

WEST SUSSEX COUNTY COUNCIL

BUDGET PACK 2018/19

The 2018/19 budget was considered and approved at the meeting of Full Council on 16 February 2018. 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 16 February 2018 meeting. These amendments are consolidated into this version of the budget pack, which therefore represents the final budget as approved by County Council.

The budget approved by County Council on 16 February 2018 incorporated a schedule of savings which had previously been approved by Council on 15 December 2017, alongside the capital programme 2018/19 to 2022/23 (and associated prudential indicators). For completeness, the savings schedule and capital programme approved by Full Council in December 2017 have been presented as part of this published budget pack.

APPENDIX 1

SUMMARY OF REVENUE BUDGET AND PRECEPT 2018/19

Total Net Expenditure 2017/18 ¹		SERVICE	Total Net Expenditure 2018/19	
Amount	Amount per Council Taxpayer (Band D equivalent)		Amount	Amount per Council Taxpayer (Band D equivalent)
£000	£		£000	£
188,122	583.42	Adults and Health	194,773	594.17
93,442	289.79	Children and Young People	95,843	292.37
14,672	45.50	Education and Skills	13,717	41.85
59,415	184.26	Environment	62,730	191.36
61,995	192.27	Finance and Resources	59,649	181.96
37,919	117.60	Highways and Infrastructure	35,608	108.62
4,293	13.31	Leader (Including Economy)	4,185	12.77
37,323	115.75	Safer, Stronger Communities	37,273	113.70
497,181	1,541.90	SERVICE TOTALS	503,778	1,536.80
27,400	84.97	Capital Financing Costs	27,400	83.59
3,454	10.71	Revenue Contribution to Capital Outlay	2,332	7.11
-1,603	-4.97	Investment Income	-1,903	-5.80
3,204	9.94	General Contingency	3,610	11.01
350	1.09	Off-Payroll Reform	0	0.00
150	0.47	Employer National Insurance Contributions	0	0.00
3,354	10.40	LGPS Lump Sum Pension Contribution	0	0.00
-3,182	-9.87	Transfers to/from (-) Earmarked Reserves	-1,274	-3.89
33,127	102.74	NON-SERVICE TOTALS	30,165	92.02
530,308	1,644.64	NET EXPENDITURE	533,943	1,628.82
-101,708	-315.42	Settlement Funding Assessment	-88,361	-269.55
-1,953	-6.06	Business Rates Local Growth	-2,115	-6.45
-2,324	-7.21	Business Rate Cap Grant (Section 31)	-3,791	-11.57
-2,189	-6.79	Education Services Grant	0	0.00
-6,254	-19.39	Transition Grant	0	0.00
-5,017	-15.56	New Homes Bonus Grant	-4,102	-12.51
-3,318	-10.29	Adult Social Care Grant	0	0.00
-428	-1.33	School Improvement Monitoring and Brokering Grant	0	0.00
-3,373	-10.46	Council Tax Collection Fund Surplus (-) / Deficit	-3,557	-10.85
1,117	3.46	Business Rates Collection Fund Surplus (-) / Deficit	-36	-0.11
404,861	1,255.59	PRECEPT	431,981	1,317.78
	3.95%	Increase in Council Tax Band D on Previous Year		4.95%
322,446.70		Council Tax Band D Equivalents	327,809.60	

¹ The 2017/18 comparators have been restated from the 2017/18 Budget Book to reflect the change in political structure which came into force during 2017/18

APPENDIX 2

ANALYSIS OF CHANGES

PORTFOLIO	Budget 2017/18	Effective Change in Spending ¹					Change in Central Government Funding Arrangements	Transfers between Portfolios	Overall Change in Spending col 6+7+8	Budget 2018/19 col 1 + col 9
		Pay and Prices	Committed and Service Changes	Savings Agreed ² (Appendix 3a)	Savings Planned (Appendix 3b)	Total col 2 + 3 + 4 + 5				
	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
Adults and Health	188,122	4,272	9,123	-4,077		9,318	-2,600	-67	6,651	194,773
Children and Young People	93,442	2,252	2,660	-2,850	-2	2,060		341	2,401	95,843
Education and Skills	14,672	511	-839	-188		-516	-700	261	-955	13,717
Environment	59,415	1,829	2,282	-2,860	-110	1,141		2,174	3,315	62,730
Finance and Resources	61,995	1,159	2,246	-3,274	-439	-308		-2,038	-2,346	59,649
Highways and Infrastructure	37,919	873	565	-2,737	-280	-1,579		-732	-2,311	35,608
Leader (Including Economy)	4,293	54	72	-272		-146		38	-108	4,185
Safer, Stronger Communities	37,323	850	643	-1,426	-140	-73		23	-50	37,273
SERVICE TOTALS	497,181	11,800	16,752	-17,684	-971	9,897	-3,300	0	6,597	503,778
Capital Financing Costs	27,400					0			0	27,400
Revenue Contribution to Capital Outlay	3,454		-1,122			-1,122			-1,122	2,332
Investment Income	-1,603		-300			-300			-300	-1,903
General Contingency	3,204		406			406			406	3,610
Off-Payroll Reform	350		-350			-350			-350	0
Employer National Insurance Contributions	150		-150			-150			-150	0
LGPS Lump Sum Pension Contribution	3,354		-3,354			-3,354			-3,354	0
Transfers to/from (-) Earmarked Reserves	-3,182		1,908			1,908			1,908	-1,274
NON-SERVICE TOTALS	33,127	0	-2,962	0	0	-2,962	0	0	-2,962	30,165
NET EXPENDITURE	530,308	11,800	13,790	-17,684	-971	6,935	-3,300	0	3,635	533,943

¹ 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.

² This refers to savings previously agreed at the December 2017 meeting of County Council. The savings approved by County Council include an amount of £780,000 which is being retained within the portfolio to meet a reduction in Public Health Grant, and a further saving of £250,000 in relation to bus subsidies which has been deferred to enable an approach to transportation in rural areas to be developed.

**APPENDIX 3A
BALANCING THE BUDGET - SAVINGS AGREED (DECEMBER 2017)**

Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000				
PLANNED SAVINGS							
Adults and Health							
1	Review options for directly provided services	250	500	750	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.	EIA to run with service redesign and service user engagement and will inform evaluation of options to ensure no avoidable adverse impact.	
2	Reform of Lifelong Services (joint saving with Children's)	0	1,500	1,500	The proposal is to create a Lifelong Service that will support individuals with lifelong disabilities or autism and other complex needs (acquired before the age of 25) throughout their lives. This will bring together relevant children's and adults' social care teams and budgets under a Head of Lifelong Services. This approach will support planning from pre-school age through adulthood with a primary objective of maximising independence (independent travel training, preparation for employment etc) and enabling people to remain at home with families and/or within their local communities. Costs will be reduced through increasing resilience, increased independence, managing the market and reducing demand through effective early intervention. WSCC run residential care homes, day services, fostering and shared lives are not included in Lifelong Services. A Market Development Strategy is being developed to support commissioning of services and service development.	Specific EIA will be undertaken to assess effect of any proposals and any changes to the service model to early intervention and focus on independence on those with protected characteristics.	
3	Revised operating model enabling a focus on prevention	2,000	3,000	5,000	The County Council has invested increasing amounts in preventative services since 2011/12. This has been done with the objective of reducing the care needs of potential future customers. There is evidence that this is beginning to make a difference, e.g. from shorter lengths of stay in residential care and from a reduction in admissions. The revised operating model will give further impetus to this, likewise planned investments from the Improved Better Care Fund, such as in technology enabled care and occupational therapy.	Previous decisions to develop preventative services informed by EIAs. Further assessment will be undertaken for each specific proposal in addition to the assessment of benefits to date.	
4	Reconfiguration of the Shaw contract	1,000	0	1,000	The Shaw contract provides a block allocation of adult social care beds. Around 130 of these support lower level needs for which the County Council no longer makes residential placements. Discussions are taking place between the County Council and Shaw with a view to converting these beds so that they are suitable for customers whose primary care needs are dementia and frailty. Although this will cost additionally under the contract, it will reduce expenditure within the wider market and as a result produce estimated net savings of £1m.	All contract reviews for this contract will be informed by EIA so that the impact upon service users and residents is understood.	
5	Local Assistance Network	100	0	100	Reduction in staffing costs and removal of contingency.	EIA underway to assess impact on those most directly affected and will inform evaluation of range of measures and mitigation opportunities.	
6	Alternative funding arrangements for preventative schemes	500	0	500	Planned funding for CC preventative schemes to be funded by the improved Better Care Fund (iBCF).	EIA as noted for preventative services above	n/a
7	Review of advice & information services across the Childrens, Adults, Families, Health and Education Service (CAFHE)	0	200	200	Review of internal and external advice and information services.	Usual EIA methodology will be used	
8	Health and Wellbeing Services	100	0	100	Reduction in contracts with districts and boroughs.	Usual EIA methodology will be used	
9	Smoking Services	100	0	100	Reduction in tobacco control and prevention.	Usual EIA methodology will be used	
10	Exploring alternative approaches to supporting community initiatives such as small grants	80	0	80	The introduction of a new crowd sourcing platform to obtain funds for community projects, as an alternative to direct support from the County Council.	EIA not likely to be required. Aim to focus on supporting corporate plan priorities through grants funding.	n/a
Subtotal		4,130	5,200	9,330			

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Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000				
Children and Young People							
11	Reform of Lifelong Services (joint saving with Adults)	0	1,500	1,500	The proposal is to create a Lifelong Service that will support individuals with lifelong disabilities or autism and other complex needs (acquired before the age of 25) throughout their lives. This will bring together relevant children's and adults' social care teams and budgets under a Head of Lifelong Services. This approach will support planning from pre-school age through adulthood with a primary objective of maximising independence (independent travel training, preparation for employment etc) and enabling people to remain at home with families and/or within their local communities. Costs will be reduced through increasing resilience, increased independence, managing the market and reducing demand through effective early intervention. WSCC run residential care homes, day services, fostering and shared lives are not included in Lifelong Services. A Market Development Strategy is being developed to support commissioning of services and service development.	See reference to Lifelong services above	n/a
12	Fostering Improvement Plan	90	300	390	The aim of the fostering improvement plan is to improve the availability of in-house foster carers and reduce the reliance on externally commissioned care. As the latter tends to cost more, reductions in overall expenditure can be anticipated from this work.	Usual EIA methodology	n/a
13	Implement Children Looked After commissioning strategy	530	840	1,370	There are a number of new approaches to commissioning care for Children Looked After, within the children's commissioning strategy, to ensure that the right care is delivered at the right time and place and at best value for money. These include stronger interventions with children at risk of requiring care including parent and child placements as well as schemes to enhance greater independence for older children. Through these initiatives, reduced expenditure is expected to be the result.	Usual EIA methodology	n/a
14	Early intervention reducing demand for high cost services	250	350	600	The implementation of the improved Integrated Prevention and Earliest Help service (IPEH) will result in earlier interventions with families and young people before they reach crisis point. This will have the outcome of reducing demand for the most expensive services enabling savings to be achieved.	EIA as for preventative services above	n/a
	Subtotal	870	2,990	3,860			
Education and Skills							
15	Improve school trading offer	75	250	325	A number of trading opportunities are being explored in order to deliver additional revenue income of £0.325m from existing and new products by 2019/20. This will be dependent on the success of initial pilots in 2018/19 and a developed traded model structure (eg ability to trade beyond the County's boundaries).	EIA unlikely to be required	n/a
	Subtotal	75	250	325			
Environment							
16	Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	0	300	300	The RDF offtake contract will commence in the New Year and will enhance our ability to reduce waste going to landfill. Further savings can be achieved following the development of Site Ha to allow additional RDF to be diverted from Landfill.	EIA unlikely to be required	n/a
17	Movement to 2 weekly district waste collections	295	952	1,247	WSCC is encouraging the Districts and Boroughs to look at improving recycling and waste diversion as a total system, ignoring the artificial divide between waste collection and disposal duties. WSCC has commissioned work to model the impact of separate collection of food waste and absorbent hygiene products on a weekly basis. This would only be economic if operated with a lower frequency of refuse collection. This, coupled with potential savings in disposal costs, would contribute to reducing the total system cost. Subject to the modelling, the next step will be trials involving a few thousand households. So far three districts/boroughs have expressed interest in the trials which would take place in 2018.	Usual EIA methodology will be used to assess impact on those most likely to be adversely affected (elderly and disabled residents)	n/a
18	Expansion of solar installation programme	110	190	300	Income from the development of both existing and new solar farms, including installing solar panels in a number of WSCC schools. This will be delivered through schemes within the capital programme.	EIA not likely to be required	n/a
	Subtotal	405	1,442	1,847			

