

# **WEST SUSSEX COUNTY COUNCIL**

## **BUDGET PACK 2017/18**

The 2017/18 budget was considered and approved at the meeting of Full Council on 17 February 2017. The budget pack which was despatched to County Council was subject to some late amendments as a result of the provision by district and borough councils of revised funding information relating to the collection of Business Rates. These amendments were summarised in a separate paper which County Council approved at its 17 February 2017 meeting. These amendments are consolidated into this version of the budget pack, which therefore represents the final budget as approved by County Council.

**TABLE 1**

**SUMMARY OF REVENUE BUDGET AND PRECEPT 2017/18**

Total Net Expenditure 2016/17 <sup>1</sup>		SERVICE	Total Net Expenditure 2017/18	
Amount	Amount per Council Taxpayer (Band D equivalent)		Amount	Amount per Council Taxpayer (Band D equivalent)
£000	£		£000	£
179,879	568.39	Adult Social Care and Health	188,042	583.17
88,286	278.97	Children - Start of Life	94,973	294.54
3,930	12.42	Community Wellbeing	1,807	5.60
44,468	140.51	Corporate Relations	44,422	137.77
16,803	53.09	Education and Skills	13,141	40.75
18,538	58.58	Finance	18,443	57.20
41,216	130.24	Highways and Transport	37,919	117.60
2,296	7.25	Leader	3,703	11.48
98,718	311.93	Residents' Services	94,731	293.79
<b>494,134</b>	<b>1,561.38</b>	<b>SERVICE TOTALS</b>	<b>497,181</b>	<b>1,541.90</b>
16,891	53.37	Capital Financing - Repayment of Borrowing	8,736	27.09
18,664	58.97	Capital Financing - Interest on Borrowing	18,664	57.88
13,308	42.05	Revenue Contribution to Capital Outlay	3,454	10.71
-1,864	-5.89	Investment Income	-1,603	-4.97
3,204	10.12	General Contingency	3,204	9.94
0	0.00	Off-Payroll Reform	350	1.09
0	0.00	Employer National Insurance Contributions	150	0.47
3,354	10.60	LGPS Lump Sum Pension Contribution	3,354	10.40
60	0.19	Council Tax Hardship Fund	0	0.00
-12,798	-40.44	Transfers to/from (-) Earmarked Reserves	-3,182	-9.87
<b>40,819</b>	<b>128.97</b>	<b>NON-SERVICE TOTALS</b>	<b>33,127</b>	<b>102.74</b>
<b>534,953</b>	<b>1,690.35</b>	<b>NET EXPENDITURE</b>	<b>530,308</b>	<b>1,644.64</b>
-125,614	-396.92	Settlement Funding Assessment	-101,708	-315.42
-1,949	-6.16	Business Rates Local Growth	-1,953	-6.06
-1,949	-6.16	Business Rate Cap Grant (Section 31)	-2,324	-7.21
-7,438	-23.50	Education Services Grant	-2,189	-6.79
-6,174	-19.51	Transition Grant	-6,254	-19.39
-521	-1.64	Local Services Support Grant	0	0.00
-5,357	-16.93	New Homes Bonus Grant	-5,017	-15.56
0	0.00	Adult Social Care Grant	-3,318	-10.29
0	0.00	School Improvement Monitoring and Brokering Grant	-428	-1.33
-3,860	-12.19	Council Tax Collection Fund Surplus (-) / Deficit	-3,373	-10.46
175	0.55	Business Rates Collection Fund Surplus (-) / Deficit	1,117	3.46
<b>382,266</b>	<b>1,207.89</b>	<b>PRECEPT</b>	<b>404,861</b>	<b>1,255.59</b>
	<b>3.95%</b>	Increase in Council Tax Band D on Previous Year		<b>3.95%</b>
<b>316,473.80</b>		Council Tax Band D Equivalents	<b>322,446.70</b>	

<sup>1</sup> The 2016/17 comparators have been restated from the 2016/17 Budget Book to reflect the budget amendment agreed by County Council in April 2016 relating to the application of the Transition Grant and to reflect the amalgamation of LGPS employer contributions into portfolio budgets.

**TABLE 2**

**ANALYSIS OF CHANGES**

PORTFOLIO	Budget 2016/17	Effective Change in Spending <sup>1</sup>					Change in Central Government Funding Arrangements	Transfers between Portfolios	Overall Change in Spending <i>col 6+7+8</i>	Budget 2017/18 <i>col 1 + col 9</i>
		Pay and Prices	Committed & Service Changes	Balancing the Budget (Table 3)		Total <i>col 2 + 3 + 4 + 5</i>				
				Savings planned	Savings already agreed					
	column 1	column 2	column 3	column 4	column 5	column 6	column 7	column 8	column 9	column 10
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care and Health	179,879	1,556	10,357	-2,733	-1,118	8,062		101	8,163	188,042
Children - Start of Life	88,286	780	8,738	-1,402	-750	7,366		-679	6,687	94,973
Community Wellbeing	3,930	47	-2,250	-225	-500	-2,928		805	-2,123	1,807
Corporate Relations	44,468	544	2,443	-1,098	-366	1,523		-1,569	-46	44,422
Education and Skills	16,803	165	-3,384			-3,219	-373	-70	-3,662	13,141
Finance	18,538	58	-383		-411	-736	-148	789	-95	18,443
Highways and Transport	41,216	589	-2,405	-988	-371	-3,175		-122	-3,297	37,919
Leader	2,296	9	281	-116		174		1,233	1,407	3,703
Residents' Services	98,718	1,886	1,103	-424	-6,124	-3,559		-428	-3,987	94,731
<b>SERVICE TOTALS</b>	<b>494,134</b>	<b>5,634</b>	<b>14,500</b>	<b>-6,986</b>	<b>-9,640</b>	<b>3,508</b>	<b>-521</b>	<b>60</b>	<b>3,047</b>	<b>497,181</b>
Capital Financing - Repayment of Borrowing	16,891		-8,000		-155	-8,155			-8,155	8,736
Capital Financing - Interest on Borrowing	18,664					0			0	18,664
Revenue Contribution to Capital Outlay	13,308		-9,854			-9,854			-9,854	3,454
Investment Income	-1,864		261			261			261	-1,603
General Contingency	3,204					0			0	3,204
Off-Payroll Reform	0		350			350			350	350
Employer National Insurance Contributions	0		150			150			150	150
LGPS Lump Sum Pension Contribution	3,354					0			0	3,354
Council Tax Hardship Fund	60					0		-60	-60	0
Transfers to/from (-) Earmarked Reserves	-12,798		9,616			9,616			9,616	-3,182
<b>NON-SERVICE TOTALS</b>	<b>40,819</b>	<b>0</b>	<b>-7,477</b>	<b>0</b>	<b>-155</b>	<b>-7,632</b>	<b>0</b>	<b>-60</b>	<b>-7,692</b>	<b>33,127</b>
<b>NET EXPENDITURE</b>	<b>534,953</b>	<b>5,634</b>	<b>7,023</b>	<b>-6,986</b>	<b>-9,795</b>	<b>-4,124</b>	<b>-521</b>	<b>0</b>	<b>-4,645</b>	<b>530,308</b>

<sup>1</sup> The effective change in spending is shown in greater detail in each portfolio section. This represents changes that will either be borne directly by the council taxpayer or via general financing grants from central government.

**TABLE 3  
BALANCING THE BUDGET**

Scheme	2017/18 £000	2018/19 £000	Total £000	Description
<b>TABLE 3A - SAVINGS PLANNED</b>				
<b>Adult Social Care and Health</b>				
Review options for directly provided services	0	500	500	The rise in the number of people with personal budgets is leading to people being able to make choices about how they receive the care and support they need. As a consequence people are able to choose from a wide range of day care provision. The Council will undertake a service redesign (working with service users) to maximise the range of opportunities available to people at an affordable price and based on best practice. The Council will also evaluate the use of older people's resource centres to ensure they are meeting service user needs in line with best value.
Housing support - limit to core service	1,800	0	1,800	This is an on-going programme to deliver more targeted and efficient services. HASC has been engaged and informed about this programme over the last year. The County Council manages a 'legacy' budget associated with the previous 'Supporting People' programme. In 16/17 a number of services delivered through this former funding stream reached an end so it was timely to review operational arrangements and deliver greater efficiencies in the way in which the funding is used. District and Borough Councils and the voluntary sector are engaged in reviewing existing provision. It is important to avoid making savings in services which simply shunt costs into other areas, for example by reducing preventive services which help people live independently at the expense of increasing admissions to more expensive residential placements. Savings will be achieved through the following service redesigns:  <ol style="list-style-type: none"> <li>1. Move away from a 'one size' fits all service in sheltered housing schemes and target resources at those in greatest need. This will promote and sustain independent living for those who do not have support needs.</li> <li>2. Work closely with District and Borough Councils and develop locality based advice services with a preventative focus. This means the services will be better able to respond to local needs and remove on-costs from some large County wide contracts that are due to expire.</li> <li>3. Streamline commissioning of more specialist services to achieve better value for money.</li> </ol>
Other contract efficiencies	15	0	15	For largely historical reasons, the County Council has multiple contracts with providers for activities such as advocacy support and employment services. In the main this is because separate contracts have been let in different specialist areas. A change in approach to commission what are fundamentally the same services in a consistent manner through, e.g. greater pooling of resources, should enable efficiencies to be made as and when existing contracts reach their end.
Learning Disabilities	268	0	268	These savings relate to more effective commissioning of support packages for people with learning disabilities. This will be achieved by seeking to have a consistent price paid for services of a similar nature and by combining packages within the provider base so that better value for money is achieved. (NB The learning disability service is managed as a pooled budget and therefore the savings quoted relate to the County Council's share of the budget (81%.))
Enhanced OT and reablement	400	0	400	Around 200 people receive a package of care that involves more than one care assistant. Using new techniques and improved technology supported by training/risk assessment a number of these packages could be delivered by one care worker. The determination as to whether a person receives a service from one care worker or two care workers will be based on a professional assessment of need that puts the customer at the centre, to ensure both their safety and that their care needs are met.
Life pathways for disabilities (joint saving with Children - Start of Life)	250	1,000	1,250	This proposal is to bring together the funding and management across both children and adults disability services in order to commission an improved pathway that manages the transition from children to adults services. This will include management of WSCC run residential, day-care, fostering, shared lives etc. but not care management. The approach will support planning from pre-school age through until an individual is settled into adult services.  The approach is likely to involve a specialist planning service in-reaching from children's services into adults' services. Part of this should arise from restructuring of services, but the more significant savings potential is in the medium to longer term through maximising independence of individuals (preparing young people for work, travelling more independently etc.) Savings potential over the next 4 years is estimated at £5.5m across children and adults services, of which savings of £0.250m are anticipated within adults services in 2017/18.
Focus on Prevention - cross cutting	0	2,000	2,000	It is intended that the savings will be secured by maximising opportunities to prevent and delay the complex care and support needs of West Sussex residents. This will be achieved through a range of schemes including: preventing falls and fractures - increased support to carers; increased redirection of adult social care referrals to occupational therapy, making better use of assistive technology and community equipment.
<b>Sub-Total</b>	<b>2,733</b>	<b>3,500</b>	<b>6,233</b>	
<b>Children - Start of Life</b>				
Placement cost reduction for Children Looked After	0	285	285	Costs in spot purchase arrangements for accommodation have been reduced in line with the budget forecast. This will be monitored very closely with controls mechanisms now in place. The saving of £285k in 2018/19 will be delivered through the increased use of in-house foster carers. The aim is for additional carers will recruited, trained and supported using Transformation Funding.

**TABLE 3  
BALANCING THE BUDGET**

Scheme	2017/18 £000	2018/19 £000	Total £000	Description
Life pathways for disabilities (joint saving with Adults)	250	1,000	1,250	This proposal is to bring together the funding and management across both children and adults disability services in order to commission an improved pathway that manages the transition from children to adults services. This will include management of WSCC run residential, day-care, fostering, shared lives etc. but not care management. Opportunities are expected around commissioning arrangements. The approach will support planning from pre-school age through until an individual is settled into adult services.  The approach is likely to involve a specialist planning service in-reaching from children's services into adults' services. Part of this should arise from restructuring of services, but the more significant savings potential is in the medium to longer term through maximising independence of individuals (preparing young people for work, travelling more independently etc.) Savings potential over the next 4 years is estimated at £5.5m across children and adults services, of which savings of £0.250m are anticipated within children's services in 2017/18.
Supervised contact	0	100	100	The Council currently spend approximately £0.7m supporting supervised contact between parents and looked after children. The current system currently relies on externally purchased services and therefore is not cost effective. It is felt that an in-house solution will be financially more cost effective and provide an improved level of service to the families that we serve.
Placements	0	900	900	The Council's draft Medium Term Financial Strategy now includes provision to reflect both current and future pressures arising due to the growth and complexity in CLA numbers. This rebased budget now provides the opportunity to plan the delivery of high quality services to meet future demand in the most cost effective way. This will be achieved through a number of initiatives and approaches currently being developed including: developing one Earliest Help and Prevention Offer; reviewing our internal residential estate and developing a market strategy for commissioning of placements; targeted transformation investment to further develop in-house Fostering Services; developing partnerships to address specific high risk areas and a number of other such service initiatives.
Trading Income	50	0	50	Generate trading income in relation to added value Educational Psychology and Other Support services.
Integrated Prevention and Earliest Help Service	1,102	750	1,852	Children's Services are establishing an Integrated Prevention and Earliest Help 0-25 Service (IP&EH) which will involve the redesign of the existing services in Early Childhood, Early Help and Think Family and the Young People's Service. The IP&EH Service will also incorporate the integrated delivery of the Healthy Child Programme (HCP), which is currently being recommissioned via a strategic partner. As part of the proposed new service, initiatives to drive out duplication, rationalise management structures, commission more effectively, reduce bureaucracy and simplify processes will deliver savings.
<b>Sub-Total</b>	<b>1,402</b>	<b>3,035</b>	<b>4,437</b>	
<b>Community Wellbeing</b>				
Weight management contract	225	0	225	The County Council's weight management contract with its specialist provider expires in March 2017. This will not be reproced. A new strategic approach to healthy lifestyles is being developed to support health gain for the whole population and in respect of some specific communities where there are health inequalities.
<b>Sub-Total</b>	<b>225</b>	<b>0</b>	<b>225</b>	
<b>Corporate Relations</b>				
Legal Services - external legal costs management	0	100	100	To put in place new controls in relation to the Council's corporate spend on external legal costs in order to achieve greater value for money and constraint on spend.
SSO contract support restructure	30	0	30	Following the implementation of a more structured forecast / demand/ control system (VEGAS) a review of the roles of both Service Assurance Management (SAM) and embedded Intelligent Client (IC) will be undertaken. Along with a previously declared saving it is anticipated a further 1 fte will be achieved.
Legal Services - shared service/ABS with SCC and ESCC	0	150	150	To combine the legal services function with a new entity (Orbis Public Law) for joint operation with ESCC, B&HCC and SCC in an arrangement that should provide medium and longer term savings on staffing and operational costs and in external legal costs but should also provide significantly greater opportunities for income generation. There may be a potential to provide services to public and charitable organisations on a commercial basis. As the project is still in a transition phase there is no certainty to the timing for delivering these aims but service integration and joint working plans are well advanced so as to drive these benefits for realising savings and increasing income for all partners.
WODDS Structure	0	200	200	Further adjustments to WODDS structure arising from: -Directorate change plans -Potential for income generation from Insight and Intelligence -IT strategy
Cost Based Reduction Programme	1,000	0	1,000	Opportunities to drive out savings through a Cost Based Reduction programme. The programme will review contracts and spend patterns outside of contract arrangements. This will allow opportunities for driving greater value out of spending.
Catering Contract Rebate	40	0	40	Saving from a contract rebate achieved in relation to Free School Meals/Universal Infant Free School Meals.
Council Car Parks	20	20	40	Review of charges for out of hours use of council staff car parks.
Customer Experience	8	0	8	As part of a Council-wide commitment to review areas of potential savings this proposal forms part of the programme to transform the customer experience by focusing on a dedicated function to enhance the customer experience.

