a range of environmental factors (for example, the incidence of hate crime, volume of burglaries, crime rate, online scamming and financial abuse of individuals) to ensure there is a joined up West Sussex County Council response to improve this measure. Before the next survey we will be addressing the reasons why some people who use services do not feel safe. An action plan will be produced and we will be working with our customers and providers to increase people's confidence.
116. **(55) Social isolation - adult social care users who have as much social contact as they would like - TARGET NOT MET** - Following the 2017 results of 41.2% (against a target of 44% and previous year's results of 43%), Adults' Services undertook some follow-up local research with 210 respondents of the survey, with specific questions relating to 'social contact'. There were three key messages for service improvement:
- Keeping people informed
 - Transport provision
 - Person centred care and support
117. Adults' Services is mainstreaming the Supporting Lives Connecting People programme, reducing social isolation is one of the outcomes of the programme, as social workers and occupational therapists enable people to link with local community support. A Task and Finish Group with representatives from Public Health, the Communities Team and the three NHS Clinical Commissioning Groups in the county has also been established focusing on social isolation and loneliness. This Group is taking a paper to the Public Health Board with recommendations around a two-year action plan to tackle some of the underlying issues.



**A COUNCIL THAT WORKS
FOR THE COMMUNITY**

Customer Focused

Measure 56
Target 75%



Value for Money

Measure 57
Target 75%

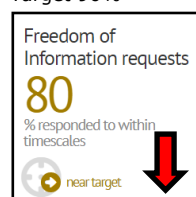


Open and transparent

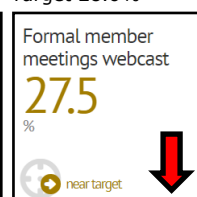
Measure 58
Target 75%



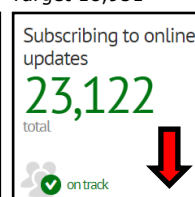
Measure 59
Target 90%



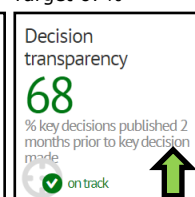
Measure 60
Target 28.6%



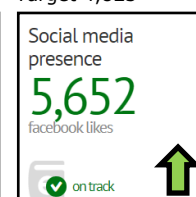
Measure 61
Target 18,951



Measure 62
Target 67%

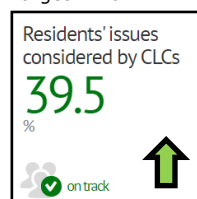


Measure 63
Target 4,823



Listens and acts upon

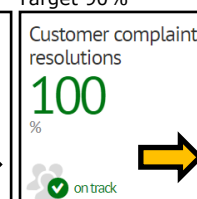
Measure 64
Target 12%



Measure 65
Target 100%

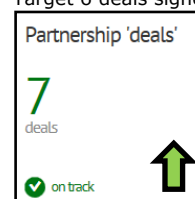


Measure 66
Target 90%



Works in Partnership

Measure 67
Target 6 deals signed



Achievements (including predicted year-end achievements)

118. **(60) Formal member meetings webcast - YEAR END FORECAST GREEN** – The level of webcasting has reduced from 37.5% to 27.5% over the last quarter, but remains on track to meet the 2018-19 target of 28.6%.
119. **(61) Residents subscribing to receive online updates on the democratic process - YEAR END FORECAST GREEN** – The total number of subscribers has reduced slightly over the last quarter from 23,373 to 23,122 but is still well above the current target.
120. **(62) Decision transparency - YEAR END FORECAST GREEN** – Latest quarter results are slightly lower at 68% compared to 73% for the previous quarter, however this is still exceeding our 2018-19 target of 67%.
121. **(63) Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes - YEAR END FORECAST GREEN** – There has been ongoing increases in posts and tweets, which mean our messages are resonating with our residents. As a result we are well on track to meet our 2022 goal of 6,419 Facebook likes and 65,604 Twitter followers.

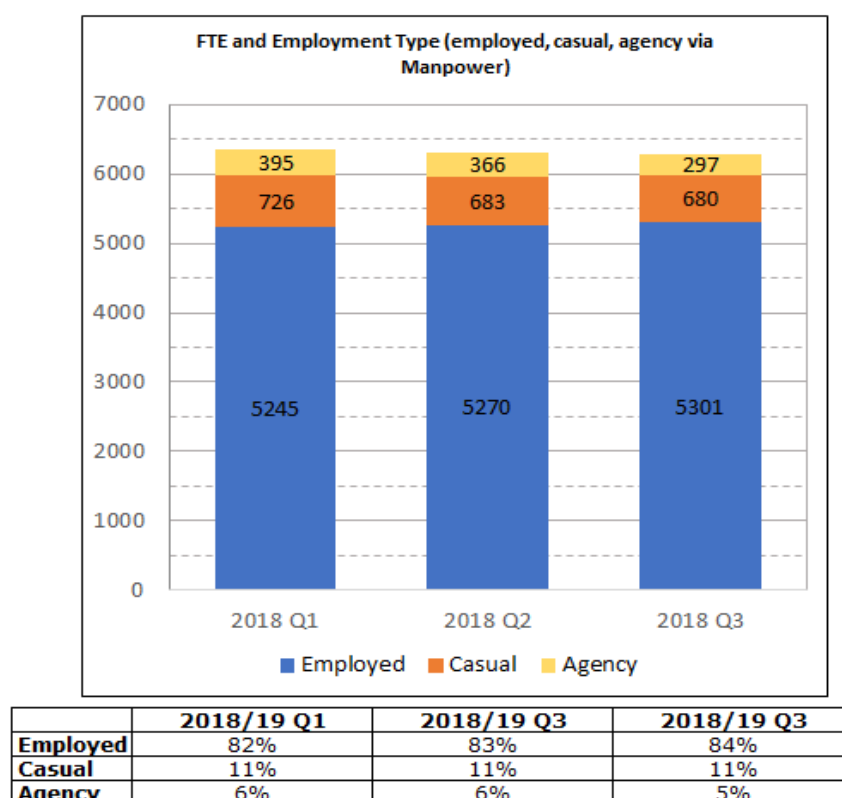
122. **(64) Residents' issues considered by County Local Committees (CLC) - YEAR END FORECAST GREEN** – The second round of CLC meetings have played an active role in providing our residents a platform to talk with the Council about their concerns and ambitions for their local area. The main themes of this quarter's meetings have been proposed reductions in front line services funding, a proposed cycling event, grant funding for community activity and local Highways concerns. There have been 114 agenda items, 45 raised by residents or the community, equating to 39.5% compared to 21.12% the previous quarter and against a 2018-19 target of 12%.
123. **(65) Level of community grants that support the West Sussex Plan priorities - YEAR END FORECAST GREEN** – 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. Our criteria for this fund have remained the same and we can report that 100% of the 35 grants given out in the third quarter have supported the West Sussex plan priorities. The Environment, Communities and Fire Select Committee will be looking at the crowdfunding grants in more detail at its June 2019 meeting.
124. **(66) The County Council's response to recommendations from customer complaint resolutions - YEAR END FORECAST GREEN** – Since the introduction of this measure, performance has been consistently high achieving 100% each quarter and exceeding the year-end target.
125. **(67) Partnership deals achieved between the County Council and our District and Borough partners - TARGET MET**– all six Growth deals and one Health and Wellbeing deal have been signed, with a further five Health and Wellbeing deals on track to meet their targets. Projects ongoing include:-
- **Preventing Homelessness** with Adur and Worthing to identify people at risk of losing their home and intervene early enough to prevent homelessness.
 - **Connecting local health priorities** with Crawley. These include Healthy lifestyles (smoking, drinking, exercise, diet), mental health, dementia, self-harm, later years (falls, hip fractures, social isolation), inequalities and the gap in life expectancy.
 - **Develop and nurture health and wellbeing** across the wider community in Arun
 - **Exploring health and wellbeing priorities** to develop a deal with Horsham.
 - Current **Disabled Facilities** Grant (DFG) pilot, a deal to include this pilot with Chichester
 - **Education and post 16 provision** early discussions with Mid Sussex.
126. Additionally, West Sussex County Council has recently allocated £1m of central government funding to tackle winter pressures on social care and the NHS to falls prevention in the county. Public Health are leading on this partnership. All Districts and Boroughs have submitted expressions of interest to Public Health to receive funding to deliver falls related physical activities.

Challenges (including predicted year-end challenges)

127. **(56) Level of satisfaction of the services received by our residents – TARGET NOT MET** - The 2018 What Matters To You survey was the first to ask the Customer Satisfaction question and will be used to establish the baseline. 46% of residents are satisfied or very satisfied, against a year-end target of 75%. Further analysis will be carried out on the data to gain insight into the results and create an action plan.
128. **(57) Residents who agree that the council provides good value for money – TARGET NOT MET** - The results from the "What Matters to You" survey shows only 35% of residents agree that the council provides good value for money, against a year-end target of 75%. The biggest proportion of respondents were neutral with 44% neither agreeing nor disagreeing, but 20% of people who took part disagreed. Like other local authorities across the county West Sussex County Council faces unprecedented financial challenges so it's important our residents see value for money. The council is committed to being as efficient and effective as possible and initiatives are in place to make the best use of the resources we have, for example investing in solar farms to power homes but also generate income; working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital community services.
129. **(58) Residents who find it easy to access information, services and support they need - TARGET NOT MET** - The results from the biennial "What Matters To You" survey show only 48% of residents found it easy or very easy to contact West Sussex County Council, against a target of 75%. Further analysis will be carried out on the data to gain insight into the result and create an action plan.
130. There are many projects that have been delivered or underway to increase Ease of Access into West Sussex County Council services. Much of the current work being carried out is now part of the Whole Council Design projects.
131. **(59) Freedom of Information requests responded to within time - YEAR END FORECAST AMBER** - This month's performance stands at 80% compared to 90% last month and against the target of 90%. There are an increasing number of requests being made and although overall averages for the year have increased compared to last year, it is unlikely that we will meet the year-end target. The processes are being reviewed to identify efficiencies and tools to help improve our performance. All relevant staff are reminded of the need to maintain and improve performance levels.

Workforce

132. The workforce key performance indicators (Appendix 4) have been updated to the end of the third quarter.
133. The chart below shows a high-level breakdown of the West Sussex County Council workforce by quarter since April 2018.



134. Sickness absence is anticipated to be in the region of 10 days per employee for 2018/19 which is higher than the average of nine days for English county local councils as reported by the Local Government Association (LGA). Sickness is reported in the form of "sick days per employee", rather than other methodologies such as the Bradford Factor (a formula that allows companies to apply a relative weighting to employee unplanned absences). This maintains consistency with the monitoring in the Local Government Workforce Survey and allows ease of benchmarking against other local authorities and the sector in general.
135. Poor mental health (anxiety, depression, stress) is the top reason for our long-term sickness absence. Actions being taken to improve the position include: joint working with Public Health to embed employee wellbeing and public health interventions within the People Strategy (e.g. mental health first aiders; establishment and promotion of a mental health staff network); reviewing resilience and mental health training; a revising our performance management procedure with a greater emphasis on early intervention to minimise absence and achieve earlier return from absence.
136. Staff appraisals are a key aspect in ensuring that we perform to the best of our ability and continuously develop and improve. We are changing the performance appraisal guidance to better define and articulate what satisfactory performance looks like. From April 2020, incremental progression will be based on staff achieving a rating to support incremental progression. With a greater alignment between pay increments and appraisal ratings, we will be in better place to drive up completion rates through increased awareness and socialisation of line manager responsibilities and in year monitoring and sampling.