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Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000				
Finance and Resources							
19	Income Generation - Investment Opportunities	0	500	500	£50m in the capital programme has been set aside for commercial investment where the objective is to generate rental income from commercial property. Initial proposal will be for a £20 million fund to invest in 18/19 building to £50m in a range of commercial uses (retail, office, warehousing) with a net investment yield of 5-7%.	EIA not likely to be required	n/a
20	Apprenticeship Levy	750	0	750	Currently in 2017/18 only 16 schools with an annual pay bill in excess of £3m are being charged a contribution towards the County Council's apprenticeship levy bill. This is set to raise just over £0.1m in the current financial year. If all maintained community and voluntary controlled schools were to be charged the actual cost of the new levy (i.e. 0.5% of their annual gross pay bill) then an additional £0.75m could be generated.	EIA not likely to be required	n/a
21	Exploring alternative approaches to supporting community initiatives such as Big Society	250	0	250	The introduction of a new crowd sourcing platform to obtain funds for community projects, as an alternative to direct support from the County Council.	EIA should identify positive opportunities and beneficial impact	n/a
22	Business Travel	200	0	200	Opportunities currently being explored to reduce business travel costs.	EIA not likely to be required	n/a
Subtotal		1,200	500	1,700			
Highways and Infrastructure							
23	Highway operations service level review	1,106	374	1,480	Savings from reprocurement of the Highways maintenance contract from: efficiencies in service delivery using innovative ways of working, review of service levels to align with neighbouring authorities following a benchmarking exercise.	EIA not likely to be required	
24	Income Generation (On Street Parking)	250	2,050	2,300	Saving delivered from a combination of increased on-street charges (there have been no increases since 2013) for permits and pay and display parking, as well as potential measures arising from Road Space Audits in Chichester, Crawley, Worthing, Burgess Hill and East Grinstead. Road Space Audits seek to inform the production of a strategic blueprint for a particular place that defines how parking, various alternative travel solutions (bus, rail, cycling, walking etc.), infrastructure improvements, safety considerations and future development can be integrated so that the road network is used and managed in the most efficient way possible. Any measures arising from a Road Space Audit will be subject to full scrutiny and consultation. The proposal will also investigate the potential to make efficiency savings in how our parking arrangements are managed.	Initial assessment may lead to use of EIA methodology to test overall impact	n/a
25	Street Lighting - Investing in LED technology where the business case is positive	100	50	150	Converting existing high energy use equipment (lighting in particular) to low energy (LED).	EIA not likely to be required.	n/a
26	Remove public bus service subsidies which do not impinge upon school transport	250	250	500	Reduction in subsidies for unviable services where there is no link to providing transport for schools.	EIA as for previous assessments for subsidised travel	n/a
27	English National Concessionary Travel Scheme (ENCTS)	200	200	400	Reduce base budget to reflect current falling passenger numbers and operator reimbursement costs.	EIA as for previous assessments for subsidised travel	n/a
Subtotal		1,906	2,924	4,830			
Safer, Stronger Communities							
28	Transformation plans to remodel Council community space	0	1,100	1,100	Plans developing to remodel Council buildings to further integrate services to reduce duplication of assets and provide space to encourage greater levels of community activity.	Usual EIA methodology to be used	unknown at this time
Subtotal		0	1,100	1,100			
Overall Total - Planned Savings		8,586	14,406	22,992			

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BALANCING THE BUDGET - SAVINGS AGREED (DECEMBER 2017)**

Scheme	Balancing the Budget			Description	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000			
EFFICIENCY SAVINGS IN PROGRESS						
Adults and Health						
<i>Contractual & Other Efficiencies:</i>						
29	4 Sight contract	30	30	60	Gradual ending of the contract supporting visual impaired customers.	
30	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	0	50	50	Reprocurement of the Integrated Sexual Health service with savings through the introduction of postal service for testing.	
31	Alternative funding arrangements for carers schemes	400	0	400	The County Council has two contracts for carers which are temporarily funded until autumn 2018. On-going provision had been identified for these from resources across the portfolio. Subsequent to that permanent funding has been created through the Improved Better Care Fund, so the £400k is no longer required for its intended purpose.	
<i>Operational Changes:</i>						
32	Financial Personalisation Programme	100	0	100	Practice/process changes designed to improve the timeliness of the collection of customer contributions towards social care.	
33	Integrated Prevention and Earliest Help (IPEH) staffing funded from Public Health	50	0	50	Staff restructure within the Healthy Child Programme team.	1
	Subtotal	580	80	660		
Children and Young People						
<i>Income Generation:</i>						
34	Beechfield fees increase	150	0	150	Beechfield Secure Children's Home has had investment via the Department for Education to bring the building more in line with the expectations for a secure welfare unit. This enables us to increase the weekly fee to bring our charges more into line with those charged by other providers of secure welfare homes.	n/a
<i>Operational Changes:</i>						
35	Redesign of Integrated Prevention and Earliest Help Service	750	0	750	Children's Services have established an Integrated Prevention and Earliest Help 0-25 Service (IPEH) which redesigned services in Early Childhood, Early Help and Think Family and the Young People's Service. This is the second year of savings from that redesign and will be achieved through initiatives to drive out duplication, rationalise management structures, commission more effectively, reduce bureaucracy and simplify processes.	n/a
36	Supervised contact	100	0	100	The Council currently spends approximately £0.7m supporting supervised contact between parents and looked after children. The current system relies on externally purchased services and is not cost effective. Savings will be achieved through greater use of existing Council premises and Council-employed staff.	n/a
37	Healthy Child Programme procurement	930	250	1,180	The procurement of the Healthy Child Programme has allowed 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 line represents the remaining years of the savings delivered through reprocurement of the programme in 2017/18.	n/a
	Subtotal	1,930	250	2,180		
Education and Skills						
<i>Contractual & Other Efficiencies:</i>						
38	Adult Education Management Fee	70	0	70	Full year effect of the increased management fee that the County Council is receiving on the new adult education contract from September 2017.	n/a
	Subtotal	70	0	70		
Environment						
<i>Contractual & Other Efficiencies:</i>						
39	Further savings on Viridor contract through negotiation	150	150	300	Following the financial review of the PFI model a benchmarking exercise was also undertaken which showed opportunities within the existing contract.	n/a
40	Reprocurements of energy/water contracts	0	50	50	Agreed framework in place for procurement (Crown Commercial Services).	n/a
<i>Operational Changes:</i>						

**APPENDIX 3A
BALANCING THE BUDGET - SAVINGS AGREED (DECEMBER 2017)**

Scheme	Balancing the Budget			Description	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000			
41	Formalise 'Black bag' manual sort at HWRS	200	0	200	Current pilots at HWRS where operatives open black bags to take out good recycling material that would normally have been sent to landfill /MBT plant has provided good results which should be formalised into the contractual method statement.	n/a
42	Meet Life Cycle Maintenance costs from MRMC reserves	1,300	0	1,300	The MRMC reserve was created to help support key maintenance activity required at the MBT facility at Warnham. £1.3m withdrawn annually from the reserve.	n/a
43	Refinance MRF variation with £1.8m injection	700	0	700	Reduction in unitary charge as a result of contractual negotiation.	n/a
	<i>Restructure:</i>					
44	Waste Management Restructure	50	0	50	Savings resulting from staff changes	1-2
	Subtotal	2,400	200	2,600		
Finance and Resources						
	<i>Contractual & Other Efficiencies:</i>					
45	Reprocurement of MFD contract	100	100	200	Expected contract saving	n/a
46	Legal Services	0	250	250	Greater collaboration through the ORBIS Partnership is expected to reduce demand for external advice and deliver efficiencies.	n/a
47	Cost Based Reduction	0	1,000	1,000	Further opportunities exist to review expenditure on contractual spend and more better use of existing frameworks. The programme will review contracts and spend patterns and seek to obtain savings from better rates, category management and demand management.	n/a
	<i>Income Generation:</i>					
48	Council Car Parks	20	0	20	Review of charges for out of hours use of council staff car parks.	n/a
49	Income Generation - Findon Library	24	0	24	Increased rental income from Findon CFC.	n/a
50	Income Generation - Manor Royal	26	0	26	50% of net revenue from advertising via digital outdoor media (electronic advertising boards) at Manor Royal Business Improvement District (BID).	n/a
51	Advertising/sponsorship opportunities	50	50	100	The County Council will engage with external parties to boost existing (and create new) revenue schemes from advertising and sponsorship opportunities on West Sussex assets.	n/a
52	Financial Adults Safeguarding (FAS) - Court of Protection Fees Increase	50	0	50	Additional income	n/a
	<i>Operational Changes:</i>					
53	Remove base budget Funding for Transformation Fund	600	0	600	All transformation projects will now be funded from the Reserve.	n/a
	<i>Restructure:</i>					
54	Finance Savings	180	0	180	Finance restructure is entering its final phase. The structure that has been developed will deliver the savings required.	
55	FPP - Restructuring savings	432	0	432	Savings resulting from staff changes.	8-9
56	Democratic Services - restructuring savings	50	0	50	Savings resulting from staff changes.	1
	Subtotal	1,532	1,400	2,932		
Highways and Infrastructure						
	<i>Income Generation:</i>					
57	Income Generation - Planning Services	200	0	200	Following further development activity in the County and recent income trends, a further £200k of Strategic Planning income has been assumed.	n/a
58	Income Generation - Highways	10	0	10	Review of income generated from highways related fees and charges.	n/a
59	Advertising/sponsorship opportunities	50	50	100	Provide opportunities for advertising on the highway and for sponsorship of highway activities.	n/a
	<i>Operational Changes:</i>					