**TABLE 3  
BALANCING THE BUDGET**

Scheme	2017/18 £000	2018/19 £000	Total £000	Description
Scheduling system for Social Workers undertaking assessments and customer visits	0	300	300	The proposed systems will use post code date, travel updates, staff availability and customer requirements to schedule the most appropriate social working using pre-set configurable parameters such as location, skill set, availability etc. to assign visits (assessments, initial meetings etc) rather than this be undertaken manually / individually. This will increase productivity of social work assessments. Estimated savings are based on circa 8,000 annual assessments and at least 1 social work visit per year, with each visit taking circa 2 hours (including travel time).
Scheduling system for Domiciliary Care workers/providers	0	200	200	The proposed systems will use post code date, travel updates, staff availability and customer requirements to schedule the most appropriate domiciliary care worker using pre-set configurable parameters such as location, skill set, availability etc. to assign visits rather than this be undertaken manually/individually. This will increase productivity of domiciliary care resources. Based on circa 900,000 visits per year provided by 25-30 providers across WSCC the potential savings to the contractors could be in the region of £0.900m of which it is estimated that £0.200m will be achieved in 2017/18.
Work Flow Measurement - Implement 'VEGAS' into selected WSCC functional areas	0	500	500	Implementation of the Capita VEGAS System to deliver operational efficiencies in areas not transferred to Capita. Capita are currently implementing this system in the majority of their area's of responsibilities. A logical extension to this work would be to carry this work into WSCC areas. Capita are expecting circa 20% efficiency savings and as such this should also be available in the area not transferred over to them. The actual savings will be dependent on the scope and breadth of the implementation but are estimated to be approximately £0.500m in 2018/19.
<b>Sub-Total</b>	<b>1,098</b>	<b>1,470</b>	<b>2,568</b>	
<b>Education and Skills</b>				
School Transport Review	0	94	94	Undertake a full review of school transport costs.
<b>Sub-Total</b>	<b>0</b>	<b>94</b>	<b>94</b>	
<b>Highways and Transport</b>				
Reprioritise Highways Structures maintenance	125	0	125	Reprioritising the number of repairs to highways structures maintenance - e.g. brickwork repairs to structures, concrete repairs, painting based on funding available.
Reprioritise investment in Intelligent Transport System	25	0	25	Reprioritising funding available to maintain existing Intelligent Transport Systems, e.g. RTPI displays, Vehicle Activated Signs, traffic monitoring.
Highway contract efficiencies	80	0	80	These savings have been delivered through negotiation on the Highways Maintenance Contract.
Highway operations service level review	0	1,106	1,106	Review of frontline highway operations to identify efficiencies in service levels, following a benchmarking exercise with other authorities to compare service levels and consideration of minimum statutory requirements. Working with contractor and sub contractors to deliver a joined up service on amended service levels.
Strategic Planning - Service Redesign	50	26	76	Cessation of some and a 'do minimum' approach to other, non-statutory services including: enabling self-serve by other services; withdrawing from some activities such as behavioural change; ceasing provision of non-statutory advice; and stopping involvement in non-essential/priority work. Reduced expend on specialist external support (following completion of technical work on the Minerals Local Plan).
Strategic Planning - Income Generation	33	0	33	Programme of income generation including recovering full cost for some environment and heritage work and other work partially undertaken on behalf of District & Boroughs, and additional income from highway agreements with developers.
Transport Review - Fleet Maintenance	10	0	10	Full year effect saving from revised fleet maintenance arrangements.
English National Concessionary Travel Scheme - Demand Reduction	400	0	400	Reduction to the base budget in line with falling demand.
Review of Highways Income Generation	265	10	275	Review of income generated from highways related fees and charges.
Advertising options/sponsorship	0	50	50	Provide opportunities for advertising on the highway and for sponsorship of highway activities.
<b>Sub-Total</b>	<b>988</b>	<b>1,192</b>	<b>2,180</b>	
<b>Leader</b>				
Policy and Communications' restructure	116	0	116	A reorganisation of staff within the Policy and Comms Team.
<b>Sub-Total</b>	<b>116</b>	<b>0</b>	<b>116</b>	
<b>Residents' Services</b>				
Communities & Public Protection structural arrangements	311	0	311	Further integration of the Fire and Rescue Service in to West Sussex County Council. Realignment of back office services in support of the new operating model across C&PP. Note – the share of management savings (saving number 54 senior management post) is to be included as part of this realignment.
Reduce media fund for physical and digital stock	25	25	50	Reduction to the number of titles purchased. The impact will be mitigated through careful evidence based central buying making full use of the CBC (Central Buying Consortium) contract.

**TABLE 3  
BALANCING THE BUDGET**

Scheme	2017/18 £000	2018/19 £000	Total £000	Description
Additional Waste Savings (Waste Management Restructure)	0	50	50	An increase in total savings of £0.050m to the original £1.8m already planned within the Viridor contract, customer facing services and team roles and responsibilities.
Income generation programme at the Registration Service	38	0	38	Programme of income generation includes increasing the number of venues available to deliver more ceremonies and introducing charges for discretionary/new services offered.
Allow Materials Recycling Facility (MRF) to accept 3rd party recylant	50	0	50	The MRF at Ford recycles the waste collected by West Sussex Districts and Boroughs and generates a revenue stream. The facility currently has surplus capacity and this proposal would allow Viridor seek a more medium term source of acceptable waste to put through the MRF from another LA. The planning conditions have been relaxed slightly to enable the facility to accept other LA recylant for processing for which WSCC will receive income.
<b>Sub-Total</b>	<b>424</b>	<b>75</b>	<b>499</b>	

<b>Total Savings Planned</b>	<b>6,986</b>	<b>9,366</b>	<b>16,352</b>
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**TABLE 3B - SAVINGS ALREADY AGREED**

<b>Adult Social Care and Health</b>				
Parity in Disability-related expenditure	1,100	225	1,325	Customers who are eligible to receive funded social care are required by statute to pay a means-tested contribution towards the cost of that provision. For people with non-residential packages, the financial assessment permits them an allowance of up to £25 per week for spending that is categorised as disability-related expenditure (DRE). At the end of the 2015/16 financial year around 2,500 service users were receiving this allowance. The arrangement is not equitable in that it could be relatively generous for those with relatively low levels of needs, while those with very high levels of disability received a capped amount. Therefore changes have been made that allow a fairer allocation of funding as follows:  1. All new customers would be assessed and provision made for a disregard based upon a professional judgement being made that there are additional costs for that individual e.g. laundry, clothing.  2. All existing customers would continue to have their current disregard until such time as their case is reviewed (which should be annually). A professional judgement can then be made about a fair level of disregard.
<b>Sub-Total</b>	<b>1,100</b>	<b>225</b>	<b>1,325</b>	
<b>Children - Start of Life</b>				
Healthy Child Programme procurement	750	700	1,450	The procurement of the Healthy Child Programme (saving no 31) will deliver additional savings which will allow the Public Health Grant to become the funding source for part of the Integrated Prevention and Earliest Help service rather than the County Council. This was reprocured with an output specification that will deliver savings in both 2017/18 and 2018/19.
<b>Sub-Total</b>	<b>750</b>	<b>700</b>	<b>1,450</b>	
<b>Community Wellbeing</b>				
Healthy Child Programme Reprocument	500	230	730	A new contract for delivery of the Healthy Child Programme will begin on 1st April 2017. This was reprocured with an output specification that was designed to deliver savings of £0.73m by 2018/19.
<b>Sub-Total</b>	<b>500</b>	<b>230</b>	<b>730</b>	
<b>Corporate Relations</b>				
Boundary Review	15	0	15	The Local Government Boundary Commission undertook a boundary review of the County Council in 2015/16. The outcome was a recommendation that there should be a Council of 70 members, which is one fewer than at present. That proposal is now confirmed and will be effective from the May 2017 election. Allowing for the impact on member allowances and associated costs such as travel, this will generate savings of around £0.015m.
Democratic Services	334	50	384	The Cabinet member for Corporate Relations took a decision in July 2016 (CR02 (16/17)) in light of recommendations made by a Task and Finish Group. This secured the savings which are planned in 2017/18 and 2018/19. These will arise from a mix of changes, including changes to County Local Committees, reductions in Community Initiative Funding, the removal of two staff posts, plus savings in various non-staffing budgets.
<b>Sub-Total</b>	<b>349</b>	<b>50</b>	<b>399</b>	
<b>Finance</b>				
Finance savings	219	180	399	Savings of £0.399m are built into the restructuring of Corporate/Service Finance.
Senior Management Saving due to reduction in post	186		186	Deletion of the position of Executive Director of Corporate Resources & Services.
<b>Sub-Total</b>	<b>405</b>	<b>180</b>	<b>585</b>	
<b>Highways and Transport</b>				
Transport Review - 3in1 Scheme	365	37	402	Cessation of the 3in1 card scheme, decision as agreed.
<b>Sub-Total</b>	<b>365</b>	<b>37</b>	<b>402</b>	

**TABLE 3  
BALANCING THE BUDGET**

Scheme	2017/18 £000	2018/19 £000	Total £000	Description
<b>Residents' Services</b>				
Realignment of charging and other activities in waste	500	0	500	The review of potential savings areas in waste resulted in several themes (1.) Reduction in services (frequency and availability) (2.) Restructuring of staff. (3.) Introduction of charging to some services. These were implemented on 1 October 2016.
Reprocure Waste	5,600	0	5,600	Due to the unavoidable delays in RDF procurement it is no longer possible for these savings to be achieved in the same way as originally planned. A new approach to delivering the savings has emerged from negotiations with the current service provider and options for additional procurements.  These negotiations will be concluded imminently and will deliver immediate revenue savings. These procurements will commence as the next phase and will include varying timescales for delivery.
<b>Sub-Total</b>	<b>6,100</b>	<b>0</b>	<b>6,100</b>	
<b>Non Portfolio</b>				
Shaw capital financing savings	155	0	155	Reduction in borrowing costs relating to the building works undertaken as part of the Shaw care homes contract as debt decreases over time. This is a continuation of the saving that has been included in recent budgets.
<b>Sub-Total</b>	<b>155</b>	<b>0</b>	<b>155</b>	
<b>Cross Portfolio</b>				
Senior Management Saving due to reduction in post	71	0	71	Savings to be split equally between Executive Directors.
<b>Sub-Total</b>	<b>71</b>	<b>0</b>	<b>71</b>	

<b>Total Savings Already Agreed</b>	<b>9,795</b>	<b>1,422</b>	<b>11,217</b>
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Summary (Combined Tables 3a & 3b)	2017/18 £000	2018/19 £000	Total £000
Adult Social Care and Health*	3,851	3,725	7,576
Children - Start of Life	2,152	3,735	5,887
Community Wellbeing	725	230	955
Corporate Relations*	1,464	1,520	2,984
Education and Skills	0	94	94
Finance*	411	180	591
Highways and Transport*	1,359	1,229	2,588
Leader	116	0	116
Residents' Services*	6,548	75	6,623
Non Portfolio	155	0	155
<b>Total</b>	<b>16,781</b>	<b>10,788</b>	<b>27,569</b>

\* includes allocation of cross portfolio management saving

**TABLE 3C - PUBLIC HEALTH GRANT REDUCTIONS**

Loss of Public Health Grant	3,131	900	4,031	In 2017/18 there is a reduction in the Public Health Grant (£0.9m) and the loss of the non-recurrent one off Transitional Grant Funding (£2.25m). In order to achieve these savings the Health, Wellbeing and Workplace Health programmes are being embedded into more mainstream services. This will achieve improvements in efficiency and greater effectiveness by delivering interventions in a more integrated one-stop way as part of mainstream work by professionals who are already known to the people. Contract developments for Children, Young People and Families relate to developments in self-sampling to earlier identify those with specific sexual health related infections (including HIV). Evidence from other areas indicates savings locally because the service will see a reduction in face to face appointments.  The Public Health service will lose government grant of around £0.9m in 2018/19. The Council has taken a position that if there is loss of grant income that any loss must be contained in the service area to which the moneys have previously been available. The PH service has enjoyed some transitional relief during 2016/17 but has been planning to reconfigure the public health offer. The service has a £5.5m budget which is currently spent on a historic pattern of support to community organisations and healthy lifestyles work. Adult Social Care also funds into these areas. A strategic review, focussed on reducing health inequalities will therefore be undertaken with the aim of providing a more consistent service offer which targets those with the worst health outcomes.
<b>Sub-Total</b>	<b>3,131</b>	<b>900</b>	<b>4,031</b>	



**TABLE 4**  
**GRANTS TOWARDS SPECIFIC SERVICES**

Portfolio and Grant	2016/17 Budget	2017/18 Budget	Change from 2016/17 Budget	
<b>Specific Government Grant <sup>1</sup></b>	£000	£000	£000	%
<b>Adult Social Care and Health</b>				
Independent Living Fund	4,477	4,588	111	2.5
Local Reform and Community Voices	107	107	0	0.0
Social Care in Prison	0	70	70	N/A
Syrian Vulnerable Persons Resettlement Scheme	0	155	155	N/A
	<b>4,584</b>	<b>4,920</b>	<b>336</b>	<b>7.3</b>
<b>Children - Start of Life</b>				
Dedicated Schools Grant	93,828	109,560	15,732	16.8
16-19 Sixth Form Grant	2,436	2,584	148	6.1
Public Health Grant - D&A	251	0	-251	-100.0
Child Asylum Seekers	655	1,731	1,076	164.3
Adoption Support Fund	0	830	830	N/A
Asylum - Leaving Care	275	225	-50	-18.2
Think Family Grant	2,033	2,033	0	0.0
Social Worker Intake Team Grant	304	250	-54	-17.8
Staying Put Grant	75	225	150	200.0
SEN Reforms New Burdens Grant	422	532	110	26.1
Youth Justice Good Practice Grant	634	554	-80	-12.6
	<b>100,913</b>	<b>118,524</b>	<b>17,431</b>	<b>17.3</b>
<b>Community Wellbeing</b>				
Public Health Grant	35,488	34,858	-630	-1.8
Local Reform Community Voices	338	343	5	1.5
	<b>35,826</b>	<b>35,201</b>	<b>-625</b>	<b>-1.7</b>
<b>Education and Skills</b>				
Dedicated Schools Grant	439,930	446,160	6,230	1.4
16-19 Sixth Form Grant	12,063	12,061	-2	0.0
Pupil Premium Grant	14,837	14,837	0	0.0
Crawley Schools PFI Grant	4,532	4,532	0	0.0
Extended Rights to Free Travel	0	373	373	N/A
Golden Hellos	100	100	0	0.0
Higher Education Funding Council for England	120	120	0	0.0
PE & Sports	1,844	1,844	0	0.0
Summer Schools	63	0	-63	-100.0
Universal Free School Meals	7,900	7,900	0	0.0
Skills Funding Agency	2,870	2,870	0	0.0
Schools Direct Funding	103	103	0	0.0
Moderation and Phonics Key Stage 2	60	62	2	3.3
	<b>484,422</b>	<b>490,962</b>	<b>6,540</b>	<b>1.4</b>
<b>Finance</b>				
Inshore Fisheries and Conservation Support	0	148	148	N/A
	<b>0</b>	<b>148</b>	<b>148</b>	<b>N/A</b>
<b>Highways and Transport</b>				
Street Lighting PFI	6,069	6,069	0	0.0
Bus Service Operators Grant	436	436	0	0.0
Lead Local Flood Authority Grant	0	58	58	N/A
	<b>6,505</b>	<b>6,563</b>	<b>0</b>	<b>0.0</b>
<b>Leader</b>				
Local Enterprise Partnership Core Funding Grant	502	502	0	0.0
	<b>502</b>	<b>502</b>	<b>0</b>	<b>0.0</b>
<b>Residents' Services</b>				
Waste PFI	2,124	2,124	0	0.0
Fire Revenue Grant	776	776	0	0.0
	<b>2,900</b>	<b>2,900</b>	<b>0</b>	<b>0.0</b>
<b>TOTAL SPECIFIC GOVERNMENT GRANTS</b>	<b>635,652</b>	<b>659,720</b>	<b>23,830</b>	<b>3.7</b>

<sup>1</sup> Where final grant confirmations are outstanding, provisional 2017/18 allocations have been budgeted

**TABLE 4**  
**GRANTS TOWARDS SPECIFIC SERVICES**

Memo: Local Services Support Grant	2016/17 Budget	2017/18 Budget	Change from 2016/17 Budget	
	£000	£000	£000	%
Extended Rights to Free Travel	373	0	-373	-100.0
Inshore Fisheries Conservation	148	0	-148	-100.0
<b>TOTAL LOCAL SERVICES SUPPORT GRANT <sup>2</sup></b>	<b>521</b>	<b>0</b>	<b>-521</b>	<b>-100.0</b>

<sup>2</sup> Local Services Support Grant discontinued in 2017/18 - individual grants have been allocated to services

Memo: Other Non-Service and Financing Grants	2016/17 Budget	2017/18 Budget	Change from 2016/17 Budget	
	£000	£000	£000	%
Settlement Funding Assessment	125,614	101,708	-23,906	-19.0
Business Rate Local Growth	1,949	1,953	4	0.2
Business Rate Cap Grant (Section 31)	1,949	2,324	375	19.2
Education Services Grant	7,438	2,189	-5,249	-70.6
Transition Grant	6,174	6,254	80	1.3
New Homes Bonus Grant	5,357	5,017	-340	-6.3
Adult Social Care Grant	0	3,318	3,318	N/A
School Improvement Monitoring and Brokering Grant	0	428	428	N/A
<b>TOTAL OTHER NON-SERVICE AND FINANCING GRANTS</b>	<b>148,481</b>	<b>123,191</b>	<b>-25,290</b>	<b>-17.0</b>

