

## TOTAL PERFORMANCE MONITOR - AUGUST 2018

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

### Financial Summary

1. The forecast outturn position on portfolio budgets as at the end of August is currently reporting a £6.810m overspend; an increase of £1.076m since July largely due to the anticipated increase in cost of Children Looked After placements. The overall overspend is in part, mitigated by a projected underspending of £0.981m within the non-portfolio budgets leaving a projected overspend of £5.829m.
2. Mitigation plans are in place to reduce the overspend position which include a process to limit the filling of vacancies to only business critical posts and ELT are controlling all non-essential expenditure such as training, stationery and subscriptions as well as reviewing savings plans for 2019/20 to identify opportunities that can be brought forward into this year. As the overspending situation has continued to worsen this month, it seems prudent to introduce the potential requirement to use the Budget Management Reserve to offset some of the in year pressure.

**Table - Summary of 2018/19 Pressures and Mitigations**

Theme	Pressures and Underspends	(£m)	Mitigation	(£m)	Variation To Budget (£m)
<b>Best Start In Life</b>					
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 Disabilities Services including increased placement costs due to home closures.	£1.800m	Reduction in Management Team spend.	(£0.100m)	
	Projected overspending on non Disabilities budgets due to home closures.	£0.400m			
	Extension of the Blended Team and retention of agency staff.	£0.750m			
Education Portfolio	Home to School Transport costs; predominantly for solo taxis.	£2.131m	Projected increased income on Special School Catering service.	(£0.048m)	
			Use of 2016/17 Education Services Grant.	(£0.539m)	
<b>Best Start In Life- Total</b>		<b>£5.231m</b>		<b>(£1.187m)</b>	<b>£4.044m</b>
<b>A Prosperous Place</b>					
Highways & Infrastructure	Non delivery of savings from highways term maintenance contract.	£1.106m	Initial forecast data for National Concessionary Fares suggests a reduction in journeys in 2018/19.	(£0.600m)	
	Estimated additional costs associated with the delay in the award of the highways contract.	£1.394m	Reduction in spending on Highways services staffing and increased income	(£0.150m)	
	Inflationary pressure on street lighting PFI and delayed delivery of saving relating to LED conversions.	£0.200m	Staff savings within the management team	(£0.050m)	
	Reduced income from less pool car fleet usage.	£0.200m			

Theme	Pressures and Underspends	(£m)	Mitigation	(£m)	Variation To Budget (£m)
Leader			Reduction in the cost of holding the former Novartis site following the cessation of rates payments.	(£0.170m)	
			Staff savings within Economic Development	(£0.030m)	
<b>A Prosperous Place –Total</b>		<b>£2.900m</b>		<b>(£1.000m)</b>	<b>£1.900m</b>
<b>A Strong, Safe &amp; Sustainable Place</b>					
Environment Portfolio	Reduced level of savings expected from renegotiation of PFI contract.	£0.522m	Use of Waste Volatility Fund reserve	(£0.500m)	
	Increased 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.	£0.152m			
	Reduction of green waste tonnage during hot weather	(£0.100m)			
Safer, Stronger Communities Portfolio	Estimated cost pressure relating to review of mobilising options for Sussex Control Centre.	£0.466m			
	Non delivery of savings from sponsorship opportunities.	£0.050m			
<b>A Strong, Safe &amp; Sustainable Place - Total</b>		<b>£1.447m</b>		<b>(£0.931m)</b>	<b>£0.516m</b>
<b>A Council That Works For The Community</b>					
Corporate Relations	Overspending within Facilities Maintenance.	£0.400m			
	Overspending anticipated on County Catering Service	£0.050m			
Finance & Resources Portfolio	Increase in Littlehampton Harbour precept.	£0.050m	One-off historic rate rebate, collection of backdated rent and an anticipated underspending on 'Dual Use' shared facilities.	(£0.150m)	
<b>A Council That Works For The Community - Total</b>		<b>£0.500m</b>		<b>(£0.150m)</b>	<b>£0.350m</b>
<b>Total Pressure/Mitigation</b>		<b>£10.078m</b>		<b>(£3.268m)</b>	<b>£6.810m</b>
<b>Non-Portfolio Funding Available</b>	Additional Section 31 Business Rates Grant (2017/18 Reconciliation Payment)				<b>(£0.981m)</b>
<b>Projected Overspend</b>					<b>£5.829m</b>