**APPENDIX 3A
BALANCING THE BUDGET - SAVINGS AGREED (DECEMBER 2017)**

Scheme	Balancing the Budget			Description	Est FTE Impact	
	2018/19 £000	2019/20 £000	Total £000			
60	Transport Review - cross cutting - 3-in-1 Scheme	115	0	115	Completion of 3-in-1 Card Scheme withdrawal.	n/a
61	Routine Maintenance - reviewing arrangements with town councils	70	0	70	Normalising funding for routine maintenance activities across the County.	n/a
62	Cost Recovery (Street Works Permit Scheme)	235	40	275	Improve allocation of permit and street works activity costs to fees generated - £0.175m. Invest in additional resource to enhance compliance of works on the highway - enhanced resource levels are predicted to increase income by £0.100m.	n/a
63	Commuted Sums - Review the approach to draw down of commuted sums annually	300	300	600	Review approach to collection and use of commuted sums - ie those sums collected from developers to maintain highway assets in perpetuity.	n/a
	<i>Restructure:</i>					
64	Planning Services - Service Redesign	26	0	26	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).	
65	Staffing changes	0	100	100	Savings resulting from staff changes.	up to 3
	Subtotal	1,006	490	1,496		
Leader (including Economy)						
	<i>Operational Changes:</i>					
66	Advertising/subscriptions	21	0	21	Savings on subscriptions and advertising on payslips.	n/a
	<i>Restructure:</i>					
67	Staffing changes	160	0	160	Savings resulting from staff changes.	2-3
	Subtotal	181	0	181		
Safer, Stronger Communities						
	<i>Income Generation:</i>					
68	Further increase market share in Registrars Service - in mid market price range	90	0	90	Additional buildings being explored to offer 'wedding' services to increase income and widen access.	n/a
69	Sponsorship opportunities (SDSA, Youth engagement)	50	50	100	There are numerous examples from other Fire & Rescue Services where sponsorship has been achieved for a range of activities. The sponsorship brochure is now available on line.	n/a
	<i>Operational Changes:</i>					
70	Reduce media fund for physical and digital stock	25	25	50	Increased utilisation of book stock leading to savings in stock replacement.	n/a
71	Parish Newsletter production to be incorporated with Corporate Communications	20	0	20	Greater utilisation of existing communication channels.	n/a
72	Budget reduction in miscellaneous costs	57	0	57	Incremental reduction across budgets in the Ops Directorate, including cessation of subscriptions, reduction in printing and attendance at conferences.	n/a
	<i>Restructure:</i>					
73	Staffing changes	687	0	687	Savings resulting from staff changes.	17-20
	Subtotal	929	75	1,004		
Corporate						
	<i>Restructure:</i>					
74	Staffing changes (Voluntary Severance)	1,500	1,000	2,500	Savings resulting from staff changes.	up to 88 (2018/19)
	Overall Total - Efficiency Savings in Progress	10,128	3,495	13,623		

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Scheme	Balancing the Budget			Description	Est FTE Impact
	2018/19 £000	2019/20 £000	Total £000		

Portfolio Summary	2018/19		
	Planned Savings £000	Efficiencies in Progress £000	Total £000
Adults and Health	4,130	580	4,710
Children and Young People	870	1,930	2,800
Education and Skills	75	70	145
Environment	405	2,400	2,805
Finance and Resources	1,200	1,532	2,732
Highways and Infrastructure	1,906	1,006	2,912
Leader (including Economy)	0	181	181
Safer, Stronger Communities	0	929	929
Corporate ¹	0	1,500	1,500
Total	8,586	10,128	18,714

¹ Corporate (Voluntary Severance) efficiencies subsequently allocated to portfolios in final approved budget

**APPENDIX 3B
BALANCING THE BUDGET - SAVINGS PLANNED (FEBRUARY 2018)**

Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact
	2018/19 £000	2019/20 £000	Total £000			
Children and Young People						
Fees and Charges	2		2	Residual benefit of increasing fees and charges above RPI.	EIA need to be assessed by reference to each change	n/a
Subtotal	2	0	2			
Environment						
Expansion of Solar Installation Programme	100		100	Income from the development of both existing and new solar farms, including installing solar panels in a number of WSCC schools. This will be delivered through schemes within the capital programme. This saving has been brought forward from 2019/20.	EIA not likely to be required	n/a
Fees and Charges	10		10	Residual benefit of increasing fees and charges above RPI.	EIA need to be assessed by reference to each change	n/a
Subtotal	110	0	110			
Finance and Resources						
Central Stationery	39		39	Reduction in central stationery purchases.	EIA not likely to be required	n/a
Cost Based Reduction	200		200	Further opportunities exist to review expenditure on contractual spend and make better use of existing frameworks. The programme will review contracts and spend patterns and seek to obtain savings from better rates, category management and demand management. This saving has been brought forward from 2019/20.	Usual EIA methodology to be used	n/a
Training Budget	200		200	Removal of budget for graduate trainees.	Usual EIA methodology to be used	n/a
Subtotal	439	0	439			
Highways and Infrastructure						
Income Generation - Highways	80		80	Review of income generated from highways related fees and charges.	EIA not likely to be required	n/a
English National Concessionary Travel Scheme (ENCTS)	200		200	Reduce base budget to reflect current falling passenger numbers and operator reimbursement costs. This saving has been brought forward from 2019/20.	EIA as for previous assessments for subsidised travel	n/a
Subtotal	280	0	280			
Safer, Stronger Communities						
Efficiency in Customer Interface - Highways	125		125	Redesign of Tier 1 and 2 customer processes to streamline resources while maintaining customer service.	Usual EIA methodology to be used	tbc
Fees and Charges	15		15	Residual benefit of increasing fees and charges above RPI.	EIA need to be assessed by reference to each change	n/a
Subtotal	140	0	140			
Total Savings Planned	971	0	971			

Summary	2018/19 £000	2019/20 £000	Total £000
Adults and Health	0	0	0
Children and Young People	2	0	2
Education and Skills	0	0	0
Environment	110	0	110
Finance and Resources	439	0	439
Highways and Infrastructure	280	0	280
Leader (Including Economy)	0	0	0
Safer, Stronger Communities	140	0	140
Total	971	0	971

**APPENDIX 3B
BALANCING THE BUDGET - SAVINGS PLANNED (FEBRUARY 2018)**

NOTE: CHANGES TO BALANCING THE BUDGET PROPOSALS PREVIOUSLY AGREED ARE AS FOLLOWS:

ORIGINALLY AGREED SAVING FROM COUNTY COUNCIL: DECEMBER 2017

Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact
	2018/19 £000	2019/20 £000	Total £000			
Remove public bus service subsidies which do not impinge upon school transport	250	250	500	Reduction in subsidies for unviable services where there is no link to providing transport for schools.	EIA as for previous assessments for subsidised travel	n/a

REVISED PROFILING TO BE APPROVED BY COUNTY COUNCIL: FEBRUARY 2018

Scheme	Balancing the Budget			Description	Equality Impact Assessment (EIA)	Est FTE Impact
	2018/19 £000	2019/20 £000	Total £000			
Remove public bus service subsidies which do not impinge upon school transport	0	500	500	Proposal deferred in 2018/19 to enable task and finish group to review and develop a new approach to transportation in rural areas.	EIA as for previous assessments for subsidised travel	n/a

APPENDIX 4
GRANTS TOWARDS SPECIFIC SERVICES

Portfolio and Grant	2017/18 Budget	2018/19 Budget	Change from 2017/18 Budget	
Specific Government Grants ¹	£000	£000	£000	%
Adults and Health				
Independent Living Fund	4,588	4,444	-144	-3.1
Local Reform and Community Voices	450	458	8	1.8
Social Care in Prison	70	71	1	1.4
Syrian Vulnerable Persons Resettlement Scheme	155	155	0	0.0
Public Health Grant	16,109	12,891	-3,218	-20.0
Improved Better Care Fund	0	14,302	14,302	N/A
War Pensions Scheme Disregard	0	168	168	N/A
	21,372	32,489	11,117	52.0
Children and Young People				
Dedicated Schools Grant	44,651	49,317	4,666	10.4
Child Asylum Seekers	1,731	2,214	483	27.9
Adoption Support Fund	830	1,530	700	84.3
Asylum - Leaving Care	225	244	19	8.4
Public Health Grant	12,749	13,449	700	5.5
Think Family	2,033	1,750	-283	-13.9
Social Worker Intake Team	250	250	0	0.0
Staying Put	225	231	6	2.7
Youth Justice Good Practice	554	554	0	0.0
Improved Better Care Fund	0	128	128	N/A
Unaccompanied Asylum Seeking Children Capacity Grant	0	162	162	N/A
	63,248	69,829	6,581	10.4
Education and Skills				
Dedicated Schools Grant	511,069	532,381	21,312	4.2
16-19 Sixth Form Grant	14,645	14,748	103	0.7
Pupil Premium Grant	14,837	14,838	1	0.0
Crawley Schools PFI	4,532	4,532	0	0.0
Extended Rights to Free Travel	373	358	-15	-4.0
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
Universal Free School Meals	7,900	7,900	0	0.0
Skills Funding Agency	2,870	3,005	135	4.7
Schools Direct Funding	103	0	-103	-100.0
SEN Reforms New Burdens	532	0	-532	-100.0
Moderation and Phonics Key Stage 2	62	61	-1	-1.6
School Improvement Monitoring and Brokerage	0	700	700	N/A
	558,987	580,587	21,600	3.9
Environment				
Waste PFI	2,124	2,124	0	0.0
Public Health Grant	0	95	95	N/A
	2,124	2,219	95	4.5
Finance and Resources				
Inshore Fisheries and Conservation Support	148	148	0	0.0
	148	148	0	0.0
Highways and Infrastructure				
Street Lighting PFI	6,069	6,069	0	0.0
Bus Service Operators	436	436	0	0.0
Lead Local Flood Authority	58	62	4	6.9
Public Health Grant	0	100	100	N/A
	6,563	6,667	104	1.6
Leader (Including Economy)				
Local Enterprise Partnership Core Funding	502	502	0	0.0
	502	502	0	0.0
Safer, Stronger Communities				
Public Health Grant	6,000	7,427	1,427	23.8
Service and Maintenance Support	0	145	145	N/A
Fire Revenue	776	822	46	5.9
	6,776	8,394	1,618	23.9
TOTAL SPECIFIC GOVERNMENT GRANTS	659,720	700,835	41,115	6.2

¹ Where final grant confirmations are outstanding, provisional 2018/19 allocations have been budgeted

APPENDIX 4
GRANTS TOWARDS SPECIFIC SERVICES

Memo: Other Non-Service and Financing Grants	2017/18 Budget	2018/19 Budget	Change from 2017/18 Budget	
	£000	£000	£000	%
Settlement Funding Assessment	101,708	88,361	-13,347	-13.1
Business Rate Local Growth	1,953	2,115	162	8.3
Business Rate Cap Grant (Section 31)	2,324	3,791	1,467	63.1
Education Services Grant	2,189	0	-2,189	-100.0
Transition Grant	6,254	0	-6,254	-100.0
New Homes Bonus Grant	5,017	4,102	-915	-18.2
Adult Social Care Grant	3,318	0	-3,318	-100.0
School Improvement Monitoring and Brokering Grant	428	0	-428	-100.0
TOTAL OTHER NON-SERVICE AND FINANCING GRANTS	123,191	98,369	-24,822	-20.1

