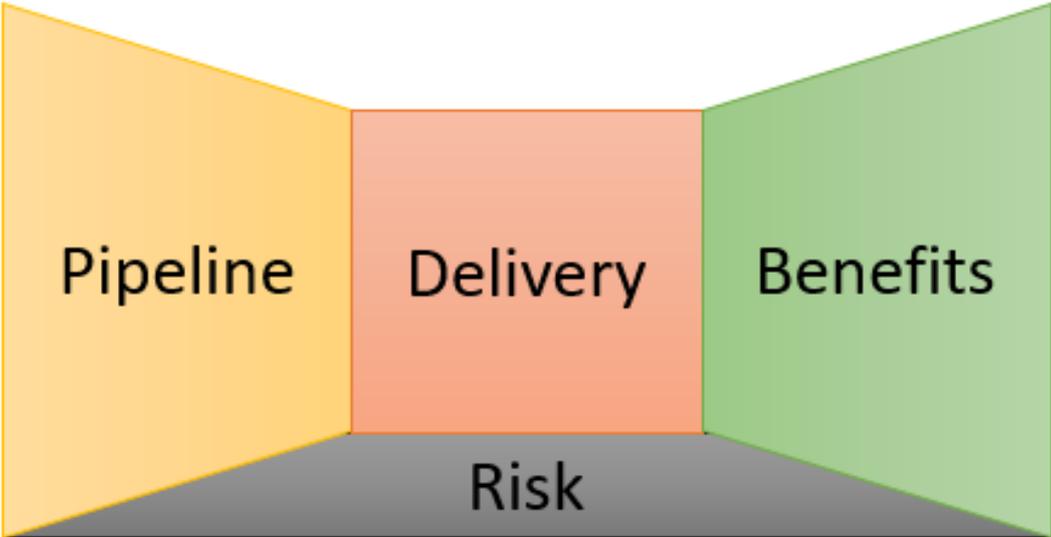


Capital Programme 2020/21 – 2024/25

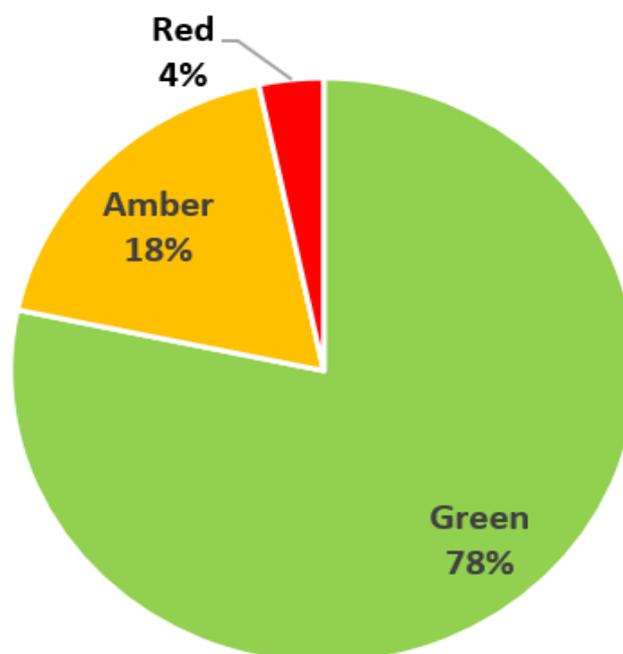
Quarter 1 2020 Performance Report



1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
 - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and process in accordance with approved capital governance. If considered a priority, a preferred option is progressed for delivery stages of design and construction.
- 1.3 The Capital Programme Office (CPO) is currently monitoring the development of 60 programmes and projects in the Pipeline Stage. At the end of June 2020, 2 projects reported red, indicating that significant issues in project development required consideration of the project's deliverability. 11 projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – June 2020



- 1.4 A summary of projects in Pipeline Stages where there are issues or uncertainty is set out in the table below

Pipeline				
Project	Location	Gateway Clearance Planned	Current Profile	Notes
Hobbs Field	Horsham	Nov 2020	Red TBC	Project to be reconsidered as part of wider Adults Residential Strategy
No. 1 and 3 Boundary Close	Worthing	April 2020	Amber Sept 2020	Additional options added to feasibility stage, expected to report in September
Rural Connectivity Programme	Various	March 2020	Amber TBC	Publication of national guidance leading to rethink of programme to ensure strategic alignment
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red TBC	Dependency on school site demolition leading to delay
Bognor Regis Enterprise Centre	Arun	July 2020	Amber Sept 2020	Feasibility options outside of budget, alternative options being considered
Barnham Primary School	Arun	May 2020	Amber Aug 2020	Viability study indicates difficulty with expansion on site, alternative options to meet predicted demand being considered within the locality
SEND Strategy Chichester Schools x2	Chichester	TBC	Amber N/A	Permanent expansion plans on hold pending consideration of further options for provision
		TBC	Amber N/A	
Faygate Leachate Treatment Plant	Horsham	TBC	Amber N/A	Conceptual model to be developed. Options appraisal and decision timetable to be confirmed
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Summer 2020, programme to be developed
Baystone Farm Solar and Battery Storage	Horsham	TBC	Amber TBC	Opportunities for hydroelectric technology and benefits sharing with adjacent sites being considered. Risks relating to grid connection points and utilities being managed