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

<b>Reserves Required To Fund Projected Overspend In Year</b>	<b>Drawdown from Budget Management Reserve</b>	<b>£2.486m</b>
--	--	----------------

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Children and Young People	£95.986m	£98.486m	£2.500m
Education and Skills	£15.044m	£17.127m	£2.083m
<i>Application of ESG Reserve</i>		<i>(£0.539m)</i>	<i>(£0.539m)</i>
<b>Total - Best Start In Life</b>	<b>£111.030m</b>	<b>£115.074m</b>	<b>£4.044m</b>

### Children and Young People

- The Children and Young People portfolio is projecting a £2.5m overspend. This is a significant worsening of the position since July which is mainly due to the temporary closure of some of our in house children's residential homes and the knock-on effects that this has created. As a result, a number of assumptions have been made which will need to be closely reviewed as more certainty around the additional costs are established.
- The Children with Disabilities budget is projecting a £1.8m overspend; an increase of £1.6m since last month and the Children without Disabilities budget is projecting a £0.4m overspend. This is because all children previously permanently placed at Seaside, May House and Cissbury Lodge have needed alternative arrangements to be made for them. Since there is no spare capacity within the remaining County Council run homes, all of these placements will be purchased with external providers and so will come at an increased cost. Some children have already moved to alternative placements and where this is the case, the cost of the new provision is included in the projections. For those children who have not yet moved, estimated costs are included. A decision has been taken to reduce the short breaks offer available within the remaining homes which will have a financial impact in areas such as short respite stays in the independent market and direct payments to families to enable them to make their own respite arrangements. Estimates within the current projection are included, although they are difficult to predict due to their variability and short-term nature. In addition to the extent that the staff employed in the three homes can be redeployed into suitable vacant posts elsewhere, there will be opportunity to mitigate some of the increase in spending.
- The projection reported also includes £0.750m of pressure arising from actions linked to the wider bid for additional social work resources. The largest element of this is £0.5m to enable the continued use of agency staff to support newly qualified social workers whilst their caseload capacity builds to the level of more experienced staff.

### Education and Skills

- Pressure relating to the SEND Home to School Transport service continues to be the main area of concern within the Education and Skills Portfolio. An estimated £2.083m overspend is projected in 2018/19 based on the increased demand and costs experienced since the start of the 2017/18 academic year, however this overspending is in part mitigated by the draw down from reserves of one off Education Services Grant received in 2016/17. This has reduced the Education and Skills overspending projection to £1.544m. Work continues to try to mitigate the overspend.

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Corporate Relations	£0.292m	£0.292m	£0m
Environment	£0.745m	£0.745m	£0m
Highways and Infrastructure	£34.924m	£37.024m	£2.100m
Leader	£1.271m	£1.071m	(£0.200m)
<b>Total - A Prosperous Place</b>	<b>£37.232m</b>	<b>£39.132m</b>	<b>£1.900m</b>

### Highways and Infrastructure

- The main financial pressure relates to the delay in the award of the new highways term maintenance contract. The impact of this is the expected non delivery of the £1.106m saving planned for 2018/19 and potential further costs relating to an interim solution; therefore the total overspend is likely to be in the range of circa £1.5m - £2.5m. The service is investigating whether this can be absorbed from within the current budget and what impact this may have on activity.