**TABLE 5**

**RESERVES**

Reserve	Balance at 1 April 2016 £000	Projected balance at 31 March 2017 £000	Projected balance at 31 March 2018 £000	Description
Adult Social Care and Health Demand Pressures	-2,688	-1,688	-668	A £3m reserve was created through the 2015/16 budget setting process. This is intended to support the Adult Social Care and Health portfolio in managing its demand pressures, particularly through a focus on prevention.
Adult Social Care Grant	0	0	-3,318	A one-off Adult Social Care grant was announced as part of the 2017/18 settlement. The funding is worth £241m nationally and £3.3m to West Sussex. The grant is being held in reserves pending confirmation of the grant conditions by Government, at which point spending plans will be developed.
Audit Improvements	-39	0	0	Initially financed by savings arising from reduced external audit fees, this reserve provided investment to improve the accounts preparation process and mitigate the risk of additional costs arising from increased audit work.
Budget Management	-12,604	-18,931	-26,704	Held to guard against uncertainty and volatility over future Local Government finance settlements, business rate income and localisation of Council Tax benefits, as well as guarding against the risk of non delivery of savings.
Business Infrastructure	-3,608	-2,875	-1,204	Used to fund internal infrastructure and to pump-prime local economic developments, and to have flexibility to respond to initiatives in line with importance to support the local economy under the new Government funding arrangements. £0.365m has been applied in 2017/18 towards balancing the budget.
Capital Expenditure	-12,337	0	0	Established to finance expenditure within the capital programme as part of the capital financing strategy. The balance on the reserve at 1 April 2016 is expected to be applied to finance the 2016/17 capital programme.
Capital Infrastructure	-12,000	-11,000	-10,000	Held to support capital plans over the longer term, such as the A27 scheme, thus avoiding the need to borrow and incurring the associated long term capital financing costs.
Care and Clinical Governance Team	-300	0	0	Supports the provision of a multi disciplinary care and governance team, intended to proactively quality assure the residential care and nursing market across West Sussex.
Care, Wellbeing and Education Risk	0	-1,934	50	Created as part of the 2016/17 budget setting process, this reserve held Care Act funding rolled into the Revenue Support Grant notionally attached to Direct Payment Agreements (DPAs). Decisions regarding future application of these funds are to be taken through the Transformation Board, and so the balance on the reserve is to be transferred into the Service Transformation Fund.
Care Act	-3,000	0	0	The County Council set aside reserve funding of £3m as part of the 2015/16 budget to mitigate its most pessimistic assessment of risk following the changes introduced by the Care Act. In the event it has not been necessary to draw on that cash, while the level of risk has also fallen because of Government's decision to delay implementation of the cap on care costs from April 2016 until April 2020. Consequently the resources have been redirected into the Service Transformation Reserve.
Community Initiative Funding	-47	-47	-47	Monies carried forward from 2015/16 in respect of the Community Initiative Funding which is allocated via the network of County Local Communities in support of community projects.
Contract Settlement	-977	-893	-893	Provides for potential claims arising from the settlement of contractual arrangements.
Debtor Contingency	-433	-433	-433	To supplement the debtor write-off provision, which is held for specific debts where write-off is considered probable. The reserve is intended to mitigate the impact on service budgets where further write-offs are identified as part of the on-going review of debt.

**TABLE 5****RESERVES**

Reserve	Balance at 1 April 2016 £000	Projected balance at 31 March 2017 £000	Projected balance at 31 March 2018 £000	Description
Early Intervention	-10,523	-8,160	0	Reserve to support the Council's programme of Early Intervention, including ensuring the Troubled Families Initiative is fully funded. Base budget provision is being made as part of the 2017/18 budget setting process, releasing the balance on the reserve as part of the Council's Medium Term Financial Strategy to balance the budget.
Elections	-400	-600	0	To hold annual contributions built into the base revenue budget, used to finance administrative costs in an election year.
Highways and Education Buildings	-442	-186	-22	Held to cover any outstanding shortfall within the Education Basic Need programme as a result of the DfE grant shortfall, along with providing improvements on the highway.
Highways Commuted Sums	0	0	-394	Holds a balance of contributions received from developers in respect of future infrastructure maintenance costs.
Infrastructure Fund	-952	-817	-347	Used to support new projects, many of which delivered in conjunction with district and borough councils, to support the local economy. £0.470m has been applied in 2017/18 towards balancing the budget.
Insurance	-7,552	-5,552	-5,552	Held in respect of the Authority's self-funding insurance scheme, to provide for the risk of unknown future claims. The value of the reserve is subject to regular review by independent insurance advisers to assess its validity in consideration of historical and market trends.
Interest Smoothing Account	-3,480	-193	-193	Held to meet temporary shortfalls arising from fluctuations in interest rates, such as a reduction in investment returns or increased costs of borrowing, in line with the prudence principle in the financial strategy over matters over which the Council has little control.
Key Stage 2/4 Attainment	-58	0	0	Funding for the Education London contract to improve Key Stage 2 & 4 attainment in West Sussex schools.
On Street Parking	-69	-69	-69	Represents the surplus of charges over enforcement and associated costs, and is used to finance future on street parking projects.
Operation Watershed	-165	-100	-100	Held to meet the cost of the works identified in the Flood Report, and other drainage and highways works relating to extreme weather conditions. This will include drainage and emergency works following extreme flooding.
Crawley Schools Private Finance Initiative (PFI)	-6,756	-5,159	-5,159	The PFI reserves hold the surplus of government credits and other sources of finance over unitary charge payments and other expenditure in the early years of the respective contracts, to meet future expenditure over the life of the PFI arrangements. This equalises the costs to the taxpayer of building and maintaining the facilities over the duration of the contracts. This is underpinned by detailed financial models to ensure that the schemes remain solvent throughout their durations.
PFI Street Lighting	-17,861	-18,350	-19,099	
PFI Waste	-12,420	-12,442	-12,414	
Records Office Stabilisation	-100	0	0	Carry forward of 2015/16 underspending, to be applied in 2016/17 in support of the cataloguing and processing of files as part of the on-going Records Management Stabilisation project.
Records Office WWI	-49	-24	-24	Held to support the World War I centenary and related projects.
Schools Sickness and Maternity Insurance Scheme	-2,014	-2,014	-2,014	Holds the accumulated surplus on the Sickness and Maternity Insurance Scheme operated by the Authority for its maintained schools.

## TABLE 5

### RESERVES

Reserve	Balance at 1 April 2016 £000	Projected balance at 31 March 2017 £000	Projected balance at 31 March 2018 £000	Description
Service Transformation	-13,031	-10,775	-12,759	The Service Transformation reserve is held to meet the costs of major organisational transformation. It is used to fund short-term costs in order to deliver on-going savings, and as a source of investment to finance improvements to services so that they become more efficient and provide better outcomes.
Strategic Economic Plan	-3,182	-2,109	-1,649	Held to support the progression of the economic priorities within the Coast to Capital Local Enterprise Partnership.
Sustainable Investment Fund	-850	-830	-776	This reserve was created from funding for Be The Business and the Social Enterprise Fund, with the aim to encourage match funding to enhance the opportunity to support West Sussex businesses.
Strategic Planning Major Projects	-100	0	0	Holds fees received from developers in relation to large scale Highways projects, which subsequently fund site inspections and associated works until completion.
Tangmere Solar Farm	-623	-623	-300	A contribution towards the development of a solar farm at Tangmere Airfield site as part of Your Energy Sussex energy programme. £0.323m has been applied in 2017/18 towards balancing the budget.
Tax Liabilities	-142	-142	-142	Established to finance any tax liabilities arising from HMRC audits, which can be backdated by up to four years.
Unapplied Revenue Grants	-520	-125	-125	The Unapplied Revenue Grant reserve represents the unspent balance on revenue grants which are received for specific purposes but where there are no outstanding conditions on the grant which could require its repayment. The grant has therefore been recognised in full in accordance with accounting standards, but the unapplied balance is held in a reserve to fund future expenditure plans relevant to the purpose of the grant.
Waste Management MRMC	-33,168	-29,547	-28,081	An investment fund to meet the 25-year Materials Resource Management Contract (MRMC) with Biffa Waste Services Ltd for the treatment and disposal of waste, including the development of appropriate facilities.
Waste Recyclates	-319	0	0	Holds surplus income from the sale of recyclable materials by Waste Collection Authorities.
<b>TOTAL EARMARKED RESERVES (NON SCHOOLS)</b>	<b>-162,809</b>	<b>-135,618</b>	<b>-132,436</b>	
Dedicated Schools Grant (DSG)	-6,416	-2,014	-2,014	DSG is ring-fenced and can only be applied to finance expenditure on schools. This includes individual school budgets and an element of central expenditure on educational services provided on an authority-wide basis.
School Balances	-18,991	-18,453	-18,453	The School Balances reserve holds net underspending on locally managed budgets.
<b>TOTAL EARMARKED RESERVES (SCHOOLS &amp; NON SCHOOLS)</b>	<b>-188,216</b>	<b>-156,085</b>	<b>-152,903</b>	
General Fund	-18,335	-18,335	-18,335	The general fund balance is not earmarked for a specific purpose, but is an appropriate source of financing for one-off costs, and acts a buffer against the significant financial pressures affecting public sector organisations. The balance is approximately 3.5% of net revenue expenditure.
Capital Grants Unapplied Account	-1,146	-625	-625	Holds the unspent balance on capital grants which are received for specific purposes where there are no outstanding conditions on the grant which could require its repayment.
<b>TOTAL USABLE RESERVES</b>	<b>-207,697</b>	<b>-175,045</b>	<b>-171,863</b>	

**TABLE 6A**  
**CAPITAL PROGRAMME 2017/18 - 2021/22**

<b>IN FLIGHT CAPITAL PROGRAMME (Expenditure)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Adult Social Care and Health	0	0	0	0	0	0
Community Wellbeing	0	0	0	0	0	0
Education and Skills / Children - Start of Life	57,473	4,375	0	0	0	61,848
Finance	651	127	0	0	0	778
Highways and Transport	14,382	15,418	4,772	0	0	34,572
Leader	1,268	0	0	0	0	1,268
Residents' Services	5,833	1,420	20	0	0	7,273
<b>TOTAL PROGRAMME</b>	<b>79,607</b>	<b>21,340</b>	<b>4,792</b>	<b>0</b>	<b>0</b>	<b>105,739</b>

<b>PROPOSED CAPITAL PROGRAMME (Expenditure)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Adult Social Care and Health	250	12,140	12,294	0	0	24,684
Community Wellbeing	0	0	0	0	0	0
Education and Skills / Children - Start of Life	23,318	43,831	29,090	21,887	23,319	141,445
Finance	4,898	8,225	13,237	13,249	9,261	48,870
Highways and Transport	30,302	40,892	33,745	45,591	72,306	222,836
Leader	1,000	15,000	14,000	0	0	30,000
Residents' Services	5,921	5,200	1,680	900	200	13,901
<b>TOTAL PROGRAMME</b>	<b>65,689</b>	<b>125,288</b>	<b>104,046</b>	<b>81,627</b>	<b>105,086</b>	<b>481,736</b>

<b>TOTAL CORE CAPITAL PROGRAMME</b>	<b>145,296</b>	<b>146,628</b>	<b>108,838</b>	<b>81,627</b>	<b>105,086</b>	<b>587,475</b>
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<b>CORE CAPITAL PROGRAMME (Financing)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Ringfenced Government Grant	18,386	15,579	9,198	20,009	17,844	81,016
Non-Ringfenced Government Grant	42,945	48,985	42,778	31,166	30,652	196,526
Capital Receipts	3,085	1,000	1,000	3,000	3,000	11,085
Revenue Contributions to Capital Outlay	3,354	10,532	532	532	532	15,482
External Contributions including S106	12,115	6,567	4,105	2,649	17,537	42,973
Borrowing	65,411	63,965	51,225	24,271	35,521	240,393
<b>TOTAL PROGRAMME</b>	<b>145,296</b>	<b>146,628</b>	<b>108,838</b>	<b>81,627</b>	<b>105,086</b>	<b>587,475</b>

<b>IN FLIGHT INCOME GENERATING INITIATIVES &amp; BOLD IDEAS (Expenditure)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Finance	389	0	0	0	0	389
Leader	0	0	0	0	0	0
<b>TOTAL PROGRAMME</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>389</b>

<b>PROPOSED INCOME GENERATING INITIATIVES &amp; BOLD IDEAS (Expenditure)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Finance	14,280	40,000	39,200	14,100	10,760	118,340
Leader	25,738	33,410	16,910	6,910	30,493	113,461
Residents' Services	9,000	0	0	0	0	9,000
<b>TOTAL PROGRAMME</b>	<b>49,018</b>	<b>73,410</b>	<b>56,110</b>	<b>21,010</b>	<b>41,253</b>	<b>240,801</b>

<b>TOTAL INCOME GENERATING INITIATIVES &amp; BOLD IDEAS</b>	<b>49,407</b>	<b>73,410</b>	<b>56,110</b>	<b>21,010</b>	<b>41,253</b>	<b>241,190</b>
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<b>INCOME GENERATING INITIATIVES &amp; BOLD IDEAS (Financing)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 <sup>1</sup></b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Capital Receipts	0	1,367	5,136	33,000	37,466	76,969
Revenue Contributions to Capital Outlay	0	0	0	0	0	0
Ringfenced Government Grant	610	960	610	610	0	2,790
Income Generating Borrowing	48,797	71,083	50,364	-12,600	3,787	161,431
<b>TOTAL PROGRAMME</b>	<b>49,407</b>	<b>73,410</b>	<b>56,110</b>	<b>21,010</b>	<b>41,253</b>	<b>241,190</b>

<sup>1</sup> 2021/22 includes expenditure and financing profiled for subsequent years

**TABLE 6B**  
**CAPITAL PROGRAMME 2017/18**

FINANCED FROM	£000	£000
<b>External Sources and Service Portfolio Direct Funding</b>		
Government Grants		
- Education and Skills / Children - Start of Life	11,599	
- Highways and Transport	5,520	
- Leader	1,250	
- Residents' Services	17	
		18,386
External Contributions		
- Education and Skills / Children - Start of Life	4,616	
- Finance	43	
- Highways and Transport	5,689	
- Residents' Services	1,767	
		12,115
Total		30,501
<b>Corporate Funding</b>		
- Capital Receipts		2,750
- Capital Receipts - Operational Leasing		335
- Government Grant		42,945
- Revenue Contributions to Capital Outlay		3,354
- Borrowing - Corporate		65,411
<b>TOTAL CAPITAL PAYMENTS</b>		<b>145,296</b>

**TABLE 7  
PRUDENTIAL INDICATORS**

<b>Council Tax</b>	Base 2016/17	Increase From Base 2017/2018	Increase From Base 2018/19	Increase From Base 2019/20	Increase From Base 2020/21	Increase From Base 2021/22
Impact of Capital Plans on Council Tax - Band D equivalent (Core Programme only)	£1,207.89	£8.05	£15.46	£21.67	£24.90	£29.23
Impact of Capital Plans on Council Tax - Band D equivalent (including Income Generating Initiatives & Bold Ideas)	£1,207.89	£13.67	£28.94	£41.10	£43.49	£46.63

<b>Financial</b>	Actual 2015/2016 £000	Estimate 2016/2017 £000	Estimate 2017/2018 £000	Estimate 2018/19 £000	Estimate 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000
Capital Expenditure	135,350	126,016	194,868	220,358	168,049	103,322	111,225
Capital Financing Requirement (Closing Balance)	572,329	585,610	687,647	809,044	897,424	891,990	890,775
Actual Debt/Operational Boundary*	527,650	520,557	583,910	674,008	774,693	774,324	788,999
Authorised Borrowing Limit	N/A	560,557	814,693	814,693	814,693	828,999	828,999
Capital Financing/Net Revenue Stream (excluding Income Generating Initiatives, Bold Ideas & PFI)	6.80%	5.52%	5.05%	5.36%	5.61%	5.68%	6.00%
Capital Financing/Net Revenue Stream (including Income Generating Initiatives, Bold Ideas and PFI)	8.84%	7.65%	7.57%	8.36%	8.95%	8.84%	9.09%

\* Operational boundary reflects the Council's forecast of its gross external debt (including PFI and Finance Lease liabilities)

<b>Treasury Management (1)</b>	Actual 2015/2016	Estimate 2016/2017	Estimate 2017/2018	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
Compliance with CIPFA Code of Practice	YES	YES	YES	YES	YES	YES	YES
Under/Over(-) Borrowing (£'000) **	44,679	65,053	103,737	135,036	122,731	117,666	101,776
Under/Over(-) Borrowing as a % of CFR	8%	11%	15%	17%	14%	13%	11%
Maximum % Gross Borrowing at Fixed Rates	99%	100%	100%	100%	100%	100%	100%
Maximum % Investments at Fixed Rates	53%	100%	100%	100%	100%	100%	100%
Maximum % Gross Borrowing at Variable Rates	1%	25%	25%	25%	25%	25%	25%
Maximum % Investments at Variable Rates	47%	85%	85%	85%	85%	85%	85%
Maximum Invested for a year or longer	£42.2m	£75m	£45m	£45m	£45m	£45m	£45m

\*\* The Council's gross external debt as compared with the Capital Financing Requirement

<b>Treasury Management (2)</b>	Actual 2015/2016	Lower Limit 2016/2017	Upper Limit 2016/2017	Lower Limit 2017/18	Upper Limit 2017/18
Debt Maturity: ***					
Over 30 Years	6%	0%	10%	0%	30%
Over 25 to 30 Years	3%	0%	10%	0%	20%
Over 20 to 25 Years	0%	0%	10%	0%	15%
Over 15 to 20 Years	38%	0%	50%	0%	50%
Over 10 to 15 Years	34%	0%	60%	0%	60%
Over 5 to 10 Years	9%	0%	20%	0%	40%
Over 1 to 5 Years	7%	0%	20%	0%	35%
Under 12 months	3%	0%	15%	0%	25%

\*\*\* These percentages reflect maximum values to allow for debt restructuring. They do not reflect actual maturity values.