Appendices

- Appendix 1 – Revenue Budget Monitor to the end of December 2018
- Appendix 2 – Capital Budget Monitor to the end of December 2018
- Appendix 3 – Performance Dashboard Overview as at the end of December 2018
- Appendix 4 – Workforce Key Performance Indicators as at December 2018
- Appendix 5 – Presentation slides

	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	-9,213	0
Precept	-431,981	-431,981	-345,585	0
Council Tax Collection Fund	-3,557	-3,557	-2,845	0
Business Rates	-78,354	-78,354	-60,891	0
Business Rates Levy National Surplus	0	0	0	-896
Business Rates Collection Fund	-36	-36	-29	0
Section 31 Business Rates Grant	-3,791	-3,791	-2,901	-1,087
Business Rates Pool	0	-25	-25	0
Adult Social Care Grant	0	-2,065	-1,548	0
New Homes Bonus Grant	-4,102	-4,102	-3,079	-3
Total Financing	-533,943	-536,033	-426,116	-1,986
	Approved budget ¹	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	162,867	100
Children and Young People	95,843	96,672	78,114	3,300
Corporate Relations	44,423	43,700	32,242	674
Education and Skills	13,717	15,398	11,039	1,979
Environment	63,350	63,360	45,168	-711
Finance and Resources	15,604	13,152	12,861	-515
Highways and Infrastructure	34,902	34,924	28,604	726
Leader (including Economy)	3,893	6,261	7,234	-200
Safer, Stronger Communities	37,273	37,381	28,304	812
Sub-total	503,778	506,734	406,433	6,165
Non-Portfolio Budgets				
Capital Financing - MRP	9,600	9,669	9,483	0
Capital Financing - Interest	17,800	17,860	13,425	-60
Revenue Contribution to Capital Outlay	2,332	1,145	0	0
Investment Income	-1,903	-1,903	-1,732	0
Business Rates Pool	0	0	781	0
Contingency	3,610	3,643	0	0
Transfers to/(from) Reserves	-1,274	-1,115	-1,115	0
Sub-total	30,165	29,299	20,842	-60
Total Net Expenditure	533,943	536,033	427,275	6,105
Total Forecast Variation - overspending				4,119

¹ Approved budget has been restated to reflect the revised Cabinet structure adopted in August 2018, including the re-introduction of the Corporate Relations portfolio

Contingency	£000
Original Budget	3,610
Pay Award Adjustment	33
Available Contingency	3,643

Agenda Item 5

Appendix 1

Balances and Reserves	Balance at 1 Apr 2018 ¹	Balance at 31 Dec 2018	Projected Balance at 31 Mar 2019	Projected Annual Movement	Comments on Projected Annual Movement
	£000	£000	£000	£000	
Earmarked Reserves:					
Capital Expenditure Reserve	-4,010	-4,010	0	4,010	Planned application of reserve to 2018/19 capital programme to reduce borrowing requirement
Capital Infrastructure	-12,028	-12,028	-12,028	0	
Crawley Schools PFI Reserve	-7,199	-7,199	-6,696	503	Planned application of reserve per PFI financing cash flow model
Street Lighting PFI Reserve	-19,613	-19,613	-19,703	-90	
Waste Management PFI Reserve	-12,415	-12,415	-12,415	0	
Waste Management MRMC Reserve	-26,116	-27,915	-27,915	-1,799	£1.8m returned to reserve from capital programme; £1.0m Brookhurst Wood Site HA, £0.8m Waste Infrastructure
Adult Social Care Support Grant 2018/19	0	-2,065	-1,765	-1,765	£2m 18/19 grant allocated to reserves; potential application to Sussex Healthcare costs (£0.3m) per budget overspend mitigation plan
Budget Management Reserve	-30,110	-30,110	-29,634	476	Anticipated application of reserve in 2018/19 as budget balancing measure
Business Infrastructure Reserve	-706	-706	-706	0	
Business Rates Levy - 2018/19 National Surplus	0	0	-300	-300	£1.196m as announced in 2019/20 finance settlement; £896k to be applied in 2018/19 as budget balancing measure
Deprivation of Liberty Safeguarding	-1,000	-1,000	-900	100	
Economic Growth Reserve	0	-1,297	-1,297	-1,297	August TPM decision; £0.6m transferred from Strategic Economic Plan Reserve, £0.7m transferred from Sustainable Investment Fund
Highways Commuted Sums	-3,057	-3,057	-3,057	0	
Highways On-Street Parking	-806	-526	-526	280	
Infrastructure Works Feasibility	-298	-1,948	-648	-350	
Insurance Reserve	-8,049	-8,049	-6,446	1,603	Planned application of reserve to finance 2018/19 schools rebate (£0.325m) and insurance claims forecast (£1.278m)
Interest Smoothing Reserve	-830	-830	-830	0	
Pothole Action Bonus Fund	-540	-540	0	540	Planned application of reserve to HWI portfolio to fund long-term highways network repairs per 2017/18 outturn TPM
Revenue Grants Unapplied	-1,804	-1,160	-1,800	4	
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	
Service Transformation Fund	-11,513	-10,314	-5,887	5,626	Planned spend as reported to Transformation Board; balance earmarked for future financial years including Whole Council Design
Adult Social Care Transformation Fund	-1,743	-807	-246	1,497	Planned application of reserve to A&H portfolio as reported to Corporate Transformation Board
Statutory Duties Reserve	-2,350	-2,492	-1,712	638	Potential increase in 'Tax Liabilities' provision to meet additional liabilities for payments outside of payroll
Strategic Economic Plan (SEP) Reserve	-1,852	-1,295	-1,295	557	£0.6m transferred to new Economic Growth Reserve per August TPM decision
Street Works Permit Scheme	-836	-836	-871	-35	
Sustainable Investment Fund	-761	-21	-21	740	£0.7m transferred to new Economic Growth Reserve per August TPM decision
Waste Volatility Fund	-500	-500	0	500	Planned application of reserve to address budget pressure arising from increased waste tonnages
Social Mobility and Homelessness Initiatives'	0	0	-750	-750	Transfer of unspent one-off funds from 2018/19. Will fund bids from homeless charities to support new delivery models.
Other Earmarked Reserves	-2,711	-2,226	-1,376	1,335	Planned application of various reserves including Counselling Services to Schools (£0.4m) and Interagency Fees (£0.3m)
Earmarked Reserves (Excluding Schools)	-152,932	-155,044	-140,909	12,023	
DSG Reserve	-5,489	-3,976	-5,046	443	
School Balances	-14,995	-14,555	-14,556	439	
Total Earmarked Reserves	-173,416	-173,575	-160,511	12,905	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-13,627	-13,626	0	13,627	Planned application of Basic Need Grant to 2018/19 capital programme
Total Usable Reserves	-207,329	-207,487	-180,797	26,532	

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

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

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	18/19 Capital Programme (December County Council)	Slippage/ (Acceleration) from 2017/18	Total 18/19 Capital Programme	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000
Core Programme							
Adults and Health	739	157	896	201	808	1,009	113
Corporate Relations	600	863	1,463	1,463	0	1,463	0
Education and Skills/ Children and Young People	46,352	982	47,334	16,609	12,243	28,852	(18,482)
Environment	4,590	903	5,493	86	466	552	(4,941)
Finance and Resources	4,406	120	4,526	1,696	3,654	5,350	824
Highways and Infrastructure	34,025	(304)	33,721	20,283	13,635	33,918	197
Leader including Economy	8,773	361	9,134	814	5,850	6,664	(2,470)
Safer, Stronger Communities	4,873	429	5,302	4,299	490	4,789	(513)
Total Core Programme	104,358	3,511	107,869	45,451	37,146	82,597	(25,272)
Income Generating Initiatives							
Corporate Relations (Gigabit)	2,700	0	2,700	1,109	4,201	5,310	2,610
Environment (Waste Infrastructure & YES)	7,090	2,697	9,787	3,029	3,601	6,630	(3,157)
Finance and Resources (Inc Propco)	21,000	48	21,048	11,608	761	12,369	(8,679)
Leader including Economy (5 Bold Ideas)	833	567	1,400	161	1,259	1,420	20
Total IGI	31,623	3,312	34,935	15,907	9,822	25,729	(9,206)
Total Capital Programme	135,981	6,823	142,804	61,358	46,968	108,326	(34,478)
























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	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/ Low	Baseline	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Forecast (Year End) Reported Status
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%	86.0%	H	81.6%	84.1%	83.7%	83.3%	83.3%	83.4%	83.1%	82.7%	•	83.1%	83.6%	84.3%	84.3%	A
		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%	86.5%	H	81%	84.8%	84.4%	84.2%	84.3%	83.0%	84.1%	83.8%	•	84.4%	84.8%	85.3%	85.3%	A
		4 Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.9%	96.10%	H	92.7%	92.4%	92.3%	96.4%	91.4%	91.0%	90.4%	90.3%	•	92.0%	92.7%	92.4%	90.6%	A
	Families and children have a healthy family, home and work life	5 Families turned around	Quarterly	≥3,940 by 2022	3,057	H	1,281			1,939			2,169			2,469			2,564	G
	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	40	L	41.2	40.7	40.1	40.8	40.9	40.6	39.7	39.8	39.5	40	39.4	40.5	*	G
		9 West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.9%	1.9%	L	2.4%	0.9%	1.3%	1.7%	2.2%	2.7%	2.2%	1.7%	2.2%	2.9%	3.4%	3.1%	1.7%	R
		10 Children Looked After with 3 or more placements during the year	Monthly	Top quartile of statistical neighbours by 2022 - ≤10.34%	10.6%	L	10.7%	11.94%	12.1%	12.9%	12.4%	12.6%	13.3%	13.4%	13.1%	12.3%	11.9%	11.3%	*	A
		11 Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	98.3%	96.7%	98.2%	87.6%	99.3%	97.7%	100%	100%	99.3%	96.8%	96.8%	*	G
		12 Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%			84.35%			85.0%		88.0%	93.0%	92.0%	91.6%	*	G
	13 West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	87%	H	84%			94%			90.4%			93.9%			87.2%	G	
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%	36.25%	L	37.3%						41.2%			33.8%			*	A	
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	7,000	H	1,203			3,809			4,406			5,534			*	G
	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%	80.2%	H	80.2%			79.9%			79.4%						Δ	G
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	89%	H	87.3%			88.2%	89.0%	87.8%	88.8%	93.9%	86.5%	85.1%	86.2%	85.7%	*	A
		37 Operation Watershed fund allocated to community projects	Quarterly	70 projects supported by 2022	40 cumulative	H	52			52			58			58			*	G
	Strong communities	38 Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.5	L	1.5			1.6										R
		39 Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	426	L	466.69	486.0	489.9	476.1	479.0	463.1	462.3	476.9	476	465	472	470	477	R
		40 Safe and Well visits carried out for those at highest risk	Monthly	19,800 by 2022 cumulative	7,800	H	4,000	4,129	4,496	4,865	5,202	5,567	5,924	6,290	6,766	7,095	7,396		*	G
		41 Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 65.19	65.19	L	56.07			52			61.2			50.3			*	Agenda Item 5 Appendix 3 A
		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	1,600	H	641			923			264			528			*	
	Sustainable environment	43 Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh			6,272.3			2,462.3			4,754.3			6,206.6	
		44 Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	17,612	L	32,022			17,529			5,407			8,597			12,475	

* One month delay ** Two month delay Δ One quarter delay ● Schools closed

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/ Low	Baseline	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Forecast (Year End) Reported Status	
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%			80% ↑			79% ↓			78% ↓			79% ↑	Agenda Item 5 Appendix 3	
		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%			88% →			90% ↑			89% ↓			91% ↑		
	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	3.2 ↑	2.0 ↓	2.9 ↑	3.6 ↑	2.8 ↓	2.5 ↓	2.0 ↓	2.2 ↑	3.2 ↑	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% ↓	89% ↑	80% ↓	77% ↓	90% ↑	80% ↓	A	
		60 Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022	28.6%	H	26%			17.5% ↓			37.5% ↑			37.5% →			27.5% ↓		G
		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 ↑			23,373 ↓			23,122 ↓		G
		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% ↓			78% ↑			73% ↓			68% ↓		G
		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	4,269 ↑	4,410 ↑	4,478 ↑	4,516 ↑	4,584 ↑	4,719 ↑	4,866 ↑	5,021 ↑	5,169 ↑	5,456 ↑	5,580 ↑	5,652 ↑		G
	Listens and acts upon	64 Residents' issues considered by County Local Committees	Quarterly	20% by 2022	12%	H	11%						21.2% ↑			21.2% →			39.5% ↑	G	
		65 Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%			100% ↑			100% →			100% →			100% →	G	
		66 The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%			100% ↑			100% →			100% →			100% →	G	
	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			4 ↑			4 →			6 ↑			7 ↑	G	

* 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	Forecast (Year End) Reported Status
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%	71.4%	G
		 6 Healthy weight 10-11 year olds	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >69.2%	69.2%	H	70.3%	69.5%	69.3%	68.5%	70.3%	70.1%		G
	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%	A
		 15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64%) by 2022	61%	H	55%	Data not comparable - format and scoring is different -			45%	55%	61.8%	G
		 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%		R
		 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%		R
		 17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 - >0.07	0.05	H	0.03	Data not comparable - format and scoring is different			0.1	0.03	0.05	G
		 18a Children Looked After achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.18	-1.18	H	-1.14	Data not comparable - format and scoring is different			-0.74	-1.46		R
	Children and young people are able to thrive	 18b Children Looked After achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 31.7%		H	n/a				supressed			R
		 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%			R
		 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	0.79	R
		 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%	L	23%				24%	23%	23.4%	A
		 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%	L	22.2%				19.4%	22.2%	20.2%	G
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%	10.8%		R
		 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 47%	2013-18 **	2014-19	G
	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%		A
		 24 Additional school places delivered	Annually (Oct)	Total school places 120,645 by 2022	114,412	H	109,017					126,143	127,232	G
		 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	11.5km (in year)	G
		 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 4%	2016-18 3%	2017-19 4%	G
	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	£574.90		G
	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		not comparable - 16-18 yo - now measure 16-17 yo						A
		 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	3,720 (in year)	R
		 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%		A

* 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	Forecast (Year End) Reported Status
A prosperous place	A great place to live, work and visit	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.					70%	A
		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
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 ↓	*		R
		34 Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9						8	R
	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 ↑	102 ↓	*	R
	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 ↑		G
		46 Household waste sent to landfill	Annual	9% by 2022 (top quartile)	25%	L	49% sent to landfill			38.4%	49%	39% ↓	39.29% (in year) ↑	A
	A place of culture, heritage and beauty	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	1,942,709	H	1,850,199				1.9m	3.7m ↑		G
		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%	100%		G
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% ↑	87.1% ↓	*	R
	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% ↑		G
	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 ↓	595 ↑	**	**	G
	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% ↓		R
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.					46%	R
	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.					35%	R
	Open and transparent	58 Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	75%	H	53%				53%	54% ↑	48% ↓	R

* One year delay ** Two year delay

Workforce KPIs

Full financial years:
2016/17 & 2017/18
Quarters:
2018 Q1, Q2, Q3

Indicator	West Sussex County Council							
	2016/17	2017/18	2018 Q1	2018 Q2	2018 Q3	Change over last quarter	Intended Direction of Travel	Commentary

