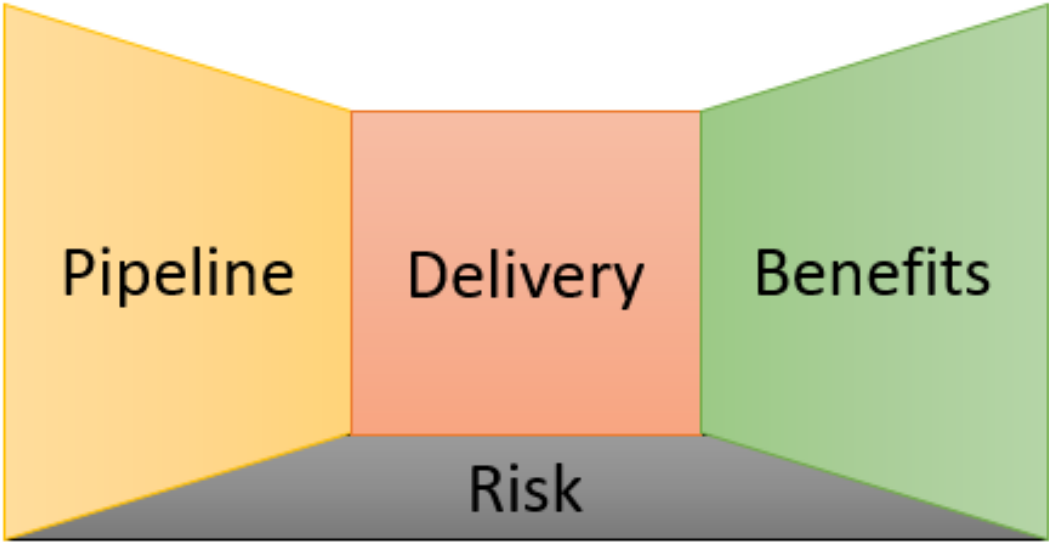


Capital Programme 2020/21 – 2024/25
2020/21 Quarter 3 Performance Report



1. Pipeline

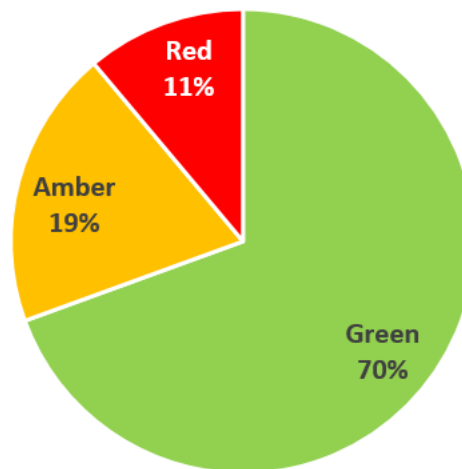
1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:

- 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 processed in accordance with approval 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 36 programmes and projects in the Pipeline Stage. At the end of December 2020, four projects reported red, indicating that significant issues in project development required consideration of the projects' deliverability. seven projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – December 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
Adults Residential Services Phase 1	Various	September 2020	Red – April 2021	Delay bringing forward Strategic Outline Case following Covid-19 disruption

NHS Capital Grants – Boundary Close 1 and 3	Worthing	Nov 20	Red – April 2021	Service review of priority use delayed due to Covid-19 pressures
Children’s Residential Phase 2 – x3 Children’s Care Homes	Various	October 2020	Green - decision now taken	Covid-19 related delays in programme development of feasibility studies. Decision taken 6 January 2021
Burgess Hill Place and Connectivity Programme – Church Walk	Mid Sussex	December 2020	Amber - April 2021	Further design required following public engagement. Decision anticipated April 2021
Burgess Hill Place and Connectivity Programme – Victoria Park	Mid Sussex	December 2020	Amber - April 2021	Further design required following public engagement. Decision anticipated April 2021
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red - TBC	Dependency on delivery-stage demolition of school site, currently paused post-Planning approval
Bognor Regis Enterprise Centre	Arun	July 2020	Red - TBC	Project not viable as proposed due to higher than expected land value and build cost. Options being considered
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing
Electric Vehicle Chargers	Various	Sept 21	Amber TBC	Procurement issues leading to reconsideration of delivery route