**Decision Request:** The Leader has recently taken a decision on the delivery of the Economic Growth Plan. To deliver this action plan, it is proposed to establish an 'Economic Growth Reserve' and through this report the Cabinet Member for Finance and Resources is requested to approve the creation of this reserve by combining the remaining uncommitted earmarked funds in the Strategic Economic Plan reserve £0.557m and the Sustainable Investment Reserve £0.740m. It is proposed that the application of the available reserve to the delivery of the plan is delegated to the Director of Economy, Planning and Place in consultation with the Leader and Cabinet Member for Finance and Resources.

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Adults and Health	£1.050m	£1.050m	£0m
Environment	£62.590m	£63.090m	£0.500m
Safer, Stronger Communities	£37.539m	£38.055m	£0.516m
<i>Application of Waste Reserve</i>		(£0.500m)	(£0.500m)
<b>Total – A Strong, Safe and Sustainable Place</b>	<b>£101.179m</b>	<b>£101.695m</b>	<b>£0.516m</b>

### Environment

- The £1.023m overspend reported in July within the Environment portfolio has been diminished, largely by applying the mitigation plans of drawing down £0.5m from the Waste Volatility Fund reserve and to assume the agreed payment from our Waste Recycling contractor of £0.431m as suggested in previous TPM reports.
- The financial impact of waste disposal and recycling in July reduced by £0.1m against the predicted forecast. This underspend was due to the reduction of green waste tonnage during July as a result of the dry weather.

10. Delays to the activation of the Westhampnett Solar Farm, due to issues with the cable connecting the installation to the Grid, means that the service is now predicting a shortfall in income this financial year of £0.1m. The service continues to explore new opportunities and the programme of rooftop installations continues which may help to mitigate the anticipated shortfall.

### Safer, Stronger Communities

11. Within West Sussex, a decision has been taken 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. In addition, this action will also impact the ability to deliver the £0.111m saving associated with the project.



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

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

### Adults and Health

12. The key cost drivers have remained steady during the month; and across all customer groups, numbers were almost unchanged in net terms. The rate of increase in average weekly costs remains within the levels provided for in the budget, once funding for rising complexity of needs is taken into account. The only area with a slight departure from that position is Physical and Sensory Impairment, where a pattern of increasingly expensive new residential placements has continued. Although these are small in number, the impact on the budget is disproportionate, so, if the trend persists, the risk will grow.

13. Despite a balanced budget being forecast, risks remain and the outturn is dependent on an action plan being finalised to mitigate the underlying £1.0m risk in Learning Disabilities, which was carried forward from 2017/18, as well as continuing increases in benefits linked to Focus on Prevention. As ever there will also be an impact if winter pressures depart from the pattern of a normal year.

14. In the event that any of these risks materialise, one-off sources of funding are available through the Improved Better Care Fund and the Adult Social Care Grant which could be used to bridge any gap. The downside to this is that it would consume resources which otherwise could be used to pump-prime investment in new services, but it means that any overspending would not automatically fall upon the County Council as a whole.

Portfolio	Net Budget (£m)	Outturn Projection (£m)	Outturn Variation (£m)
Corporate Relations	£43.328m	£43.778m	£0.450m
Finance and Resources	£13.153m	£13.053m	(£0.100m)
Leader	£2.748m	£2.748m	£0m
<b>Total – A Council that Works for the Community</b>	<b>£59.229m</b>	<b>£59.579m</b>	<b>£0.350m</b>

### Corporate Relations

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

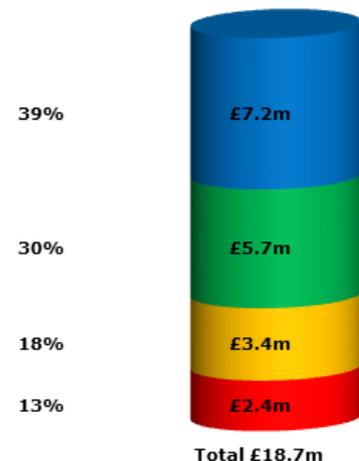
### Outlook for the County Council’s Savings Programme

16. The 2018/19 savings target across the revenue budgets is £18.7m. Of this amount, £12.9m (69%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism. The amount of saving on track has grown by £1.06m (6%) compared to the July TPM report.