Resourcing & Talent

Employed workforce	Headcount	5,041	5,153	5,245	5,270	5,301	↑ 31		Headcount and FTE levels have remained relatively consistent indicate a stable workforce which is reflected in the staff turnover figures below.
	FTE	4,268	4,335	4,446	4,463	4,514	↑ 51		
	Employee paybill (including on costs and casuals, excluding agency and schools)	£164,399,248	£177,571,210	£41,528,654	£46,128,204	£47,639,257	↑ £1,511,053		Increase in paybill from Q2 is largely due to payment of cost of living pay awards (Hay, SMG4, AfC, centrally employed teachers, Soulbury) and retention payments paid to social workers.
Casuals (number of casuals on payroll, not necessarily worked that quarter)	Headcount (Casuals)	0	557	726	683	680	↓ -3	↑	We are looking to increase the WSCC casual bank as a complimentary temporary resource pool to work alongside formal agency contract arrangements.
Agency (Manpower)	Headcount (Manpower)	0	724	395	366	297	↓ -69	↓	WSCC also engages other contingent (agency) workers via suppliers other than Manpower and detail to enable them to be included in the workforce metrics is being addressed. The timescales for completing this work is still to be determined.
	Contract spend	£0	£10,589,851	£2,659,329	£2,547,348	£2,124,381	↓ -£422,967	↓	
	Manpower % total workforce	0.0%	11.3%	6.2%	5.8%	4.7%	↓ -1.1%	↓	The reduction in new starters is due to the new recruitment controls introduced during the reporting period to help manage expenditure.
Recruitment	Number of starters	920	682	253	288	111	↓ -177	→	Hard to fill roles for which specific recruitment and retention measures are in place for include: CLT; children's social workers; some adult social workers; some senior occupational therapist practitioners; ICT staff.
Retention	Number of leavers	601	633	282	218	179	↓ -39	→	
Staff turnover	Per reporting period	11.9%	12.3%	5.4%	4.1%	3.4%	↓ -0.7%	→	Turnover figure will be presented as a rolling twelve month figure from the next reporting period. The annual figure for 2018/19 is anticipated to be within the target range of 8-15%.

Performance & Skill

Manager performance completing appraisals	Manager appraisal response rates		65%						Annual reporting next due Q1.
	Appraisals with completed summary statements		56%						Annual reporting next due Q1.
Training & development	Staff induction completion rates		47%	46.0%	53.0%	67.0%	↑ 14%	↑	Improvement reflects: a revised monitoring and escalation regime; reduction in direct recruitment with more line managers receiving induction reminders; increased awareness and socialisation of line manager responsibilities through appropriate communication channels.

Indicator	West Sussex County Council							
	2016/17	2017/18	2018 Q1	2018 Q2	2018 Q3	Change over last quarter	Intended Direction of Travel	Commentary

Health, Safety & Wellbeing										
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	41,571	47,047	12,166	8,228	11,723	↑	3,495	↓	To be presented as a rolling twelve month figure from next reporting.
	Average sick days per FTE	9.7	10.9	2.7	1.8	2.6	↑	0.8	↓	To be presented as a rolling twelve month figure from next reporting period.
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	3	3	0	1	1	→	0	↓	These KPIs reflect the statutory reporting requirements of RIDDOR. Incidences are low and those reported to the HSE are rigorously reviewed for practice change considerations.
	Accident	5	5	1	1	0	↓	-1	→	
	Dangerous occurrence	1	1	0	0	0	→	0	→	
	Total RIDDORs reported to HSE	9	9	1	2	1	↓	-1	↓	

Performance and Finance Select Committee
20 March 2019
Capital Programme Quarter 3 2018/19 Performance Report
Report by Executive Director of Economy, Infrastructure and Environment

Executive Summary

The attached report provides a status position on the Capital Programme, as at end of December 2018.

Focus for Scrutiny

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.

- 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 – 2022/23 Quarter 3 Performance Report

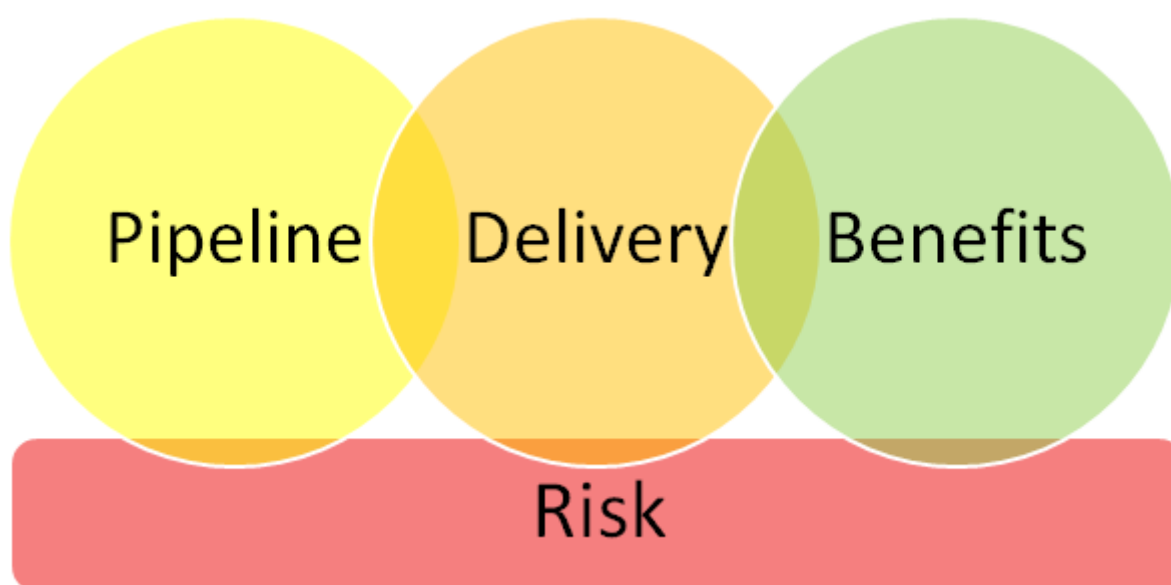
Appendix A Quarter 3 Performance by Portfolio Report

Background papers

None

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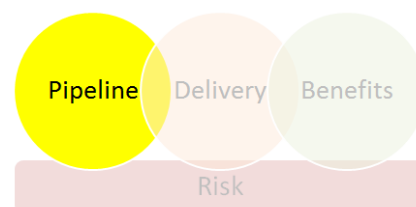
Capital Programme 2018/19 – 2022/23
Quarter 3 2018
Performance Report



Performance and Finance Select Committee
20 March 2019

1. Pipeline

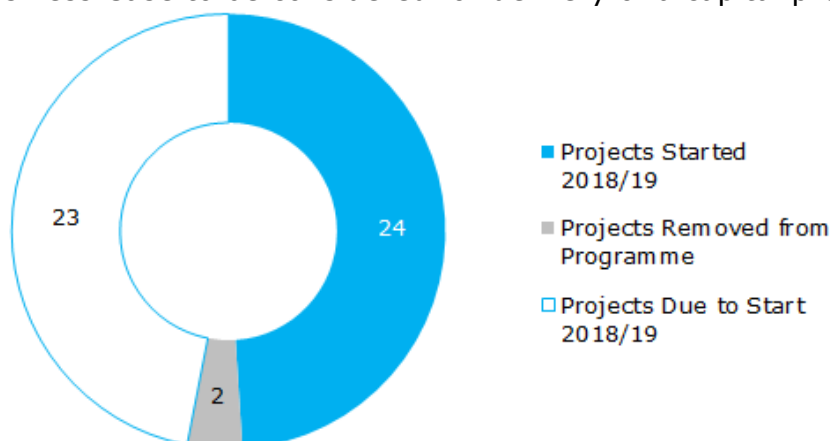
1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with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



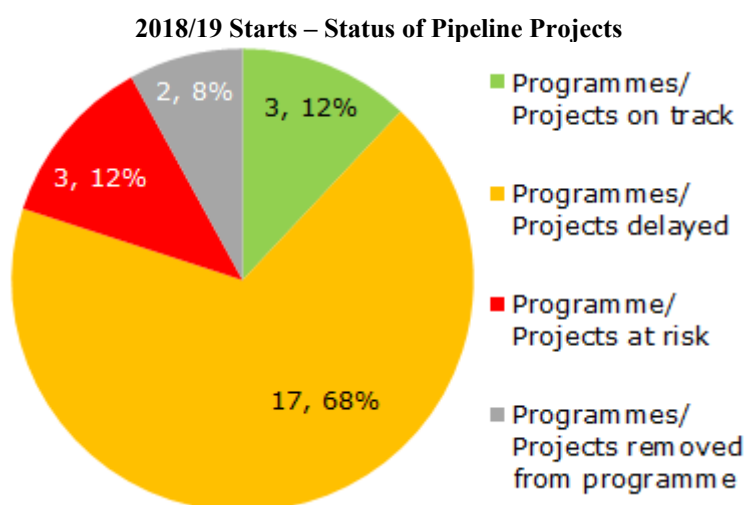
1.2 For some programmes of work, further updated Strategic Outline Cases are required before individual projects start dates are identified. Projects that go on to be approved in accordance with capital governance are then considered to be “in delivery” and produce highlight reports contributing to the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

1.3 The Capital Programme Office (CPO) is currently monitoring the development of 85 programmes and projects in the 5-year pipeline.

1.4 So far in 2018/19, 24 proposed projects have had a Full Business Case developed and approved, enabling the project to enter delivery stage. In December, 23 projects remain due to produce a Full Business Case to be considered for delivery of a capital project in 2018/19.



1.5 Each of the remaining 23 projects in the Pipeline proposed to start in 2018/19 is subject to monthly progress review at one of the officer Hubs. At the end of December, of the 23 projects, 3 were reported to be on schedule, 17 reported an issue affecting the originally planned progress and 3 were reported to be “at risk”:



1.6 So far in 2018/19, 2 projects have been removed from the pipeline:

Project	Location	Reason
PropCo – Wallis Centre, East Grinstead	Mid Sussex	Review of the business case leading to revised estimated value for money indicating the project should not be progressed
Crawley Streetlighting LED Replacement	Crawley	Strategic review of project outcomes leading to the project being returned to pipeline

1.7 A summary of the proposed projects where development has been “delayed” or is considered “at risk” is set out in the table below:

Profiled GO/NO GO Date	Project	Status	Reason	Outcome Status as at 6 March
May 2018	Crawley Growth Programme – Grade A Commercial in Crawley Town Centre	DELAYED	Full business case delayed to enable a range of funding and delivery models to be considered	GREEN
Jan 2019	Crawley Growth Programme - Manor Royal Junction Improvements	DELAYED	Decision delayed to June 2019 due to need to align designs with Crawley Borough Council cycling and walking strategic projects and additional consultation activity in Manor Royal	GREEN
Jan 2019	Crawley Growth Programme - Manor Royal Bus Lane	DELAYED		GREEN
Jan 2019	Worthing Growth Programme – Portland Road Public Realm Improvements	DELAYED	Decision delayed to May 2019 to allow for consideration of alternative delivery options	GREEN
Jul 2018	One Public Estate – Combined Horsham Blue Light Centres	DELAYED	Valuations of disposable land require consideration in line with wider Asset Strategy Full Business Case expected in June 2019	GREEN
Jul 2018	One Public Estate – East Street, Littlehampton	DELAYED	Issues with consultant capacity and resource planning, Full Business Case expected in May 2019	GREEN
Oct 2018	One Public Estate - Relocation of Burgess Hill Fire Station	DELAYED	Full business case being prepared for decision in April 2019 – no impact on overall project timeline	GREEN
Jul 2018	One Public Estate – Drayton Depot Blue Light Maintenance Facility, Chichester	DELAYED	Increased specification requirements from services being considered in revised feasibility, Full Business Case expected in April 2019	GREEN
Jul 2018	PropCo – Angel’s Nursery, Barnham, Arun	DELAYED	Design stage complete, site being marketed	GREEN
Sep 2018	Worthing Community Hub	DELAYED		GREEN
Dec 2018	A29 Re-Alignment Design	DELAYED	Public consultation underway – funding decision expected in April 2019	GREEN
Sep 2018	Clympwick Bridge, Arun, Design Stage	DELAYED	Project brought forward from original 2020 – options report delayed due to complexity of works, including wholelife costings and options appraisal	GREEN
Oct 2018	Waste RDF Handling Facility, Horsham	DELAYED	Strategic approach required consideration, business case for revised project due to be recommended for approval in May 2019	GREEN
Oct 2018	Baystone Farm Former Waste Site, Horsham	DELAYED	Project scope subject to consideration of future use of the site for Solar Farm, leading to delay in taking decision.	GREEN
Jun 2018	St Josephs, Hunston, Solar Farm and Battery Storage	AT RISK	Feasibility investigations indicate grid capacity constraints. Project not considered to be viable and to be removed from the programme	RED
Jun 2018	Watery Lane, Hunston Battery Storage	DELAYED	Delayed due to availability of surveyor resources and delay securing grid	GREEN