1.5 The following projects have been removed from the pipeline of proposed projects:

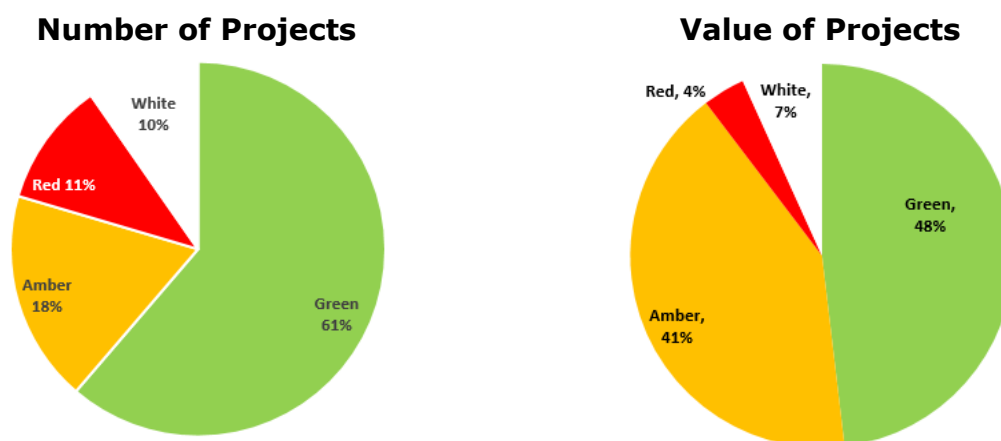
Projects Removed from Pipeline 2021/22		
Project	Location	Notes
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered
SEND Strategy – SSCs - Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered

Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.
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2. 2020/21 Delivery

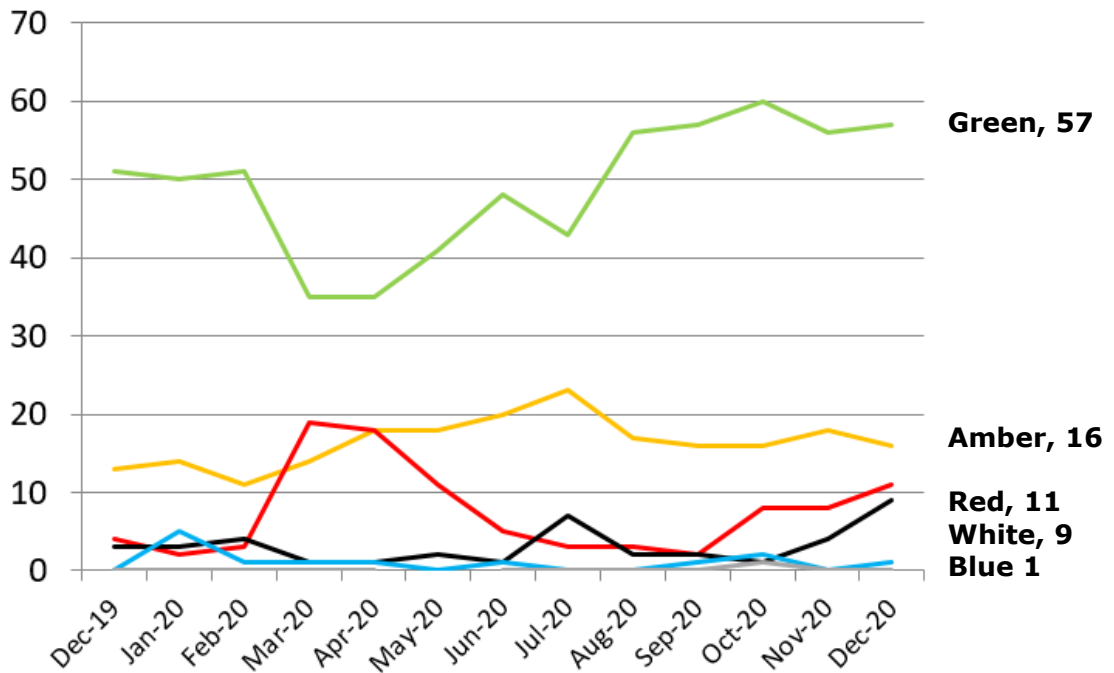
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 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 December, 57 projects in delivery were rated **GREEN**. 16 were rated at **AMBER**. Eleven were rated as **RED**. Nine projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, December 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 December 2020



2.5 No highlight report was received for the following projects:

- No.2 Boundary Close – Adults – construction complete, resolution to grant funding claim expected before project closure, service focused on Covid-19 response
- Felpham Community College – Education – main construction works complete, defects works being addressed, no reason given for lack of highlight report
- S106 Improvement Programme – Education – project recently approved, highlight reports received from January 2021
- S106 Forest School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Slinfold Modular design stage – Education - project recently approved, highlight reports received from January 2021
- S106 Tanbridge School All Weather Pitch design stage – Education - project recently approved, highlight reports received from January 2021
- Accessibility Improvement Programme – Property and Assets – service focused on Covid-19 response
- A259 Bognor Regis to Littlehampton Corridor Improvement – Highways – documentation missed in alignment with new reporting methods

- Haywards Heath South Road (East and West) – Highways – documentation missed in alignment with new reporting methods