17. This leaves £3.4m (18%) judged as amber where further work is required to ensure the saving can be achieved and £2.4m (13%) judged as red with no expectation of delivery; this is largely due to the delay of the Highways contract and the change to the Waste PFI contract.

RAG Status	%	2018/19 £m
Blue (Delivered)	39%	7.182
Green (On Track)	30%	5.641
Amber (At Risk)	18%	3.435
Red (Significant Risk)	13%	2.397
<b>Total</b>	<b>100%</b>	<b>18.655</b>

**2018/19 All Savings  
RAG Status  
(£m)**



### Capital Programme

18. 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 revised spending forecast for 2018/19 totalling £113.0m, with £74.4m on Core Services and £26.6m on income Generating Initiatives. A number of projects have matured this month from pipeline schemes including; Basic Need projects at Felpham Community, Angmering, Rake and Sompting; the re-development of Horsham Business Park and an increase in the installation of rooftop mounted solar PV systems to schools.

## Performance Summary

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

### **BEST START IN LIFE**



### **Key Performance Indicators (KPIs) updates**

**Children and Young people are able to thrive**



### Challenges

20. **Increase Children Looked After achieving educational outcomes in line with their peers nationally (18)** – The results reported are based upon the Progress 8 measure which details the progress that a child has made from Key Stage 2 to 4 in numerical form and is designed to measure the child's progress against that of other children with the same starting point. The Key Stage 4 progress is measured across 8 subjects including Maths and English (double weighted), 3 further qualifications that count in the English Baccalaureate (EBacc) measure and 3 further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications on the DfE approved list. This measure was introduced to encourage schools to offer a broad and balanced academic curriculum and there is very little scope within the measure for a school to offer an alternative curriculum. It is worth noting that the measure does not reflect the journey of a child through the care system and no allowance is made for the impact of school and placement changes during the secondary school period.

21. The data reported shows the progress 8 scores for all children who have been in the care of West Sussex continuously for at least 12 months prior to the exams. There were 37 children in this reporting period, and with such a small and fluid cohort each child makes a significant difference to the overall scores and this can also fluctuate significantly between year groups. Due to the small numbers involved, individualised interventions cannot be reported as this may lead to the identification of young people. The latest results show a drop in performance, KS4 results are -1.46 compared to -0.74 previously, whereas national average has only slightly changed from -1.14 to -1.18. The latest

figures reflect the first changes to the GCSE curriculum and grading in Maths and English which saw an overall drop in attainment in these subjects.

22. 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. Within this context, a peer relates to any other child in West Sussex and not only is this group significantly larger; the children have not experienced the same level of trauma and disruption to their educational experience. 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. Interventions commissioned in the last academic year include personal tuition in core subjects, access to on-line support and mentoring and access to revision classes and materials within their educational settings. All of the children are subject to a number of interventions both in school and out and it is therefore not possible to evaluate the impact of any one intervention. Since January 2018, all West Sussex Children Looked After in years 9 to 11 have access to GCSEpod, an on-line revision package to support their revision and exam preparation as this will allow the students to access exam material and content regardless of their location and in their own time. All of the examination data and intervention strategy of the Virtual School is reviewed at the Corporate Parenting Panel on a regular basis.
23. There are no further updates this month due to schools being closed for the summer holidays. The Children's social care measures have a one month lag and will be reported in the September TPM. Educational performance measures will be published in October.

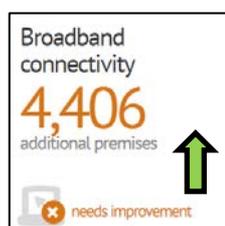


## A PROSPEROUS PLACE



### Key Performance Indicators (KPIs) updates

#### Infrastructure that supports a successful economy



### Challenges

24. **Access to superfast fibre broadband (23)** – The detailed network design, planning and engineering surveys of the project have delivered access to "superfast" fibre broadband to 4,406 premises in West Sussex since this phase began in April 2016. This equates to 62.94% of our target to reach 7,000 premises by December 2018.



