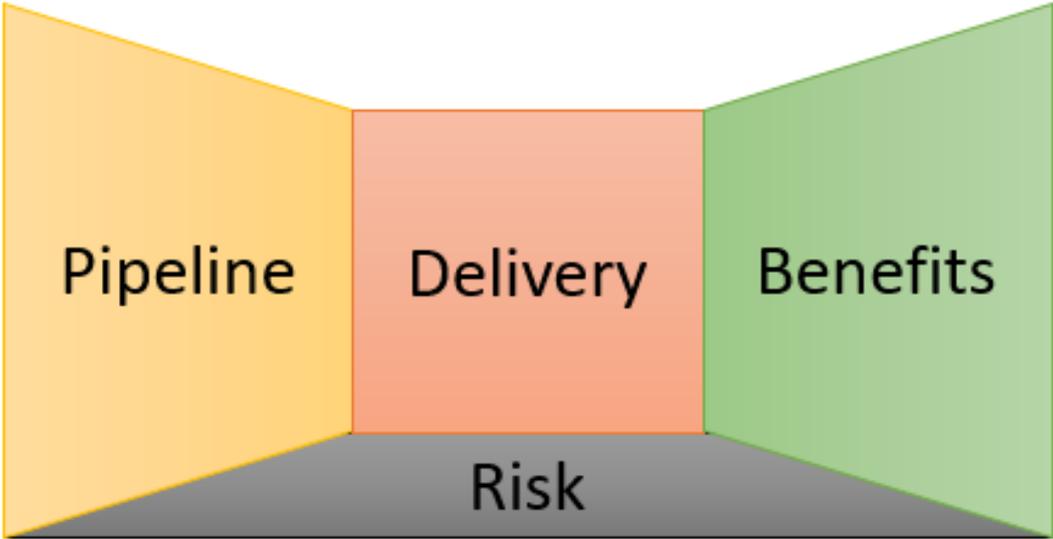


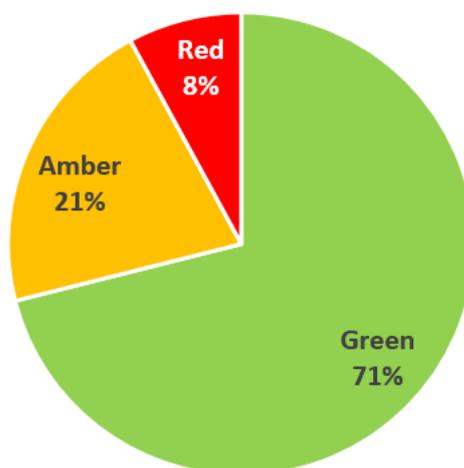
Capital Programme 2020/21 – 2024/25
2020/21 Quarter 4 Performance Report



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 38 programmes and projects in the Pipeline Stage. At the end of March 2021, three projects reported red, indicating that significant issues in project development required consideration of the projects' deliverability. Eight projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development. One project was removed from the pipeline as it was expected to be funded entirely from developer contributions.

Pipeline by RAG Status – March 2021



- 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 (14 June)	Notes
Adults Residential Services Phase 1	Various	September 2020	Amber – Sept 2021	Delay bringing forward Strategic Outline Case

				following Covid-19 disruption
NHS Capital Grants – Boundary Close 1 and 3	Worthing	Nov 20	Amber – Aug 2021	Service review of priority use delayed due to Covid-19 pressures
Burgess Hill Place and Connectivity Programme – Church Walk	Mid Sussex	December 2020	Amber – October 2021	Preliminary design complete. Further stakeholder workshops planned over the Summer to prioritise schemes for detailed design.
Burgess Hill Place and Connectivity Programme – Victoria Park	Mid Sussex	December 2020	Amber – October 2021	
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red – TBC	Demolition of school site subject to Key Decision in June 2021. Wider site plans subject to confirmation of southern gateway proposals
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
Baystone Farm	Horsham	April 2021	Amber – July 2021	Ground conditions may be too wet for gas scheme. Further site studies to be undertaken. Solar project to progress to design with scope to accommodate potential future gas scheme
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing
Watery Lane Battery Storage	Chichester	September 2021	Red – TBC	Land adjacent to A27 considered not available for development. Alternative site at St Josephs able to be utilised within existing project parameters. Programme to be determined
Records Office	Chichester	January 2021	Amber – June 2021	Delay in bringing forward options. Corporate capital requirement likely
Fire and Rescue Estate Improvement Programme	Various	February 2021	Amber – Sept 2021	Delay in bringing forward priority options.

