

# **WEST SUSSEX COUNTY COUNCIL**

## **BUDGET PACK 2019/20**

The 2019/20 budget was considered and approved at the meeting of Full Council on 15 February 2019. The budget pack which was despatched to County Council was subject to a late revision as a result of the provision by district and borough councils of revised funding information relating to the collection of Business Rates. This revision was summarised in a separate paper which County Council approved at its 15 February 2019 meeting. The revision is consolidated into this version of the budget pack, which therefore represents the final budget as approved by County Council.

# APPENDIX 1

## SUMMARY OF REVENUE BUDGET AND PRECEPT 2019/20

Total Net Expenditure 2018/19 <sup>1</sup>		SERVICE	Total Net Expenditure 2019/20	
Amount	Amount per Council Taxpayer (Band D equivalent)		Amount	Amount per Council Taxpayer (Band D equivalent)
£000	£		£000	£
194,773	594.17	Adults and Health	206,368	620.78
95,843	292.37	Children and Young People	100,187	301.38
44,423	135.52	Corporate Relations	44,503	133.87
13,717	41.84	Education and Skills	19,780	59.50
63,350	193.25	Environment	61,954	186.37
15,604	47.60	Finance and Resources	12,798	38.50
34,902	106.47	Highways and Infrastructure	32,926	99.04
3,893	11.88	Leader (including Economy)	4,026	12.11
37,273	113.70	Safer, Stronger Communities	38,428	115.60
<b>503,778</b>	<b>1,536.80</b>	<b>SERVICE TOTALS</b>	<b>520,970</b>	<b>1,567.15</b>
27,400	83.59	Capital Financing Costs	27,700	83.33
2,332	7.11	Revenue Contribution to Capital Outlay - County Council	1,032	3.10
0	0.00	Revenue Contribution to Capital Outlay - Business Rates Pilot <sup>2</sup>	1,000	3.01
-1,903	-5.80	Investment Income	-2,503	-7.53
3,610	11.01	General Contingency	3,400	10.23
0	0.00	Care Leavers Council Tax Support	25	0.07
-1,274	-3.89	Transfers to/from (-) Earmarked Reserves - County Council	5,704	17.16
0	0.00	Transfers to/from (-) Earmarked Reserves - Business Rates Pilot <sup>2</sup>	18,141	54.57
<b>30,165</b>	<b>92.02</b>	<b>NON-SERVICE TOTALS</b>	<b>54,499</b>	<b>163.94</b>
<b>533,943</b>	<b>1,628.82</b>	<b>NET EXPENDITURE</b>	<b>575,469</b>	<b>1,731.09</b>
-82,145	-250.59	Business Rates Retention Scheme - County Council	-85,226	-256.37
0	0.00	Business Rates - Gains from 75% Pilot <sup>2</sup>	-19,141	-57.58
-12,122	-36.98	Revenue Support Grant	0	0.00
-4,102	-12.51	New Homes Bonus Grant	-3,933	-11.83
0	0.00	Social Care Support Grant	-5,243	-15.77
-3,557	-10.85	Council Tax Collection Fund Surplus (-) / Deficit	-2,279	-6.86
-36	-0.11	Business Rates Collection Fund Surplus (-) / Deficit	294	0.89
<b>431,981</b>	<b>1,317.78</b>	<b>PRECEPT</b>	<b>459,941</b>	<b>1,383.57</b>
	<b>4.95%</b>	Increase in Council Tax Band D on Previous Year		<b>4.99%</b>
<b>327,809.60</b>		Council Tax Band D Equivalents	<b>332,430.70</b>	

<sup>1</sup> The 2018/19 comparators have been restated from the 2018/19 Budget Book to reflect the change in political structure which came into force during 2018/19

<sup>2</sup> Increased business rates in relation to a joint bid with Districts and Boroughs to be a pilot area for 75% business rates retention in 2019/20. The gain will be invested jointly by the County Council and Districts/Boroughs on project work with economic benefit, but is reflected in the County's budget as the lead authority