## TABLE 8

### GLOSSARY

#### 1. BUSINESS RATES RETENTION – AN OVERVIEW

##### **Background: How the System works**

The Business Rates Retention system of funding is described in detail below. Upon its introduction there was a whole new language of terms, these are defined below:

**Baseline Need** – The element of funding that authorities are expected to receive through the business rates retention scheme (NB only indicative from Government in the provisional settlement – the actual amount received will be dependent on actual local NDR income for 2017/18).

**Central share** - The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50%. The central share will be re-distributed to local government through grants including the Revenue Support Grant.

**Damping** – ‘Damping’ is used to describe the way limits are applied to the effect on grant funding of changes to the distribution between authorities.

**Levy** - Mechanism to limit disproportionate benefit. This will be set on a proportionate basis so that an authority never sees more than a 1% increase in its baseline funding level for each 1% increase in its individual authority business rates baseline. Currently Government has set an upper limit on the Levy of 50 pence in the pound.

**Local government spending control total** - The total amount of expenditure allocated to the local government sector by HM Treasury for each year of a Spending Review.

**NDR Baseline** – The expected level of NDR income that an authority should be able to raise (this amount is only a proportion of the total NDR income of an authority). This is based on Government’s estimate using recent trends in the local yield from business rates.

**Reset** - New baseline funding levels, new individual authority business rates baselines (and therefore new tariffs or top-ups) are set for each authority to take account of changes in relative need and resource. No reset is expected before 2020.

**Revaluation** - Business properties are re-valued every five years to reflect relative changes in rental valuations. There will be no change to the current revaluation process or timing as a result of the business rates retention scheme.

**Revenue Support Grant** – The element of funding for authorities that is guaranteed. It is core general funding to support all revenue spending.

**Safety net** - Mechanism to protect any authority which sees its retained rates income drop, in any year, by more than a set percentage (currently set at 7.5%) below their baseline funding level (with baseline funding levels being uprated by RPI for the purposes of assessing eligibility for support).

## TABLE 8

### GLOSSARY

**Settlement funding assessment** – The funding assessment of the authority from Government, combining Revenue Support Grant, the share of local business rates and the 'top-up' payment in the case of the County Council.

**Tariffs and top-ups** – Calculated by comparing an individual authority business rates baseline against its baseline funding level. Tariffs and top-ups will be self-funding, fixed at the start of the scheme and index linked to RPI in future years.

#### **The System: Local Business Rates**

Business Rates Retention was included for the first time within the local government finance settlement in 2013/14.

Under the Business Rates Retention element of local government funding, the provisional settlement figures will no longer provide guaranteed funding levels, but rather the starting point for authorities within the scheme. Ultimately, the level of business rates collected by authorities in 2016/17 will determine the funding received for this element of their funding. The key funding principles are explained below.

Under the system, a **settlement funding assessment (SFA)** is determined for each local authority. This was determined in 2013/14 in the same way as Formula Grant was determined previously i.e. using the four block model to determine a level of need and then take into account changes in responsibility. From 2016/17 Government has amended the allocation basis to take into account each authority's ability to raise council tax. It also states its wish to ensure that councils delivering the same set of services receive the same percentage change in core funding (assuming a level of council tax rise).

The **settlement funding assessment** is then split between **Revenue Support Grant (RSG)** and Business Rates Retention (expressed as **Baseline Need**). The level of RSG is guaranteed throughout the year, whilst the Baseline Need element is not, i.e.

**Settlement funding assessment = RSG plus Baseline Need**

To fund the **Baseline Need** element, local authorities each have an expected level of NDR that is to be collected (NDR Baseline). The methodology for these figures was based on the actual business rates collected by authorities in 2010/11 and 2011/12. Due to differences between **Baseline Need** and the level of business rates collected by individual authorities, there is a further adjustment required.

For authorities with a **Baseline Need** that is higher than their **NDR Baseline**, a **Top Up** grant is required (this is also guaranteed). Whereas, for authorities with a baseline need that is lower than their **NDR Baseline**, a **Tariff** is paid to central government i.e.

**Baseline Need = NDR Baseline plus Top Up OR less Tariff**

## TABLE 8 GLOSSARY

The County Council receives a 'top-up sum'. Our local Districts and Boroughs are all tariff authorities. The NDR Baseline, Baseline Need, Tariff and Top up have all increased by RPI for 2017/18.

Those authorities that see a higher level of NDR income, compared to their **NDR Baseline**, should be rewarded through the scheme, as they will be able to retain an element of the extra revenue. However, authorities that have a lower level of NDR income will see a decline in their business rates taxbase and relative reductions in their funding. The new scheme also has a damping mechanism (or safety net) in place to limit individual losses. It is called damping as it 'dampens' the impact to lower volatility of any change in funding from year to year.

If authorities were to collect business rates at their NDR Baseline amount, the level of resources that they would receive (through NDR income and RSG) will be at their **settlement funding assessment** (i.e. they have neither lost nor gained from the business rates retention scheme). The figures published within the provisional settlement (announced on 15 December 2016) provide the County Council with the following funding allocations at SFA:

Settlement Funding Allocations	2016/17 £m	2017/18 £m	Change £m	Change %
<b>WEST SUSSEX:</b>				
1. Revenue Support Grant	53.1	27.7	-25.4	-47.8%
2. Business Rate Allocation	72.5	74.0	1.5	2.1%
Settlement Funding Assessment (1 + 2)	<b>125.6</b>	<b>101.7</b>	<b>-23.9</b>	<b>-19.0%</b>
<b>ENGLAND - Total Settlement Funding Assessment</b>	18,601.5	16,632.4	-1,969.1	-10.6%

### Levy and Safety Net

#### The Levy

This will limit the amount that an individual authority can gain in cash terms for any given level of NDR growth. This has been set at 1:1, meaning that a 1% increase in NDR growth will translate into up to a 1% increase in retained business rates. The actual rate of the levy for individual authorities will therefore be set at a level that limits the growth in cash resources to a set percentage of their respective Baseline Funding Level. However, Government set an upper limit on the Levy of 50 pence in the pound (i.e. a 50% Levy rate as the maximum).

## **TABLE 8**

### **GLOSSARY**

All top up authorities, which includes the County Council, do not have to pay a levy. This is because the NDR Baseline is lower than the Baseline Funding Level for all top-up authorities. Only Tariff authorities (all District/Boroughs) must pay a levy if they have higher than a set amount of growth in their business rates.

#### **Safety Net**

The Safety Net within the Business Rates Retention system means no authority sees income fall by more than a set percentage of their baseline funding level (and this level is increased by RPI every year. The 2017/18 Safety Net percentage of -7.5% is the same percentage as in previous years.

#### **Business Rates Income – how it is split**

##### **The Central Share**

The business rates retention scheme operates within the Spending Review 2015 (SR15) control totals. In order to achieve this, the government “sets aside” a share of forecast national business rate income. This set aside amount is known as the central share and is set at 50%. This percentage will be fixed until any reset of the system i.e. re-assessing individual authorities’ baseline funding levels, potentially on the basis of a different assessment of need.

As this share is less than the spending totals for local authorities, the government provides the remaining Spending Review allocation for local government through Revenue Support Grant (RSG).

Under the business rates retention scheme, local government (as a sector) will retain 50% of any NDR growth (or decline) achieved locally.

Government has announced it will move to a system of 100% business rate retention by 2020. This will be done in a fiscally neutral way.

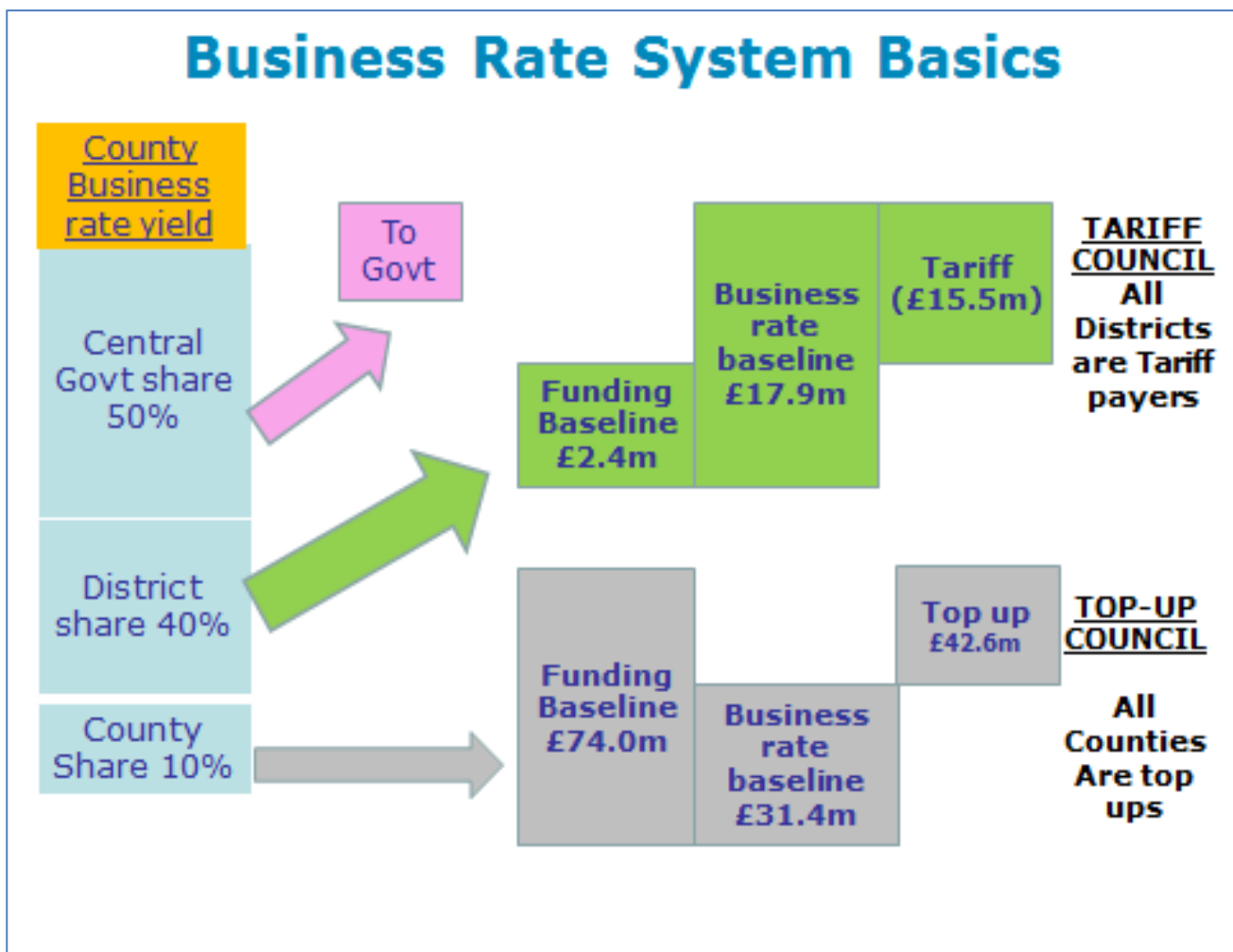
## TABLE 8 GLOSSARY

### Major precepting authorities

Each billing authority's business rates is split further between the billing authority and any relevant major precepting authorities in its area, in order to produce, for every authority, an individual authority business rates baseline. The split will be undertaken on the basis of the proposed major precepting authority shares: In two-tier areas – shire counties with fire – a district receives 80% and 20% goes to the county.

How the system works is shown below in chart form.

### ILLUSTRATION: BUSINESS RATE SYSTEM BASICS



NB: District average figures for West Sussex are used for illustration

## TABLE 8

### GLOSSARY

#### 2. OTHER FINANCIAL TERMS

##### Reserves, Balances And Provisions

We use the term **earmarked reserve** to describe funding which is held for a particular purpose, for instance financing future capital spending or claims paid from our self-insurance arrangements. Reserves are voluntary arrangements on our part: we choose to set money aside for future spending now, rather than find it all at once when we need to pay it. This is particularly the case with our Private Finance Initiative or **PFI reserves**, where we are putting money away now to fund the costs of 25-30 year projects such as renewing our street lighting and rebuilding and refurbishing Crawley schools.

A **provision** is similar to a reserve in that it is setting money aside for future spending. Provisions differ in that they relate to liabilities we already know about and can estimate with reasonable accuracy. When we talk about the level of balances and reserves held by the County, we exclude provisions because they are already committed to settling existing liabilities.

The term **balance** is often used interchangeably with “reserve”. More precisely a balance is a sum held on the balance sheet which is not earmarked or committed. For the County Council that means the **General Fund**. The balance on the General Fund increases at the year-end if the budget is underspent, and reduces if it is overspent. The General Fund would normally be used to pay for sudden and large cost pressures which could not be met from elsewhere, for instance damage caused by severe flooding.

The County Council also maintains a general **contingency**. It is designed to meet cost pressures which arise during the year, but which were not anticipated when the budget was set. Any unspent contingency at the year-end goes to the General Fund. The contingency is part of the budget and replenished each year—unlike reserves, which are one-off funding. The 2017/18 budget has a contingency of around £3.2m.

## ADULT SOCIAL CARE AND HEALTH

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17		Gross Expenditure 2017/18	Sales, Fees and Charges 2017/18	Other Income 2017/18	Specific Government Grants 2017/18	Net Expenditure 2017/18	Net Expenditure Change from 2016/17
£000		£000	£000	£000	£000	£000	%
<b>Older People</b>							
<i>Commissioned costs</i>							
<b>17,741</b>	Nursing care (OP)	31,797	-11,849	0	0	<b>19,948</b>	12.4%
<b>29,286</b>	Residential care (OP)	53,866	-21,725	-460	-447	<b>31,234</b>	6.7%
<b>11,126</b>	Personal budgets - council managed (OP)	17,462	-4,657	-1,793	-70	<b>10,942</b>	-1.7%
<b>5,359</b>	Personal budgets - direct payments (OP)	7,235	-715	0	-97	<b>6,423</b>	19.9%
<i>Other costs</i>							
<b>2,606</b>	In-house day and residential care (OP)	3,167	-154	-341	0	<b>2,672</b>	2.5%
<b>9,488</b>	Social care activities (OP)	14,990	0	-5,554	0	<b>9,436</b>	-0.5%
<b>75,606</b>		128,517	-39,100	-8,148	-614	<b>80,655</b>	6.7%
<b>Physical and Sensory Impairment</b>							
<i>Commissioned costs</i>							
<b>1,099</b>	Nursing care (PSI)	1,638	-263	0	0	<b>1,375</b>	25.1%
<b>3,346</b>	Residential care (PSI)	4,159	-413	0	0	<b>3,746</b>	12.0%
<b>2,748</b>	Personal budgets - council managed (PSI)	3,349	-438	0	-58	<b>2,853</b>	3.8%
<b>7,618</b>	Personal budgets - direct payments (PSI)	9,339	-290	0	-1,200	<b>7,849</b>	3.0%
<b>14,811</b>		18,485	-1,404	0	-1,258	<b>15,823</b>	6.8%
<b>Learning Disabilities</b>							
<i>Commissioned costs</i>							
<b>1,707</b>	Nursing care (LD)	1,215	0	0	0	<b>1,215</b>	-28.8%
<b>34,194</b>	Residential care (LD)	39,003	-2,929	0	0	<b>36,074</b>	5.5%
<b>24,947</b>	Personal budgets - council managed (LD)	29,124	-1,817	0	-1,726	<b>25,581</b>	2.5%
<b>5,665</b>	Personal budgets - direct payments (LD)	6,992	-286	0	-1,030	<b>5,676</b>	0.2%
<b>669</b>	Preventative services (LD)	950	0	-593	0	<b>357</b>	-46.6%
<b>10,016</b>	In-house day and residential care recharges (LD)	10,111	0	0	0	<b>10,111</b>	0.9%
<b>592</b>	Health services (LD)	959	0	-366	0	<b>593</b>	0.2%
<i>Other costs</i>							
<b>5,416</b>	Social care activities (LD)	5,567	0	0	0	<b>5,567</b>	2.8%
<b>-15,628</b>	CCG contribution to pooled budget	0	0	-15,980	0	<b>-15,980</b>	2.3%
<b>67,578</b>		93,921	-5,032	-16,939	-2,756	<b>69,194</b>	2.4%