## A STRONG, SAFE AND SUSTAINABLE PLACE



**Debbie Kennard**  
Cabinet Member  
for Safer, Stronger  
Communities



**Deborah Urquhart**  
Cabinet Member  
for Environment



### Key Performance Indicators (KPIs) updates

#### Strong communities



#### Challenges

25. **Average time between a child entering care and moving in with their adoptive family (39)** – There was a slight improvement in August with the average time taking 476 days compared to the July average of 477 days. Children with long periods between entering care and adoption orders impacts on these figures and the timescale remains high due to the number of Adoption Orders granted for children who have specific needs (age, complex needs, disability) as well as ongoing challenges within adoptive families.



## INDEPENDENCE FOR LATER LIFE



**Amanda Jupp**  
Cabinet Member for  
Adults and Health



### Key Performance Indicators (KPIs) updates

26. There are no exceptions to report this month.



# A COUNCIL THAT WORKS FOR THE COMMUNITY

**Louise Goldsmith**  
Leader of the  
County Council



**Jeremy Hunt**  
Cabinet Member  
for Finance and  
Resources



**Bob Lanzer**  
Cabinet Member  
for Corporate  
Relations



**Debbie Kennard**  
Cabinet Member  
for Safer, Stronger  
Communities



## Key Performance Indicators (KPIs) updates

### Open and transparent



### Achievements

27. **Freedom of Information requests responded to within time (59)** – After a disappointing drop in the previous month, staff were reminded of the importance of this target and it is now back on track to achieve 90% by year end.

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

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

Appendix 3 – Capital Budget monitor to the end of August 2018

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Revenue Support Grant	-12,122	-12,122	-5,334	0
Precept	-431,981	-431,981	-215,990	0
Council Tax Collection Fund	-3,557	-3,557	-1,655	0
Business Rates	-78,354	-78,354	-36,463	0
Business Rates Collection Fund	-36	-36	-142	0
Section 31 Business Rates Grant	-3,791	-3,791	-1,612	-978
Business Rates Pool	0	-25	-25	0
Adult Social Care Grant	0	-2,065	-860	0
New Homes Bonus Grant	-4,102	-4,102	-2,053	-3
<b>Total Financing</b>	<b>-533,943</b>	<b>-536,033</b>	<b>-264,134</b>	<b>-981</b>
	Approved budget <sup>1</sup>	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
<b>Portfolio Budgets</b>				
Adults and Health	194,773	195,887	82,159	0
Children and Young People	95,843	95,987	41,307	2,500
Corporate Relations	44,423	43,620	17,752	450
Education and Skills	13,717	15,044	5,765	1,544
Environment	63,350	63,335	22,890	0
Finance and Resources	15,604	13,153	7,473	-100
Highways and Infrastructure	34,902	34,924	18,695	2,100
Leader (including Economy)	3,893	4,019	2,137	-200
Safer, Stronger Communities	37,273	37,538	13,669	516
<b>Sub-total</b>	<b>503,778</b>	<b>503,507</b>	<b>211,847</b>	<b>6,810</b>
<b>Non-Portfolio Budgets</b>				
Capital Financing - MRP	9,600	9,669	9,483	0
Capital Financing - Interest	17,800	17,860	7,466	0
Revenue Contribution to Capital Outlay	2,332	812	0	0
Investment Income	-1,903	-1,903	-1,086	0
Business Rates Pool	0	0	371	0
Contingency	3,610	3,643	0	0
Transfers to/(from) Reserves	-1,274	2,445	2,445	0
<b>Sub-total</b>	<b>30,165</b>	<b>32,526</b>	<b>18,679</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>533,943</b>	<b>536,033</b>	<b>230,526</b>	<b>6,810</b>
<b>Total Forecast Variation - overspending</b>				<b>5,829</b>