APPENDIX 5

RESERVES

Reserve	Projected balance at 31 March 2018 £000	Projected balance at 31 March 2019 £000	Description
Adult Social Care and Health Demand Pressures	-734	-66	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	-2,380	-2,380	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. These funds will be used to pump-prime transformational investment in adult social care, with spending decisions to be taken through the Corporate Transformation Board.
Budget Management	-26,704	-30,110	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	-1,187	-706	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.
Capital Expenditure	-4,010	-4,010	Established to finance expenditure within the capital programme as part of the capital financing strategy. The balance of £4.010m represents 2016/17 outturn underspending, which is held to reduce the future external borrowing requirement and associated capital financing costs.
Capital Infrastructure	-12,000	-12,000	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.
Community Initiative Funding	-33	-33	Monies carried forward from 2016/17 in respect of the Community Initiative Funding which is allocated via the network of County Local Communities in support of community projects.
Contract Settlement	-723	-33	Provides for potential claims arising from the settlement of contractual arrangements.
Counselling Services to Schools	-383	-383	Reserve established using a 2016/17 contingency allocation, and is intended to support schools in their on-going provision of discretionary counselling services.
Debtor Contingency	-526	-526	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.
Elections	0	-200	To hold annual contributions built into the base revenue budget, used to finance administrative costs in an election year.
Highways and Education Buildings	-278	-32	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	-3,063	-3,057	Holds a balance of contributions received from developers in respect of future infrastructure maintenance costs.

APPENDIX 5

RESERVES

Reserve	Projected balance at 31 March 2018 £000	Projected balance at 31 March 2019 £000	Description
Infrastructure Fund	-347	-347	Used to support new projects, many of which delivered in conjunction with district and borough councils, to support the local economy.
Insurance	-6,116	-6,116	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	-730	-730	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.
On Street Parking	-833	-833	Represents the surplus of charges over enforcement and associated costs, and is used to finance future on street parking projects.
Operation Watershed	-165	-165	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)	-7,533	-7,533	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	-19,100	-19,571	
PFI Waste	-10,589	-10,589	
Records Office WWI	-49	-49	Held to support the World War I centenary and related projects.
Schools Sickness and Maternity Insurance Scheme	-2,002	-2,002	Holds the accumulated surplus on the Sickness and Maternity Insurance Scheme operated by the Authority for its maintained schools.
Service Transformation	-10,052	-7,534	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	-1,861	-1,736	Held to support the progression of the economic priorities within the Coast to Capital Local Enterprise Partnership.
Street Works Permit Scheme	-828	-828	Street Works Permit surplus income transferred into reserve as the use of this income is restricted to supporting the delivery of the scheme in line with legislation.
Sustainable Investment Fund	-796	-761	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.

APPENDIX 5

RESERVES

Reserve	Projected balance at 31 March 2018 £000	Projected balance at 31 March 2019 £000	Description
Tangmere Solar Farm	-300	-300	A contribution towards the development of a solar farm at Tangmere Airfield site as part of Your Energy Sussex energy programme.
Tax Liabilities	-142	-142	Established to finance any tax liabilities arising from HMRC audits, which can be backdated by up to four years.
Unapplied Revenue Grants	-1,118	-1,118	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	-29,024	-25,924	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	-319	Holds surplus income from the sale of recyclable materials by Waste Collection Authorities.
TOTAL EARMARKED RESERVES (NON SCHOOLS)	-143,925	-140,133	
Dedicated Schools Grant (DSG)	-950	-950	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	-16,013	-16,013	The School Balances reserve holds net underspending on locally managed budgets.
TOTAL EARMARKED RESERVES (SCHOOLS & NON SCHOOLS)	-160,888	-157,096	
General Fund	-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	-5,741	-5,741	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.
TOTAL USABLE RESERVES	-184,964	-181,172	

**APPENDIX 6
CAPITAL PROGRAMME 2018/19 - 2022/23**

2017/18 £000	CORE CAPITAL PROGRAMME (Expenditure)	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
221	Adults and Health	739	1,100	1,400	700	495	4,434
52,136	Education and Skills / Children and Young People	46,352	35,365	32,136	29,721	23,728	167,302
1,312	Environment	4,590	5,379	0	0	0	9,969
4,488	Finance and Resources	4,406	11,637	23,749	38,361	40,874	119,027
37,068	Highways and Infrastructure	34,625	32,832	37,055	51,342	36,555	192,409
962	Leader (including Economy)	8,773	13,123	13,116	4,000	14,000	53,012
5,341	Safer, Stronger Communities	4,873	7,234	5,408	3,500	5,346	26,361
101,528	TOTAL CORE PROGRAMME	104,358	106,670	112,864	127,624	120,998	572,514

2017/18 £000	INCOME GENERATING INITIATIVES & BOLD IDEAS (Expenditure)	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
13,465	Environment	7,090	8,200	10,000	10,000	15,198	50,488
488	Finance and Resources	21,000	24,000	21,344	20,000	31,640	117,984
0	Highways and Infrastructure	2,700	3,000	3,000	0	0	8,700
667	Leader (including Economy)	833	5,000	15,000	15,000	15,000	50,833
14,620	TOTAL IGI & BOLD IDEAS	31,623	40,200	49,344	45,000	61,838	228,005

116,148	TOTAL CAPITAL PROGRAMME	135,981	146,870	162,208	172,624	182,836	800,519
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2017/18 £000	FINANCING	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
9,522	Ringfenced Government Grant	20,246	13,994	22,781	10,494	9,044	76,559
44,197	Non-Ringfenced Government Grant	49,551	64,773	31,625	31,065	30,561	207,575
1,000	Capital Receipts	1,000	2,000	6,100	20,400	81,032	110,532
2,357	Revenue Contributions to Capital Outlay	2,332	5,232	532	532	10,532	19,160
8,245	External Contributions including S106	9,689	5,832	6,357	16,582	1,930	40,390
37,407	Core Borrowing	25,190	18,019	46,569	63,951	28,837	182,566
13,420	IGI & Bold Ideas Borrowing	27,973	37,020	48,244	29,600	20,900	163,737
116,148	TOTAL CAPITAL PROGRAMME	135,981	146,870	162,208	172,624	182,836	800,519

CAPITAL PROGRAMME 2018/19

FINANCED FROM	£000	£000	%
External Sources and Service Portfolio Direct Funding			
Government Grants			
Adults and Health	739		
Education and Skills / Children and Young People	1,694		
Finance and Resources	2,700		
Highways and Infrastructure	8,043		
Leader (including Economy)	7,070		
		20,246	14.89%
External Contributions			
Education and Skills / Children and Young People	50		
Highways and Infrastructure	7,786		
Leader (including Economy)	1,853		
		9,689	7.13%
Total		29,935	22.01%
Corporate Funding			
- Capital Receipts	1,000		
- Government Grant	49,551		
- Revenue Contributions to Capital Outlay	2,332		
- Borrowing - Corporate	53,163		
Total Corporate Funding		106,046	77.99%
TOTAL CAPITAL PAYMENTS		135,981	100%

APPENDIX 7 PRUDENTIAL INDICATORS

	Base 2017/18	Increase From Base 2018/19	Increase From Base 2019/20	Increase From Base 2020/21	Increase From Base 2021/22	Increase From Base 2022/23
Impact of Capital Plans on Council Tax - Band D equivalent *	£1,255.59	£11.59	£18.93	£29.78	£42.72	£56.49
Impact of Capital Plans on Council Tax - Band D equivalent (excluding Income Generating Initiatives) *	£1,255.59	£7.01	£9.66	£14.78	£22.95	£28.20

* Provisional, as based on the latest estimates within the MTFS

	Actual 2016/2017 £000	Estimate 2017/2018 £000	Estimate 2018/19 £000	Estimate 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000
Capital Expenditure	135,350	116,148	135,981	146,870	162,208	172,624	182,836
Capital Financing Requirement (Closing Balance)	558,425	598,848	639,393	682,688	762,422	839,638	915,781
Actual Debt/Operational Boundary**	517,144	508,653	498,910	507,017	582,563	660,506	746,130
Authorised Borrowing Limit	N/A	548,653	622,563	700,506	786,130	786,130	786,130
Capital Financing/Net Revenue Stream *	8.15%	7.69%	7.82%	7.85%	8.23%	8.75%	9.53%
Capital Financing/Net Revenue Stream (excluding Income Generating Initiatives and PFI/Finance Leases) *	5.51%	5.03%	5.11%	5.00%	4.90%	5.06%	5.36%

* Provisional, as based on the latest estimates within the MTFS

** The *Operational Boundary* represents the Council's forecast of its gross external debt (including PFI and Finance Lease liabilities)

Treasury Management (1)	Actual 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
Compliance with CIPFA Code of Practice ***	YES	YES	YES	YES	YES	YES	YES
Under/Over(-) Borrowing (£'000) ****	41,281	90,195	140,483	175,671	179,859	179,132	169,651
Under/Over(-) Borrowing as a % of CFR	7.4%	15.1%	22.0%	25.7%	23.6%	21.3%	18.5%
Maximum % Gross Borrowing at Fixed Rates	99.0%	100%	100%	100%	100%	100%	100%
Maximum % Investments at Fixed Rates	56.7%	100%	100%	100%	100%	100%	100%
Maximum % Gross Borrowing at Variable Rates	1.0%	25%	25%	25%	25%	25%	25%
Maximum % Investments at Variable Rates	43.3%	85%	85%	85%	85%	85%	85%
Maximum Invested for a year or longer	£33.3m	£75m	£75m	£50m	£45m	£45m	£45m

*** The Council is compliant with the 2017/18 Treasury Management (TM) Code of Practice - A new CIPFA TM Code is due to be published in January 2018

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

Treasury Management (2)	Actual 2016/17	Lower Limit 2017/18	Upper Limit 2017/18	Lower Limit 2018/19	Upper Limit 2018/19
Debt Maturity: *****					
Over 30 Years	6.1%	0%	10%	0%	30%
Over 25 to 30 Years	3.7%	0%	10%	0%	30%
Over 20 to 25 Years	0.0%	0%	10%	0%	30%
Over 15 to 20 Years	20.9%	0%	40%	0%	30%
Over 10 to 15 Years	51.0%	0%	60%	0%	70%
Over 5 to 10 Years	9.5%	0%	40%	0%	40%
Over 1 to 5 Years	6.0%	0%	35%	0%	35%
Under 12 months	2.8%	0%	25%	0%	25%