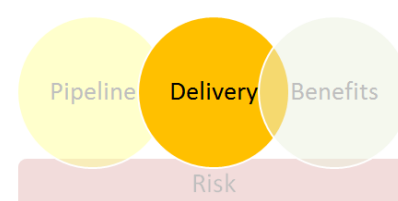
Agenda Item 6

Annex document

			connection, Full Business Case expected in May 2019	
Oct 2018	Easthampnett, Aldingbourne Solar Farms and Battery Storage	AT RISK	Feasibility investigations indicate the site is too small for a viable scheme. Project to be removed from the Pipeline	RED
Aug 2018	Halewick Lane, Sompting Battery Storage	DELAYED	Delayed to allow time for member engagement and consideration at Procurement Board. Decision expected June 2019	GREEN
Apr 2018	Small Commercial Battery Storage Pilot	DELAYED	Originally proposed at Oathall Community College, expanded to include other smaller-scale sites as a pilot for further works. Full Business Case expected in April 2019	GREEN
May 2018	Additional SEND Capacity, Manor Green Primary, Crawley	AT RISK	Slow market response to original tender, leading to re-tendering and delay of project delivery beyond September 2019	RED

2. 2018/19 Delivery

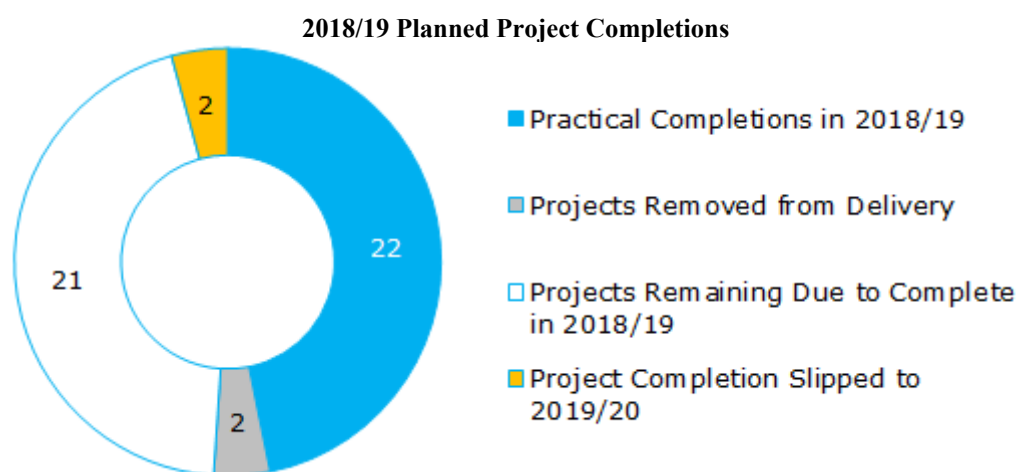
2.1 Each of the projects in delivery are subject to monthly highlight reports produced by a Project Manager. The highlight reports are scrutinised by a service-specific officer "Hub" and a summary and analysis is presented in this report.



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

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

2.3 The CPO is monitoring the 62 projects that are in delivery, of which 21 remain due to complete during 2018/19. 2 projects originally planned to complete in 2018/19 will now complete during 2019/20.



2.4 So far in 2018/19, 22 projects have been completed. 9 projects reached practical completion during Quarter 3:

October		
Project	Location	Description

Bramber Primary School	Worthing	Construction of playing field to deliver PE curriculum on-site
East Preston Infants School	Arun	School Basic Need expansion by 1 Form of Entry
East Preston Junior School	Arun	School Basic Need expansion by 1 Form of Entry
Littlegreen School	Chichester	Modular classroom block providing 4 classrooms, groups rooms and offices
Northlands Wood Primary School	Mid Sussex	Provision of a single classroom and associated alterations to complete the expansion to 5 forms of Entry
Oathill Community College	Mid Sussex	Renovation of the Science and Mathematics building
Growth Is Digital	Various	A grant scheme supporting businesses to access superfast broadband services

November

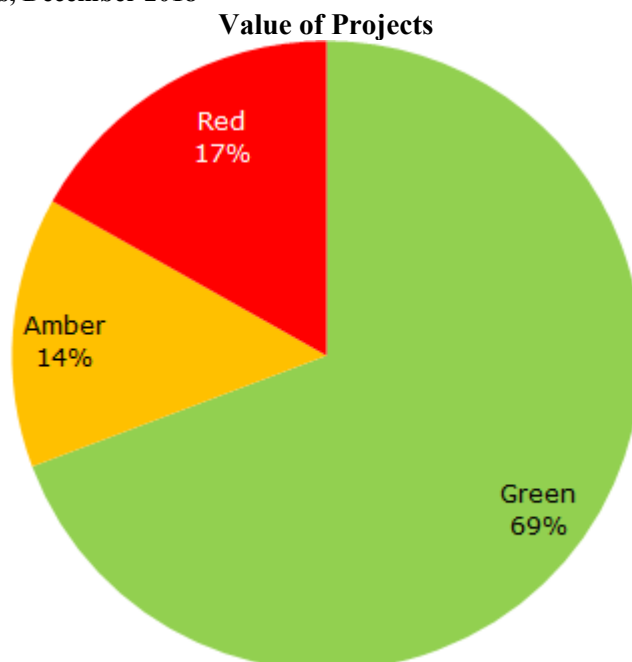
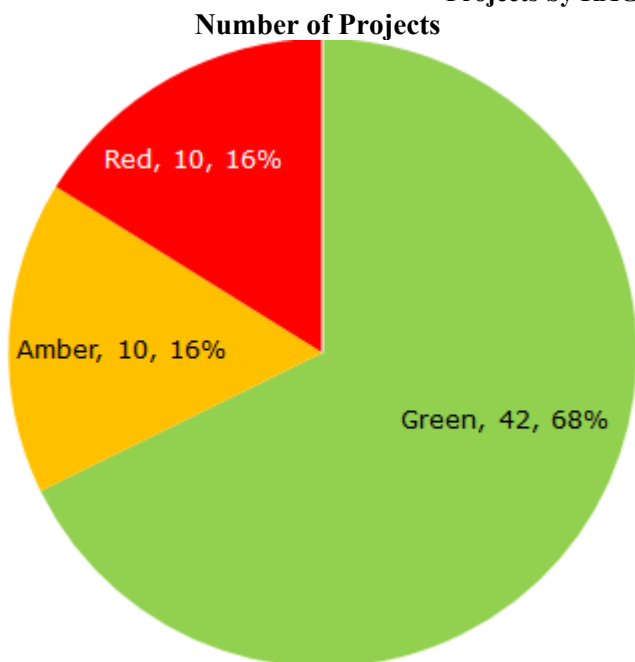
Project	Location	Description
Forest Comprehensive School	Horsham	School Basic Need expansion to increase intake from 228 to 270 per year group and additional classroom and dining space
Sackville School	Mid Sussex	Replacement roof and windows

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

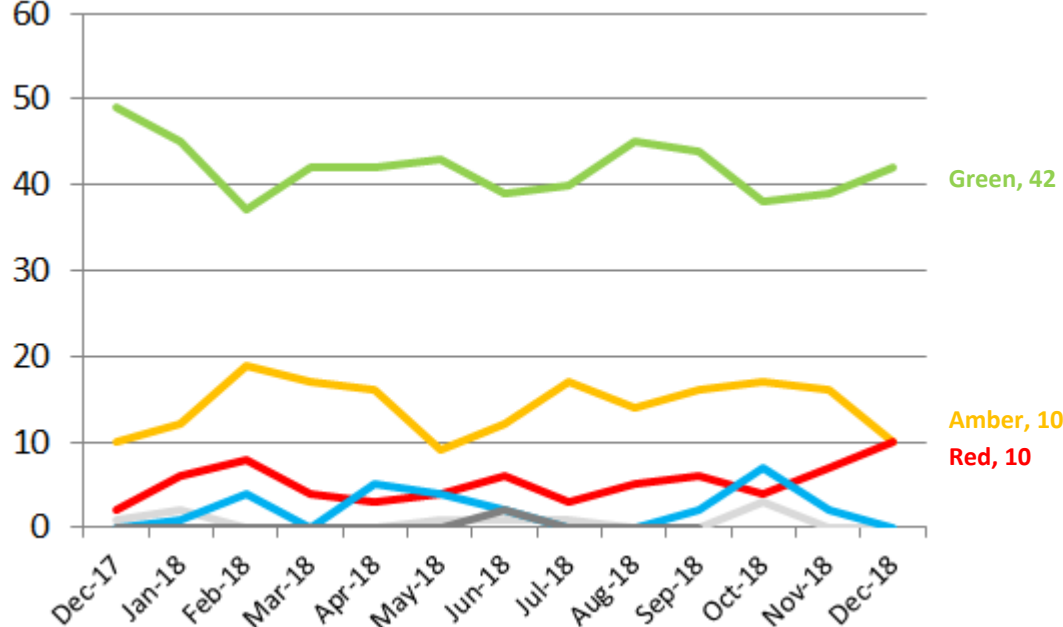
Project	Location	Reason
Crawley Streetlighting LED Replacement	Crawley	Strategic review of project outcomes leading to the project being returned to pipeline
Waste RDF Handling Facility	Horsham	Strategic review of project outcomes leading to the project being returned to pipeline

2.6 At the end of December, 42 projects in delivery were rated **GREEN**. 10 were rated at **AMBER**. 10 were rated as **RED**.

Projects by RAG status, December 2018



2.7 The graph below sets out monthly RAG statuses over the last year.
2018/19 Monthly Actual Number Projects by RAG status



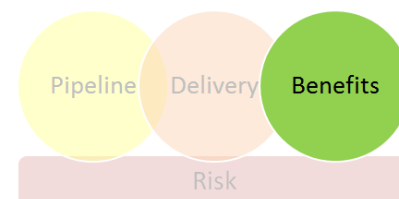
2.8 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of December, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 Dec	Reason	Updated position at 08/02/19		
			Updated RAG	Latest Update	Impact
Tempe, Chichester	2	Additional costs due to essential works excluded from original scope, subject to approval of Change Request		Change Request approved. Project complete	Low (cost)
Alternative Provision, Littlehampton	1	Additional works completed leading to increased costs subject to Change Request		Additional costs approved, practical completion reached, end of project report due in March	Medium (cost)
Camelsdale Kitchen	1	Small overspend subject to Change Request. Practical completion has been reached. Awaiting building control sign-off in February		Change Request approved. Project complete	Low (cost)
Community Schools Capital Maintenance Programme	6	Slower start to programme and delayed Purchase Order due to service restructure and handover to MDC. Underspend planned			Low (time)
Northgate Primary School, Crawley	3	Additional costs due to kitchen, highways, electrical, drainage and IT works required - Change Request by Key Decision pending to add school contribution to meet costs		Change Request to provide additional funds subject to Cabinet Member approval in March 2019	Medium (cost)
Parklands Primary School, Chichester	8	Project completed. Ongoing issues with significant defects being rectified before project closure			Low (cost/quality)
St Mary's Catholic Primary School, Bognor Regis	1	Statutory requirements for schools buildings not identified at feasibility stage leading to additional costs to deliver as required		Current data predicts lower demand than anticipated. Project to be withdrawn from programme	N/A
A284 Lymminster Bypass	8	Changes in design to meet enhanced Environment Agency flood mitigation standards leading to increased costs beyond current budget. Alternative funding options are being considered		Additional funds identified in the draft 2019/20 – 2023/24 capital programme	High (cost)

West Sussex Gigabit	2	Milestone payments missed, funding required outside of DCMS cut-off		Extension of funding deadline agreed with DCMS in February	N/A
Bognor Regis Creative Hub	1	Delay in completion of the lease with Network Rail leading to risk regarding expenditure of LEP funding within agreed timeframes		Flexibilities to be discussed with LEP	High (cost)

3. Benefits

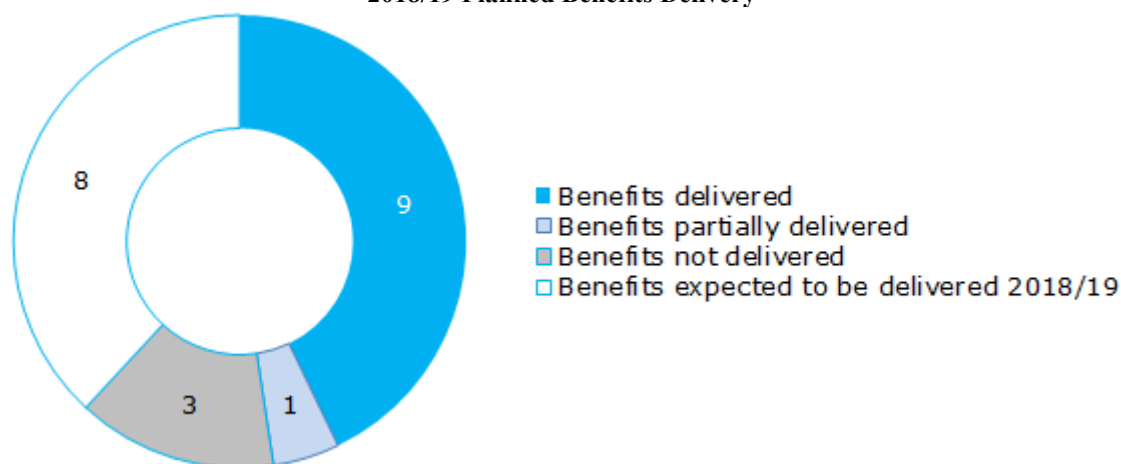
3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



3.2 A benefits realisation framework was put in place in October 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 Capital and Assets Board.

3.3 The Benefits Tracker is currently monitoring 70 benefits to be delivered between now and March 2043. There are 9 benefits that remain profiled to be delivered in 2018/19. 9 benefits have been fully realised so far in 2018/19 and one benefit partially realized.