<sup>1</sup> 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
Current Budget	3,643
Further Commitments:	
Sussex Healthcare	-300
<b>Available Contingency</b>	<b>3,343</b>

Balances and Reserves	Balance at 1 Apr 2018 <sup>1</sup>	Balance at 31 Aug 2018	Projected Balance at 31 Mar 2019	Projected Annual Movement	Comments on Projected Annual Movement
	£000	£000	£000	£000	
<b>Earmarked Reserves:</b>					
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	-7,199	0	
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	-2,065	-2,065	Transfer of 2018/19 grant allocation into reserves
Budget Management Reserve	-30,110	-30,110	-27,624	2,486	Anticipated application of reserve in 2018/19 as budget balancing measure
Business Infrastructure Reserve	-706	-706	-706	0	
Deprivation of Liberty Safeguarding	-1,000	-1,000	0	1,000	Planned application of reserve to A&H portfolio to fund exceptional cost of backlog of applications per 17/18 outturn TPM
Highways Commuted Sums	-3,057	-3,057	-3,057	0	
Highways On-Street Parking	-806	-526	-526	280	
Infrastructure Works Feasibility	-298	-1,948	0	298	Reserve expected to be applied in full subject to approval of bids by Capital Assets Board
Insurance Reserve	-8,049	-8,049	-7,049	1,000	Anticipated drawdown to provide for new claims
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	-1,625	-1,086	718	Includes projected application of £0.5m Education Services Grant as budget balancing measure
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	
Service Transformation Fund	-11,513	-11,513	-6,703	4,810	Planned spend as reported to Transformation Board; balance earmarked for future financial years including Whole Council Design
Adult Social Care Transformation Fund	-1,743	-1,743	-323	1,420	Planned application of reserve to A&H portfolio as reported to Corporate Transformation Board
Statutory Duties Reserve	-2,350	-2,350	-1,570	780	Potential increase in 'Tax Liabilities' provision to meet additional liabilities for payments outside of payroll
Strategic Economic Plan (SEP) Reserve <sup>2</sup>	-1,852	-1,852	-1,852	0	
Street Works Permit Scheme	-836	-836	-871	-35	
Sustainable Investment Fund <sup>2</sup>	-761	-761	-761	0	
Waste Volatility Fund	-500	-500	0	500	Planned application of reserve to address budget pressure arising from increased waste tonnages
Other Earmarked Reserves	-2,711	-2,627	-1,976	735	
<b>Earmarked Reserves (Excluding Schools)</b>	<b>-152,932</b>	<b>-157,903</b>	<b>-138,344</b>	<b>14,588</b>	
DSG Reserve	-5,489	-3,976	-3,700	1,789	Application of funding as per Schools Forum agreement including High Needs Block £0.8m and Area Inclusion and Improvement Boards £0.6m
School Balances	-14,995	-15,256	-15,256	-261	
<b>Total Earmarked Reserves</b>	<b>-173,416</b>	<b>-177,135</b>	<b>-157,300</b>	<b>16,116</b>	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-13,627	-13,627	-957	12,670	Planned application of Basic Need Grant to 2018/19 capital programme
<b>Total Usable Reserves</b>	<b>-207,329</b>	<b>-211,048</b>	<b>-178,543</b>	<b>28,786</b>	

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

<sup>2</sup> Decision included in August TPM to approve the creation of a Economic Growth Reserve by combining £0.557m from the Strategic Economic Plan reserve and £0.740 from the Sustainable Investment Fund reserve