- 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.
Electric Vehicle Chargers	Various	Project to be funded and delivered by external partner

2. 2020/21 Delivery

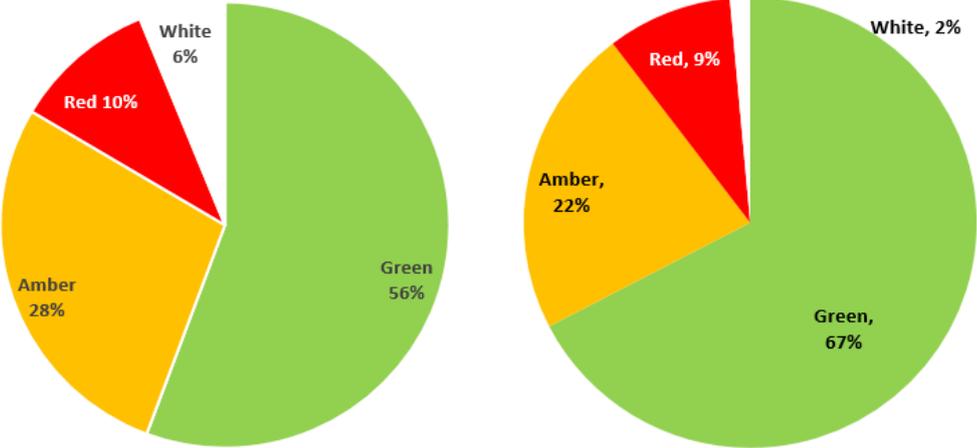
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 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 March, 55 projects in delivery were rated **GREEN**. 26 were rated at **AMBER**. 10 were rated as **RED**. Six projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, March 2021

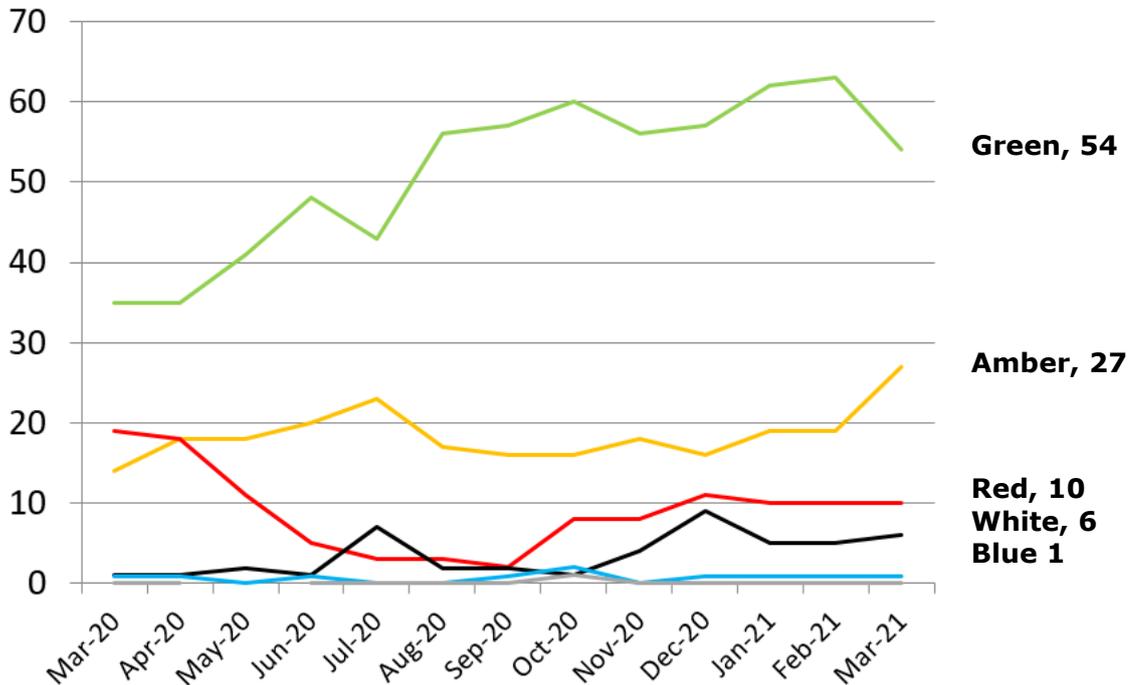
Number of Projects

Value of Projects

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 March 2021



2.5 No highlight report was received for the following projects:

Portfolio	Project	Period unreported
Adults and Health	In-House Day Centres Part A Construction Stage	1 month
	No.2 Boundary Close	4 months
Education and Skills	Forest School Co-Education	3 months
	Midhurst Rother College	1 month
	Sompting Village Primary	2 months
	The Weald School All Weather Pitch	1 month

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 January, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 March	Reason	Impact	Updated position at 14 June	
				Updated RAG	Latest Update