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

ADULTS AND HEALTH

REVENUE BUDGET 2018/19

Net Expenditure 2017/18 £000		Gross Expenditure 2018/19 £000	Sales, Fees and Charges 2018/19 £000	Other Income 2018/19 £000	Specific Government Grants 2018/19 £000	Net Expenditure 2018/19 £000	Net Expenditure Change from 2017/18 %
Older People							
<i>Commissioned Costs</i>							
19,948	Nursing Care (OP)	34,297	-12,431	0	0	21,866	9.6%
29,780	Residential Care (OP)	55,378	-19,719	-597	-5,494	29,568	-0.7%
12,399	Personal Budgets - Council Managed (OP)	23,303	-4,949	-1,827	-1,411	15,116	21.9%
6,422	Personal Budgets - Direct Payments (OP)	6,251	-1,507	0	-134	4,610	-28.2%
<i>Other Costs</i>							
2,673	In-House Day and Residential Care	3,116	-136	-301	-168	2,511	-6.1%
9,432	Social Care Activities (OP)	17,359	0	-5,656	-1,313	10,390	10.2%
80,654		139,704	-38,742	-8,381	-8,520	84,061	4.2%
Physical and Sensory Impairment							
<i>Commissioned Costs</i>							
1,375	Nursing Care (PSI)	1,420	-253	0	0	1,167	-15.1%
3,746	Residential Care (PSI)	4,353	-399	0	0	3,954	5.6%
2,852	Personal Budgets - Council Managed (PSI)	3,885	-635	0	-226	3,024	6.0%
7,849	Personal budgets - Direct Payments (PSI)	9,914	-915	0	-1,167	7,832	-0.2%
15,822		19,572	-2,202	0	-1,393	15,977	1.0%
Learning Disabilities							
995	Nursing Care (LD)	1,111	-129	0	0	982	-1.3%
36,444	Residential Care (LD)	45,557	-3,031	0	-3,956	38,570	5.8%
25,045	Personal Budgets - Council Managed (LD)	31,748	-2,430	0	-2,236	27,082	8.1%
5,634	Personal Budgets - Direct Payments (LD)	7,511	-378	0	-1,004	6,129	8.8%
687	Preventative Services (LD)	1,315	0	-604	0	711	3.5%
	In-House Day and Residential Care						
10,111	Recharges (LD)	10,210	0	0	0	10,210	1.0%
3,623	Health Services (LD)	4,262	0	-373	-122	3,767	4.0%
<i>Other Costs</i>							
2,637	Social Care Activities (LD)	2,652	0	0	0	2,652	0.6%
-15,980	CCG Contribution to Pooled Budget	0	0	-17,729	0	-17,729	10.9%
69,196		104,366	-5,968	-18,706	-7,318	72,374	4.6%

ADULTS AND HEALTH

REVENUE BUDGET 2018/19

Net Expenditure 2017/18 £000		Gross Expenditure 2018/19 £000	Sales, Fees and Charges 2018/19 £000	Other Income 2018/19 £000	Specific Government Grants 2018/19 £000	Net Expenditure 2018/19 £000	Net Expenditure Change from 2017/18 %
Working Age Mental Health							
<i>Commissioned Costs</i>							
879	Nursing Care (MH)	1,301	-172	0	0	1,129	28.4%
5,669	Residential Care (MH)	6,046	-601	0	0	5,445	-4.0%
1,501	Personal Budgets - Council Managed (MH)	2,215	-186	0	-20	2,009	33.8%
771	Personal Budgets - Direct Payments (MH)	840	-31	0	-4	805	4.4%
-8,820	Recharges To Health	0	0	-9,388	0	-9,388	6.4%
<i>Other Costs</i>							
0	Social Care Activities (MH)	3,009	0	-3,009	0	0	N/A
8,445	County Council Contribution to Pooled Budget	8,711	0	0	0	8,711	3.1%
8,445		22,122	-990	-12,397	-24	8,711	3.1%
Assistive Equipment and Technology							
0	Community Equipment	7,340	0	-7,340	0	0	N/A
0	Telecare	858	0	-858	0	0	N/A
0		8,198	0	-8,198	0	0	N/A
Universal Services							
0	Community Reablement Service	2,598	0	-2,598	0	0	N/A
0	Occupational Therapy & Sensory Services	5,640	0	-5,185	-455	0	N/A
0	Meals on Wheels	720	-720	0	0	0	N/A
2,534	Support for Carers	4,699	0	-1,949	-507	2,243	-11.5%
0	Information and Early Intervention	873	0	-873	0	0	N/A
2,534		14,530	-720	-10,605	-962	2,243	-11.5%
Other Responsibilities							
<i>Independent Mental Capacity</i>							
1,354	Act/Deprivation of Liberty Safeguarding	1,455	0	0	-110	1,345	-0.7%
888	Local Assistance Network	807	0	0	0	807	-9.1%
6,132	Housing Support and Supporting People	6,682	0	-424	-155	6,103	-0.5%
398	Safeguarding	607	0	-240	0	367	-7.8%
0	Blue Badge Scheme	498	-13	-134	0	351	N/A
2,371	Commissioning and Service Delivery	2,873	0	-186	-268	2,419	2.0%
11,143		12,922	-13	-984	-533	11,392	2.2%

ADULTS AND HEALTH

REVENUE BUDGET 2018/19

Net Expenditure 2017/18	Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000	£000	£000	£000	£000	£000	%
Public Health						
0	2,916	0	0	-2,916	0	N/A
	Health Intelligence, Economic Evaluation and					
0	40	0	0	-40	0	N/A
0	54	0	0	-54	0	N/A
	Health Protection and Quality Programme					
	Health and Wellbeing, Workplace Health					
0	3,273	0	0	-3,273	0	N/A
0	5,199	0	0	-5,199	0	N/A
	Integrated Sexual Health Services					
328	2,129	0	-205	-1,909	15	-95.4%
	Social Support Commissioning					
0	348	0	0	-348	0	N/A
	Health Watch					
328	13,959	0	-205	-13,739	15	-95.4%
188,122	335,373	-48,635	-59,476	-32,489	194,773	3.5%
PORTFOLIO TOTAL						

ADULTS AND HEALTH

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £6.651m or 3.5%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		4,272	2.3
Committed and Service Changes			
Adults demand pressure	6,600		
National Living Wage	3,900		
Multi Disciplinary Care and clinical governance - withdrawal of time-limited funding	-300		
Customer contributions towards social care	-500		
Parity in disability-related expenditure	-225		
Reversal of 2017/18 transfer from Adult Social Care and Health Demand Pressures reserve	-1,020		
Transfer from the Adult Social Care and Health Demand Pressures reserve	668		
		9,123	4.8
Balancing the Budget			
Savings agreed ¹		-4,077	-2.2
Funding from Central Government			
Use of Improved Better Care Fund to increase the price rise allowance	-1,300		
Use of Improved Better Care Fund to increase the demand pressure allocation	-1,300		
		-2,600	-1.4
Transfers between Portfolios			
Deferred Payments Officers to Finance and Resources	-69		
Market Development Lead position to Children and Young People	-96		
Domestic Abuse outreach contract to Children and Young People	-250		
Solicitor position to Finance and Resources	-48		
Blue Badge Scheme from Highways and Infrastructure	351		
Carers budget contribution from Children and Young People	45		
		-67	0.0
TOTAL CHANGE IN SPENDING		6,651	3.5

¹ Total savings for the Adults and Health portfolio equal £4.857m. This includes an amount of £780,000 which is being retained within the portfolio to meet a reduction in Public Health Grant.

ADULTS AND HEALTH

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
NHS Transfer/A Place to Live - 38 Alinora Crescent	21	0	0	0	0	0
Worthing Churches Homeless Project 2	200	0	0	0	0	0
Total In Flight Approved Projects	221	0	0	0	0	0
Proposed Projects*						
Westergate Extra Care	0	539	600	700	0	0
NHS Capital Grants	0	200	500	700	700	495
Total Proposed Starts List	0	739	1,100	1,400	700	495
TOTAL PROGRAMME	221	739	1,100	1,400	700	495

Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
A Place to Live Grant	21	0	0	0	0	0
Drug & Alcohol Action Team Grant (DAAT)	200	0	0	0	0	0
NHS Grant	0	200	500	440	0	0
Social Care Grant	0	539	600	700	0	0
Corporate Resources	0	0	0	260	700	495
External Contributions	0	0	0	0	0	0
Total Funding	221	739	1,100	1,400	700	495

* All projects approved subject to business case

CHILDREN AND YOUNG PEOPLE

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
<u>Local Authority Funding</u>							
Services for Children with Disabilities							
5,840	In House Residential and Foster Care	6,007	-37	0	0	5,970	2.2%
3,517	Externally Commissioned Residential and Foster Care	3,820	-351	0	0	3,469	-1.4%
1,753	Disability Short Breaks	1,743	0	0	0	1,743	-0.6%
3,160	Direct Payments	3,612	-358	0	0	3,254	3.0%
868	Client Expenditure	894	-11	0	0	883	1.7%
Services for Children without Disabilities							
7,518	In House Residential and Foster Care	9,857	-1,717	0	-231	7,909	5.2%
15,892	Externally Commissioned Residential and Foster Care	16,252	0	-70	0	16,182	1.8%
3,759	Adoption and Special Guardianship	4,083	0	0	0	4,083	8.6%
1,022	Client Expenditure	1,026	0	0	0	1,026	0.4%
Services for Asylum Seekers							
359	In House Residential and Foster Care	763	0	0	0	763	112.5%
1,727	Externally Commissioned Residential and Foster Care	2,429	0	0	0	2,429	40.6%
632	Client Expenditure	264	0	0	0	264	-58.2%
-1,956	Asylum Grant	0	0	0	-2,620	-2,620	33.9%
Child Protection							
1,680	Children's Safeguarding	1,811	0	-102	0	1,709	1.7%
318	Child Sexual Exploitation and Missing Children Service	353	0	0	0	353	11.0%
30,979	Social Care Activities	34,083	0	-210	-1,880	31,993	3.3%
1,099	Child and Adolescent Mental Health Services	1,372	0	-271	0	1,101	0.2%

CHILDREN AND YOUNG PEOPLE

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
Integrated Prevention and Earliest Help Services							
11,739	Integrated Prevention and Earliest Help	15,602	-8	-220	-4,155	11,219	-4.4%
0	Healthy Child Programme	11,044	0	0	-11,044	0	N/A
731	Intentionally Homeless	1,707	-450	0	0	1,257	72.0%
1,559	Care Leavers	1,585	0	0	0	1,585	1.7%
Services for Young People							
325	Youth Projects	1,237	0	-932	0	305	-6.2%
168	Young Carers	474	0	-282	-28	164	-2.4%
753	Youth Offending Team	1,589	0	-233	-554	802	6.5%
93,442	Local Authority Funding	121,607	-2,932	-2,320	-20,512	95,843	2.6%
Dedicated Schools Grant Funding							
DSG Early Years							
4,499	2 Year Old Entitlement	4,702	0	0	0	4,702	4.5%
38,013	3 and 4 Year Old Entitlement	42,476	0	0	0	42,476	11.7%
349	Other Early Years	349	0	0	0	349	0.0%
1,790	Children's Social Care	1,790	0	0	0	1,790	0.0%
-44,651	Dedicated Schools Grant	0	0	0	-49,317	-49,317	10.4%
0	Dedicated Schools Grant and Other Schools Funding	49,317	0	0	-49,317	0	N/A
93,442	PORTFOLIO TOTAL	170,924	-2,932	-2,320	-69,829	95,843	2.6%