Broadbridge Heath	Horsham	July 2020	Amber TBC	Marketing works progressing but delays in site surveys due to Covid-19 site restrictions requiring programme re-profile
South Road, Haywards Heath	Mid Sussex	TBC	Amber TBC	Project dependent on external funding opportunities

2. 2020/21 Delivery

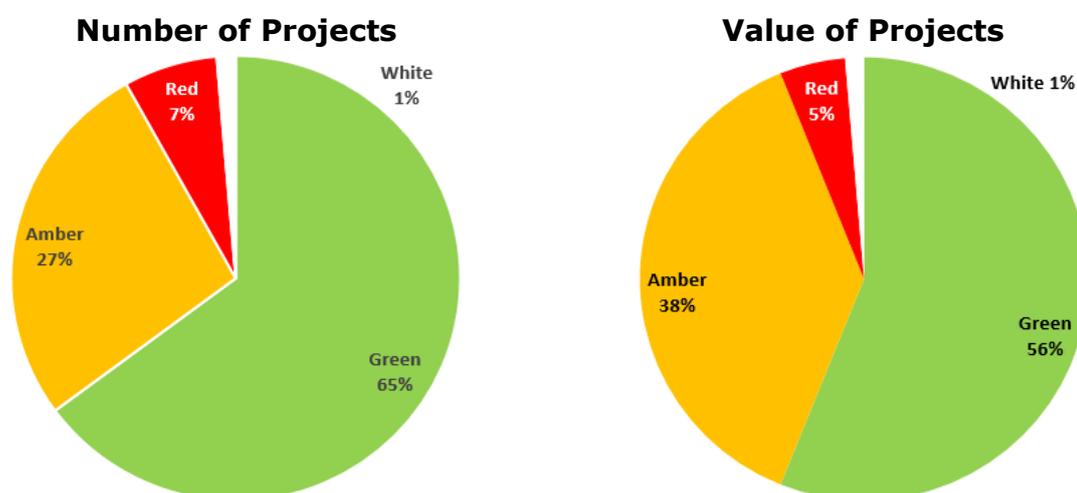
2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.

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

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

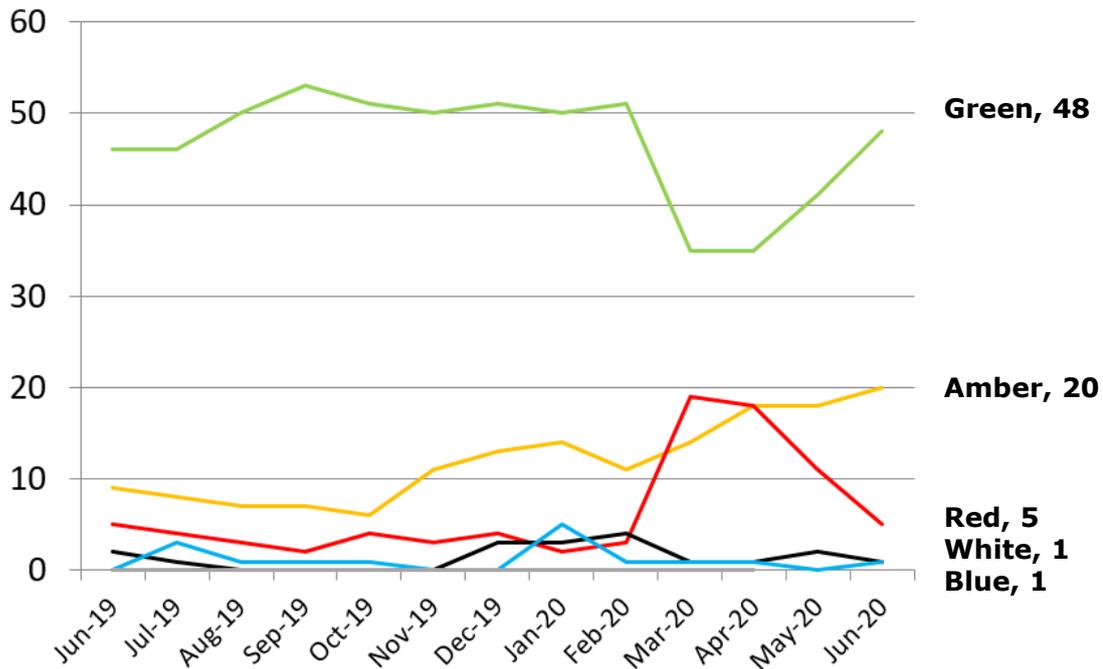
2.3 At the end of June, 48 projects in delivery were rated **GREEN**. 20 were rated at **AMBER**. Five were rated as **RED**. One project did not produce a highlight report and has been reported as **WHITE**.