2018/19 Planned Benefits Delivery



3.4 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

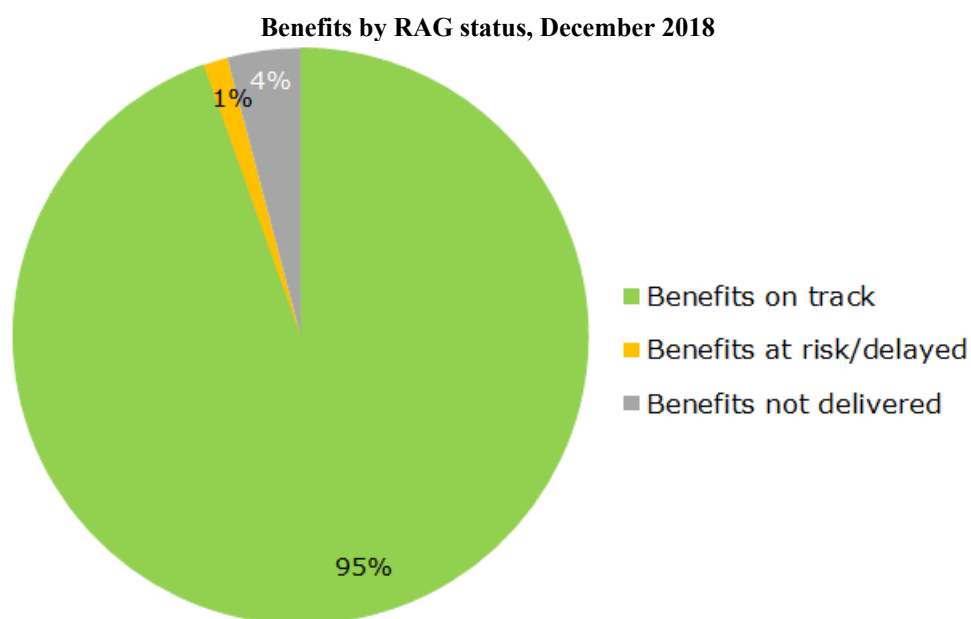
3.6 A RAG rating is provided for each of the benefits:

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

Agenda Item 6

Annex document

3.7 Of the 70 benefits in the tracker at the end of December, 68 were reported to be on track for planned delivery and 1 was reported as delayed or "at risk". So far in 2018/19, 3 benefits have been withdrawn from the tracker:

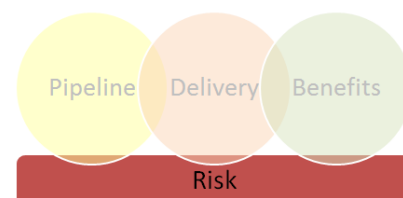


3.8 A summary of the projects where the benefit is reported reduced or at risk is set out below:

Project	Location	Status	Issue	Benefit Outcome Status
NHS Capital Grant - BC	Worthing	AT RISK	Changes in clients leading to amended benefit. Initial projection for a reduction in savings against approved business case – options for additional client placements to be considered	AMBER

4. Risk

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



4.2 The CPO is managing 13 programme risks and reporting 8 project risks managed by services.

5. Finance

5.1 As at December, the overall capital monitor demonstrates that £108.3m of the original £136.0m Capital Programme is projected to be spent in the 2018/19 financial year. This represents a shortfall of £27.7m from the programme approved by the County Council in December 2017. This is partly offset by £6.8m of expenditure on projects in the 2017/18 capital programme which are still in delivery in 2018/19.

5.2 Since November, the year-end projection has changed by £0.5m as detailed below:

Corporate Relations £0.282m

- Broadband £0.282m – BT have met specified milestones therefore spend has been accelerated from 2019/20 into 2018/19.

Education & Skills (-£0.144m)

- Parklands Primary £0.080m – Additional budget has been added to remedy the known defects.
- East Preston Primary £0.083m - Additional budget has been added due to inclusion of a roof replacement to the scheme.
- Bramber Primary £0.113m – Additional budget has been added as additional top soil was required due to flint shards in the soil.
- Weald £0.150m – Additional budget has been added to complete the refurbishment of Design and Technology classroom space at Weald school.
- Steyning Grammar School (-£0.540m) – DfE have advised that they will not require our first contribution to the scheme until June 2019 when contracts are exchanged, this will have no impact on the delivery date of September 2020.

Environment (-£0.200m)

- Carbon Reduction Programme (-£0.200m) – Further checks that previously were thought wouldn't be needed have now been required prior to installing solar panels which have led to minor delays.

Finance & Resources (-£0.060m)

- Sompting Waste (-£0.060m) – Scheme has come in under budget meaning a reduction in expended expenditure.

Highways and Infrastructure £1.287m

- A285 Road Safety Improvements £1.157m - Commitment from the contractor to increase resources means there is confidence the majority of the scheme will be completed in the current financial year.
- Operation Watershed £0.045m - Funding brought forward from pipeline 2022/23 to cover oversubscription.
- On Street Parking £0.85m - Total cost of Pay and Display machine replacement in Worthing higher than estimated therefore additional budget has been added.

Income Generating Initiatives

Environment (-£0.650m)

- Your Energy Sussex - Schools Solar PV (-£0.650m) - Potential to extend the installation period beyond March 2019, taking advantage of pre-accreditation provisions for larger systems. Received additional expressions of interest from schools which will allow full budget to be utilised albeit in 2019/20.

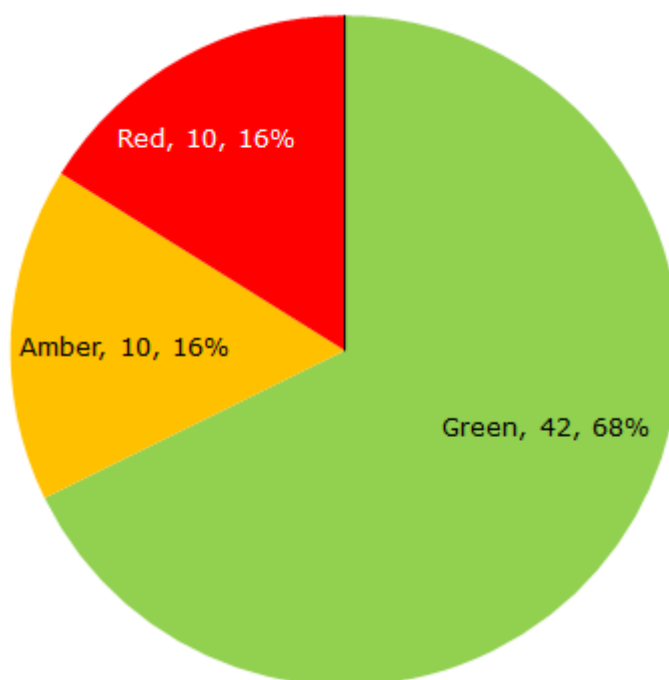
Finance and Resources £0.003m

- Orchard Grove Propco £0.003m - Legal fees are now payable in 2018/19 when it was expected to be in 2019/20 meaning a small acceleration of funding.

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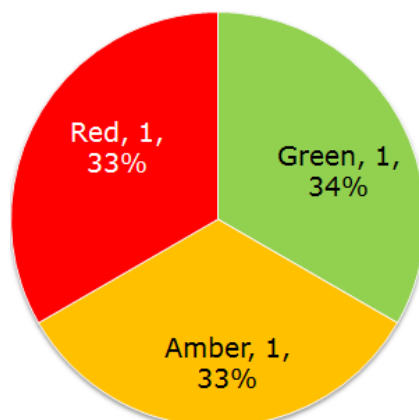
Capital Programme Performance Report Quarter 3 2018/19 Performance by Portfolio

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 3 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

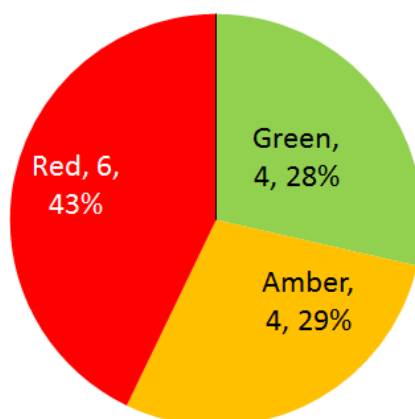


3. 3 projects submitted highlight reports at the end of December. 1 scheme in delivery was rated **GREEN**, indicating that the projects are reporting to plan. 1 was rated at **AMBER**, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team. 1 was rated as **RED**, indicating that there are significant issues with the project, requiring corrective action.

4. The table below sets out the reason projects were **AMBER** and **RED** along with an update on the latest position:

Scheme	RAG at 31 December	Reason	RAG at 6 March	Updated Position
No. 2 Boundary Close	AMBER	Change in service-user specifications delaying completion	AMBER	Project expected to complete in March 2019
Tempe	RED	Additional costs due to essential works excluded from original scope, subject to approval of Change Request	BLUE	Additional costs approved, project complete

Education and Skills



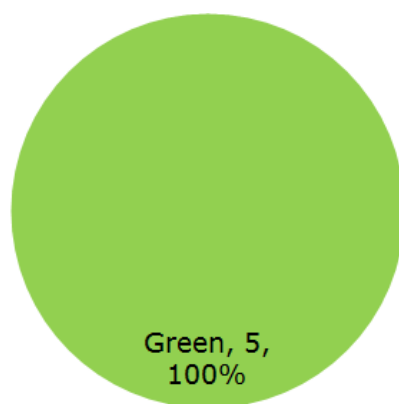
5. 19 projects submitted highlight reports at the end of December. 4 of the schemes in delivery were rated **GREEN**, indicating that the project is reporting to plan. 4 were rated at **AMBER**, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. 6 were rated as **RED**, indicating that there are significant issues with the projects, requiring corrective action.

6. 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 31 December	Reason	RAG at 6 March	Updated Position
Alternative Provision	RED	P Additional works completed leading to increased costs subject to Change Request	GREEN	Additional costs approved, practical completion reached, end of project report due in March
Camelsdale Kitchen (Universal Free School Meals)	RED	Small overspend subject to Change Request. Practical completion has been reached. Awaiting building control sign-off in January	BLUE	Additional costs approved, project complete
Community Schools Capital Maintenance	RED	Slower start to programme and delayed Purchase Order due to service restructure and handover to MDC. Underspend planned	RED	Multidisciplinary Contractor resources assigned
Crawley Down	AMBER	Practical completion delayed to December 2019 following delays in approvals. Temporary accommodation agreed with the school	AMBER	
Felpham Community College	AMBER	Completion estimate carried forward from design stage. Review of programme plan leading to revised completion date. Temporary places planned in existing accommodation agreed with the school	AMBER	
Maidenbower	AMBER	Tender delayed due to need to include roofing	AMBER	

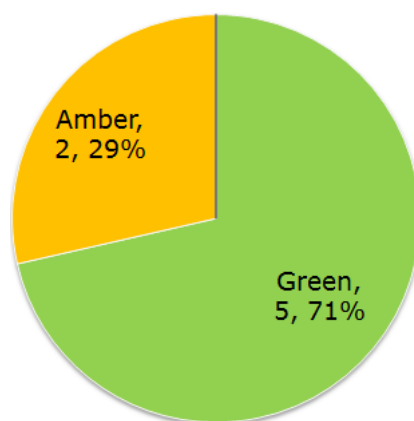
Junior School		issues. Forecast completion in May 2019		
Northgate Primary	RED	Additional costs due to kitchen, highways, electrical, drainage and IT works required	RED	Change Request to provide additional funds subject to Cabinet Member approval in March 2019
Parklands Primary	RED	Project complete. Significant defects leading to additional works and costs	RED	
Southwater Infants and Junior	AMBER	Cost increase due to relocation of replacement modular units. Value engineering being undertaken	AMBER	
St Mary's Catholic Primary School	RED	Statutory requirements for schools buildings not identified at feasibility stage leading to additional costs to deliver as required	GREY	Current data predicts lower demand than anticipated. Project to be withdrawn from programme

Environment



7. 5 projects submitted highlight reports at the end of December, all of which were rated **GREEN**, indicating that the project is reporting to plan.

Finance and Resources

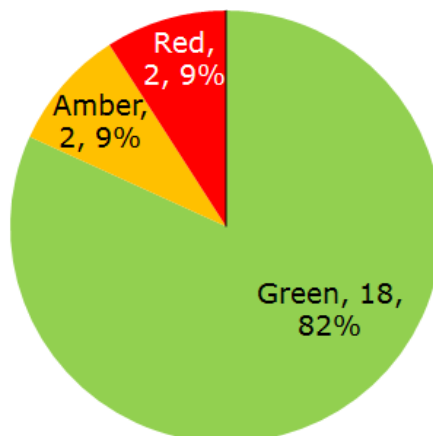


8. 7 projects submitted highlight reports at the end of December. 5 of the schemes in delivery were rated **GREEN**, indicating that the project is reporting to plan. 2 were rated at **AMBER**, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project 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 31 December	Reason	RAG at 6 March	Updated Position
Energy – Carbon	AMBER	Delay caused by requirement to provide new	AMBER	

Reduction		gas meter at Parkside, Horsham		
PropCo- Angel's Nursery, Barnham	AMBER	Design stage complete – End of Project report required	AMBER	

Highways and Infrastructure

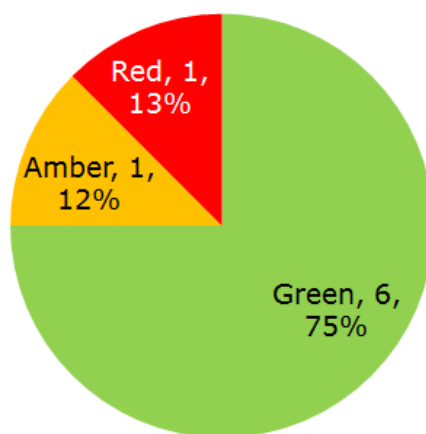


9. 21 projects submitted highlight reports at the end of December. 18 of the projects in delivery were rated **GREEN**, indicating that the project is reporting to plan. 2 were rated as **AMBER**, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. 2 projects were rated as **RED**, indicating that there are significant issues with the projects, requiring corrective action.