## APPENDIX 2

### ANALYSIS OF CHANGES

PORTFOLIO	Budget 2018/19	Effective Change in Spending <sup>1</sup>				Change in Central Government Funding Arrangements	Transfers between Portfolios	Overall Change in Spending col 5+6+7	Budget 2019/20 col 1 + col 8
		Pay and Prices	Committed and Service Changes	Balancing the Budget (Appendix 3)	Total col 2 + 3 + 4				
	column 1	column 2	column 3	column 4	column 5	column 6	column 7	column 8	column 9
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Health	194,773	6,024	8,548	-4,635	9,937	900	758	11,595	206,368
Children and Young People	95,843	2,198	8,692	-6,360	4,530		-186	4,344	100,187
Corporate Relations	44,423	994	3,776	-3,339	1,431		-1,351	80	44,503
Education and Skills	13,717	549	6,429	-911	6,067		-4	6,063	19,780
Environment	63,350	1,843	-381	-3,065	-1,603		207	-1,396	61,954
Finance and Resources	15,604	296	-2,033	-1,463	-3,200		394	-2,806	12,798
Highways and Infrastructure	34,902	818	-396	-2,148	-1,726		-250	-1,976	32,926
Leader (including Economy)	3,893	87	-34	-150	-97		230	133	4,026
Safer, Stronger Communities	37,273	1,082	668	-764	986		169	1,155	38,428
<b>SERVICE TOTALS</b>	<b>503,778</b>	<b>13,891</b>	<b>25,269</b>	<b>-22,835</b>	<b>16,325</b>	<b>900</b>	<b>-33</b>	<b>17,192</b>	<b>520,970</b>
Capital Financing Costs	27,400		300		300			300	27,700
Revenue Contribution to Capital Outlay - County Council	2,332		-1,300		-1,300			-1,300	1,032
Revenue Contribution to Capital Outlay - Business Rates Pilot	0		1,000		1,000			1,000	1,000
Investment Income	-1,903			-600	-600			-600	-2,503
General Contingency	3,610		-243		-243		33	-210	3,400
Care Leavers Council Tax Support	0		25		25			25	25
Transfers to/from (-) Earmarked Reserves - County Council	-1,274		6,978		6,978			6,978	5,704
Transfers to/from (-) Earmarked Reserves - Business Rates Pilot	0		18,141		18,141			18,141	18,141
<b>NON-SERVICE TOTALS</b>	<b>30,165</b>	<b>0</b>	<b>24,901</b>	<b>-600</b>	<b>24,301</b>	<b>0</b>	<b>33</b>	<b>24,334</b>	<b>54,499</b>
<b>NET EXPENDITURE</b>	<b>533,943</b>	<b>13,891</b>	<b>50,170</b>	<b>-23,435</b>	<b>40,626</b>	<b>900</b>	<b>0</b>	<b>41,526</b>	<b>575,469</b>

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

**APPENDIX 3  
BALANCING THE BUDGET**

Activity	Balancing the Budget			Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
	2019/20 £000	2020/21 £000	Total £000			
<b>Adults and Health</b>						
<b>Strategic Decisions:</b>						
Review options for in house provided services <b>(Published Cabinet Member decision)</b>	320	180	500	A Cabinet Member decision was taken in October 2018 which secures this saving.	up to 20	EIA already undertaken as part of Cabinet Member decision
Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people <b>(Published Cabinet Member decision)</b>	300		300	People receiving local authority arranged care and support other than in a care home need to retain a certain level of income to cover their living costs. Under the Care Act 2014, charges must not reduce people's income below a certain amount, which is known as the Minimum Income Guarantee (MIG). This a figure that the Department of Health (DH) specifies. For working age adults, the County Council currently allows a higher level of MIG, whereas if the DH guidance amount was followed instead a higher client contribution would be collected. Around 1700 people would be affected by such a change, which will generate additional income of circa £0.3m per year (after allowing for pooled budget implications which will benefit the Clinical Commissioning Groups or CCGs). For a single person the increase in contribution is likely to be around £5 per week, however the system will remain means-tested and so the change in arrangements will only apply to those who are assessed to pay a contribution.	n/a	EIA already undertaken as part of Cabinet Member decision
Local Assistance Network <b>(Published Cabinet Member decision)</b>	600		600	As a predominantly discretionary service, it is proposed to reduce the budget for the Local Assistance Network from £0.8m to £0.2m.	n/a	EIA already undertaken as part of Cabinet Member decision
Housing Related Support <b>(Published Cabinet Member decision)</b>	1,740	2,328	4,068	Planned reduction in expenditure on Housing Related Support. A core budget of £2.3m will be retained from 2020/21 onwards to fund the County Council's statutory responsibilities and to support key preventative services.	n/a	EIA already undertaken as part of Cabinet Member decision
<b>Efficiencies:</b>						
Joint working arrangements with the NHS		1,500	1,500	Government expects health and social care to integrate by 2020. The saving arises from the opportunities this should create, e.g. from efficiencies in use of staff resources and from improved market management because care should be bought on a collaborative basis rather than a competitive one.	tbc	Usual EIA methodology will be used.