CHILDREN AND YOUNG PEOPLE

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £2.401m or 2.6%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		2,252	2.4
Committed and Service Changes			
Demand growth – Children Looked After placements	1,600		
Demand growth – Adoption and Special Guardianship allowances	230		
Demand growth – Intentionally Homeless	500		
Children’s Social Worker Recruitment and Retention	430		
Compensation budget no longer required	-100		
		2,660	2.8
Committed and Service Changes (Dedicated Schools Grant)			
Full year effect of free entitlement for 3 and 4 year olds	3,109		
Other minor variations	70		
Increase in 2018/19 grant allocation	-3,179		
		0	0.0
Balancing the Budget			
Savings agreed	-2,850		
Savings planned	-2		
		-2,852	-3.1
Transfers between Portfolios			
Domestic Abuse outreach contract from Adults and Health	250		
Removal of Domestic Abuse Support recharge with Safer, Stronger Communities	-23		
Multi Agency Safeguarding hub administrators (Support Services contract) from Finance and Resources	190		
Multi Agency Safeguarding hub IT costs to Finance and Resources	-3		
Contracts and Commissioning staff to Education and Skills	-90		
Market Development Lead position from Adults and Health	96		
Analyst position to Education and Skills	-34		
Carers budget contribution to Adults and Health	-45		
		341	0.4
TOTAL CHANGE IN SPENDING		2,401	2.6

EDUCATION AND SKILLS

REVENUE BUDGET 2018/19

Net Expenditure 2017/18 £000		Gross Expenditure 2018/19 £000	Sales, Fees and Charges 2018/19 £000	Other Income 2018/19 £000	Specific Government Grants 2018/19 £000	Net Expenditure 2018/19 £000	Net Expenditure Change from 2017/18 %
<u>Local Authority Funding</u>							
Education and Skills							
932	Statutory and Strategic Compliance	1,117	0	-102	0	1,015	8.9%
563	Pupil Entitlement	679	0	-99	0	580	3.0%
1,537	School Effectiveness	520	0	0	-700	-180	-111.7%
2,597	SEND Assessment and Support	2,647	0	0	0	2,647	1.9%
131	Inclusion	134	0	0	0	134	2.3%
-5,626	Overheads and Recharges	-4,616	0	0	0	-4,616	-18.0%
Post-16 Education							
594	Business, Post-16 Provision and Skills	701	0	0	0	701	18.0%
21	Adult Education Contract	2,861	0	0	-3,056	-195	-1028.6%
Transport							
11,949	Home to School Transport	13,387	-117	-308	-358	12,604	5.5%
223	Post-16 Transport	277	-86	0	0	191	-14.3%
661	Management and School Crossing Patrol	673	0	0	0	673	1.8%
Support to Schools							
1,879	School Redundancies and Pensions	1,921	0	-7	-120	1,794	-4.5%
-18	School Catering	8,747	-520	-345	-7,900	-18	0.0%
1,550	Crawley PFI	5,382	0	0	-4,532	850	-45.2%
0	Other Grants to Schools	16,843	0	0	-16,843	0	N/A
160	Other Support to Schools	117	0	-110	0	7	-95.6%
17,153	Local Authority Funding	51,390	-723	-971	-33,509	16,187	-5.6%

EDUCATION AND SKILLS

REVENUE BUDGET 2018/19

Net Expenditure 2017/18 £000		Gross Expenditure 2018/19 £000	Sales, Fees and Charges 2018/19 £000	Other Income 2018/19 £000	Specific Government Grants 2018/19 £000	Net Expenditure 2018/19 £000	Net Expenditure Change from 2017/18 %
<u>Dedicated Schools Grant Funding</u>							
Individual School Budgets							
420,539	Mainstream Schools	453,662	0	0	-12,010	441,652	5.0%
33,509	Special Schools	34,757	0	0	-2,584	32,173	-4.0%
Education and Skills							
380	Virtual School	380	0	0	0	380	0.0%
1,536	Pupil Entitlement	1,656	0	0	0	1,656	7.8%
472	School Effectiveness	472	0	0	0	472	0.0%
1,450	SEND Assessment and Support	1,341	0	0	0	1,341	-7.5%
935	Inclusion	1,029	0	0	0	1,029	10.1%
3,526	Business Operations	3,877	0	0	0	3,877	10.0%
Special Educational Needs							
17,385	Independent and Non-Maintained Schools	18,593	0	0	0	18,593	6.9%
4,228	Post-16 Placements	4,228	0	0	0	4,228	0.0%
6,812	Alternative Provision	7,044	0	-232	0	6,812	0.0%
6,242	Top Ups	6,242	0	0	0	6,242	0.0%
1,255	Specialist Support	1,375	0	0	0	1,375	9.6%
Support to Schools							
648	Transport (Alternative Provision)	648	0	0	0	648	0.0%
9,671	Other Support to Schools	9,536	0	0	-103	9,433	-2.5%
Government Grant							
-511,069	Dedicated Schools Grant	0	0	0	-532,381	-532,381	4.2%
-2,481	Dedicated Schools Grant and Other Schools Funding	544,840	0	-232	-547,078	-2,470	-0.4%
14,672	PORTFOLIO TOTAL	596,230	-723	-1,203	-580,587	13,717	-6.5%

EDUCATION AND SKILLS

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £0.955m or 6.5%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		511	3.5
Committed and Service Changes			
Directorate re-structure savings	-253		
Removal of transitional grant for early years	-325		
Recover funding from schools re: ESG general services	-124		
Growth in home to school transport provision	400		
Post 16 school transport review	-37		
Social Mobility	200		
Reduction in base funding for Crawley Schools PFI	-700		
		-839	-5.7
Committed and Service Changes (Dedicated Schools Grant)			
Directly allocated to schools	12,472		
Special educational need placements	917		
Increase in cost of business rates	268		
Other minor variations	57		
Increase in 2017/18 grant allocation	-13,714		
		0	0.0
Balancing the Budget			
Savings approved		-188	-1.3
Funding from Central Government			
School Improvement Monitoring and Brokerage Grant		-700	-4.8
Transfers between Portfolios			
Apprenticeship Levy schools' charge to Finance and Resources	137		
Analyst position from Children and Young People	34		
Contracts and Commissioning staff from Children and Young People	90		
		261	1.8
TOTAL CHANGE IN SPENDING		-955	-6.5

EDUCATION AND SKILLS / CHILDREN AND YOUNG PEOPLE

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
Academies Programme	415	0	0	0	0	0
Universal Free School Meals	324	0	0	0	0	0
Beechfield	412	0	0	0	0	0
Basic Need	31,367	6,721	0	0	0	0
Community Schools Capital Maintenance	10,519	0	0	0	0	0
Community Schools Devolved Formula Capital	3,192	0	0	0	0	0
Age of Transfer - Storrington	5,907	0	0	0	0	0
Total In Flight Approved Projects	52,136	6,721	0	0	0	0
Proposed Projects*						
SEND Development Programme	0	0	1,000	2,255	0	0
Manor Green Primary SEND Provision	0	250	250	0	0	0
Titnore Lane - Land	0	50	0	0	0	0
Future Years Basic Need	0	30,226	25,701	22,000	22,489	17,000
Future Years Capital Maintenance	0	7,411	6,720	6,187	5,538	5,034
Future Years DFCG	0	1,694	1,694	1,694	1,694	1,694
Total Proposed Starts List	0	39,631	35,365	32,136	29,721	23,728
TOTAL PROGRAMME	52,136	46,352	35,365	32,136	29,721	23,728
Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Basic Need Grant	18,860	27,863	26,451	22,589	15,236	13,250
Capital Maintenance Grant	8,375	6,911	6,220	5,598	5,038	4,534
Devolved Formula Capital Grant	3,192	1,694	1,694	1,694	1,694	1,694
Targeted Capital Grant	324	0	0	0	0	0
Special Educational Needs & Development Grant (SEND)	0	0	1,000	2,255	0	0
Beechfield Grant	412	0	0	0	0	0
Corporate Resources	18,964	9,834	0	0	3,151	4,250
External Contributions	2,009	50	0	0	4,602	0
Total Funding	52,136	46,352	35,365	32,136	29,721	23,728

* All projects approved subject to business case

ENVIRONMENT

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
Energy, Waste and Environment							
0	Energy and Sustainability	3,589	-855	-7	0	2,727	N/A
22,782	Waste Recycling	29,144	-310	-2,202	-2,124	24,508	7.6%
33,969	Waste Disposal	34,296	-1,197	-10	0	33,089	-2.6%
1,261	Waste Strategy and Support	985	0	0	0	985	-21.9%
58,012		68,014	-2,362	-2,219	-2,124	61,309	5.7%
Other Responsibilities							
1,403	Countryside Services (Including Public Rights of Way)	1,550	-17	-17	-95	1,421	1.3%
59,415	PORTFOLIO TOTAL	69,564	-2,379	-2,236	-2,219	62,730	5.6%

ENVIRONMENT

CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £3.315m or 5.6%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		1,829	3.1
Committed and Service Changes			
Cessation of charging for construction waste such as soil, hard-core, DIY and plasterboard	700		
Horsham 'tipping away' charge	176		
RPI Indexation higher than 2017/18 budget provision	300		
Additional resource within the Energy team to drive forward the solar programme	100		
Solar Energy and Tariff	200		
Reversal of 2017/18 transfer from Materials and Resource Management reserve	-466		
Reversal of 2017/18 transfer from Recycling and Waste Handling reserve	-28		
Transfer from the Waste MRMC reserve	1,300		
		2,282	3.8
Balancing the Budget			
Savings agreed	-2,860		
Savings planned	-110		
		-2,970	-5.0
Transfers between Portfolios			
Your Energy Sussex from Finance and Resources	140		
Your Energy Sussex from Highways and Infrastructure	65		
Reallocation of cost based reduction saving (Street Sweeping) from Finance and Resources	-291		
Sustainability team from Highways and Infrastructure	151		
Salix project funding from Finance and Resources	18		
Utilities transfer from Finance and Resources	2,173		
Waste Communications staff transferred to Leader	-123		
Data collection from Finance and Resources	41		
		2,174	3.7
TOTAL CHANGE IN SPENDING		3,315	5.6

ENVIRONMENT

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
General After Care Works	40	40	33	0	0	0
Faygate	65	100	516	0	0	0
Westhampnett Gas Scheme	358	123	0	0	0	0
Downslink	74	0	0	0	0	0
Carbon Reduction Programme	475	127	0	0	0	0
Total In Flight Approved Projects	1,012	390	549	0	0	0
Proposed Projects*						
Brookhurst Wood - Site HA	300	4,200	3,500	0	0	0
Faygate	0	0	780	0	0	0
Baystone Farm	0	0	550	0	0	0
Total Proposed Starts List	300	4,200	4,830	0	0	0
TOTAL PROGRAMME	1,312	4,590	5,379	0	0	0
Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Local Enterprise Partnership Grant	20	0	0	0	0	0
Corporate Resources	1,292	4,590	5,379	0	0	0
External Contributions	0	0	0	0	0	0
Total Funding	1,312	4,590	5,379	0	0	0
Income Generating Initiatives & Bold Ideas	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Income Generating Projects						
Your Energy Sussex - 3 Schools Solar PV	208	0	0	0	0	0
Your Energy Sussex - Schools Solar PV Programme	700	2,290	0	0	0	0
Your Energy Sussex - Westhampnett Solar Farm	11,557	0	0	0	0	0
Total In Flight Projects	12,465	2,290	0	0	0	0
Proposed Income Generating Projects *						
Your Energy Sussex - Solar Farms and Battery Storage	0	4,000	7,000	10,000	10,000	15,198
Waste Infrastructure	1,000	800	1,200	0	0	0
Total Proposed Projects	1,000	4,800	8,200	10,000	10,000	15,198
Total IGI's & Bold Ideas Projects	13,465	7,090	8,200	10,000	10,000	15,198