## ADULT SOCIAL CARE AND HEALTH

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b>Working Age Mental Health</b>							
<i>Commissioned costs</i>							
595	Nursing care (MH)	794	-55	0	0	739	24.2%
5,971	Residential care (MH)	5,986	-439	0	0	5,547	-7.1%
1,224	Personal budgets - council managed (MH)	2,218	-164	0	0	2,054	67.8%
704	Personal budgets - direct payments (MH)	1,012	-64	0	-30	918	30.4%
-8,494	Recharges to Health	0	0	-9,259	0	-9,259	9.0%
<i>Other costs</i>							
0	Social care activities (MH)	3,009	0	-3,009	0	0	N/A
	County Council contribution to pooled budget						
8,362		8,445	0	0	0	8,445	1.0%
<b>8,362</b>		<b>21,464</b>	<b>-722</b>	<b>-12,268</b>	<b>-30</b>	<b>8,444</b>	<b>1.0%</b>
<b>Assistive Equipment and Technology</b>							
0	Community Equipment	6,612	0	-6,612	0	0	N/A
0	Telecare	539	0	-539	0	0	N/A
<b>0</b>		<b>7,151</b>	<b>0</b>	<b>-7,151</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Universal Services</b>							
0	Regaining Independence Support Service	2,598	0	-2,598	0	0	N/A
0	Occupational Therapy & Sensory Services	5,121	0	-5,121	0	0	N/A
0	Meals on Wheels	720	-720	0	0	0	N/A
1,910	Support for Carers	4,824	0	-2,290	0	2,534	32.7%
0	Information and Early Intervention	851	0	-851	0	0	N/A
<b>1,910</b>		<b>14,114</b>	<b>-720</b>	<b>-10,860</b>	<b>0</b>	<b>2,534</b>	<b>32.7%</b>
<b>Other Responsibilities</b>							
845	Independent Mental Capacity Act/ Deprivation of Liberty Safeguarding	1,462	0	0	-107	1,355	60.4%
880	Local Assistance Network	888	0	0	0	888	0.9%
7,536	Housing Support & Supporting People	6,774	0	-487	-155	6,132	-18.6%
429	Safeguarding	616	0	-218	0	398	-7.2%
1,922	Commissioning and Service Delivery	2,819	0	-200	0	2,619	36.3%
<b>11,612</b>		<b>12,559</b>	<b>0</b>	<b>-905</b>	<b>-262</b>	<b>11,392</b>	<b>-1.9%</b>
<b>179,879</b>	<b>PORTFOLIO TOTAL</b>	<b>296,211</b>	<b>-46,978</b>	<b>-56,271</b>	<b>-4,920</b>	<b>188,042</b>	<b>4.5%</b>



## ADULT SOCIAL CARE AND HEALTH

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £8.163m or 4.5%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		1,556	0.9
<b>Committed and Service Changes</b>			
Adults demand pressure	5,300		
National Living Wage	3,500		
Management of savings at risk	1,412		
Transfer from the Adult Social Care and Health Demand Pressures Reserve	1,020		
Deprivation of Liberty Safeguarding	500		
Care and Clinical Governance Team - reversal of 2016/17 reserve funding	-300		
Care and Clinical Governance Team	300		
Customer contributions towards social care	-700		
Assessment and review of care packages	<u>-675</u>		
		10,357	5.8
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-2,733		
Savings already agreed	<u>-1,118</u>		
		-3,851	-2.1
<b>Transfers between Portfolios</b>			
Transfer of two Project Support Officers and two Project Managers from Corporate Relations	177		
Allocation of 2015/16 Passenger Transport savings - transfer to Highways and Transport	-63		
Funding for Learning Development Officer - transfer from Children - Start of Life	29		
Shared funding of Head of Safeguarding - between Adult Social Care & Health and Children - Start of Life	-40		
Management savings 2016/17 - transfer to Residents' Services	-15		
Changes to Corporate Leadership Team	<u>13</u>		
		101	0.1
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>8,163</u></u>	<u><u>4.5</u></u>

## ADULT SOCIAL CARE AND HEALTH

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
APTL Alinora Redevelopment	Various	Various	531	121	410	0	0	0	0	0	0
Improvements to NHS transferred facilities	Various	Various	443	354	89	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>974</b>	<b>475</b>	<b>499</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
Care Home Intervention Strategy	Various	Various	250	0	0	250	0	0	0	0	0
<b>Total 2017/18</b>			<b>250</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
Social Care Grant Block	Various	Various	1,839	0	0	0	1,000	839	0	0	0
NHS Capital Grant	Various	Various	2,595	0	0	0	1,140	1,455	0	0	0
Adult Social Care & Health Social Care	Various	Various	20,000	0	0	0	10,000	10,000	0	0	0
<b>Total 2018/19</b>			<b>24,434</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,140</b>	<b>12,294</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2019/20 *</b>											
<b>Total 2019/20</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2020/21 *</b>											
<b>Total 2020/21</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2021/22 *</b>											
<b>Total 2021/22</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>			<b>25,658</b>	<b>475</b>	<b>499</b>	<b>250</b>	<b>12,140</b>	<b>12,294</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financing</b>											
<b>Sources of Funding</b>											
Government Grant					410	0	2,140	839	0	0	0
Corporate Resources					89	250	10,000	11,455	0	0	0
External Contributions					0	0	0	0	0	0	0
<b>Total Funding</b>					<b>499</b>	<b>250</b>	<b>12,140</b>	<b>12,294</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* All projects approved subject to business case

## CHILDREN - START OF LIFE

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b><u>Local Authority Funding</u></b>							
<b>Family Operations</b>							
<u>Children's Social Care</u>							
<b>6,305</b>	Contact, Assessment & Intervention	6,427	0	0	0	<b>6,427</b>	1.9%
<b>18,380</b>	Family Support & Protection	21,843	-741	-313	0	<b>20,789</b>	13.1%
<b>12,475</b>	Resilience & Permanence	16,749	-937	-77	0	<b>15,735</b>	26.1%
<b>21,321</b>	Foster Care, Adoption & Intervention	24,671	0	-101	-1,055	<b>23,515</b>	10.3%
<b>528</b>	Improving Practice	805	0	-43	0	<b>762</b>	44.3%
<b>3,365</b>	Other Social Care (incl. Management)	5,408	0	-528	0	<b>4,880</b>	45.0%
<b>380</b>	Asylum	3,638	0	0	-2,206	<b>1,432</b>	276.8%
<b>2,380</b>	Think Family	6,916	0	-1,502	-2,033	<b>3,381</b>	42.1%
<b>9,754</b>	Early Childhood Services	9,241	-55	-2,140	0	<b>7,046</b>	-27.8%
<b>4,352</b>	Young People's Services	6,818	0	-1,569	-554	<b>4,695</b>	7.9%
<b>1,397</b>	Children's Safeguarding	1,520	0	-102	0	<b>1,418</b>	1.5%
<b>177</b>	Business Improvement	208	0	0	0	<b>208</b>	17.5%
<b>2,700</b>	National Living Wage	0	0	0	0	<b>0</b>	-100.0%
<b>Children's Joint Commissioning</b>							
<b>1,401</b>	CAMHS	1,672	0	-271	0	<b>1,401</b>	0.0%
<b>1,740</b>	Short Breaks	1,753	0	0	0	<b>1,753</b>	0.7%
<b>153</b>	Other Joint Commissioning	219	0	-219	0	<b>0</b>	-100.0%
<b>Education &amp; Skills</b>							
<b>1,478</b>	Special Educational Needs & Inclusion	3,552	0	-1,489	-532	<b>1,531</b>	3.6%
<b>88,286</b>	<b>Local Authority Funding</b>	<b>111,440</b>	<b>-1,733</b>	<b>-8,354</b>	<b>-6,380</b>	<b>94,973</b>	<b>7.6%</b>

## CHILDREN - START OF LIFE

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b><u>Dedicated Schools Grant Funding</u></b>							
<b>Family Operations</b>							
<u>Children's Social Care</u>							
354	Residential Care	354	0	0	0	354	0.0%
267	Child Disability Service	267	0	0	0	267	0.0%
1,519	Care Management	1,518	0	0	0	1,518	-0.1%
31,408	Early Childhood Services	42,512	0	0	0	42,512	35.4%
<b>Education &amp; Skills</b>							
<u>Special Educational Needs</u>							
28,276	Individual Schools Budgets	31,114	0	0	-2,584	28,530	0.9%
15,788	Independent & Non-Maintained Schools	19,604	0	0	0	19,604	24.2%
16,216	SEN & Inclusion	16,775	0	0	0	16,775	3.4%
<b>Government Grant</b>							
-93,828	Dedicated Schools Grant	0	0	0	-109,560	-109,560	16.8%
<hr/>							
0	<b>Dedicated Schools Grant and Other Schools Funding</b>	112,144	0	0	-112,144	0	N/A
<hr/>							
88,286	<b>PORTFOLIO TOTAL</b>	223,584	-1,733	-8,354	-118,524	94,973	7.6%

## CHILDREN - START OF LIFE

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £6.687m or 7.6%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		780	0.9
<b>Committed and Service Changes</b>			
Investment in Child Disability Services	1,304		
Increase in external placements	2,645		
Increase in special guardianship orders allowances	800		
Increase in care leavers accommodation	250		
Increase in unaccompanied asylum seeking children placements	250		
Inter agency adoption funding	405		
Decrease in secure unit income demand	500		
Demand increase in public law outline costs	473		
Provision for compensation claims	100		
Increase in non recourse to public funds services	520		
Removal of children and families partnership plan implementation	-120		
Short term provision for the continuing need to use agency social workers	1,632		
Increased staffing to address demand and capacity issues including the impact of additional unaccompanied asylum seeking children in social care	1,880		
Additional baseline staffing costs	525		
Recruitment and retention initiatives	364		
Reinstatement of turnover allowance for social workers (2.5%)	-400		
Think Family base budget	2,262		
Think Family funding removal from reserves	-2,124		
Removal of temporary staffing position from reserves	-31		
Removal of National Living Wage 2016/17 allocation	-2,700		
Other service changes	<u>203</u>		
		8,738	9.9
<b>Committed and Service Changes (Dedicated Schools Grant)</b>			
Increase in 2 year old entitlement funding	294		
Increase in 3 & 4 year olds entitlement funding	3,513		
Increase in supplementary funding for 3 & 4 year olds	846		
Extension to 30 hours funding for 3 & 4 year olds	6,425		
Increased spending on Independent and Non-Maintained Schools places	1,687		
High needs post 16 and further education college places	1,347		
Special school and special support centre top ups	1,464		
Mainstream and personal supplements	1,510		
Specialist support programmes	300		
Redirection from exceptional needs funding	-216		
Redirection from delegated collaborative and preventative budgets	-1,359		
Other minor variations	-79		
Increase in 2017/18 grant allocation	<u>-15,732</u>		
		0	0.0
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-1,402		
Savings already agreed	<u>-750</u>		
		-2,152	-2.4
<b>Transfers between Portfolios</b>			
Activity chargeable to Public Health Grant from Community Wellbeing	-725		
Transfer of Senior Advisor position from Education and Skills	75		
IT contract centralisation to Corporate Relations	-68		
Funding for Learning Development Officer to Adult Social Care and Health	-29		
Shared funding of Head of Safeguarding from Adult Social Care and Health	40		
Changes to Corporate Leadership Team	9		
Allocation of 2015/16 Passenger Transport Savings from Highways and Transport	<u>19</u>		
		-679	-0.8
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>6,687</u></u>	<u><u>7.6</u></u>

## COMMUNITY WELLBEING

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b>Public Health and Health &amp; Social Care Commissioning</b>							
<b>Public Health</b>							
<b>2,977</b>	Staffing & Development	2,861	0	0	0	<b>2,861</b>	-3.9%
<b>113</b>	Health Intelligence, Economic Evaluation & Needs Assessment	55	0	0	0	<b>55</b>	-51.3%
<b>100</b>	Health Protection & Quality Programme	58	0	0	0	<b>58</b>	-42.0%
<b>5,873</b>	Health and WellBeing, Workplace Health Programme	3,664	0	0	0	<b>3,664</b>	-37.6%
<b>19,639</b>	Children, Young People and Families Commissioning	19,455	0	0	0	<b>19,455</b>	-0.9%
<b>3,074</b>	Social Support Commissioning	3,051	0	-246	0	<b>2,805</b>	-8.8%
<b>196</b>	Health Watch	343	0	0	-343	<b>0</b>	-100.0%
<b>83</b>	Mental Health & Resilience and Later Life	40	0	0	0	<b>40</b>	-51.8%
<b>-29,805</b>	Public Health Grant	0	0	0	-28,858	<b>-28,858</b>	-3.2%
<b>2,250</b>		29,527	0	-246	-29,201	<b>80</b>	-96.4%
<b>Family Operations</b>							
<b>6,303</b>	Drugs and Alcohol Action Team	6,133	-14	-119	0	<b>6,000</b>	-4.8%
<b>-6,303</b>	Public Health Grant (DAAT)	0	0	0	-6,000	<b>-6,000</b>	-4.8%
<b>353</b>	Domestic Abuse	997	0	-635	0	<b>362</b>	2.5%
<b>353</b>		7,130	-14	-754	-6,000	<b>362</b>	2.5%
<b>Communities</b>							
<b>275</b>	Community Safety	625	0	-350	0	<b>275</b>	0.0%
<b>1,052</b>	Coroner Services	1,091	0	-1	0	<b>1,090</b>	3.6%
<b>1,327</b>		1,716	0	-351	0	<b>1,365</b>	2.9%
<b>3,930</b>	<b>PORTFOLIO TOTAL</b>	<b>38,373</b>	<b>-14</b>	<b>-1,351</b>	<b>-35,201</b>	<b>1,807</b>	<b>-54.0%</b>

## COMMUNITY WELLBEING

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £2.123m or 54%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		47	1.2
<b>Committed and Service Changes</b>			
Transition Grant - Removal of 2016/17 Public Health allocation		-2,250	-57.3
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-225		
Savings already agreed	-500		
	-725	-725	-18.4
<b>Transfers between Portfolios</b>			
Activity chargeable to Public Health Grant - transfer from Children - Start of Life	725		
Prevention and Wellbeing grant funding from Big Society Fund in Finance	80		
	805	805	20.5
<b>TOTAL CHANGE IN SPENDING</b>		<b>-2,123</b>	<b>-54.0</b>

## COMMUNITY WELLBEING

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled					Subsequent £000	
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000		2021/22 £000
<b>In Flight Projects</b> DAAT Grant	Various	Various	535	0	535	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>535</b>	<b>0</b>	<b>535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proposed Starts List 2017/18 *											
<b>Total 2017/18</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proposed Starts List 2018/19 *											
<b>Total 2018/19</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proposed Starts List 2019/20 *											
<b>Total 2019/20</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proposed Starts List 2020/21 *											
<b>Total 2020/21</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proposed Starts List 2021/22 *											
<b>Total 2021/22</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>			<b>535</b>	<b>0</b>	<b>535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financing</b>					<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Subsequent £000</b>
<b>Sources of Funding</b>											
Government Grant					535	0	0	0	0	0	0
Corporate Resources					0	0	0	0	0	0	0
External Contributions					0	0	0	0	0	0	0
<b>Total Funding</b>					<b>535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* All projects approved subject to business case



## CORPORATE RELATIONS

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b>Transformation, Customer and Support Services</b>							
<b>8,787</b>	TCSS Staffing	9,532	0	-201	0	<b>9,331</b>	6.2%
<b>1,375</b>	Human Resources	1,412	-3	-101	0	<b>1,308</b>	-4.9%
<b>87</b>	Information Technology Strategic Client	87	0	0	0	<b>87</b>	0.0%
<b>20,115</b>	Commercial Services	26,835	-920	-5,536	0	<b>20,379</b>	1.3%
<b>447</b>	Complaints Team	68	0	0	0	<b>68</b>	-84.8%
<b>30,811</b>		<b>37,934</b>	<b>-923</b>	<b>-5,838</b>	<b>0</b>	<b>31,173</b>	<b>1.2%</b>
<b>Law &amp; Assurance</b>							
<b>3,359</b>	Legal Services	5,012	-443	-140	0	<b>4,429</b>	31.9%
<b>1,283</b>	Communications Staffing	0	0	0	0	<b>0</b>	-100.0%
<b>1,266</b>	Democratic Services	1,461	0	-166	0	<b>1,295</b>	2.3%
<b>26</b>	Elections	1,026	0	0	0	<b>1,026</b>	3846.2%
<b>426</b>	County Local Committees	280	0	0	0	<b>280</b>	-34.3%
<b>1,435</b>	Members Allowances & Expenses	1,392	0	0	0	<b>1,392</b>	-3.0%
<b>7,795</b>		<b>9,171</b>	<b>-443</b>	<b>-306</b>	<b>0</b>	<b>8,422</b>	<b>8.0%</b>
<b>Finance, Performance and Procurement</b>							
<b>112</b>	Customer Insight	107	0	0	0	<b>107</b>	-4.5%
<b>-130</b>	Strategic Procurement	-931	-203	0	0	<b>-1,134</b>	772.3%
<b>-18</b>		<b>-824</b>	<b>-203</b>	<b>0</b>	<b>0</b>	<b>-1,027</b>	<b>5605.6%</b>
<b>Economy, Planning &amp; Place</b>							
<b>5,880</b>	Facilities Management	7,119	-335	-930	0	<b>5,854</b>	-0.4%
<b>44,468</b>	<b>PORTFOLIO TOTAL</b>	<b>53,400</b>	<b>-1,904</b>	<b>-7,074</b>	<b>0</b>	<b>44,422</b>	<b>-0.1%</b>