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Activity	Balancing the Budget			Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
	2019/20	2020/21	Total			
	£000	£000	£000			
Revenue savings from capital investment re Westergate	100		100	Estimated annual revenue savings arising from the £1.5m capital grant agreed by the County Council to support the 60 unit extra care housing scheme at Westergate.	n/a	EIA already undertaken as part of process
Staffing Review - across Children, Adults, Families, Health and Education (CAFHE)	175	175	350	Across CAFHE there are areas of activity, e.g. commissioning and business support, where scope exists to take a more strategic approach. This is expected to lead to some pooling of staff and the delivery of synergies. £0.35m is a broad order estimate of the saving that this ought to realise across the whole of the directorate.	tbc	Usual EIA methodology will be used.
Public Health Grant reduction plan:						
- Contract reductions	152		152	Reduction in expenditure across a range of contracts, including 4 Sight, Integrated Sexual Health Services and information and advice.	n/a	Usual EIA methodology will be used.
- Staffing reductions	425		425	Saving arising from a removal of vacant posts in Public Health.	3-4	EIA not likely to be needed.
- Reprioritisation of Public Health budget	323		323	The County Council has been incurring costs in other portfolios for Public Health related work which has been funded by the Public Health Grant. The budget proposals provide for some of these activities, which fall outside of Health, to be no longer directly funded from the Public Health Grant. In turn, this releases part of the Public Health Grant enabling an effective increase in direct service expenditure within the Portfolio. In order to help manage the impact of the reduction in the PHG in 2019/20, £0.3m of the opportunity that this presents will not be used, but applied as a saving.	n/a	EIA not likely to be needed - saving achievable from funds released elsewhere
Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	1,000	A Lifelong Service has been created to support individuals with lifelong disabilities or autism and other complex needs (acquired before the age of 25). By taking a more holistic view of customers throughout their lives, better care outcomes and better value for money are expected to be delivered, for example from innovative approaches to high cost residential placements and greater use of community assets. The benefits of this will fall across Adults, Children's and Education, so some refilling of savings between those services is likely to become necessary in due course.	n/a	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.
Reprocurement of the Integrated Sexual Health Service (ISHS) contract		250	250	Reprocurement of the Integrated Sexual Health service with savings through the introduction of postal service for testing.	n/a	Usual EIA methodology will be used.
<b>Sub-total Adults and Health</b>	<b>4,635</b>	<b>4,933</b>	<b>9,568</b>			
<b>Children and Young People</b>						
<b>Strategic Decisions:</b>						
Provision of care leavers accommodation ( <b>Published Cabinet Member decision</b> )	390		390	The County Council has a statutory responsibility to provide accommodation services for care leavers, most of which is obtained from the external market. Due to rising unit costs and a lack of suitable supply, the County Council is planning to make arrangements to acquire properties which will be suitable for care leavers. These will be subject to production of a business case, for which one of the requirements will be a return on investment.	n/a	Usual EIA methodology will be used. New accommodation provision will provide positive opportunities.