* All projects approved subject to business case

FINANCE AND RESOURCES

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
Finance, Performance and Procurement							
20,746	Commercial Services	23,335	-1,044	0	0	22,291	7.4%
4,589	Staffing	6,225	0	0	0	6,225	35.7%
2,605	Levies and Precepts	1,946	0	0	-148	1,798	-31.0%
443	Finance	114	-734	-454	0	-1,074	-342.4%
416	Fees and Other Payments	469	0	-46	0	423	1.7%
300	Big Society Fund	49	0	0	0	49	-83.7%
209	Internal Audit	695	-111	0	0	584	179.4%
145	Council Tax Hardship Fund	245	0	0	0	245	69.0%
87	Information Technology Strategic Client	0	0	0	0	0	-100.0%
107	Customer Insight	1,362	0	0	0	1,362	1172.9%
-249	Insurance	-269	0	0	0	-269	8.0%
-1,134	Strategic Procurement	-840	-210	0	0	-1,050	-7.4%
0	Customer Experience	973	0	0	0	973	N/A
28,264		34,304	-2,099	-500	-148	31,557	11.7%
Asset & Capital Programme							
9,028	Capital and Infrastructure (Property)	13,667	-1,716	-1,218	0	10,733	18.9%
Facilities Management							
5,854	Facilities Management	4,577	-288	-271	0	4,018	-31.4%
Human Resources and Organisation and Change							
10,707	Human Resources and Organisation and Change	6,145	-3	-18	0	6,124	-42.8%
Legal Services							
4,429	Legal Services	5,277	-459	-105	0	4,713	6.4%
Democratic Services							
1,295	Democratic Services	1,266	0	-222	0	1,044	-19.4%
1,026	Elections	26	0	0	0	26	-97.5%
1,392	Members Allowances and Expenses	1,434	0	0	0	1,434	3.0%
3,713		2,726	0	-222	0	2,504	-32.6%
61,995	PORTFOLIO TOTAL	66,696	-4,565	-2,334	-148	59,649	-3.8%

FINANCE AND RESOURCES

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £2.346m or 3.8%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		1,159	1.9
Committed and Service Changes			
Independent Visitor Scheme	100		
Increased support for Procurement	250		
One Public Estate revenue cost	250		
Flood Defence Levy	10		
Capital programme office	150		
Gypsy and Traveller sites - in house cost	207		
Rates revaluation	500		
Infrastructure Feasibility	800		
Hardship Fund top up	100		
Reversal of 2017/18 Elections one year funding	-200		
Reversal of 2017/18 Elections transfer from reserve	-600		
Transfer to Elections reserve	-200		
Transfer from Business Infrastructure reserve	189		
Transfer from Contract Settlement reserve	690		
	<u>690</u>	2,246	3.6
Balancing the Budget			
Savings agreed	-3,274		
Savings planned	-439		
	<u>-439</u>	-3,713	-6.0
Transfers between Portfolios			
Information Technology Strategic Client to Highways and Infrastructure	-87		
Salix project funding to Environment	-18		
Utilities transfer to Environment	-2,173		
Data collection to Environment	-41		
Deferred Payments Officers from Adults and Health	69		
Digital Design team to Leader	-130		
Lieutenancy costs to Leader	-91		
Customer Services hub from Highways and Infrastructure	252		
Multi Agency Safeguarding hub Administrators (Support Services contract) to Children and Young People	-190		
Multi Agency Safeguarding hub IT costs from Children and Young People	3		
Your Energy Sussex to Environment	-140		
Reallocation of cost based reduction saving (Street Sweeping) to Environment	291		
Commercial Marketing budget to Leader	-25		
Apprenticeship Levy schools' charge from Education and Skills	-137		
Transformation budget from Leader	590		
Graphic Design and Print to Leader	-285		
Solicitor position from Adults and Health	48		
Manor Royal income generation scheme to Leader	26		
	<u>26</u>	-2,038	-3.3
TOTAL CHANGE IN SPENDING		<u><u>-2,346</u></u>	<u><u>-3.8</u></u>

FINANCE AND RESOURCES

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
Accommodation Optimisation - County Hall	0	81	0	0	0	0
Sompting Waste Management	313	0	0	0	0	0
Structural Maintenance	2,510	0	0	0	0	0
Minor Asset Improvement	452	0	0	0	0	0
Staff Capitalisation - Property	1,213	0	0	0	0	0
Total In Flight Approved Projects	4,488	81	0	0	0	0
Proposed Projects*						
One Public Estate	0	500	2,500	9,000	18,000	20,000
Assets Improvements Programme	0	100	5,400	11,000	16,500	17,000
Gypsy Improvements Programme	0	300	300	300	300	300
Future Years Structural Maintenance	0	2,200	2,200	2,200	2,300	2,300
Future Years Staff Capitalisation - Property	0	1,225	1,237	1,249	1,261	1,274
Total Proposed Starts List	0	4,325	11,637	23,749	38,361	40,874
TOTAL PROGRAMME	4,488	4,406	11,637	23,749	38,361	40,874
Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Corporate Resources	4,445	4,406	11,637	23,749	38,361	40,874
External Contributions	43	0	0	0	0	0
Total Funding	4,488	4,406	11,637	23,749	38,361	40,874
Income Generating Initiatives & Bold Ideas	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Income Generating Projects						
Propco: Barnham	63	0	0	0	0	0
Propco: Orchard Street	225	0	0	0	0	0
Kamelia Hall	200	0	0	0	0	0
Total In Flight Projects	488	0	0	0	0	0
Proposed Income Generating Projects *						
Investment Property Opportunities	0	20,000	10,000	10,000	10,000	0
PropCo- Barnham	0	1,000	9,000	6,344	0	0
Propco Others	0	0	5,000	5,000	10,000	31,640
Total Proposed Projects	0	21,000	24,000	21,344	20,000	31,640
Total IGI's & Bold Ideas Projects	488	21,000	24,000	21,344	20,000	31,640

* All projects approved subject to business case

HIGHWAYS AND INFRASTRUCTURE

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
Highways Service							
2,917	Highways Service	5,881	-1,451	-1,888	0	2,542	-12.9%
10,268	Highways Maintenance	9,659	0	0	-62	9,597	-6.5%
500	Operation Watershed ¹	0	0	0	0	0	-100.0%
0	West Sussex Permit Scheme	1,104	-1,104	0	0	0	N/A
7,292	Street Lighting PFI	13,956	0	-102	-6,069	7,785	6.8%
20,977		30,600	-2,555	-1,990	-6,131	19,924	-5.0%
Transport and Countryside							
11,940	National Concessionary Fares Scheme	11,907	0	-250	0	11,657	-2.4%
531	3in1 Concessionary Fares Scheme	425	0	0	0	425	-20.0%
1,133	Public Transport Support	2,570	0	-1,042	-374	1,154	1.9%
400	Safe & Sustainable Transport	617	-82	-54	-100	381	-4.8%
719	Transport Bureau	936	-28	0	-62	846	17.7%
-72	Parking Strategy	206	0	-280	0	-74	2.8%
0	On Street Car Parking	3,979	-3,934	-46	0	-1	N/A
351	Blue Badge Scheme	0	0	0	0	0	-100.0%
0	Sussex Safer Roads Partnership	2,498	-2,498	0	0	0	N/A
15,002		23,138	-6,542	-1,672	-536	14,388	-4.1%
Other Responsibilities							
782	Management and Central	880	0	-88	0	792	1.3%
0	Information Technology - Strategic Client	86	0	0	0	86	N/A
1,110	Strategic Planning	3,175	-1,965	-590	0	620	-44.1%
252	Customer Service Hub	0	0	0	0	0	-100.0%
-204	Fleet Management (Fire Operations)	-189	-13	0	0	-202	-1.0%
1,940		3,952	-1,978	-678	0	1,296	-33.2%
37,919	PORTFOLIO TOTAL	57,690	-11,075	-4,340	-6,667	35,608	-6.1%

¹ Provision for Operation Watershed has been made in the Capital Programme from 2018/19

HIGHWAYS AND INFRASTRUCTURE

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £2.311m or 6.1%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		873	2.3
Committed and Service Changes			
Operation Watershed one off funding returned ¹	-500		
White lines and signage programme of works	500		
Reversal of 2017/18 Street Lighting PFI transfer to reserve	749		
Reversal of 2017/18 Strategic Transport Investment transfer from reserve	-164		
Reversal of 2017/18 Highways Commuted Sums net transfer to reserve	394		
Reversal of 2017/18 Strategic Economic Plan (SEP) transfer from reserve	-270		
Transfer to Street Lighting PFI reserve	-471		
Highways Commuted Sums transfer to reserves from Planning Services	-500		
Highways Commuted Sums transfer from reserve to fund highways maintenance	506		
Transfer from the Highways and Education Buildings reserve	246		
Transfer from Strategic Economic Plan reserve	<u>75</u>		
		565	1.5
Balancing the Budget			
Savings agreed	-2,737		
Savings planned	<u>-280</u>		
		-3,017	-8.0
Transfers between Portfolios			
Customer Services hub to Finance and Resources	-252		
Your Energy Sussex to Environment	-65		
Sustainability team to Environment	-151		
Information Technology Strategic Client from Finance and Resources	87		
Blue Badge Scheme to Adults and Health	<u>-351</u>		
		-732	-1.9
TOTAL CHANGE IN SPENDING		<u><u>-2,311</u></u>	<u><u>-6.1</u></u>

¹ Provision for Operation Watershed has been made in the Capital Programme from 2018/19