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-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%	83.1%	84.4%	84.0%	83.7%	84.1%	83.7%	83.3%	83.3%	83.4%	83.1%	82.7%	●	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%	83.0%	84.0%	83.8%	84.2%	84.8%	84.4%	84.2%	84.3%	83.0%	84.1%	83.8%	●	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%	93.5%	92.7%	92.7%	92.5%	92.4%	92.3%	96.4%	91.4%	91.0%	90.4%	90.3%	●	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	1,511			1,741			1,939			2,169				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	41.2	40.9	40.6	41.2	40.7	40.1	40.8	40.9	40.6	39.7	39.8		*	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%	0.6%	1.1%	1.1%	0.9%	1.3%	1.7%	2.2%	2.7%	2.2%	1.7%		*	G	
		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%	10.7%	10.8%	10.5%	11.44%	11.94%	12.1%	12.9%	12.4%	12.6%	13.3%	13.4%		*	A	
		11 Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	99.2%	97.7%	96.7%	100%	98.3%	96.7%	98.2%	87.6%	99.3%	97.7%	100%		*	G	
		12 Child Sexual Exploitation - cases managed at medium or low levels of risk	Quarterly	≥80% by 2022	80%	H	75%					85.93%			84.35%			85.0%				G
		13 West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	87%	H	84%	84%			86%			94%			90.4%					G
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%				R	
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	2,658			3,307			3,809			4,406				A	
		24 Additional school places delivered	Half Yearly	Total school places 120,645 by 2022	114,412	H	109,017		126,143													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%	80.5%			80.4%			79.9%			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%	87.3%			82.0%			88.2%	89.0%	87.8%	88.8%		*	A		
		37 Operation Watershed fund allocated to community projects	Quarterly	70 projects supported by 2022	40 cumulative	H	52	21	25			33			52			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			1.6			1.6			Δ				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	461.73	463.6	468.5	483.3	486.0	489.9	476.1	479.0	463.1	462.3	476.9	476			R
		40 Safe and Well visits carried out for those at highest risk	Monthly	19,800 by 2022 cumulative	7,800	H	4,000	1,731	1,981	3,210	3,563	4,129	4,496	4,865	5,202	5,567	5,924		*		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	58.11			59.86			52			61.2					G
		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	460			663			923			264					G
		Sustainable environment	43 Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh	4,333			5,350.5			6,272.3			2,462.3				G
44 Carbon reduction achieved by WSCC in tonnes emitted	Quarterly		50% decrease on baseline by 2022	17,612	L	32,022	7,242			13,999			17,529			5,407					G	