## CORPORATE RELATIONS

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £0.046m or 0.1%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		544	1.2
<b>Committed and Service Changes</b>			
Increase in Legal Services casework in relation to Children Looked After	1,200		
Transfer from Elections Reserve for the 2017 County Council Elections	800		
Additional funding for the 2017 County Council Elections	200		
Independent visitor scheme for Children Looked After by West Sussex County Council	100		
New Microsoft licensing subscription	619		
Reversal of 2016/17 portfolio reserve transfer: Contract Settlement Reserve - Funding for additional Microsoft licensing	-84		
Reversal of 2016/17 portfolio reserve transfer: Strategic Economic Plan Reserve - Fund Local Economic Partnership Accountable Body support	-35		
Reversal of 2016/17 portfolio reserve transfer: Service Transformation Reserve - Transformation, Customer and Support Services (TCSS) staffing	-357		
First Aid Training transferred to TCSS Staffing	42		
First Aid Training transferred from Human Resources	-42		
Complaints staff transferred to TCSS Staffing	471		
Complaints staff transferred from Complaints Team	-471		
Commercial Services staff transferred to TCSS Staffing	720		
Commercial Services staff transferred from Commercial Services	-720		
	<u>2,443</u>	2,443	5.5
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-1,098		
Savings already agreed	-366		
	<u>-1,464</u>	-1,464	-3.3
<b>Transfers between Portfolios</b>			
Transfer of two Project Support Officers and two Project Managers to Adult Social Care & Health	-177		
Stationery budget centralisation to Commercial Services - transfer from Finance	138		
Stationery budget centralisation to Commercial Services - transfer from Residents' Services	12		
IT contract centralisation to Commercial Services - transfer from Residents' Services	47		
IT contract centralisation to Commercial Services - transfer from Highways and Transport	1		
IT contract centralisation to Commercial Services - transfer from Children - Start of Life	68		
Transfer of Commercial Marketing Co-ordinator to Commercial Services from Finance	39		
Transfer of Performance team & Insight team from TCSS Staffing to Finance	-1,346		
Transfer of HR Pension Consultant & Advisor from TCSS Staffing to Finance	-80		
Transfer of Communication Team to Leader	-1,293		
Management savings 2016/17 - transfer to Residents' Services	-15		
Transfer of Customer Experience Programme Staff to TCSS Staffing from Residents' Services	588		
Disclosure Barring Service checks for external transport staff - transfer to Highways and Transport	-17		
Transfer of Corporate Risk Manager from TCSS Staffing to Finance	-59		
Transfer of Business Improvement to TCSS Staffing from Finance	527		
Changes to Corporate Leadership Team	-47		
Transfer of Lieutenancy Office to Democratic Services from Leader	45		
	<u>-1,569</u>	-1,569	-3.5
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>-46</u></u>	<u><u>-0.1</u></u>

## EDUCATION AND SKILLS

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b><u>Local Authority Funding</u></b>							
<b>Education and Skills</b>							
<b>1,912</b>	School Improvement	2,942	0	-811	0	<b>2,131</b>	11.5%
<b>1,652</b>	Statutory & Strategic Compliance	1,945	0	-449	0	<b>1,496</b>	-9.4%
<b>196</b>	Management, NQT & Outdoor Education	285	0	-155	0	<b>130</b>	-33.7%
<b>Support to Schools</b>							
<b>12,582</b>	Transport	13,878	-162	-509	-373	<b>12,834</b>	2.0%
<b>966</b>	Capital & Asset Management	15,727	-520	-1,809	-12,432	<b>966</b>	0.0%
<b>1,955</b>	Other Support to Schools	19,765	0	-4,758	-16,963	<b>-1,956</b>	-200.1%
<b>21</b>	Adult Skills and Learning	2,943	0	0	-2,922	<b>21</b>	0.0%
<b>19,284</b>	<b>Local Authority Funding</b>	<b>57,485</b>	<b>-682</b>	<b>-8,491</b>	<b>-32,690</b>	<b>15,622</b>	<b>-19.0%</b>

## EDUCATION AND SKILLS

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b><u>Dedicated Schools Grant Funding</u></b>							
<b>Individual School Budgets</b>							
<b>282,736</b>	Maintained Schools	303,191	0	-1,835	-12,009	<b>289,347</b>	2.3%
<b>134,978</b>	Academies and Free Schools	134,777	0	0	0	<b>134,777</b>	-0.1%
<b>Education and Skills</b>							
<b>6,297</b>	Alternative Provision	7,037	0	-700	0	<b>6,337</b>	0.6%
<b>1,564</b>	School Improvement	1,564	0	0	0	<b>1,564</b>	0.0%
<b>862</b>	Statutory & Strategic Compliance	1,137	0	-218	0	<b>919</b>	6.6%
<b>646</b>	Business Operations	632	0	0	0	<b>632</b>	-2.2%
<b>Support to Schools</b>							
<b>648</b>	Transport	648	0	0	0	<b>648</b>	0.0%
<b>9,718</b>	Other Support to Schools	9,558	0	0	-103	<b>9,455</b>	-2.7%
<b>Government Grant</b>							
<b>-439,930</b>	Dedicated Schools Grant	0	0	0	-446,160	<b>-446,160</b>	1.4%
<b>-2,481</b>	<b>Dedicated Schools Grant and Other Schools Funding</b>	458,544	0	-2,753	-458,272	<b>-2,481</b>	0.0%
<b>16,803</b>	<b>PORTFOLIO TOTAL</b>	<b>516,029</b>	<b>-682</b>	<b>-11,244</b>	<b>-490,962</b>	<b>13,141</b>	<b>-21.8%</b>

## EDUCATION AND SKILLS

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £3.662m or 21.8%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		165	1.0
<b>Committed and Service Changes</b>			
Growth in home to school transport provision	555		
Apprenticeship levy	-137		
Recover funding from schools re: ESG retained services	-1,654		
Recover funding from schools re: ESG general services	<u>-2,148</u>		
		-3,384	-20.1
<b>Committed and Service Changes (Dedicated Schools Grant)</b>			
Pupil growth	4,292		
ESG retained duties	1,654		
Increase in cost of business rates	556		
Free school meals saving (full year effect)	-610		
Other minor variations	338		
Increase in 2017/18 grant allocation	<u>-6,230</u>		
		0	0.0
<b>Funding from Central Government</b>			
Allocation of Extended Rights to Free Travel Grant (ex Local Services Support Grant) from central financing allocation		-373	-2.2
<b>Transfers between Portfolios</b>			
Senior Advisor position to Children - Start of Life	-75		
Allocation of Passenger Transport savings to Highways and Transport	-28		
Allocation of Transport Review savings from Highways and Transport	25		
Changes to Corporate Leadership Team	<u>8</u>		
		-70	-0.4
<b>TOTAL CHANGE IN SPENDING</b>		<b><u><u>-3,662</u></u></b>	<b><u><u>-21.8</u></u></b>

## EDUCATION AND SKILLS / CHILDREN - START OF LIFE

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
Mid Sussex Special Schools Phase 1 & 2	Mid Sussex	Various	16,128	16,094	34	0	0	0	0	0	0
Academies Programme TIS	Various	Various	1,077	555	522	0	0	0	0	0	0
Sir Robert Woodard Academy	Worthing	BN15 9QZ	30,408	30,344	64	0	0	0	0	0	0
The Littlehampton Academy	Arun	BN17 6FE	34,757	34,275	482	0	0	0	0	0	0
Shoreham Academy	Adur	BN43 6YT	32,114	31,564	550	0	0	0	0	0	0
Midhurst Rother College	Chichester	GU29 9DT	31,990	31,321	669	0	0	0	0	0	0
Community Schools Access Initiative	Various	Various	825	787	38	0	0	0	0	0	0
Improvements to ICT and FFE	Various	Various	900	862	38	0	0	0	0	0	0
Manor Green Primary	Crawley	RH11 0DU	316	210	106	0	0	0	0	0	0
Littlegreen	Chichester	PO18 9NW	783	754	29	0	0	0	0	0	0
Queen Elizabeth II Silver Jubilee School	Horsham	RH13 5NW	743	254	489	0	0	0	0	0	0
Shelley Primary School	Horsham	RH12 3LU	650	6	0	644	0	0	0	0	0
Universal Free School Meals	Various	Various	2,488	1,871	617	0	0	0	0	0	0
Worthing Academy	Worthing	BN14 8HJ	23,665	19,258	4,407	0	0	0	0	0	0
Beechfield	Crawley	RH10 3HZ	12,605	145	555	9,905	2,000	0	0	0	0
Age of Transfer - Storrington (STARS)	Various	Various	6,173	0	1,000	5,173	0	0	0	0	0
Primary and Secondary Basic Need 2013/14	Various	Various	58,123	48,978	6,004	3,141	0	0	0	0	0
Primary and Secondary Basic Need 2015/16	Various	Various	20,831	6,913	9,972	3,946	0	0	0	0	0
Primary and Secondary Basic Need 2016/17	Various	Various	33,924	506	21,745	11,673	0	0	0	0	0
Community Schools DFCG 2015/16	Various	Various	1,364	0	1,364	0	0	0	0	0	0
Community Schools Capital Maintenance Grant 2015/16	Various	Various	7,183	5,931	1,252	0	0	0	0	0	0
Community Schools Capital Maintenance Grant 2016/17	Various	Various	8,875	0	5,375	3,500	0	0	0	0	0
Primary and Secondary Basic Need 2017 Starts	Various	Various	23,863	0	1,997	19,491	2,375	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>349,785</b>	<b>230,628</b>	<b>57,309</b>	<b>57,473</b>	<b>4,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
Primary and Secondary Basic Need 2018 Starts	Various	Various	35,212	0	0	17,075	16,429	1,708	0	0	0
Community Schools Devolved Formula Capital Grant	Various	Various	1,694	0	0	1,694	0	0	0	0	0
Community Schools Capital Maintenance Grant	Various	Various	7,049	0	0	4,549	2,500	0	0	0	0
<b>Total 2017/18</b>			<b>43,955</b>	<b>0</b>	<b>0</b>	<b>23,318</b>	<b>18,929</b>	<b>1,708</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
Primary and Secondary Basic Need 2019 Starts	Various	Various	28,715	0	0	0	13,797	14,918	0	0	0
Family Operations Programme	Various	Various	10,000	0	0	0	5,000	5,000	0	0	0
Community Schools Devolved Formula Capital Grant	Various	Various	1,694	0	0	0	1,694	0	0	0	0
Community Schools Capital Maintenance Grant	Various	Various	6,411	0	0	0	4,411	2,000	0	0	0
<b>Total 2018/19</b>			<b>46,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,902</b>	<b>21,918</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2019/20 *</b>											
Community Schools Devolved Formula Capital Grant	Various	Various	1,694	0	0	0	0	1,694	0	0	0
Community Schools Capital Maintenance Grant	Various	Various	5,770	0	0	0	0	3,770	2,000	0	0
<b>Total 2019/20</b>			<b>7,464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,464</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2020/21 *</b>											
Primary and Secondary Basic Need 2020 Starts	Various	Various	15,000	0	0	0	0	0	15,000	0	0
Community Schools Devolved Formula Capital Grant	Various	Various	1,694	0	0	0	0	0	1,694	0	0
Community Schools Capital Maintenance Grant	Various	Various	5,193	0	0	0	0	0	3,193	2,000	0
<b>Total 2020/21</b>			<b>21,887</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,887</b>	<b>2,000</b>	<b>0</b>

## EDUCATION AND SKILLS / CHILDREN - START OF LIFE

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Proposed Starts List 2021/22 *</b>											
Primary and Secondary Basic Need 2021 Starts	Various	Various	15,000	0	0	0	0	0	0	15,000	0
Community Schools Devolved Formula Capital Grant	Various	Various	1,694	0	0	0	0	0	0	1,694	0
Community Schools Capital Maintenance Grant	Various	Various	4,625	0	0	0	0	0	0	2,625	2,000
<b>Total 2021/22</b>			<b>21,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,319</b>	<b>2,000</b>
<b>TOTAL PROGRAMME</b>			<b>491,230</b>	<b>230,628</b>	<b>57,309</b>	<b>80,791</b>	<b>48,206</b>	<b>29,090</b>	<b>21,887</b>	<b>21,319</b>	<b>2,000</b>
<b>Financing</b>					<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Subsequent £000</b>
<b>Sources of Funding</b>											
Government Grant					5,085	11,599	3,724	1,694	1,694	1,694	0
Corporate Resources					46,573	64,576	43,258	27,396	20,193	19,625	2,000
External Contributions					5,651	4,616	1,224	0	0	0	0
<b>Total Funding</b>					<b>57,309</b>	<b>80,791</b>	<b>48,206</b>	<b>29,090</b>	<b>21,887</b>	<b>21,319</b>	<b>2,000</b>

\* All projects approved subject to business case

## FINANCE

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17 £000		Gross Expenditure 2017/18 £000	Sales, Fees and Charges 2017/18 £000	Other Income 2017/18 £000	Specific Government Grants 2017/18 £000	Net Expenditure 2017/18 £000	Net Expenditure Change from 2016/17 %
<b>Corporate Resources and Services</b>							
186	Executive Director of CR&S	0	0	0	0	0	-100.0%
<b>Transformation, Customer and Support Services</b>							
1,064	Commercial Services	388	-15	-6	0	367	-65.5%
1,783	Future West Sussex Programme	590	0	0	0	590	-66.9%
<b>2,847</b>		<b>978</b>	<b>-15</b>	<b>-6</b>	<b>0</b>	<b>957</b>	<b>-66.4%</b>
<b>Finance, Performance and Procurement</b>							
Finance, Procurement and Performance							
3,462	Staffing	6,121	-748	-784	0	4,589	32.6%
359	Finance	443	0	0	0	443	23.4%
59	Internal Audit	209	0	0	0	209	254.2%
<b>3,880</b>		<b>6,773</b>	<b>-748</b>	<b>-784</b>	<b>0</b>	<b>5,241</b>	<b>35.1%</b>
<b>Economy, Planning &amp; Place</b>							
8,140	Capital and Infrastructure (Property)	13,009	-2,142	-1,839	0	9,028	10.9%
<b>Other Responsibilities</b>							
431	Fees and Other Payments	460	0	-44	0	416	-3.5%
1,770	Insurance	1,616	0	-1,865	0	-249	-114.1%
380	Big Society Fund	300	0	0	0	300	-21.1%
0	Council Tax Hardship Fund	145	0	0	0	145	N/A
0	Apprenticeship Levy	1,684	0	0	0	1,684	N/A
279	Flood Defence Levies	299	0	0	0	299	7.2%
333	Inshore Fisheries and Conservation Authority	479	0	0	-148	331	-0.6%
189	Chichester Harbour Conservancy	189	0	0	0	189	0.0%
103	Littlehampton Harbour Board	102	0	0	0	102	-1.0%
<b>3,485</b>		<b>5,274</b>	<b>0</b>	<b>-1,909</b>	<b>-148</b>	<b>3,217</b>	<b>-7.7%</b>
<b>18,538</b>	<b>PORTFOLIO TOTAL</b>	<b>26,034</b>	<b>-2,905</b>	<b>-4,538</b>	<b>-148</b>	<b>18,443</b>	<b>-0.5%</b>