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 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	Impact	Updated position at 1 March 2021	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (10)	Delay caused by ecological survey and asbestos findings leading to funding window not being met. Project to be completed to outcome of Planning	High (time)	RED	Planning approved, options for progressing the project being considered
Edward Bryant School – Special Support Centre	Red (3)	Programme to be revised following delay in approvals. Kick-off works progressing.	Low (time)	RED	Revised programme awaited – expected to be no impact on delivery timescale
Felpham Community College Special Support Centre	Red (3)	Programme to be revised following delay in approvals. Works mobilising.	Low (time)	RED	Revised programme awaited – expected to be no impact on delivery timescale
Ifield Community College Special Support Centre	Red (3)	Delivery programme to be set and managed by PFI contractor.	Low (time)	RED	Initial meeting held with PFI provider, awaiting indicative programme
Maidenbower Infants Special Support Centre	Red (3)	Project dependent on decision on future use of the Children and Family Centre.	High (time)	RED	Decision required to enable completion for September 2021
Parklands	Red (32)	Further defects discovered following acoustic testing.	High (quality)	RED	

		Scope and impact to be assessed			
QEII Silver Jubilee School	Red (3)	Design process delayed due to information missing from surveys and access issues	Med (time)	AMBER	Completion anticipated November 2021. Expansion accommodates existing pupils on roll, therefore no impact on places for September 2021
S106 Lindfield Primary School	Red (1)	Occupation required from September 2021, delivery requires fast-track programme and budget increase to mitigate risk	High (time)	RED	Change Request to add contingency funding to mitigate risk pending decision in March
Whitehouse Farm West of Chichester Primary School	Red (1)	Delay due to revised design requirement following planning	Low (time)	GREEN	Revised planning application to be submitted by the developer
Carbon Reduction	Red (2)	Parkside Combined Heat and Power unit remains non-operational	Med (quality)	RED	Proposal to align with boiler replacement works subject to confirmation
Worthing Community Hub	Red (1)	Delay and additional cost due to required ventilation works	Med (time/cost)	GREEN	Additional budget and timeline approved

2.7 At the end of December, three projects had been completed in 2020/21:

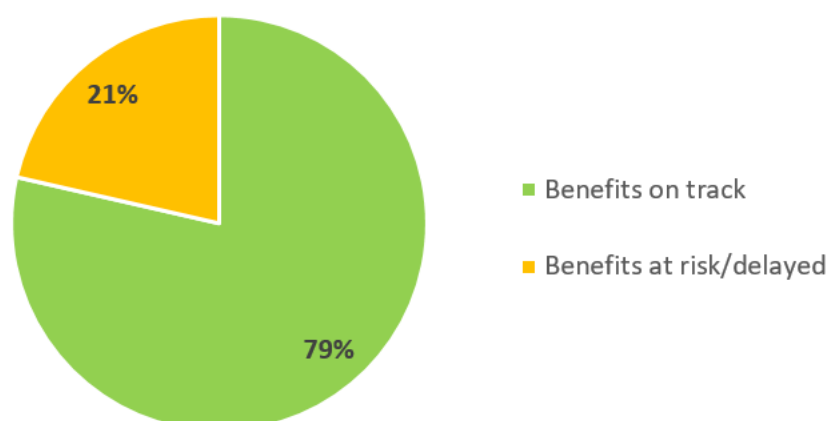
April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils
September		

Project	Location	Description
Ifield Community College	Crawley	Provision of additional equipment to enable additional places to be taken up to cover a one-year bulge class
December		
Project	Location	Description
Manor Green SEND Strategy	Crawley	Extension to provide 36 additional SEND primary places

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 71 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 December, 55 were reported to be on track for planned delivery, 15 were reported as delayed or "at risk".

Benefits by RAG status – December 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 Creative Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	BLUE (delivered)
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	BLUE (delivered)
NHS Capital Grants No.2 BC	Worthing	AMBER AT RISK	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, 2020/21 pupil admissions data showing reduced PAN against 2019/20. Full realisation planned for September 2022	GREEN (96.6%)
Felpham College	Arun	AMBER DELAYED	Confirmation of new places delivered required	GREEN
Forest School	Horsham	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022	AMBER

Flintstone Centre Alternative Provision	Arun	AMBER AT RISK	Improved pupil attendance/engagement in formal education	AMBER
		AMBER	Revenue savings likely to be slightly less than planned	AMBER
Gigabit	Various	AMBER AT RISK	Revenue savings to be reviewed – expected to be slightly lower than planned	AMBER
Schools Solar PV (full benefits due to mature 2044)	Various	AMBER AT RISK	Currently 81% of Planned renewable energy target realised	AMBER
			Currently 51% of planned revenue income realised	AMBER
			Currently 70% of schools savings realised	AMBER
Shelley Primary School	Horsham	AMBER	Construction delay due to Covid-19 resulting in delay in delivery	GREEN
The Meads School, East Grinstead	Mid Sussex	AMBER AT RISK	Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022	GREEN (96.4%)

3.7 A summary of the benefits closed 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
September		
Children Looked After	Chichester	Revenue savings target from internal provision for Children Looked After – benefit achieved
Electric Vehicles	Various	Cost of electric vehicles exceeds that of petrol fleet vehicles – benefit not 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.