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

Scheme	RAG at 31 December	Reason	RAG at 6 March	Updated Position
A259 Corridor Improvements	AMBER	Utility diversion costs higher than preliminary estimate	RED	Options for cost reduction and additional funding being considered
A284 Lyminster Bypass	RED	Changes in design to meet enhanced Environment Agency flood mitigation standards leading to additional costs	RED	Additional funds identified in the draft 2019/20 – 2023/24 capital programme
Signals Block Programme	AMBER	Cost estimate for one project exceeding allocated budget. Scope to be re-evaluated. Programmed works to be brought forward	AMBER	
Gigabit	RED	Provider delay in meeting milestones delaying payment of DCMS funding beyond cut-off date.	GREEN	Extension of funding deadline agreed with DCMS in February

Leader

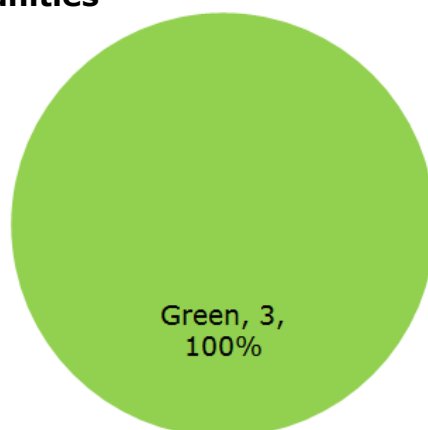


11. 8 projects submitted highlight reports at the end of December. 6 of the projects in delivery were rated **GREEN**, indicating that the project is reporting to plan. 1 project was rated at **AMBER**, indicating that there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team. 1 project was rated as **RED**, indicating that there is a significant issue with the project, requiring corrective action.

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 31 December	Reason	RAG at 6 March	Updated Position
Bognor Regis Creative Hub	RED	Delay in completion of the lease with Govia Thameslink and Network Rail, leading to risk regarding expenditure within LEP agreed timescales	RED	Flexibilities to be discussed with LEP

Safer, Stronger Communities



13. 3 projects submitted highlight reports at the end of December, all of which were rated **GREEN**, indicating that the project is reporting to plan.

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Performance and Finance Select Committee

20 March 2019

Business Planning Group Report

Report by Chairman, Business Planning Group
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<p>Executive Summary</p> <p>Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.</p> <p>This report provides an update to the Committee from the latest Performance and Finance Select Committee (PFSC) BPG meeting held on 25 February 2019 setting out the key issues discussed.</p> <p>Changes to the interim work programme are reflected in the PFSC work programme included as Appendix A.</p> <p>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.</p> <p>Focus for Scrutiny</p> <p>The Committee is asked to support the updates to the work programme as recommended by the Business Planning Group and reflected in the updated work programme at Appendix A to ensure that the highest priority issues are being scrutinised. The Committee is also asked to note the Task and Finish Group Rolling Programme attached as Appendix B.</p>

1. Introduction

The BPG met on 25 February 2019, members in attendance were Mr Montyn (Chairman), Mr Catchpole, Mrs Dennis and Dr Walsh. Mrs Mullins gave apologies. The Head of Finance attended for all items discussed.

2. 25 February 2019

- 2.1. The Programme Manager for the One Public Estate programme attended the meeting to brief Members of the BPG on the proposed decision to be taken shortly in respect of the design stage of the **Horsham Blue Light project**. The BPG received a draft decision report which set out the proposed details and financial implications of the project. Members asked a number of questions around the content of the report to ensure they understood and were satisfied with the scheme being taken forwards. The BPG requested that a full business case is brought to the committee for formal scrutiny at

the appropriate time, expected to be in November 2019. Scrutiny will be built into the decision timeline for the next stage of the project.

- 2.2. The Economic Growth Manager attended to provide a verbal update for the BPG on progress being made in developing the **Horsham Enterprise Park** (former Novartis site). The BPG requested that a report is brought before the committee in July outlining the business case for the project. It was also considered appropriate to invite members of the Environment, Communities and Fire Select Committee to attend the meeting due to the economic implications of the project.
- 2.3. The Chief Information Officer attended the meeting to provide members with an overview of the **performance of the Capita contract**. Members requested that a full report is reviewed at the March meeting of the committee. The report should contain a review of the annual performance in relation to the contract plus information around what arrangements are being developed for the end of the contract period (2022). Members also requested that a representative from Capita attend the meeting to answer member questions.
- 2.4. Members reflected on the **2019/20 budget process** with the Head of Finance. Members were generally satisfied with the process but wanted early engagement to take place in future years so that members were fully involved. They requested that a timeline for member engagement is developed and communicated early so that all members understood the process being followed.

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 2019/20 work programme for the Committee. These changes include:-
 - Agreement for an informal session to be held at the close of the formal meeting in March to enable members to reflect on what has worked well over the past year and what could be improved. This will also be reflected in the Annual Scrutiny Newsletter due to be presented to the PFSC meeting in May.
- 3.2 The Group requested that an officer attend the BPG meeting in June, following the Member Day in March, to identify any areas of the Whole Council Design project that require scrutiny by the committee.

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.

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 2019/20

Appendix B Scrutiny TFG Rolling Progress Report

Background Papers

None

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Select Committee Meeting date	Subject/Theme	Objectives/Comments	Key Contacts	Source
22 May 2019	TPM - March/end 2018/19	Scrutiny of the March (Qtr4) 2019 TPM report setting out the finance, performance, capital and workforce position at the end of year. Ravi Dhindsa, Programme Director, to attend for the update on the Transformation Programme to be included in the March TPM report.	Katharine Eberhart, Nadine Muschamp, Martin Farrell, Heather Daley, Ravi Dhindsa	N/A
	Capital Programme Qtr4/end of year report	Scrutiny of the Q4 report setting out the position at the end of March 2019.	Lee Harris, Matt Hall	
	TBC - Budget timetable 2020/21	Scrutiny of the indicative budget timetable for 2020/21	Katharine Eberhart	BPG 25/02/19
	Annual Scrutiny Newsletter for 2018/19	Review scrutiny performance and effectiveness during 2018/19 before the Newsletter is presented to County Council. The Newsletter will include performance data and feedback from the annual scrutiny member survey.	Helen Kenny Susanne Sanger	BPG 25/02/19
12 July 2019	Horsham Enterprise Park (former Novartis site)	Scrutiny of the full business case ahead of a Leader decision [joint item with ECFSC members]	Lee Harris, Carolyn Carr, Gary Cox	PrAM 21/06/17, BPG 25/02/19
	Business Planning Group report	Summary of the June BPG.	Susanne Sanger	
	BPG Membership	To agree membership of the BPG for the coming year.	Susanne Sanger	
03 October 2019	Medium Term Financial Strategy 2020/21	Scrutiny of the Medium Term Financial Strategy for 2020/21 ahead of approval at County Council	Katharine Eberhart, Vicky Chuter	N/A
	TPM - June	Scrutiny of the finance, performance, capital and workforce position at the end of June 2019.	Katharine Eberhart, Nadine Muschamp, Martin Farrell, Heather Daley	N/A
	Capital Programme Qtr1	Scrutiny of the Q1 report setting out the position at the end of June 2019.	Lee Harris, Matt Hall	N/A
14 November 2019	Horsham Blue Light Project	Scrutiny of the Full Business Case ahead of a Cabinet Member decision	Lee Harris Miranda Shawcross	BPG 25/02/19
	Treasury Management Mid-Year Report 2019/20	Scrutiny of the mid-year performance of Treasury Management	Katharine Eberhart, Vicky Chuter	
	TPM - September	Scrutiny of the finance, performance, capital and workforce position at the end of September 2019	Katharine Eberhart, Nadine Muschamp, Martin Farrell, Heather Daley	N/A
	Capital Programme Q2	Scrutiny of the Q2 report setting out the position at the end of September 2019	Lee Harris, Matt Hall	N/A
16 January 2020	Budget 2020/21 including Treasury Management Strategy	Review prior to County Council in February	Katharine Eberhart, Steve Harrison, Vicky Chuter, Nathan Elvery, Lee Harris, Kim Curry, Rachel North, all Cabinet Members	N/A
19 March 2020				
	TPM - December	Scrutiny of the finance, performance, capital and workforce position at the end of December 2019	Katharine Eberhart, Nadine Muschamp, Martin Farrell, Heather Daley	N/A
	Capital Programme Q3	Scrutiny of the Q3 report setting out the position at the end of December 2019	Lee Harris, Matt Hall	N/A

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Task and Finish Group Rolling Programme

Title	Type of TFG	Membership	Focus	Current Status/ timetable	Officer Contact
JOINT SCRUTINY (with District & Borough Councils)					
NONE IN PROGRESS					

TFGs in PROGRESS

Fire and Rescue Service	ECFSC	Simon Oakley (Ch), Michael Jones, Andrew Baldwin, Carol Purnell, Ann Bridges, Francis Oppler	To act as a critical friend to development and implementation of action plans arising from the Integrated Risk Management Plan, specifically work on the recruitment and retention of on-call firefighters, and on our emergency response standards.	TFG has met twice and reported interim points for consideration by the FRS - in respect of recruitment and retention of retained firefighters. Two more meetings to consider emergency response standards will be scheduled shortly, in consultation with the service.	Ninesh Edwards
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PROPOSED TFGs

What Matters to You? Survey	PFSC	TBC	To contribute to the design and questions included within the next What Matters to You? survey to ensure it better reflects what Members need to know in relation to resident priorities.	To be timetabled ahead of the next survey in 2020.	Susanne Sanger
Contract Management (RECONVENE AUTUMN 2019)	PFSC	VACANCY (Ch), Duncan Crow, Joy Dennis, Nigel Jupp, James Walsh, Kate O'Kelly, Chris Oxlade	Reconvene 1 year following creation of the new team. To review the success of contract management and monitoring arrangements put in place. To cover voluntary sector and the Social Value Act. To also cover the process of contract selection, negotiation and entering into contracts, and also large-scale procurements.	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

COMPLETED TFGs (to be reported through PFSC)

Education and Skills Annual Report	CYPSSC	Paul High, Jacky Pendleton, Sue Mullins, Eileen Le Rossignol	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
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
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

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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: 11 March 2019

Forward Plan Summary

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

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
5	Cabinet Member for Education and Skills	Expansion of Manor Green Primary School, Crawley	March 2019
6	Executive Director Economy, Infrastructure and Environment	Completion of expansion works to Northgate Primary School	March 2019
6	Cabinet Member for Education and Skills	Expansion of Sompting Village Primary School	March 2019
7	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of Manor Green Primary School, Crawley	March 2019
8	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis	March 2019
8	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath	March 2019
9	Executive Director Economy, Infrastructure and Environment	Award of Contract for the expansion of Sompting Village Primary School	March 2019
10	Director of Children and Family Services	Award of Dynamic Purchasing System Agreements	March 2019
11	Cabinet Member for Children and Young People	Redesign of the Integrated Prevention and Earliest Help Service	May 2019
 A Prosperous Place			
12	Leader	Burgess Hill Growth Programme - Approval of Place and Connectivity Programme Funding Agreement	March 2019
13	Cabinet Member for Highways and Infrastructure	Guidance on Parking in New Developments	March 2019

14	Cabinet Member for Highways and Infrastructure	Procurement of Contracts for Winter De-icing Salt and Gritter Fleet	March 2019
14	Cabinet Member for Highways and Infrastructure	Strategic Transport Investment Programme (2018/2019)	March 2019
15	Cabinet Member for Highways and Infrastructure	Highways and Infrastructure 2019/20 Forward Works Programmes and Annual Delivery Programme	March 2019



A Strong, Safe and Sustainable Place

16	Cabinet Member for Environment	West Sussex Minerals and Waste Development Scheme 2019-2022	March 2019
17	Director of Fire Service Operations and Chief Fire Officer	Commence procurement of replacement vehicles for Fire and Rescue Flexi-Duty System (FDS) staff	March 2019
18	Cabinet Member for Adults and Health	Procurement of Integrated Sexual Health Services	March 2019
19	Cabinet Member for Adults and Health	Procurement of Technology Enabled Care	March 2019
20	Cabinet Member for Adults and Health	Community Based Social Support	April 2019
21	Director of Fire Service Operations and Chief Fire Officer	Award of Contract for the provision of 7 x Fire Appliances	April 2019
22	Cabinet Member for Adults and Health	West Sussex Joint Health and Wellbeing Strategy	April 2019
23	Cabinet Member for Environment	Halewick Lane Energy Storage Project	May 2019



Independence in Later Life

24	Cabinet Member for Adults and Health	Approval of the Vision and Strategy for Adult Social Care	March 2019
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A Council that works for the Community