## FINANCE

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £0.095m or 0.5%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		58	0.3
<b>Committed and Service Changes</b>			
Reversal of 2016/17 portfolio transfer: Service Transformation Reserve for transformation projects	-1,193		
Reversal of 2016/17 portfolio transfer: Strategic Economic Plan Reserve to fund Local Economic Partnership Accountable Body support	-115		
Reversal of 2016/17 portfolio transfer: Insurance Reserve Apprenticeship Levy	-2,000		
Establishment of a feasibility budget to support development and delivery of the capital programme - Capital and Infrastructure (Property)	1,684		
Internal Audit - corporate fraud funding	850		
Council Tax Hardship Fund	150		
Increase Inshore Fisheries and Conservation Authority Levy	85		
Increase in the Council's Flood Defence levy	136		
	20		
		-383	-2.1
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings already agreed		-411	-2.2
<b>Funding from Central Government</b>			
Allocation Inshore Fisheries & Conservation Support Grant		-148	-0.8
<b>Transfers between Portfolios</b>			
Stationery budget centralisation - transfer to Corporate Relations	-138		
Transfer of Commercial Marketing Co-ordinator to Corporate Relations	-39		
Transfer of HR Pension Consultant & Advisor to Finance, Procurement and Performance Staffing from Corporate Relations	80		
Transfer of Performance team & Insight team to Finance, Procurement and Performance Staffing from Corporate Relations	1,346		
Management savings 2016/17 - transfer to Residents' Services	-5		
Transfer of Business Improvement to Corporate Relations	-527		
Council Tax Hardship Fund from Non-Portfolio	60		
Senior Management Realignment	33		
Transfer of Corporate Risk Manager to Finance, Procurement and Performance Staffing from Corporate Relations	59		
Prevention and Wellbeing grant funding from Big Society Fund to Community Wellbeing	-80		
	-80		
		789	4.3
<b>TOTAL CHANGE IN SPENDING</b>		<b>-95</b>	<b>-0.5</b>

## FINANCE

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
Accommodation Optimisation - County Hall	Chichester	PO19 1RG	1,904	1,680	88	136	0	0	0	0	0
Carbon Reduction Programme	Various	Various	548	0	340	81	127	0	0	0	0
Sompting Waste Management	Worthing	BN15 0ND	378	65	63	250	0	0	0	0	0
Structural Maintenance 2015/16	Various	Various	2,824	2,432	392	0	0	0	0	0	0
Structural Maintenance 2016/17	Various	Various	2,000	0	1,816	184	0	0	0	0	0
SAP Optimisation	Various	Various	240	0	240	0	0	0	0	0	0
Staff Capitalisation - Property	Various	Various	1,201	0	1,201	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>9,095</b>	<b>4,177</b>	<b>4,140</b>	<b>651</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
County Hall Accommodation	Chichester	PO19 1RG	150	0	0	150	0	0	0	0	0
Targeted Asset Improvement Plan	Various	Various	22,000	0	0	1,000	5,000	10,000	3,000	3,000	0
Buchan Country Park Cafe	Crawley	RH11 9HQ	35	0	0	35	0	0	0	0	0
Structural Maintenance	Various	Various	2,500	0	0	2,500	0	0	0	0	0
Staff Capitalisation - Property	Various	Various	1,213	0	0	1,213	0	0	0	0	0
<b>Total 2017/18</b>			<b>25,898</b>	<b>0</b>	<b>0</b>	<b>4,898</b>	<b>5,000</b>	<b>10,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
Structural Maintenance	Various	Various	2,000	0	0	0	2,000	0	0	0	0
Staff Capitalisation - Property	Various	Various	1,225	0	0	0	1,225	0	0	0	0
<b>Total 2018/19</b>			<b>3,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2019/20 *</b>											
Structural Maintenance	Various	Various	2,000	0	0	0	0	2,000	0	0	0
Staff Capitalisation - Property	Various	Various	1,237	0	0	0	0	1,237	0	0	0
<b>Total 2019/20</b>			<b>3,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,237</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2020/21 *</b>											
County Record Office	Chichester	PO19 1DD	10,000	0	0	0	0	0	7,000	3,000	0
Structural Maintenance	Various	Various	2,000	0	0	0	0	0	2,000	0	0
Staff Capitalisation - Property	Various	Various	1,249	0	0	0	0	0	1,249	0	0
<b>Total 2020/21</b>			<b>13,249</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,249</b>	<b>3,000</b>	<b>0</b>
<b>Proposed Starts List 2021/22 *</b>											
Structural Maintenance	Various	Various	2,000	0	0	0	0	0	0	2,000	0
Staff Capitalisation - Property	Various	Various	1,261	0	0	0	0	0	0	1,261	0
<b>Total 2021/22</b>			<b>3,261</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,261</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>			<b>57,965</b>	<b>4,177</b>	<b>4,140</b>	<b>5,549</b>	<b>8,352</b>	<b>13,237</b>	<b>13,249</b>	<b>9,261</b>	<b>0</b>
<b>Financing</b>											
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Sources of Funding</b>											
Government Grant					0	0	0	0	0	0	0
Corporate Resources					4,140	5,506	8,352	13,237	13,249	9,261	0
External Contributions					0	43	0	0	0	0	0
<b>Total Funding</b>					<b>4,140</b>	<b>5,549</b>	<b>8,352</b>	<b>13,237</b>	<b>13,249</b>	<b>9,261</b>	<b>0</b>

## FINANCE

### CAPITAL PROGRAMME 2017/18 to 2021/22

Income Generating Initiatives & Bold Ideas	Locality	Postcode	Total Approved Project Budget £000	Previous Years £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Income Generating Projects</b>											
Propco: Barnham	Arun	PO22 0AY	300	0	300	0	0	0	0	0	0
Propco: Orchard Street	Chichester	PO19 1DG	1,950	618	943	389	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>2,250</b>	<b>618</b>	<b>1,243</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Income Generating Projects *</b>											
Propco: Barnham	Arun	PO22 0AY	16,700	0	0	1,700	6,000	8,000	800	200	0
Propco: Crawley, Tilgate	Crawley	RH11 9BQ	21,500	0	0	400	9,000	10,200	1,800	100	0
Propco: Littlehampton	Arun	BN17 6FE	14,000	0	0	1,000	6,000	6,000	650	350	0
Propco: Petworth	Chichester	GU28 0EE	6,500	0	0	50	4,500	1,500	450	0	0
Propco: Southwick	Adur	BN42 4NF	3,000	0	0	30	1,500	1,400	50	20	0
Propco: The Tannery	Chichester	PO19 3RJ	4,690	0	0	500	2,000	1,800	300	90	0
Propco: The Wallis Centre, East Grinstead	Mid Sussex	RH19 3BS	1,950	0	0	600	1,000	300	50	0	0
Investment Property Opportunities	Various	Various	50,000	0	0	10,000	10,000	10,000	10,000	10,000	0
<b>Total Proposed Projects</b>			<b>118,340</b>	<b>0</b>	<b>0</b>	<b>14,280</b>	<b>40,000</b>	<b>39,200</b>	<b>14,100</b>	<b>10,760</b>	<b>0</b>
<b>TOTAL INCOME GENERATING &amp; BOLD IDEAS PROGRAMME</b>			<b>120,590</b>	<b>618</b>	<b>1,243</b>	<b>14,669</b>	<b>40,000</b>	<b>39,200</b>	<b>14,100</b>	<b>10,760</b>	<b>0</b>

\* All projects approved subject to business case

## HIGHWAYS AND TRANSPORT

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17		Gross Expenditure 2017/18	Sales, Fees and Charges 2017/18	Other Income 2017/18	Specific Government Grants 2017/18	Net Expenditure 2017/18	Net Expenditure Change from 2016/17
£000		£000	£000	£000	£000	£000	%
<b>Highways Service</b>							
<b>3,330</b>	Highways Service	6,930	-1,277	-2,736	0	<b>2,917</b>	-12.4%
<b>13,026</b>	Highway Maintenance	10,326	0	0	-58	<b>10,268</b>	-21.2%
<b>500</b>	Operation Watershed	500	0	0	0	<b>500</b>	0.0%
<b>0</b>	West Sussex Permit Scheme	1,100	-1,100	0	0	<b>0</b>	N/A
<b>7,386</b>	Street Lighting PFI	13,461	0	-100	-6,069	<b>7,292</b>	-1.3%
<b>24,242</b>		<b>32,317</b>	<b>-2,377</b>	<b>-2,836</b>	<b>-6,127</b>	<b>20,977</b>	<b>-13.5%</b>
<b>Transport and Countryside</b>							
<b>12,428</b>	National Concessionary Fares Scheme	11,940	0	0	0	<b>11,940</b>	-3.9%
<b>1,192</b>	3in1 Concessionary Fares Scheme	684	-153	0	0	<b>531</b>	-55.5%
<b>1,122</b>	Public Transport Support	2,667	0	-1,160	-374	<b>1,133</b>	1.0%
<b>432</b>	Safe & Sustainable Transport	750	-133	-217	0	<b>400</b>	-7.4%
<b>236</b>	Transport Bureau	3,574	-27	-2,766	-62	<b>719</b>	204.7%
<b>-71</b>	Parking Strategy	201	0	-273	0	<b>-72</b>	1.4%
<b>0</b>	On Street Car Parking	3,603	-3,559	-44	0	<b>0</b>	N/A
<b>351</b>	Blue Badge Scheme	497	-146	0	0	<b>351</b>	0.0%
<b>0</b>	Sussex Safer Roads Partnership	1,966	-1,966	0	0	<b>0</b>	N/A
<b>15,690</b>		<b>25,882</b>	<b>-5,984</b>	<b>-4,460</b>	<b>-436</b>	<b>15,002</b>	<b>-4.4%</b>
<b>Other Responsibilities</b>							
<b>580</b>	Management and Central Strategic Planning (Strategic Planning and Place)	875	0	-93	0	<b>782</b>	34.8%
<b>1,363</b>	Customer Service Hub (Transformation, Customer and Support Services)	3,579	-1,705	-764	0	<b>1,110</b>	-18.6%
<b>356</b>	Fleet Management (Fire Operations)	252	0	0	0	<b>252</b>	-29.2%
<b>-1,015</b>		897	-13	-1,088	0	<b>-204</b>	-79.9%
<b>1,284</b>		<b>5,603</b>	<b>-1,718</b>	<b>-1,945</b>	<b>0</b>	<b>1,940</b>	<b>51.1%</b>
<b>41,216</b>	<b>PORTFOLIO TOTAL</b>	<b>63,802</b>	<b>-10,079</b>	<b>-9,241</b>	<b>-6,563</b>	<b>37,919</b>	<b>-8.0%</b>

## HIGHWAYS AND TRANSPORT

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £3.297m or 8%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		589	1.4
<b>Committed and Service Changes</b>			
Removal of Transitional Grant funding (pavements/footways)	-2,000		
Removal of Transitional Grant funding (road markings)	-500		
Management of savings at risk (Transport Review)	500		
Street Lighting PFI - remove 2016/17 portfolio transfer to reserve	454		
Street Lighting PFI - transfer to reserve 2017/18	-749		
Strategic Transport Investment Programme - transfer from reserve 2017/18	164		
Strategic Transport Investment Programme (A2300) - transfer from reserve 2017/18	270		
Review of Capitalisation Policy	-150		
Highways Commuted Sums - transfer to reserve 2017/18	-600		
Highways Commuted Sums - transfer from reserve 2017/18	<u>206</u>		
		-2,405	-5.8
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-988		
Savings already agreed	<u>-371</u>		
		-1,359	-3.3
<b>Funding from Central Government</b>			
Lead Local Flood Authority Grant	-58		
Expenditure funded by Lead Local Flood Authority Grant	<u>58</u>		
		0	0.0
<b>Transfers between Portfolios</b>			
Allocation of Transport Review savings - transfer to Education and Skills	-25		
Allocation of 2015/16 Passenger Transport savings - transfer from Adult Social Care and Health	63		
Allocation of 2015/16 Passenger Transport savings - transfer to Children - Start of Life	-19		
Allocation of 2015/16 Passenger Transport savings - transfer from Education and Skills	28		
Disclosure Barring Service checks for external transport staff - from Corporate Relations	17		
Management savings 2016/17 - transfer to Residents' Services	-5		
Transfer of Customer Experience Programme staff to Residents' Services	-124		
Allocation of Customer Experience savings - transfer from Residents' Services	11		
Transfer of County Fleet Manager to Residents' Services	-64		
IT contract centralisation - transfer to Corporate Relations	-1		
Changes to Corporate Leadership Team - transfer to Corporate Relations	<u>-3</u>		
		-122	-0.3
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>-3,297</u></u>	<u><u>-8.0</u></u>

## HIGHWAYS AND TRANSPORT

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
Local Highways Maintenance Block 2015/16	Various	Various	18,392	15,912	2,480	0	0	0	0	0	0
Parking Meters	Various	Various	430	373	40	17	0	0	0	0	0
Unclassified Roads	Various	Various	29,778	29,238	540	0	0	0	0	0	0
Infrastructure Plan Community Led Schemes	Various	Various	5,085	3,407	1,562	116	0	0	0	0	0
Comet Corner	Arun	PO22 6NF	30	0	30	0	0	0	0	0	0
Shoreham Footbridge Replacement (Connect 2)	Adur	BN43 5ZE	9,927	9,899	28	0	0	0	0	0	0
Keymer Junction	Mid Sussex	RH15 0JZ	557	229	328	0	0	0	0	0	0
Flood Management	Various	Various	1,035	0	255	430	150	200	0	0	0
A284 Lyminster Bypass	Arun	Various	9,343	733	78	4,050	4,482	0	0	0	0
A259 Corridor Enhancement Capacity, East Arun	Arun/Worthing	Various	15,283	635	85	4,034	8,343	2,186	0	0	0
National Cycle Networks 2	Various	Various	1,265	62	803	400	0	0	0	0	0
Worthing Sustainable Transport Package - Phase 1	Worthing	Various	1,550	551	999	0	0	0	0	0	0
West of Horsham	Horsham	Various	7,177	0	440	1,908	2,443	2,386	0	0	0
Pothole Action Fund 2016/17	Various	Various	841	0	841	0	0	0	0	0	0
Crawley Area Transport Package Phase 1	Crawley	Various	870	0	870	0	0	0	0	0	0
Corporate Fleet 2016/17	Various	Various	2,870	1,196	1,339	335	0	0	0	0	0
Fire Replacement Vehicles 2016/17	Various	Various	765	0	0	765	0	0	0	0	0
Fire Fleet 2016/17	Various	Various	1,016	0	649	367	0	0	0	0	0
Integrated Transport Block 2016/17	Various	Various	5,230	0	3,486	1,744	0	0	0	0	0
Local Highways Maintenance Block 2016/17	Various	Various	13,393	0	13,177	216	0	0	0	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,195	0	1,195	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>126,032</b>	<b>62,235</b>	<b>29,225</b>	<b>14,382</b>	<b>15,418</b>	<b>4,772</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
Better Pavements	Various	Various	11,000	0	0	3,000	2,000	2,000	2,000	2,000	0
Pothole Action Fund	Various	Various	1,145	0	0	1,145	0	0	0	0	0
Road Safety Improvements	Various	Various	1,000	0	0	1,000	0	0	0	0	0
Fire Fleet	Various	Various	901	0	0	901	0	0	0	0	0
Corporate Fleet	Various	Various	2,922	0	0	2,922	0	0	0	0	0
A27	Various	Various	10,000	0	0	2,000	8,000	0	0	0	0
Crawley Street Lighting (LED)	Crawley	Various	800	0	0	400	400	0	0	0	0
Fire Replacement Vehicles	Various	Various	765	0	0	765	0	0	0	0	0
Intergrated Transport Block	Various	Various	3,734	0	0	3,734	0	0	0	0	0
Local Highways Maintenance Block	Various	Various	13,228	0	0	13,228	0	0	0	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,207	0	0	1,207	0	0	0	0	0
<b>Total 2017/18</b>			<b>46,702</b>	<b>0</b>	<b>0</b>	<b>30,302</b>	<b>10,400</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
Crawley Area Transport Package Phase 2	Crawley	Various	35,060	0	0	0	7,300	9,253	9,253	9,254	0
A29 Re-alignment, Bognor Regis	Arun	Various	35,100	0	0	0	700	650	11,250	22,500	0
Upgrade/refurbishment: Drayton and Clapham Depots	Chichester/Worthing	Various	4,000	0	0	0	2,000	2,000	0	0	0
Public Transport Route Improvements	Various	Various	1,600	0	0	0	400	400	400	400	0
Traffic Signal Refurbishment	Various	Various	1,000	0	0	0	250	250	250	250	0
Fire Fleet	Various	Various	630	0	0	0	630	0	0	0	0
Corporate Fleet	Various	Various	2,451	0	0	0	2,451	0	0	0	0
Fire Replacement Vehicles	Various	Various	765	0	0	0	765	0	0	0	0
Intergrated Transport Block	Various	Various	3,734	0	0	0	3,734	0	0	0	0
Local Highways Maintenance Block	Various	Various	11,043	0	0	0	11,043	0	0	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,219	0	0	0	1,219	0	0	0	0
<b>Total 2018/19</b>			<b>96,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,492</b>	<b>12,553</b>	<b>21,153</b>	<b>32,404</b>	<b>0</b>