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	2019/20 £000	2020/21 £000	Total £000			
IPEH: New proposals, including absorption of Think Family Grant ( <b>£0.56m: Published Cabinet Member decision</b> )	2,950	1,950	4,900	Savings proposals are based on a holistic review of IPEH and will include £560k of savings in relation to the loss of Think Family Grant previously agreed through Cabinet Member decision CYP05 (18/19).	tbc	EIA will be considered as part of the Cabinet Member decision.
<b>Efficiencies:</b>						
Growth in numbers of in-house foster carers as part of the Fostering Improvement Plan	300	70	370	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.	n/a	Usual EIA methodology will be used.
Implement Children Looked After commissioning strategy	840		840	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.	n/a	Usual EIA methodology will be used.
Early intervention reducing demand for high cost services	350	400	750	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.	n/a	Previous decisions to develop preventative services informed by EIAs. Further assessment for specific proposals undertaken alongside any assessment of benefits realised to date.
Healthy Child Programme procurement	250		250	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. Savings have been delivered as part of this, the level of which will continue to increase in 2019/20.	n/a	Usual EIA methodology will be used.
Public Law Outline and client expenditure (S17) - embedding of process improvements made in 2017/18	280		280	Improved processes in 2017/18 led to this budget underspending by £290k. This is expected to be available on a recurring basis.	n/a	EIA not likely to be required.
Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	1,000	1,500	A Lifelong Service has been created to support individuals with lifelong disabilities or autism and other complex needs (acquired before the age of 25). By taking a more holistic view of customers throughout their lives, better care outcomes and better value for money are expected to be delivered, for example from innovative approaches to high cost residential placements and greater use of community assets. The benefits of this will fall across Adults, Children's and Education, so some reprofiling of savings between those services is likely to become necessary in due course.	n/a	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.

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Activity	Balancing the Budget			Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
	2019/20 £000	2020/21 £000	Total £000			
Lifelong Services - review of high cost placements		500	500	Specific savings target from the review of high cost placements.	n/a	Usual EIA methodology will be used.
Use of 'Public Health Grant to support the IPEH budget	500		500	Use of the Public Health Grant to fund eligible expenditure in IPEH that otherwise would need to be funded by the County Council.	n/a	Usual EIA methodology will be used.
<b>Sub-total Children and Young People</b>	<b>6,360</b>	<b>3,920</b>	<b>10,280</b>			
<b>Corporate Relations</b>						
<b>Efficiencies:</b>						
Provision of Legal Services via the ORBIS partnership	250	200	450	Greater collaboration through the ORBIS Partnership is expected to reduce demand for external advice and deliver efficiencies.	n/a	EIA not likely to be required
EProcurement of MFD contract	100		100	Full year saving from the eProcurement of the MFD contract completed in 2017/18.	n/a	N/A - saving decision made
Implementation of IT Strategy	200		200	savings arising from the delivery of the IT strategy and the links to the outsourced contract.	n/a	EIA not likely to be required
Closer management of the Capita Contract	200	200	400	Further efficiencies from outsourced contracts.	n/a	EIA not likely to be required
Review Accounts Payable workflow	50		50	Process improvement allowing for savings to be realised from the SSO contract.	n/a	EIA not likely to be required
Increased digitalisation of support to Members	10		10	Benefit of digital approach to Member agendas and reports.	n/a	EIA not likely to be required
Centralisation of Learning & Development	169	50	219	Consolidation of arrangements for training staff currently employed across the council.	n/a	EIA not likely to be required
Ensure appropriate use of agency staff	400	200	600	More efficient and appropriate use of agency staff.	n/a	EIA not likely to be required
Review of Staff Terms and Conditions	180	1,000	1,180	Comprehensive review of employee terms and conditions.	n/a	Usual EIA methodology will be used as part of consultation processes.
Cessation of the Outplacement contract	85		85	Contract not to be renewed on expiry in March 2019, alongside changes to policy and guidance.	n/a	EIA not likely to be required
Deletion of HR&OC vacant posts	70		70	Release vacant posts from structure following review of the recent restructure.	1	EIA not likely to be required
Charging PVI Sector training	100		100	Review of charging for training delivered to external organisations.	n/a	EIA not likely to be required
Stop refreshments at training sessions	25		25	Requiring attendees to provide their own refreshments at training events.	n/a	EIA not likely to be required
Reduce CLT development costs		70	70	Reduction in costs associated with the provision of training and development of senior management.	n/a	EIA not likely to be required