HIGHWAYS AND INFRASTRUCTURE

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
A259 Corridor Enhancement Capacity, East Arun	935	5,306	6,907	1,312	0	0
A284 Lyminster Bypass	973	4,620	2,151	575	0	0
Even Better Pavements	3,000	0	0	0	0	0
Flood Management	580	150	200	0	0	0
Infrastructure Plan Community Led Schemes	312	0	0	0	0	0
Keymer Junction	327	0	0	0	0	0
National Cycle Networks 2	1,775	0	0	0	0	0
Parking Meters	11	0	0	0	0	0
Pothole Action Fund	1,145	0	0	0	0	0
Road Safety Improvements	26	900	0	0	0	0
Shoreham Footbridge Replacement	21	0	0	0	0	0
Staff Capitalisation 2017/18	1,207	0	0	0	0	0
West Of Horsham	618	2,903	2,866	506	0	0
Worthing Sustainable Transport Package Phase 1	74	0	0	0	0	0
Integrated Transport Block 2016/17	2,410	1,000	0	0	0	0
Integrated Transport Block 2017/18	2,053	1,000	0	0	0	0
Local Highways Maintenance Block 2016/17	1,980	0	0	0	0	0
Local Highways Maintenance Block 2017/18	12,806	1,000	0	0	0	0
Crawley Transport Package Phase 1	1,825	0	0	0	0	0
Accident Investigation & Prevention/Route Safety Measures	48	0	0	0	0	0
Principal Roads Structural Maintenance	90	0	0	0	0	0
Broadband	4,452	600	0	0	0	0
Total In Flight Approved Projects	36,668	17,479	12,124	2,393	0	0
Proposed Projects*						
A27	0	0	0	0	0	10,000
A29 Re-alignment, Westergate	0	700	650	11,250	22,500	0
Footways Improvement Programme	0	1,500	1,500	1,500	1,500	0
Traffic Signals Refurbishment Programme	0	250	250	250	250	0
Operation Watershed	0	300	300	300	300	300
Development and Infrastructure Future Fund	0	0	0	0	0	1,000
Crawley Street Lighting LED	400	400	0	0	0	0
A2300 Corridor capacity enhancement, Burgess Hill	0	0	0	3,110	10,260	9,210
Onstreet parking	0	0	0	200	0	0
A259 Clypmwick Bridge	0	0	0	500	500	0
Road Safety Improvements	0	0	0	1,532	0	0
Future Years Staff Capitalisation - Highways	0	1,219	1,231	1,243	1,255	1,268
Future Years Integrated Transport Block	0	2,734	4,734	3,734	3,734	3,734
Future Years Local Highways Maintenance Block	0	10,043	12,043	11,043	11,043	11,043
Total Proposed Starts List	400	17,146	20,708	34,662	51,342	36,555
TOTAL PROGRAMME	37,068	34,625	32,832	37,055	51,342	36,555

Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Flood & Coastal Erosion Grant	580	150	200	0	0	0
Pothole Grant	1,145	0	0	0	0	0
Road Safety Grant	26	900	1,532	0	0	0
Local Enterprise Partnership Grant	3,185	6,993	4,360	12,500	8,800	7,350
Local Transport Maintenance Grant	12,200	11,043	11,043	11,043	11,043	11,043
Local Integrated Transport Grant	3,734	3,734	3,734	3,734	3,734	3,734
Local Transport Incentive Fund Grant	1,028	0	0	0	0	0
Corporate Resources	9,194	4,019	8,738	8,342	15,785	12,498
External Contributions	5,976	7,786	3,225	1,436	11,980	1,930
Total Funding	37,068	34,625	32,832	37,055	51,342	36,555

* All projects approved subject to business case

Income Generating Initiatives & Bold Ideas	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Proposed Income Generating Projects *						
County Gigabit	0	2,700	3,000	3,000	0	0
Total IGI's & Bold Ideas Projects	0	2,700	3,000	3,000	0	0

LEADER (INCLUDING ECONOMY)

REVENUE BUDGET 2018/19

Net Expenditure 2017/18		Gross Expenditure 2018/19	Sales, Fees and Charges 2018/19	Other Income 2018/19	Specific Government Grants 2018/19	Net Expenditure 2018/19	Net Expenditure Change from 2017/18
£000		£000	£000	£000	£000	£000	%
Economy, Planning and Place							
1,534	Economic Development	1,486	-26	-81	0	1,379	-10.1%
3	Leader Programme	107	0	-101	0	6	100.0%
0	Supporting Economic Development	502	0	0	-502	0	N/A
384	Broadband and Gigabit	372	0	-80	0	292	-24.0%
1,921		2,467	-26	-262	-502	1,677	-12.7%
Other Responsibilities							
590	Future West Sussex Programme	0	0	0	0	0	-100.0%
568	Chief Executive	685	0	0	0	685	20.6%
1,214	Policy and Communications	1,547	-9	0	0	1,538	26.7%
0	Graphic Design and Print	285	0	0	0	285	N/A
2,372		2,517	-9	0	0	2,508	5.7%
4,293	PORTFOLIO TOTAL	4,984	-35	-262	-502	4,185	-2.5%

LEADER (INCLUDING ECONOMY)

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £0.108m or 2.5%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance		54	1.3
Committed and Service Changes			
Horsham Science Park part recovery of one off funding	-77		
Additional Policy Unit positions	225		
New Growth Team positions	175		
Reversal of 2017/18 Spark Project transfer from Sustainable Investment reserve	-54		
Reversal of 2017/18 transfer from Business Infrastructure reserve (Kick Start Programme - Broadband)	-384		
Reversal of 2017/18 transfer from the Strategic Economic Plan (SEP) reserve	-190		
Transfer from Spark Project (Interreg 2 Seas) - Sustainable Investment reserve	35		
Transfer from Strategic Economic Plan (SEP) reserve	50		
Transfer from Business Infrastructure reserve	292		
		72	1.7
Balancing the Budget			
Savings agreed		-272	-6.3
Transfers between Portfolios			
Digital Design team from Finance and Resources	130		
Commercial Marketing budget from Finance and Resources	25		
Transformation budget to Finance and Resources	-590		
Manor Royal income generation scheme from Finance and Resources	-26		
Graphic Design and Print from Finance and Resources	285		
Waste Communications staff transferred from Environment	123		
Lieutenancy costs from Finance and Resources	91		
		38	0.9
TOTAL CHANGE IN SPENDING		-108	-2.5

LEADER (INCLUDING ECONOMY)

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
Crawley Growth Programme	400	8,773	12,123	10,116	0	0
Broadband (Growth is Digital)	194	0	0	0	0	0
Business Finance	0	0	0	0	0	0
Crawley Town Centre	18	0	0	0	0	0
Chichester University	350	0	0	0	0	0
Total In Flight Approved Projects	962	8,773	12,123	10,116	0	0
Proposed Projects*						
Growth Programme	0	0	1,000	3,000	4,000	14,000
Total Proposed Starts List	0	0	1,000	3,000	4,000	14,000
TOTAL PROGRAMME	962	8,773	13,123	13,116	4,000	14,000
Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Local Enterprise Partnership Grant	400	6,920	3,660	3,660	0	0
Corporate Resources	562	0	2,435	9,456	4,000	14,000
External Contributions		1,853	7,028	0	0	0
Total Funding	962	8,773	13,123	13,116	4,000	14,000
Income Generating Initiatives (IGI's) & Bold Ideas	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Income Generating Projects						
Bold Ideas - Creative Bognor	667	333	0	0	0	0
Total In Flight Projects	667	333	0	0	0	0
Proposed Income Generating Projects *						
Experience West Sussex	0	500	0	0	0	0
Horsham Science Park	0	0	5,000	15,000	15,000	15,000
Total Proposed Projects	0	500	5,000	15,000	15,000	15,000
Total IGI's & Bold Ideas Projects	667	833	5,000	15,000	15,000	15,000

* All projects approved subject to business case

SAFER, STRONGER COMMUNITIES

REVENUE BUDGET 2018/19

Net Expenditure 2017/18 £000		Gross Expenditure 2018/19 £000	Sales, Fees and Charges 2018/19 £000	Other Income 2018/19 £000	Specific Government Grants 2018/19 £000	Net Expenditure 2018/19 £000	Net Expenditure Change from 2017/18 %
Fire and Public Protection							
1,281	Management	1,326	0	0	0	1,326	3.5%
17,034	Fire Operations	19,679	0	-50	-1,614	18,015	5.8%
7,707	Public Protection (Including Trading Standards)	8,261	-372	-185	-413	7,291	-5.4%
26,022		29,266	-372	-235	-2,027	26,632	2.3%
Customer Services							
6,768	Library Service	7,382	-649	-111	-10	6,612	-2.3%
677	Record Office	738	-46	0	0	692	2.2%
1,090	HM Coroner	1,050	0	-1	0	1,049	-3.8%
-679	Registration of Births, Deaths and Marriages	1,239	-1,899	-155	0	-815	20.0%
7,856		10,409	-2,594	-267	-10	7,538	-4.0%
Family Operations							
6,000	Drugs and Alcohol Action Team	6,068	-14	-119	0	5,935	-1.1%
-6,000	Public Health Grant	0	0	0	-5,935	-5,935	-1.1%
0		6,068	-14	-119	-5,935	0	N/A
Communities							
2,528	Communities	2,275	0	-55	0	2,220	-12.2%
275	Community Safety	625	0	-350	0	275	0.0%
362	Domestic Abuse	807	0	0	-422	385	6.4%
280	County Local Committees	280	0	0	0	280	0.0%
0	Gypsy and Traveller Sites	307	-364	0	0	-57	N/A
3,445		4,294	-364	-405	-422	3,103	-9.9%
37,323	PORTFOLIO TOTAL	50,037	-3,344	-1,026	-8,394	37,273	-0.1%

SAFER, STRONGER COMMUNITIES

CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £0.05m or 0.1%

	£000	£000	%
Allowance for Pay and Price Increases			
Pay and price rise allowance	755		
Fire pay award	<u>95</u>		
		850	2.3
Committed and Service Changes			
Income from in-house Gypsy and Traveller Sites	-57		
Homelessness	600		
Engaging Volunteers	<u>100</u>		
		643	1.7
Balancing the Budget			
Savings approved	-1,426		
Savings planned	<u>-140</u>		
		-1,566	-4.2
Transfers between Portfolios			
Removal of Domestic Abuse Support recharge with Children and Young People		23	0.1
TOTAL CHANGE IN SPENDING		<u><u>-50</u></u>	<u><u>-0.1</u></u>

SAFER, STRONGER COMMUNITIES

CAPITAL PROGRAMME 2018/19 to 2022/23

Project	Approved Budget Profiled					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
In Flight Projects						
Fleet	3,139	3,286	1,000	0	0	0
Fire Equipment	891	1,330	0	0	0	0
Haywards Heath Adaptations for Sussex Control Centre	235	0	0	0	0	0
Breathing Apparatus - Cleaning Facilities	17	0	0	0	0	0
Equalities and Diversity	176	0	0	0	0	0
Energy Efficiency	11	0	0	0	0	0
WSFRS Smoke Detectors	100	0	0	0	0	0
Accommodation Pressures	239	0	0	0	0	0
Aerial Ladder Platform	520	0	0	0	0	0
Crawley Library and Office Buildings	13	0	0	0	0	0
Total In Flight Approved Projects	5,341	4,616	1,000	0	0	0
Proposed Projects*						
21st Century Libraries	0	0	3,000	2,000	0	0
Future Years Fleet	0	0	2,184	3,208	3,300	5,146
Future Years Fire Equipment	0	257	1,050	200	200	200
Total Proposed Starts List	0	257	6,234	5,408	3,500	5,346
TOTAL PROGRAMME	5,341	4,873	7,234	5,408	3,500	5,346
Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Sources of Funding						
Fire Grant	17	0	0	0	0	0
Corporate Resources	5,107	4,873	7,234	5,408	3,500	5,346
External Contributions	217	0	0	0	0	0
Total Funding	5,341	4,873	7,234	5,408	3,500	5,346

* All projects approved subject to business case