## HIGHWAYS AND TRANSPORT

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Proposed Starts List 2019/20 *</b>											
Fire Fleet	Various	Various	978	0	0	0	0	978	0	0	0
Corporate Fleet	Various	Various	1,441	0	0	0	0	1,441	0	0	0
Fire Replacement Vehicles	Various	Various	765	0	0	0	0	765	0	0	0
Intergrated Transport Block	Various	Various	3,734	0	0	0	0	3,734	0	0	0
Local Highways Maintenance Block	Various	Various	11,043	0	0	0	0	11,043	0	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,231	0	0	0	0	1,231	0	0	0
<b>Total 2019/20</b>			<b>19,192</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,192</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2020/21 *</b>											
A259 Clymptwick Bridge replacement deck	Arun	BN17	1,000	0	0	0	0	1,000	0	0	0
On Street Parking Machines	Various	Various	200	0	0	0	0	100	100	0	0
A2300 Corridor capacity enhancement, Burgess Hill	Mid Sussex	Various	22,580	0	0	0	0	3,110	10,260	9,210	0
Fire Fleet	Various	Various	576	0	0	0	0	576	0	0	0
Corporate Fleet	Various	Various	867	0	0	0	0	867	0	0	0
Fire Replacement Vehicles	Various	Various	765	0	0	0	0	765	0	0	0
Intergrated Transport Block	Various	Various	3,734	0	0	0	0	3,734	0	0	0
Local Highways Maintenance Block	Various	Various	11,043	0	0	0	0	11,043	0	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,243	0	0	0	0	1,243	0	0	0
<b>Total 2020/21</b>			<b>42,008</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,438</b>	<b>10,360</b>	<b>9,210</b>	<b>0</b>
<b>Proposed Starts List 2021/22 *</b>											
Fire Fleet	Various	Various	632	0	0	0	0	0	632	0	0
Corporate Fleet	Various	Various	903	0	0	0	0	0	903	0	0
Fire Replacement Vehicles	Various	Various	765	0	0	0	0	0	765	0	0
Intergrated Transport Block	Various	Various	3,734	0	0	0	0	0	3,734	0	0
Local Highways Maintenance Block	Various	Various	11,043	0	0	0	0	0	11,043	0	0
Staff Capitalisation - Highways & Transport	Various	Various	1,255	0	0	0	0	0	1,255	0	0
<b>Total 2021/22</b>			<b>18,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,332</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>			<b>348,868</b>	<b>62,235</b>	<b>29,225</b>	<b>44,684</b>	<b>56,310</b>	<b>38,517</b>	<b>45,591</b>	<b>63,096</b>	<b>9,210</b>
<b>Financing</b>					<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Subsequent £000</b>
<b>Sources of Funding</b>											
Government Grant					2,816	5,520	9,715	6,665	18,315	8,800	7,350
Corporate Resources					22,916	33,475	41,652	27,747	24,627	37,689	930
External Contributions					3,493	5,689	4,943	4,105	2,649	16,607	930
<b>Total Funding</b>					<b>29,225</b>	<b>44,684</b>	<b>56,310</b>	<b>38,517</b>	<b>45,591</b>	<b>63,096</b>	<b>9,210</b>

\* All projects approved subject to business case

## LEADER

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17		Gross Expenditure 2017/18	Sales, Fees and Charges 2017/18	Other Income 2017/18	Specific Government Grants 2017/18	Net Expenditure 2017/18	Net Expenditure Change from 2016/17
£000		£000	£000	£000	£000	£000	%
<b>Economy, Planning and Place</b>							
<b>1,068</b>	Economic Development	1,615	0	-81	0	<b>1,534</b>	43.6%
<b>7</b>	Leader Programme	102	0	-99	0	<b>3</b>	-57.1%
<b>0</b>	Supporting Economic Development	502	0	0	-502	<b>0</b>	N/A
<b>557</b>	Kick Start Programme	384	0	0	0	<b>384</b>	-31.1%
<b>1,632</b>		<b>2,603</b>	<b>0</b>	<b>-180</b>	<b>-502</b>	<b>1,921</b>	<b>17.7%</b>
<b>Other Responsibilities</b>							
<b>664</b>	Chief Executive's Office (incl. Policy and Communications)	1,880	-98	0	0	<b>1,782</b>	168.4%
<b>2,296</b>	<b>PORTFOLIO TOTAL</b>	<b>4,483</b>	<b>-98</b>	<b>-180</b>	<b>-502</b>	<b>3,703</b>	<b>61.3%</b>



## LEADER

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.407m or 61.3%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		9	0.4
<b>Committed and Service Changes</b>			
West Sussex Economy - Novartis Site (Horsham)	100		
Kick Start Programme - remove 2016/17 transfer from reserve	-557		
Kick Start Programme - 2017/18 transfer from reserve (Broadband)	384		
Supporting Economic Growth (Local Enterprise Partnership)	110		
Strategic Economic Plan - 2017/18 transfer from reserve	190		
Spark Project - 2017/18 transfer from reserve	54		
		281	12.2
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned		-116	-5.1
<b>Transfers between Portfolios</b>			
Transfer of Communications staff from Corporate Relations	1,293		
Changes to the Executive Leadership Team - transfer to Residents' Services	-15		
Transfer of Lieutenancy Office to Corporate Relations	-45		
		1,233	53.7
<b>TOTAL CHANGE IN SPENDING</b>		<b>1,407</b>	<b>61.3</b>

## LEADER

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
Broadband - Growth is Digital	Various	Various	450	0	450	0	0	0	0	0	0
Business Finance	Various	Various	4,750	1,042	2,458	1,250	0	0	0	0	0
Crawley Town Centre	Crawley	RH10 1HA	1,500	189	1,293	18	0	0	0	0	0
Manor Royal - Gateway & Wayfaring	Crawley	RH10 9DF	289	0	289	0	0	0	0	0	0
Chichester University	Arun	PO21 1HR	350	0	350	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>7,339</b>	<b>1,231</b>	<b>4,840</b>	<b>1,268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
Growth Programme	Various	Various	30,000	0	0	1,000	15,000	14,000	0	0	0
<b>Total 2017/18</b>			<b>30,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>15,000</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
<b>Total 2018/19</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2019/20 *</b>											
<b>Total 2019/20</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2020/21 *</b>											
<b>Total 2020/21</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2021/22 *</b>											
<b>Total 2021/22</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>			<b>37,339</b>	<b>1,231</b>	<b>4,840</b>	<b>2,268</b>	<b>15,000</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financing</b>											
<b>Sources of Funding</b>											
Government Grant					2,475	1,250	0	0	0	0	0
Corporate Resources					2,365	1,018	15,000	14,000	0	0	0
External Contributions					0	0	0	0	0	0	0
<b>Total Funding</b>					<b>4,840</b>	<b>2,268</b>	<b>15,000</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LEADER

### CAPITAL PROGRAMME 2017/18 to 2021/22

Income Generating Initiatives & Bold Ideas	Locality	Postcode	Total Approved Project Budget £000	Previous Years £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Bold Ideas Projects</b>											
Business Park, Horsham - Site Acquisition	Horsham	RH12 5AB	16,988	0	16,988	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>16,988</b>	<b>0</b>	<b>16,988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Bold Ideas Projects *</b>											
Asean Gateway - Gatwick	Horsham	RH12 5AB	3,660	0	1,220	610	610	610	610	0	0
Better Outdoors	Various	Various	500	0	0	0	500	0	0	0	0
Creative Bognor	Arun	Various	1,000	0	100	900	0	0	0	0	0
County Gigabit	Various	Various	2,000	0	0	0	2,000	0	0	0	0
Business Park, Horsham - Development	Horsham	RH12 5AB	50,000	0	0	16,000	24,000	10,000	0	0	0
<b>Proposed Income Generating Projects *</b>											
Your Energy Sussex	Various	Various	63,000	1,909	3,470	8,228	6,300	6,300	6,300	6,300	24,193
<b>Total Proposed Projects</b>			<b>120,160</b>	<b>1,909</b>	<b>4,790</b>	<b>25,738</b>	<b>33,410</b>	<b>16,910</b>	<b>6,910</b>	<b>6,300</b>	<b>24,193</b>
<b>TOTAL INCOME GENERATING &amp; BOLD IDEAS PROGRAMME</b>			<b>137,148</b>	<b>1,909</b>	<b>21,778</b>	<b>25,738</b>	<b>33,410</b>	<b>16,910</b>	<b>6,910</b>	<b>6,300</b>	<b>24,193</b>

\* All projects approved subject to business case

## RESIDENTS' SERVICES

### REVENUE BUDGET 2017/18

Net Expenditure 2016/17		Gross Expenditure 2017/18	Sales, Fees and Charges 2017/18	Other Income 2017/18	Specific Government Grants 2017/18	Net Expenditure 2017/18	Net Expenditure Change from 2016/17
£000		£000	£000	£000	£000	£000	%
<b>Communities &amp; Public Protection</b>							
<b>1,296</b>	Management	1,281	0	0	0	<b>1,281</b>	-1.2%
<b>16,986</b>	Fire Operations	18,151	0	-700	-417	<b>17,034</b>	0.3%
<b>7,385</b>	Public Protection (incl. Trading Standards)	8,611	-360	-185	-359	<b>7,707</b>	4.4%
<b>2,621</b>	Communities	2,947	0	-419	0	<b>2,528</b>	-3.5%
<b>6,776</b>	Libraries (incl. Help Points)	7,844	-614	-462	0	<b>6,768</b>	-0.1%
<b>672</b>	Record Office	777	-44	-56	0	<b>677</b>	0.7%
<b>-612</b>	Registration of Births, Deaths and Marriages	1,211	-1,740	-150	0	<b>-679</b>	10.9%
<b>35,124</b>		40,822	-2,758	-1,972	-776	<b>35,316</b>	0.5%
<b>Energy, Waste and Environment</b>							
<b>22,548</b>	Waste Recycling	29,146	-769	-3,471	-2,124	<b>22,782</b>	1.0%
<b>37,975</b>	Waste Disposal	35,135	-1,156	-10	0	<b>33,969</b>	-10.5%
<b>1,114</b>	Waste Strategy and Support	1,476	0	-215	0	<b>1,261</b>	13.2%
<b>61,637</b>		65,757	-1,925	-3,696	-2,124	<b>58,012</b>	-5.9%
<b>Other Responsibilities</b>							
<b>1,402</b>	Countryside Services (Highways and Transport)	1,531	-17	-111	0	<b>1,403</b>	0.1%
<b>555</b>	Customer Services	0	0	0	0	<b>0</b>	-100.0%
<b>1,957</b>		1,531	-17	-111	0	<b>1,403</b>	-28.3%
<b>98,718</b>	<b>PORTFOLIO TOTAL</b>	<b>108,110</b>	<b>-4,700</b>	<b>-5,779</b>	<b>-2,900</b>	<b>94,731</b>	<b>-4.0%</b>

## RESIDENTS' SERVICES

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £3.987m or 4%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Price rise allowance		1,886	1.9
<b>Committed and Service Changes</b>			
Waste volume demand pressure	700		
Increase to material recycling quality sampling (change to legislation)	115		
Management of savings at risk (realignment of charging and other activities within Waste)	280		
Waste Materials & Resource Management Contract - remove 2016/17 transfer from reserve	-738		
Waste Materials & Resource Management Contract - 2017/18 transfer from reserve	466		
Recycling and Waste Handling - remove 2016/17 transfer from reserve	-28		
Recycling and Waste Handling - 2017/18 transfer from reserve	28		
Fire Operations - Sussex Control Centre	280		
	1,103	1,103	1.1
<b>Balancing the Budget</b> - detail provided in Table 3			
Savings planned	-424		
Savings already agreed	-6,124		
	-6,548	-6,548	-6.6
<b>Transfers between Portfolios</b>			
Transfer of Customer Experience Programme staff from Highways and Transport	124		
Allocation of Customer Experience savings - transfer to Highways and Transport	-11		
Transfer of Customer Experience staff to Corporate Relations	-588		
Management savings 2016/17 - transfer from Adult Social Care and Health	15		
Management savings 2016/17 - transfer from Corporate Relations	15		
Management savings 2016/17 - transfer from Finance	5		
Management savings 2016/17 - transfer from Highways and Transport	5		
Transfer of County Fleet Manager from Highways and Transport	64		
IT contract centralisation - transfer to Corporate Relations	-47		
Stationery budget centralisation - transfer to Corporate Relations	-12		
Changes to the Executive Leadership Team - transfer from Leader	15		
Changes to Corporate Leadership Team - transfer to Corporate Relations	-13		
	-428	-428	-0.4
<b>TOTAL CHANGE IN SPENDING</b>		<b>-3,987</b>	<b>-4.0</b>

## RESIDENTS' SERVICES

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>In Flight Projects</b>											
Haywards Heath Adaptations for SCC	Mid Sussex	RH16 1XQ	2,200	1,965	0	235	0	0	0	0	0
Breathing Apparatus - Cleaning Facilities	Various	Various	218	201	0	17	0	0	0	0	0
Equalities and Diversity	Various	Various	713	229	334	150	0	0	0	0	0
Energy Efficiency	Various	Various	391	327	64	0	0	0	0	0	0
WSFRS Smoke Detectors	Various	Various	150	50	50	50	0	0	0	0	0
Accommodation Pressures	Various	Various	500	162	113	225	0	0	0	0	0
Aerial Ladder Platform	Various	Various	670	0	150	520	0	0	0	0	0
General After Care Works	Various	Various	438	303	35	40	40	20	0	0	0
Faygate	Horsham	RH12 4SX	1,121	440	20	61	600	0	0	0	0
Westhampnett Gas Scheme	Chichester	PO18 ONX	506	21	5	300	180	0	0	0	0
Baystone Farm Restoration & Leachate Control	Horsham	RH13 ONP	290	241	49	0	0	0	0	0	0
Crawley Library and Office Buildings	Crawley	RH10 6HG	40	0	40	0	0	0	0	0	0
Bognor Library Lift	Bognor	PO21 1DE	102	0	102	0	0	0	0	0	0
Broadband Superfast Extension Project	Various	Various	2,500	0	1,417	1,083	0	0	0	0	0
Rights of Way 2015-16	Various	Various	500	486	14	0	0	0	0	0	0
Chingford Pond	Chichester	GU28 OJR	1,222	1,214	8	0	0	0	0	0	0
Downslink	Various	Various	450	163	287	0	0	0	0	0	0
Burton Mill	Mid Sussex	GU28 OJR	43	0	43	0	0	0	0	0	0
Broadband	Various	Various	15,020	11,268	0	3,152	600	0	0	0	0
MRMC - Site HA Phase 1	Horsham	RH12 4QD	500	0	500	0	0	0	0	0	0
<b>Total In Flight Approved Projects</b>			<b>27,574</b>	<b>17,070</b>	<b>3,231</b>	<b>5,833</b>	<b>1,420</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2017/18 *</b>											
Fire Equipment	Various	Various	2,221	0	0	2,221	0	0	0	0	0
MRMC - Site HA Phase 2	Horsham	RH12 4QD	5,500	0	0	3,500	2,000	0	0	0	0
North of County Transfer Station	Horsham	RH12 4QD	2,000	0	0	200	1,800	0	0	0	0
Redesign of Waste Transfer Stations/Treatments	Various	Various	1,250	0	0	0	1,250	0	0	0	0
<b>Total 2017/18</b>			<b>10,971</b>	<b>0</b>	<b>0</b>	<b>5,921</b>	<b>5,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2018/19 *</b>											
Fire Equipment	Various	Various	150	0	0	0	150	0	0	0	0
<b>Total 2018/19</b>			<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2019/20 *</b>											
Fire Equipment	Various	Various	1,050	0	0	0	0	1,050	0	0	0
Baystone Farm - Waste	Horsham	RH13 ONP	550	0	0	0	0	550	0	0	0
Faygate - Waste	Horsham	RH12 4SX	780	0	0	0	0	80	700	0	0
<b>Total 2019/20</b>			<b>2,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,680</b>	<b>700</b>	<b>0</b>	<b>0</b>

## RESIDENTS' SERVICES

### CAPITAL PROGRAMME 2017/18 to 2021/22

Project	Locality	Postcode	Total Approved Project Budget £000	Previous Years Expenditure £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Proposed Starts List 2020/21 *</b> Fire Equipment	Various	Various	200	0	0	0	0	0	200	0	0
<b>Total 2020/21</b>			<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>Proposed Starts List 2021/22 *</b> Fire Equipment	Various	Various	200	0	0	0	0	0	0	200	0
<b>Total 2021/22</b>			<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>

<b>TOTAL PROGRAMME</b>	<b>41,475</b>	<b>17,070</b>	<b>3,231</b>	<b>11,754</b>	<b>6,620</b>	<b>1,700</b>	<b>900</b>	<b>200</b>	<b>0</b>
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Financing	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Sources of Funding</b>							
Government Grant	1,530	17	0	0	0	0	0
Corporate Resources	1,532	9,970	5,820	1,700	900	200	0
External Contributions	169	1,767	400	0	0	0	0
<b>Total Funding</b>	<b>3,231</b>	<b>11,754</b>	<b>6,220</b>	<b>1,700</b>	<b>900</b>	<b>200</b>	<b>0</b>

Income Generating Initiatives & Bold Ideas	Locality	Postcode	Total Approved Project Budget £000	Previous Years £000	Approved Budget Profiled						
					2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Subsequent £000
<b>Proposed Income Generating Projects *</b> Waste Infrastructure	Horsham	RH12 4QD	9,000	0	0	9,000	0	0	0	0	0
<b>Total Proposed Projects</b>			<b>9,000</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* All projects approved subject to business case