\* 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	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-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%	79%			79%			80%			79%			A		
		50 Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86.9%	86.90%	H	90%	90%			88%			88%				90%			G	
	Older people have opportunities to thrive	52 Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	<2.6	L	5			3.9	3.0	3.2	2.0	2.9	3.6	2.8	2.5		**		G	
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%	A		
		60 Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022	28.6%	H	26%							17.5%			37.5%				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				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%			63%				A
		63 Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022	4,823	H	3,986	3,790	3,986	4,082	4,145	4,269	4,410	4,478	4,516	4,584	4,719	4,866	5,021			G
	Listens and acts upon	64 Residents' issues considered by County Local Committees	Quarterly	20% by 2022	12%	H	11%											21.2%				G
		65 Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%							100%				100%				G
66 The County Council's response to recommendations from customer complaint resolutions		Quarterly	100% by 2022	90%	H	94%				94%			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	3				3			4			4				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%	71.3% (prov) ↑	A		
		6 Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >69.2%	69.2%	H	70.3%	70.4%	69.5%	69.3%	68.5%	70.3% ↑		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% (prov) ↑	A	
		15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 61%	61%	H	55%	Data not comparable - format and scoring is different -				45%	55%	61.3% (prov) ↑	A	
		16a Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 100%	98%	H	96%	96%	95%	95%	96%	96%	96%	96%	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%	79%	75%	75%	A	
	Children and young people are able to thrive	17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 - >0.07	0.03	H	0.03	Data not comparable - format and scoring is different				0.1	0.03	0.03	R	
		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	-1.46	R	
		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	0.75	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%	H	23%					24%	23%	23%	G	
20c Attainment of disadvantaged pupils is in line with their peers KS1	Annually	In line with national average of peers by 2022 KS1 18.5%	21%	H	22.2%					19.4%	22.2%	22.2%	A			
A prosperous place	A place where businesses thrive	21 Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - <b>12.89%</b>	12.38%	H	12.2%	12.4%	11.9%	12.2%	11.9%	*	*	A		
		22 Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - > <b>48.5%</b>	44.65	H	43.3%	2010-15 43.3%		2011-16 46.6% ↑	2012-17 *	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		
		25 Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	11.32km	H	0km	Highways England agreed they should be able to provide an annual figure for km of new cycle route delivered each year, but not routinely reported on at the moment.				5.6km		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 5%	2016-18 3% ↓	2017-19	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 - ≥ <b>£554.10</b>	£554.10	H	£557.20	£540.00	£552.70	£557.20	£554.10 ↓	*	*	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	1.6%	not comparable - 16-18 yo - now measure 16-17 yo				1.6%	1.7% ↑	2.2% (in year)	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 ↑		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%	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, visit and work	32 Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2022	75%	H	n/a	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.						n/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 ↑	*		R
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)	A 3-5 year (rolling average) percentage reduction of 1% in measured NO <sub>2</sub>	1%	H								
	A safe place	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	91	L	103	101	108	101	103 ↑	*		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 ↑	
	46 Household waste sent to landfill		Annual	9% by 2022 (top quartile)	25%	L	49% sent to landfill			38.4%	49%	39% ↓		A
	A place of culture, heritage and beauty	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Oct)	20% increase by 2022	1,942,709	H	1,850,199					1.9m	3.7m ↑	
48 Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB		Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%					100%	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% ↑	*		A
	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 ↓	**	**	*	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.						A
	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.						n/a
	Open and transparent	58 Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	69.5%	H	66%				66%	75% ↑		A

\* One year delay \*\* Two year delay

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

Appendix 3

Portfolio	18/19 Capital Programme (December County Council)	(2)	(3)	(6) Forecast		(7)	(8) Variance
		Slippage/ (Acceleration) from 2017/18	Total Capital Programme	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
		£000	£000	£000	£000	£000	£000
<b>Core Programme</b>							
Adults and Health	739	157	896	91	918	1,107	211
Education and Skills/ Children and Young People	46,352	982	47,334	6,177	20,597	32,498	(14,836)
Environment	4,590	903	5,493	45	955	1,000	(4,493)
Finance and Resources	4,406	120	4,526	618	4,542	5,760	1,234
Highways and Infrastructure	34,625	559	35,184	7,269	25,829	33,798	(1,386)
Leader including Economy	8,773	361	9,134	133	1,928	6,861	(2,273)
Safer, Stronger Communities	4,873	429	5,302	2,023	3,279	5,302	0
<b>Total Core Programme</b>	<b>104,358</b>	<b>3,511</b>	<b>107,869</b>	<b>16,356</b>	<b>58,048</b>	<b>74,404</b>	<b>(33,465)</b>
<b>Income Generating Initiatives</b>							
Environment (Waste Infrastructure & YES)	7,090	2,697	9,787	1,666	5,614	7,987	(1,800)
Finance and Resources (inc Propco)	21,000	48	21,048	231	176	11,907	(9,141)
Highways and Infrastructure (Gigabit)	2,700	0	2,700	524	4,786	5,310	2,610
Leader including Economy (5 Bold Ideas)	833	567	1,400	5	1,415	1,420	20
<b>Total IGI</b>	<b>31,623</b>	<b>3,312</b>	<b>34,935</b>	<b>2,426</b>	<b>11,991</b>	<b>26,624</b>	<b>(8,311)</b>
<b>Total Capital Programme</b>	<b>135,981</b>	<b>6,823</b>	<b>142,804</b>	<b>18,782</b>	<b>70,039</b>	<b>112,950</b>	<b>(29,854)</b>