Projects by RAG status, June 2020



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

13-Month Rolling Monthly Actual Number of Projects in Delivery by RAG status to June 2020



- 2.5 No highlight report was received for Converged Fibre digital infrastructure project, resulting in the project being rated WHITE. The project is funded from Business Rate Pilot funding and reports separately into the West Sussex Chief Executive’s Group.
- 2.6 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of June, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 30 June	Reason	Impact	Updated position at 20/08/2020	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (4)	Asbestos removals causing delays to the programme, to be reviewed	High (time)	Red	Further delays following ecological survey
Nyewood CofE School	Red (4)	Limited works recommenced following Covid-19 site restrictions. Phase 2 works remain to be reprogrammed	High (time)	Amber	Phase 2 works reprogrammed to complete in November
Parklands	Red (26)	Contractor engaged in identifying and	High (time/	Red	Change request for additional budget

		resolving remaining issues. Works to be arranged subject to Covid-19 site restrictions	cost)		subject to Key Decision. Programme for completion of works in place
West Sussex Gigabit	Red (4)	Due to the Covid-19, the number of sites that can be connected have reduced. Works recommencing during July 2020	High (time)	Green	Works recommenced in July, completion anticipated in September 2020 – expected to be green in August report
Horsham Fire Station	Red (4)	Business case to be reviewed	High (cost)	Green	Business Case under review, proposal to be presented for decision

2.7 At the end June, two projects had been completed in 2020/21:

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils

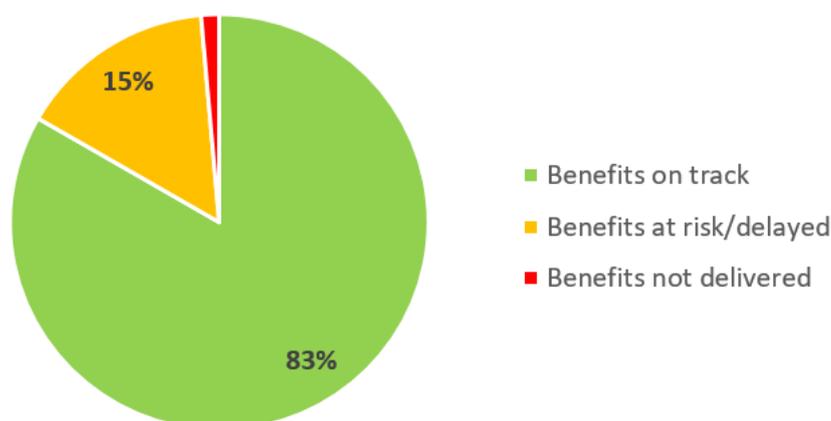
3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 72 benefits to be delivered between now and March 2045.
- 3.4 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
- **RED** – benefits have not been delivered as anticipated
- **GREY** – benefits have been withdrawn from the tracker

3.5 Of the benefits remaining in the tracker at the end of June, 60 were reported to be on track for planned delivery, 11 were reported as delayed or “at risk”, 1 is reported as unmet.

Benefits by RAG status - June 2020



3.6 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
A285 Road Safety	Chichester	AMBER AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Bognor Regis Digital Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	GREEN
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	GREEN
Children Looked After Accommodation	Chichester	AMBER AT RISK	Specification of project unable to deliver stated level of service leading to reduced projected benefit.	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing current PAN 85%, against target of 95% with full realisation planned for September 2022	GREEN
Electric Vehicle Chargers	Various	RED NOT ACHIEVED	Cost of electric vehicles exceeds that of petrol fleet vehicles	RED
Felpham College	Arun	AMBER DELAYED	Delivery of new places delayed	GREEN

Manor Green Primary	Crawley	AMBER DELAYED	Temporary accommodation in place following delay in completion of construction	GREEN
Flintstone Centre Alternative Provision	Arun	AMBER AT RISK	Improved pupil attendance/engagement in formal education	AMBER
		AMBER AT RISK	Revenue savings to be reviewed – expected to be slightly lower than planned	AMBER
The Meads School, East Grinstead	Mid Sussex	AMBER AT RISK	Uptake of new places, pupil admissions data showing PAN 80%, against target of 95% with full realisation planned for September 2022	AMBER

3.7 A summary of the benefits delivered in 2020/21 is set out in the table below:

May		
Project	Location	Benefit
Ifield Community College	Crawley	Take-up of places in bulge class – benefit achieved
Windmills Junior	Mid Sussex	Take-up of places in bulge class – benefit achieved

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 Capital Programme Office is currently managing 14 programme risks and reporting 12 project risks managed by services.