Demolition of Vacant Buildings – CHSB	RED (13)	Delay due to ecology and archaeology surveys leading to withdrawal of external funding window. Alternative funding source to be considered to address demolition to address safety concerns, enabling options for future use to be developed	High (time)	GREEN	Funding approved from Capital Improvements Programme
Ifield Community College Special Support Centre	RED (6)	Cost and delivery programme subject to confirmation from PFI contractor	Low (time)	AMBER	Agreement on programme in principle, subject to confirmation
Oak Grove College	RED (3)	Construction budget added by Key Decision. Programme remains subject to confirmation, anticipated completion before the September 2021	High (time)	RED	Planning remains subject to confirmation – project proceeding at risk. Completion planned for August 2021, tight programme
Parklands	RED (35)	Further defects discovered following acoustic testing. Scope and impact to be assessed.	High (time/quality)	RED	Ongoing defect management
QEII Silver Jubilee School	RED (2)	Tender process extended by two weeks after feedback from contractors. Delay expected to be mitigated within construction period.	High (cost)	AMBER	Officer Key Decision pending. Enhanced risk profile for completion by November 2021
S106 Lindfield Primary School	RED (4)	Permanent option being proposed following concern regarding temporary structure impact on outside space. Increased cost offset by potential future	High (time/cost)	GREEN	Change in scope approved, permanent build on track according to new delivery programme

		reprovision to meet SEND requirement in the area. Delivery for September 2022 enabled by temporary use of ICT suite during construction			
S106 Slinfold Modulars	RED (2)	Cost estimate included as part of feasibility study exceed available S106 funds - options to be considered	Medium (cost)	RED	Value engineering to be undertaken during project design stage
S106 St Andrews CE High School Co-Ed Design Stage	RED (1)	Owing to a substantial change in brief/direction this project is now being carried out directly by the Diocese and is no longer a WSCC project. A completion report will be provided when all costs are in	Low (time)	GREEN	Project to be completed by the Diocese with WSCC funding contribution
Waste Fairbridge Site – Japanese Knotweed	RED (1)	Delay due to legal queries, insurance & guarantees. Elongated programme may only allow for two sprays, rather than the planned three.	High (time)	AMBER	Contract tendered, risk of further intrusion being managed on-site
Horsham Fire Station and Training Centre	RED (1)	Cost estimate beyond existing budget at completion of technical design stage. Options to be considered	High (time/cost)	AMBER	Detailed design report delivered end of May. Consideration being given to options

2.7 Seven projects were 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
January		
Project	Location	Description
Bognor Regis Creative Hub	Arun	Creative digital hub at Bognor Railway Station to support economic outcomes
February		
Project	Location	Description
Felpham Community College	Arun	Basic Need increase by 2 Forms of Entry (300 places by year 5)
March		
Project	Location	Description
Shelley Primary School	Horsham	4-class Basic Need increase of school capacity to 2.5 Forms of Entry

3. 2020/21 Benefits

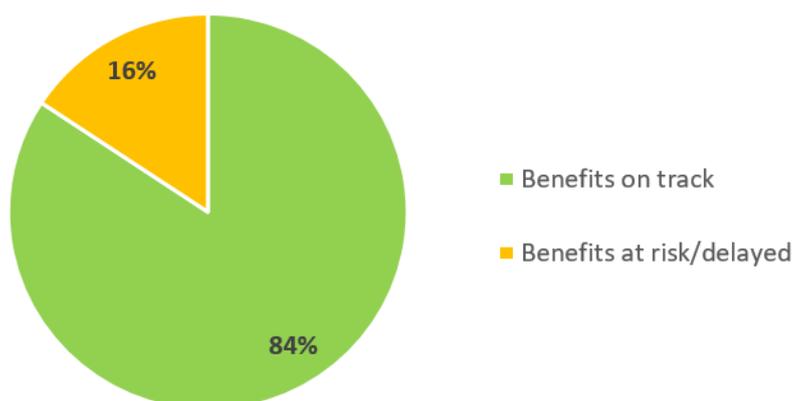
- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond 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 77 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 March, 67 were reported to be on track for planned delivery, 10 were reported as delayed or “at risk”.

Benefits by RAG status – March 2021



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 – first data expected October 2021	AMBER
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
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
Sompting Village Primary School	Adur	AMBER	Completion delayed	GREEN

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
January		
Bognor Regis Creative Hub	Arun	350m ² additional employment space created
		Availability of ultrafast digital capacity for Hub users
February		
Felpham Community College	Arun	Provision of 2 Forms of Entry (300 additional places)
March		
Shelley Primary School	Arun	Additional 40 places to meet Basic Need bulge class requirement

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 A review of the Capital Programme Risk Register has led to a recasting of several risks at more appropriate programme level and a focus on strategic

portfolio risk management. The Capital Programme Office is currently reporting against eight portfolio risks.