25	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor (Rolling Entry)	Between January 2019 and December 2019
26	Cabinet Member for Finance and Resources	Review of Property Holdings (Rolling Entry)	Between January 2019 and December

Agenda Item 9

			2019
27	Cabinet Member for Finance and Resources	Procurement of Outdoor Media Services	March 2019
28	Executive Director Economy, Infrastructure and Environment	Procurement of a Water Retail Supplier	March 2019
28	Cabinet Member for Finance and Resources	Capital funding: Highwood Blue Light Centre	March 2019
29	Cabinet Member for Adults and Health	Procurement of Mortuary Services for West Sussex	May 2019

Best Start in Life

Cabinet Member for Education and Skills

Expansion of Manor Green Primary School, Crawley	
<p>The Special Educational Needs and Disability (SEND) Strategy 2016-2019 aims to provide high quality local education provision for children and young people with SEND and optimise value for money from the High Needs Block of the Dedicated Schools Grant. As part of the development of the SEND Strategy, the County Council has identified an increased demand for extra provision to meet two specific areas of SEND - Autistic Spectrum Condition and Social, Emotional and Mental Health.</p> <p>Following a review of current provision and anticipated future need, in early January 2019 the Cabinet Member for Education and Skills agreed a statutory notice to increase space at Manor Green Primary School in Crawley from September 2019. The school caters for a wide-range of Special Educational Needs, particularly for children with moderate and severe learning difficulties, complex social and communication difficulties or those who have been identified as having an Autistic Spectrum Condition. The increase in space would enable the school to increase planned places by 36 from 164 to 200.</p> <p>To accommodate the additional pupils two further classrooms will need to be built. The feasibility work for the project has now been completed. Following detailed design and a competitive tendering exercise the Cabinet Member 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	7 January 2019
Decision Month	March 2019
Consultation/ Representations	<p>School, parents and local residents, Borough Council. 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 author or 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 Report
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders - 033 022 22553

Executive Director Economy, Infrastructure and Environment

Completion of expansion works to Northgate Primary School	
<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 Northgate area of Crawley an expansion project has been progressing at the school to enable the school to increase admission numbers from 60 pupils in each year group to 90 pupils in each year group.</p> <p>The initial budget allocation to fund this project has proved to be insufficient to achieve all the works required for the school expansion. The Executive Director Economy, Infrastructure and Environment will therefore be asked to approve the expenditure of additional funding to enable the completion of the expansion works at Northgate Primary School.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	14 December 2018
Decision Month	March 2019
Consultation/ Representations	<p>Director of Education and Skills</p> <p>Representations concerning this proposed decision can be made to the Executive Director for Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken</p>
Background Documents (via website)	None
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders - 033 022 22553

Cabinet Member for Education and Skills

Expansion of Sompting Village 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 Sompting area there is a need to expand the local Primary School to accommodate additional pupils. In March 2017 the Cabinet Member for Finance approved an expansion of Sompting Village Primary School to increase its admission number from 60 pupils in each year group to 90 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	4 December 2018
Decision Month	March 2019
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 author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision Report FIN09 (16/17)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders - 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of Manor Green Primary School, Crawley	
<p>Due to growing demand for school places for children with Special Educational Needs and Disabilities there is a need to expand Manor Green 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 contract 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 Manor Green Primary School.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	15 January 2019
Decision Month	March 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director for Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background	None

Documents (via website)	
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis	
<p>Due to growing demand for school places, an expansion project was undertaken at Nyewood Junior School in 2015 to increase the published admission number from 75 to 90 places per year. A new school hall is required to complete the expansion. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the project to proceed and to delegate authority to the Executive Director of Economy, Infrastructure and Environment to award the contract 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 for the new hall for Nyewood Junior School.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	14 December 2018
Decision Month	March 2019
Consultation/Representations	Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath	
<p>Due to growing demand for school places there is a need to expand Shelley Primary School to accommodate additional pupils. The Cabinet Member for Education and Skills</p>	

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 contract 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 Shelley Primary School.

Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	14 December 2018
Decision Month	March 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director for Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Executive Director Economy, Infrastructure and Environment

Award of Contract for the expansion of Sompting Village Primary School	
<p>Due to growing demand for school places there is a need to expand Sompting Village 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 contract 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 Sompting Village Primary School.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	14 December 2018
Decision Month	March 2019

Consultation/Representations	Representations concerning this proposed decision can be made to the Executive Director, Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Philippa Hind Tel: 033 022 23041
Contact	Wendy Saunders - 033 022 22553

Director of Children and Family Services

Award of Dynamic Purchasing System Agreements	
<p>The County Council has a statutory responsibility to ensure the sufficiency of a variety of accommodation based services for children, young people and young adults. This responsibility includes children who are looked after (CLA), those with special educational needs and disabilities (SEND), care leavers, those on the edge of care, unaccompanied asylum seekers (UASC) and those at risk of homelessness.</p> <p>Whilst the County Council provides some of these services, the demand is such that a significant number of placements have to be purchased from the external market and evaluation shows this is a trend expected to continue.</p> <p>In July 2018 the Cabinet Member for Children and Young People and the Cabinet Member for Education and Skills jointly approved the procurement of a Dynamic Purchasing System (DPS), to facilitate the purchasing of placements for individual children from providers of accommodation based services including independent foster and residential care and independent and non-maintained special schools, as and when they are required. The term of the DPS is to be 7 years in total, starting on 1 March 2019 and concluding on 28th February 2026. The Cabinet Members also delegated authority to the Director of Children and Family Services to implement the DPS.</p> <p>A procurement process has taken place and the Executive Director Children, Adults, Families, Health and Education will be asked to approve the commencement of awards to providers qualified to join the DPS.</p>	
Decision By	- Director of Children and Family Services
West Sussex Plan priority	Best Start in Life
Date added to Forward Plan	12 November 2018
Decision Month	March 2019
Consultation/Representations	Representations concerning this proposed decision can be made to the Executive Director, 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
Author	Stuart Gibbons Tel: 033 022 226218
Contact	Wendy Saunders - 033 022 22553

Cabinet Member for Children and Young People

Redesign of the Integrated Prevention and Earliest Help Service	
<p>In January 2019 the Cabinet Member for Children and Young People published a decision approving the commencement of a review to propose a redesign of the services provided as the Integrated Prevention and Earliest Help Service (IPEH) (Decision reference CYP06 (18/19)).</p> <p>The aim of the review is to design and plan to implement a targeted early help offer that delivers improved outcomes, reduces demand for children's social care and directs the financial resources available within the Directorate appropriately.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the proposed design and plans for its implementation.</p> <p>The implementation will be achieved in a planned and responsive way which takes full account of the comprehensive consultation and engagement plan this project relies upon. It will also draw on the contributions from those members (in Select Committee and Corporate Parenting Panel) who have a close interest in how the proposals are coordinated and carried through so as to maintain the core aims and benefits of this critical service area. The first changes are likely to be in areas of internal service reconfiguration, with any more significant service changes which may affect partnership plans and commitments being settled through the on-going joint planning and engagement over a period of time.</p> <p>The decision to approve the proposed design and plans for its implementation is due to be taken by the Cabinet Member for Children and Young People in March 2019. Further decisions for implementation after the initial plans will be set out as part of the design and time line to be published in March.</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	6 February 2019
Decision Month	May 2019
Consultation/ Representations	<p>Staff</p> <p>Unison</p> <p>Partners in the IPEH Partnership</p> <p>Local Safeguarding Children Board</p> <p>West Sussex Clinical Commissioning Groups</p> <p>District and Borough Councils</p> <p>Children and Young People's Services Select Committee – date tbc</p>

	Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	IPEH review decision
Author	Hayley Connor Tel: 033 022 23792
Contact	Wendy Saunders Tel: 033 022 22553

A Prosperous Place

Leader

Burgess Hill Growth Programme - Approval of Place and Connectivity Programme Funding Agreement	
<p>The Mid Sussex Growth Deal, WSCC working in partnership with Mid Sussex District Council, identifies a set of priorities for economic growth in the area. The Coast to Capital Local Enterprise Partnership (LEP) has approved an allocation of £10.9m of Local Growth Funding to support the delivery of growth in the area based on a business case that promotes the delivery of a Place and Connectivity Programme. A programme of measures has been prepared that meet the aspirations identified in the business case and was approved by the LEP Investment Committee in December 2018. This programme of measures requires a funding agreement to be completed to support subsequent delivery of schemes and drawdown of the Local Growth Funding allocated by the LEP.</p> <p>The Leader will therefore be asked to agree the funding and resourcing arrangements to support the completion of a Funding Agreement with the LEP and subsequent delivery of the projects identified in the Burgess Hill Growth Programme – Place and Connectivity programme.</p>	
Decision By	Ms Goldsmith - Leader
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	21 December 2018
Decision Month	March 2019
Consultation/ Representations	<p>Local Members</p> <p>Representations can be made concerning this proposed decision to the Leader, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents	None

(via website)	
Author	Duncan Barratt Tel: 033 022 23875
Contact	Katherine De La Mora Tel: 0330 022 22535

Cabinet Member for Highways and Infrastructure

Guidance on Parking in New Developments	
<p>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.</p> <p>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.</p> <p>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.</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	March 2019
Consultation/ Representations	<p>Local Planning Authorities in West Sussex</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	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Procurement of Contracts for Winter De-icing Salt and Gritter Fleet
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The supply of de-icing salt and the provision of a gritter fleet is critical to ensuring the County Council can meet its statutory duty to maintain the highways and to ensure that, so far as is reasonably practicable, safe passage along a highway is not endangered by snow or ice. The contracts awarded for these services in 2018 are due to end and new contracts are required for winter 2019/2020.

The Cabinet Member will be asked to:

1. approve the commencement of the procurement process for a winter de-icing salt contract and a contract for the provision of a leased gritter fleet (both twelvemonth contracts); and
2. delegate authority to the Director of Highways and Transport to enter into the contracts, 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	27 February 2019
Decision Month	March 2019
Consultation/ Representations	Executive Director of Economy, Infrastructure and Environment Director of Finance, Performance and Procurement Director of Law and Assurance/Principal Solicitor 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	Chris Barrett Tel: 033 022 26707
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

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</p>

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.

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.

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	March 2019
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

Highways and Infrastructure 2019/20 Forward Works Programmes and Annual Delivery Programme

The Highway Infrastructure Asset Management Policy and Strategy communicates West Sussex County Council's approach to highways infrastructure asset management, setting out the decision making framework for the maintenance of the roads in West Sussex. Corporate processes are also in place for the identification, assessment, and prioritisation of local and community highway and transport improvements. The rolling Forward Programmes for Highway Maintenance, Local Transport Improvement Programme (LTIP), and Community Highway Schemes (CHS) identify and prioritise future maintenance and improvement needs across the County Council's highway asset groups. These forward programmes inform the future Annual Delivery Programmes.

The Highway Maintenance, LTIP and CHS Forward Programmes provide robust and reliable information to identify the future maintenance need, or transport infrastructure improvements to be carried out within the next three to five years. The programmes are used to support forward financial planning and communicate the anticipated planned maintenance and transport improvements to elected members, County Local Committees, local West Sussex businesses and residents.

The Annual Delivery Programme is developed and prepared from the integration of the Forward Programmes each year during autumn for approval in advance of the start of the new financial year. It prioritises maintenance and improvement schemes taking into account available funding for delivery and the relative need.

The Cabinet Member for Highways and Infrastructure will be asked to approve the 2019/20 Annual Delivery Programme acknowledging the prioritisation set out in the Forward Programmes.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	14 December 2018
Decision Month	March 2019
Consultation/ Representations	<p>The County Local Committees will be informed and asked to note schemes in their specific areas (anticipated during the February/March 2019 round of meetings).</p> <p>Internal consultation in development of the draft Forward Works Programmes and Annual Delivery Plan including asset owners and programme leads within the Highways and Transport service. The draft Forward Works Programmes will be presented to the Highways and Transport Capital Hub for review.</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	Rowan Sheppard Tel: 033 022 23627
Contact	Judith Shore Tel: 033 022 26052

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

West Sussex Minerals and Waste Development Scheme 2019-2022
<p>The County Council is required to prepare a Minerals and Waste Development Scheme which sets out how the County Council will prepare the minerals and waste local plans and other policy documents over a rolling three-year period. The current Scheme covers the period 2018-2021 and needs to be updated; the decision report will consider the revised Scheme for the period 2019-2022.</p> <p>The Cabinet Member for Environment will be asked to approve the West Sussex Minerals</p>

and Waste Development Scheme 2019-2022.	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	27 February 2019
Decision Month	March 2019
Consultation/ Representations	<p>Informal consultation with the South Downs National Park Authority</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	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Director of Fire Service Operations and Chief Fire Officer

Commence procurement of replacement vehicles for Fire and Rescue Flexi-Duty System (FDS) staff	
<p>The Fleet Asset Management Plan 2018/19 – 2022/23 sets-out a five-year rolling programme of Fleet and Asset renewal across the Council, including for the Fire and Rescue Service (Decision Report ref: SSC14 17/18)</p> <p>As part of this programme, 30 vehicles allocated to staff in the Fire and Rescue Service are due for replacement in the financial year 2019/20. These vehicles are provided to staff to support operational cover through a Flexi Duty System (FDS).</p> <p>The total value of the purchase of vehicles, including emergency service conversions and livery, is expected to be approximately £750,000.</p> <p>As part of decision SSC14 17/18, the authority to award contracts for vehicle and equipment purchases has been delegated to the Chief Fire Officer and Director of Operations.</p> <p>On this basis, the Chief Fire Officer and Director of Operations will be asked to approve the commencement of a procurement process to replace the current vehicles using an agreed specification.</p>	
Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Strong, Safe and Sustainable Place