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	2019/20 £000	2020/21 £000	Total £000			
Facilities Management - associated services		50	50	Review of facilities contracts (including security, grounds maintenance, cleaning, pest control).	n/a	EIA not likely to be required
Whole Council Design	1,500		1,500	To be realised via the Whole Council Design work and through investment in transformation.	tbc	Usual EIA methodology will be used where needed as a result of service changes.
<b>Sub-total Corporate Relations</b>	<b>3,339</b>	<b>1,770</b>	<b>5,109</b>			
<b>Education and Skills</b>						
<b>Strategic Decisions:</b>						
Transport for pre-school age children Savings	70	50	120	The Cabinet Member is considering an alternative strategy to delivery this saving.	n/a	Usual EIA methodology will be used.
Developing additional SSCs <b>(Published Cabinet Member decision)</b>	131	829	960	Net saving from reduced number of placements being made in Independent and Non-maintained sector following the opening of four new Special Support Centres attached to mainstream schools (2 nursery and 2 primary) from September 2019. Additionally it is planned to open a further 4 SSCs in September 2020, and 3 in September 2021.	n/a	Usual EIA methodology will be used.
<b>Efficiencies:</b>						
Improve School Trading Offer	150	275	425	A number of trading opportunities are being explored in order to deliver additional revenue income of £0.425m from existing and new products. 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).	n/a	EIA not likely to be required
Reprioritisation of budgets in High Needs Block	560		560	On-going savings from 2018/19 plus removal of residential funding stream to Littlegreen School following its conversion to an academy from January 2019.	n/a	N/A - saving decision made
<b>Sub-total Education and Skills</b>	<b>911</b>	<b>1,154</b>	<b>2,065</b>			
<b>Environment</b>						
<b>Strategic Decisions:</b>						
Waste Deal with Ds&Bs - to link with future of recycling credits <b>(Published Cabinet Member decision)</b>	1,200		1,200	The phased withdrawal of support to District and Boroughs through the current recycling credit regime.	n/a	EIA was not required.
<b>Efficiencies:</b>						
Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	300	300	600	Further savings in the RDF contract can be achieved following the development of the MBT (Mechanical Biological Treatment) and Site Ha to allow additional RDF to be diverted from Landfill.	n/a	EIA not likely to be required.
Further savings on Viridor contract through negotiation	150	200	350	Following the financial review of the PFI model a benchmarking exercise was also undertaken which showed opportunities within the existing contract. Also, contract savings are possible in 2020/21 as a result of further negotiation with Viridor with regard to the operation of the HWRS.	n/a	EIA not likely to be required.



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	2019/20 £000	2020/21 £000	Total £000			
Reprocurements of energy/water contracts	50		50	Agreed framework in place for procurement (Crown Commercial Services).	n/a	EIA not likely to be required.
Expansion of solar installation programme	90	100	190	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.	n/a	EIA not likely to be required.
Reduce waste going to landfill through further variations to MBT facility	725	75	800	Saving from reducing tonnages going to landfill by utilising other disposal methods - i.e. increase of RDF.	n/a	EIA not likely to be required.
Permits for commercial vehicles, vans and trailers for use of Household Waste Recycling Centres (HWRCs)	100		100	A reduction in tonnage due to the implementation of permits for commercial vehicles.	n/a	Usual EIA methodology will be used.
Review of countryside agreements and PROW operational budgets	70		70	A review of operational budgets, including lease arrangements for countryside facilities.	n/a	Usual EIA methodology will be used.
Biffa agreed saving	130		130	Contract saving in relation to the operation of the MBT (Mechanical Biological Treatment).	n/a	EIA not likely to be required.
Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	100	200	300	Savings in disposal costs as a result of extra recycling.	n/a	Usual EIA methodology will be used.
Waste Disposal - Non Resident Restriction/Charge		250	250	Introduction of a permit scheme or introduce charging per visit for non West Sussex residents using the HWRS.	n/a	EIA not likely to be required.
Planning fee income	150	150	300	Reflecting growth in volume of highway agreements.	n/a	EIA not likely to be required volume change.
<b>Sub-total Environment</b>	<b>3,065</b>	<b>1,275</b>	<b>4,340</b>			
<b>Finance and Resources</b>						
<b>Efficiencies:</b>						
Income Generation - Investment Opportunities	500	500	1,000	£50m in the capital programme has been set aside for commercial investment where the objective is to generate rental income from commercial property and support the local economy.	n/a	Usual EIA methodology will be used.
Asset Strategy - reduction in business rates payable		250	250	Rationalisation in County Council building estate through implementation of the Asset Strategy will reduce business rate liability.	n/a	Usual EIA methodology will be used as part of the wider decision making process on use and continued use of public buildings.
Insight & Performance restructure	150		150	Restructure savings.	3 or 4	EIA not likely to be required.
Purchasing Card spending - target 10% on contracted spend	460		460	Cards used for everyday transaction. More effective and consistent use of the P card purchases/transactions will produce savings, plus additional corporate monitoring to ensure value for money is maximised.	n/a	EIA not likely to be required process changes.

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Advertising/sponsorship opportunities	50		50	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	EIA not likely to be required.
Reduce Hardship Fund to reflect current demand	105		105	This budget supports some of the work by Districts and Boroughs on their council tax support schemes,. The reduction to the budget is to a level more in line with demand seen in recent years.	n/a	EIA not likely to be required aligning budget to demand levels.
Reduction in subscriptions	23		23	Savings following a review of the professional services that the County Council subscribes to.	n/a	EIA not likely to be required.
Increased utilisation of the Apprenticeship levy	175	30	205	Increased utilisation of the Levy to meet the costs of training currently found within base budget.	n/a	EIA not likely to be required.
Crawley PFI Review		200	200	Greater efficiencies with respect to the delivery of services within the Crawley Schools PFI contract.	n/a	EIA not likely to be required.
<b>Sub-total Finance and Resources</b>	<b>1,463</b>	<b>980</b>	<b>2,443</b>			
<b>Highways and Infrastructure</b>						
<b>Strategic Decisions:</b>						
Review of non-statutory elements of the English National Concessionary Transport scheme	50		50	Review of non-statutory rail travel element of concessionary travel scheme.	n/a	Usual EIA methodology will be used.
On Street Parking - changed date of annual increase <b>(Published Cabinet Member decision)</b>	150		150	Change in date for annual on-street charge increase from April to September (effective September 2019).	n/a	EIA considered as part of Cabinet Member decision.
Reduction in public bus service subsidies which do not impinge upon school transport <b>(Published Cabinet Member decision)</b>	300		300	Reduction in subsidies for unviable services where there is no link to providing transport for schools.	n/a	EIA considered as part of Cabinet Member decision.
<b>Efficiencies:</b>						
Cost Recovery (Street Works Permit Scheme)	140	20	160	Review of allocation of permit and street works activity costs to fees generated, including investment in additional resource to enhance compliance of works on the highway.	n/a	Usual EIA methodology will be used.
Staffing changes	134	100	234	Restructure savings.	6-8	EIA not likely to be required.
Highway operations service level review	574		574	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.	n/a	EIA not likely to be required.
Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	200	Charging for services that we currently provide for free and providing opportunities for advertising on the highways and for sponsorship of highways activities.	n/a	EIA not likely to be required.
On-Street Parking - annual increase	200		200	Annual increase in on-street charges from April 2019.	n/a	Usual EIA methodology will be used.