Date added to Forward Plan	6 February 2019
Decision Month	March 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, 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 Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Procurement of Integrated Sexual Health Services	
<p>Local Authorities are mandated to provide comprehensive sexual health services for the population, these include;</p> <ul style="list-style-type: none"> • a full range of contraceptive services and advice on preventing pregnancy • sexually transmitted infections testing and treatment, including the provision of Chlamydia testing services for young people under the age of 25 years • sexual health aspects of psychosexual counselling • outreach, HIV prevention and sexual health promotion • provision of services in schools and colleges <p>The contract will run for three (3) years with the possibility of a further extension for up to two (2) years built in to the terms of the contract. The total value of the contract to WSCC, funded through the public health grant, is approximately £12.6M (including extension period but not HIV Services).</p> <p>The Cabinet Member is asked to agree to the commencement of a joint procurement process, with NHS England, to secure the provision of Integrated Sexual Health Services and HIV Treatment Services for the population of West Sussex. A new service will be effective from 1st February 2020.</p> <p>The Cabinet Member is also asked to delegate contract award and decisions about future extension of this contract to the Director of Public Health in consultation with the Cabinet Member.</p>	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	15 January 2019

Decision Month	March 2019
Consultation/ Representations	<p>Initial Scrutiny and Consultation was undertaken via the Health and Adult Social Care Select Committee on 30th November 2018.</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	Paul Woodcock Tel: 033 022 28701
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Procurement of Technology Enabled Care	
<p>Technology Enabled Care, at its very best, offers a modern and innovative way of supporting people to stay in their homes and live as independently as possible for as long as possible. It can reduce, delay and prevent the need for costly care packages and placements in care homes, not only improving outcomes for residents but providing significant financial benefits to the council. Technology is moving at a rapid pace with new apps, wireless sensors and smart appliances appearing every week. New devices and apps can help people communicate with experts, seek urgent help, reduce social isolation, control the home environment as well as maintaining health, fitness and wellbeing.</p> <p>In line with West Sussex's vision and strategy to help people to help themselves, it is the Council's ambition to use technology to transform the way people are supported to remain independent in their own homes for longer.</p> <p>To do this, the Council wants to work with a development partner or partners to deliver innovate and cutting edge technology enabled health and social care support.</p> <p>The Cabinet Member for Adults and Health will be asked to agree to:</p> <ol style="list-style-type: none"> 1. continue the procurement of a development lead partner or partners to support the delivery of Technology Enabled Care. This will significantly expand the offer to new and current social care customers, bringing payment for Telecare services in line with current charging arrangements for social care; and 2. in consultation with the Cabinet Member, contract award and future contract extension decisions be delegated to the Executive Director Children, Adults, Families, Health and Education. 	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place

Date added to Forward Plan	18 February 2019
Decision Month	March 2019
Consultation/ Representations	<p>Previous Market Testing Event held in February 2017. Health and Social Care professionals, teams and managers. Telecare Champions involved in peer review exercise Nov/Dec 2018</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	Avril Mayhew Tel: 07936 339250
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Adults and Health

Community Based Social Support
<p>The County Council has a statutory responsibility under the Care Act 2014 to promote individual well-being, prevent needs for care and support, provide information and advice and meet needs through information and advice and inclusive of less intensive or service-focused options.</p> <p>For adults with a lifelong disability and/or autism and for family and friend carers the County Council has contracted services from the external market, largely from the local voluntary sector to fulfil this duty on our behalf. Most of the support contracted has been for adults with a learning disability although not exclusively. An evaluation involving customers and other key stakeholders has concluded that this support has been highly valued particularly for people who do not have a personal budget or eligible needs. However gaps in the offer have been identified through this engagement which include the need for more integration with mainstream activities and services, further support for disabled people from the LBGQT community and those with autism, more paid work opportunities, travel training and more focus on developing independence skills.</p> <p>The current contracts end in March 2020. The council spend is in the region of £1.25 million per annum. The provision includes help to find or retain paid work, increasing people's physical or social activity, help with issues relating to autism, practical assistance for people with a learning disability and autism to continue to live in their own homes and keep well (for instance help with tenancies, budgeting, life-skills and emotional support), benefit claims as well as connecting people into other community activities and support by helping, where necessary, those services to meet the needs of these people.</p> <p>The Council will be extending the tender and the sources to be included are still being</p>

considered. People will be eligible for this support if they do not have a personal budget or they could step-down from a personal budget with the right support. An example of the latter is where support to find paid employment leads to the person moving on from day services. The support will aim to help people to stay well and independent in their own homes and will be delivered close to where they live.

The Council is also looking at the option of including in this tender the transfer of some of the prevention functions it currently provides as well as how some individuals currently supported by a very small Personal Budget would be better supported via prevention services. This could involve a substantial increase in both the scale and value of the service tender. The finer detail of this future expansion is being worked through, including the funding that would be required for this transferral. By the time of tendering this detail will be known.

Approval will be sought to award new contracts for 3 years with the option to extend up to a maximum of 7 years. Once the proposals are fully prepared by April 2019, the Cabinet Member is asked to agree to the commencement of a competitive procurement exercise and to delegate responsibility to award the contract to the Executive Director Children's Adults Families Health and Education.

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Safe Strong Sustainable Place
Date added to Forward Plan	1 February 2019
Decision Month	April 2019
Consultation/ Representations	<p>Consulted Operational Team Managers May 2018; Engagement with Stakeholders including an online survey and face-to-face events June-August 2018.</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	Lisa Loveman Tel: 033 022 23430
Contact	Erica Keegan Tel: 033 022 26050

Director of Fire Service Operations and Chief Fire Officer

Award of Contract for the provision of 7 x Fire Appliances

In March 2018, the Chief Fire Officer and Director of Operations agreed to commence the procurement for six Fire Appliances and award the contract to the successful bidder (OKD5 17/18).

In December 2018, in order to meet operational requirements, the number of appliances to be procured was subsequently amended to seven. Information about this approach was circulated in the Members Information Service (Briefing Number 51).

A procurement process, compliant with West Sussex Standing Orders and European Union Procurement Directives, is currently underway. Following the completion of the procurement process, the Chief Fire Officer and Director of Operations will be asked to award the Contract for the seven fire appliances to the successful bidder.

Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	6 February 2019
Decision Month	April 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, 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 Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

West Sussex Joint Health and Wellbeing Strategy
<p>The West Sussex Health and Wellbeing Board (HWB) is a statutory partnership providing shared strategic leadership and coordination of local action to deliver health, care and wellbeing services based on the best evidence of local needs. The West Sussex HWB includes representation from key organisations in West Sussex with major responsibilities for social care services, public health, health and wellbeing services. The HWB's responsibilities include developing a Joint Health and Wellbeing Strategy (JHWS) which identifies priorities and sets out how local needs will be met.</p> <p>The current 2015-2018 West Sussex Joint Health and Wellbeing Strategy is under review. The new strategy, due in April 2019, will be used to inform local commissioning and delivery plans and determine what actions West Sussex County Council, NHS, and other partners need to take to meet health and social care needs, and to address health inequalities.</p> <p>The Cabinet Member for Adults and Health Chairman for the Health and Wellbeing Board is requested to agree that the West Sussex Joint Health and Wellbeing Strategy (JHWS) 2019 – 2024 is in alignment with the West Sussex Plan and is asked to endorse the Joint Health and Wellbeing Board's Strategy on behalf of the County Council.</p>

Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	15 January 2019
Decision Month	April 2019
Consultation/ Representations	<p>A public consultation requesting feedback and comments on the draft strategy from members of the public, councillors, workforce, partners and other stakeholders.</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	Anna Raleigh Tel: 033 022 22654
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Environment

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. <p>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</p>

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	May 2019
Consultation/ Representations	<p>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</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)	Full planning documentation (when submitted - October 2018)
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Independence in Later Life

Cabinet Member for Adults and Health

Approval of the Vision and Strategy for Adult Social Care
<p>The County Council is proposing to set out a vision and strategy for Adult Social Care that will detail the ambition for West Sussex to continue to be a great place to grow older and an inclusive place for all adults with disabilities, mental health issues and their carers. To support this goal, within the context of an ageing population and a challenging financial position, adult services needs to change. Furthermore adult services needs to make progress on the requirement to achieve integrated services with the NHS. The strategy to deliver the vision is to work at a local level and support individuals to remain outside of services for as long as possible, maximising individual strengths and local assets to support this outcome. Reviewing customer pathways to support these goals, adopting a different approach to commissioning, changing our in-house provider offer and supporting a resilient workforce will all contribute to the delivery of this strategy. However working with partners and stakeholders to co-produce future delivery models and provide jointed up services is also fundamental.</p> <p>The Cabinet Member for Adults and Health will be asked to endorse the vision and</p>

strategy for Adult Social Care.	
Decision By	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added to Forward Plan	15 November 2018
Decision Month	March 2019
Consultation/ Representations	<p>External - Consultation will commence on the 15th November 2018 and run until the 14th December 2018 via the "have your say" section of the website, accompanied by a survey, this will include an 'easy read' version. Paper copies of these documents will be provided on request by contacting the report author.</p> <p>Notifications about the consultation containing website links will be sent out through all stakeholder networks including: The District and Boroughs, Health Watch, Carers and other Voluntary Sector Organisations. Letters will be sent to key Chief Officers within the local health organisations and District and Boroughs as well as all local MP's.</p> <p>Internal - The vision and strategy will be discussed and shared at Health and Social Care Select Committee (HASC) on the 15th November 2018 and Information with links for staff will be sent out through internal communication channels</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>
Background Documents (via website)	None
Author	Sarah Farragher Tel: 033 022 28403
Contact	Erica Keegan - 033 022 26050

A Council that works for the Community

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	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	Between January 2019 and December 2019
Consultation/ Representations	Cabinet Board; Performance and Finance Select Committee where possible. Representations concerning this proposed decision can be made to the Leader and/or the Cabinet Member for Finance and Resources via the officer contact.
Background Documents (via website)	
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)	
As part of its capital programme management, in line with the County Council's West Sussex Asset Management Policy and Strategy , the Council continually reviews its property estate. This includes consideration of assets which are likely to become surplus to operational requirements, i.e. no longer needed. In addition, the Council acquires or develops assets to meet statutory and service requirements as well as the Council's wider purposes, including investment or to promote social and economic development opportunities. From time to time these activities give rise to decisions to purchase, dispose of or to develop an asset.	
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 2019 and December 2019
Consultation/ Representations	Internal and local members as required. Representations can be made to the Cabinet Member for Finance and Resources.
Background Documents (via website)	

Author	Elaine Sanders Tel: 033 022 25605
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	March 2019
Consultation/Representations	<p>Local members, Cabinet Member for Highways and Infrastructure and West Sussex Estates Team.</p> <p>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.</p>
Background Documents (via website)	None
Author	Angela Redman Tel: 033 022 22404
Contact	Suzannah Hill Tel: 033 022 22548

Executive Director Economy, Infrastructure and Environment

Procurement of a Water Retail Supplier
Summary

A retail market for the provision of water and wastewater has opened and an opportunity exists for the County Council to procure a single water retail supplier to bundle and manage the services for its corporate estate received from six different wholesale suppliers.

The key benefits of this procurement involve (a) a lower overall cost for water and wastewater services (b) more accurate and timely invoicing (c) streamlined query management processes and (d) opportunities to identify water efficiencies.

Recommendations

That the commencement of a competitive procurement using a Framework Agreement offered by Crown Commercial Services is approved and the award and extension to the contract, if appropriate, is made in accordance with the County Council's Standing Orders on Procurement and Contracts.

Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	19 February 2019
Decision Month	March 2019
Consultation/Representations	Cabinet Member for Corporate Relations Cabinet Member for Environment
Background Documents (via website)	None
Author	Steven Fall Tel: 033 022 23265
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance and Resources

Capital funding: Highwood Blue Light Centre
<p>The One Public Estate Programme (OPE) is an established national initiative which aims to improve service delivery through co-location and integration of services and rationalise the public estate thereby generating revenue savings and securing capital receipts from the disposal of surplus land and assets.</p> <p>As part of the One Public Estate West Sussex Programme, a project is being brought forward to create a new Blue-Light operational and training centre at Highwood, Horsham. This is planned to provide a new fire station, a new,</p>

centralised Fire & Rescue Service training centre, facilities for joint training across the blue-light sector and potential office accommodation for Sussex Police.

The Cabinet Member for Finance and Resources will be asked to approve the allocation of capital funding to progress the project through design to planning stage, and to delegate authority to the Executive Director, Economy, Infrastructure and Environment to approve the appointment of technical consultants.

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	21 January 2019
Decision Month	March 2019
Consultation/ Representations	<i>Performance & Finance Select Committee (22 November 2018) as part of an overview of the OPE programme. The Committee will have the opportunity to scrutinise a further decision on this issue later in 2019.</i> 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	Miranda Shawcross Tel: 033022 25829
Contact	Suzannah Hill. Tel: 033 022 22551

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>

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<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	May 2019
Consultation/ Representations	<p>There has been market consultation with seven potential suppliers.</p> <p>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.</p>
Background Documents (via website)	Decision report SSC03 (18/19)
Author	Rachel North Tel: 033 022 22681
Contact	Erica Keegan Tel: 033 022 26050