**APPENDIX 3  
BALANCING THE BUDGET**

Activity	Balancing the Budget			Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
	2019/20 £000	2020/21 £000	Total £000			
Reduced level of demand for concessionary bus travel scheme	500		500	Reflects reduced level of demand for concessionary travel.	n/a	Previous EIA work, but EIA may not be needed for update to reflect demand.
<b>Sub-total Highways and Infrastructure</b>	<b>2,148</b>	<b>220</b>	<b>2,368</b>			
<b>Leader (including Economy)</b>						
<i>Efficiencies:</i>						
Policy team/Communications Team	150		150	Restructure of the policy and communication team.	3	EIA not likely to be required.
<b>Sub-total Leader (including Economy)</b>	<b>150</b>	<b>0</b>	<b>150</b>			
<b>Safer, Stronger Communities</b>						
<i>Strategic Decisions:</i>						
Reduce Intervention and Prevention Team		400	400	Restructure team and remove posts. Despite the reduction in spending, the teams are working on positive plans to continue to provide valuable courses such as Safe Drive Stay Alive. High risk home safety checks, safeguarding and Firewise scheme will continue.	9	Usual EIA methodology will be used.
Revised arrangements to deliver Command and Mobilisation services (Cabinet Key Decision to be published)		1,000	1,000	Changed arrangements for delivering command and mobilisation to the Fire and Rescue Service.	n/a	EIA not likely to be required.
Reduce Community Initiative Fund	140		140	Proposals to reduce the level of grants available subject to a review of CLCs in Spring 2019.	n/a	Usual EIA methodology will be used.
<i>Efficiencies:</i>						
Reduce media fund for physical and digital stock	25		25	Increased utilisation of book stock leading to savings in stock replacement.	n/a	Past EIA work. Usual EIA methodology will be used.
Reduced support from the Business Resilience team		100	100	Reduced support to the organisation from the Business Resilience Team and greater reliance on Services to deliver business continuity plans.	3	EIA not likely to be required.
Reduce staffing capacity in Community Safety and Wellbeing Service	75		75	Restrict level of partnership service to partners.	1	Usual EIA methodology will be used.
Reduced Partnership & Comm Team	195	45	240	Limit level of 'local' resource available for community resilience programme.	4 or 5	Usual EIA methodology will be used.
Reduce Trading Standards Discretionary duties by 10%	130		130	Removal of discretionary business support services.	3 or 4	Usual EIA methodology will be used.
Remove Big Society Grant Fund	49		49	The cessation of the Big Society Fund. The expectation is that funding will be raised through 'Spacehive' the WSCC supported crowd funding platform.	n/a	Usual EIA methodology will be used.
Reduction in Community Safety Team	50	50	100	Reduce contribution to Youth Offending Service and Training capacity on safeguarding.	1 or 2	Usual EIA methodology will be used.
Restructure Fire Senior Team	100		100	Restructure savings.	1	EIA not likely to be required.
Procurement of contract for Fire Uniform		100	100	New contract to be let to deliver fire uniform and kit.	n/a	EIA not likely to be required.

**APPENDIX 3  
BALANCING THE BUDGET**

Activity	Balancing the Budget			Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
	2019/20 £000	2020/21 £000	Total £000			
Move to deliver Regulatory services in partnership with D&Bs		100	100	Working alongside D&B's to deliver enforcement and regulatory services.	n/a	Usual EIA methodology will be used.
<b>Sub-total Safer, Stronger Communities</b>	<b>764</b>	<b>1,795</b>	<b>2,559</b>			
<b>Corporate (Non-Service)</b>						
<i>Efficiencies:</i>						
LGPS	500		500	An upfront payment of the council's employers annual contribution can be made in April 2019, rather than the current monthly payment system via a percentage of the monthly payroll run for LGPS staff. This allows a cash flow benefit for the Pension Fund to be recognised, with the Fund benefiting from the ability to invest the cash immediately at the start of the year, rather than over the full 12 months. In turn the County Council can reduce its overall payment, to realise this benefit from this earlier payment, in agreement with the Fund actuary.  Investing a lump sum can have either positive or negative effects on returns, depending upon how quickly this sum is invested and under what market conditions compared to the previously monthly contribution payments. However, the saving for 2019/20 is not reliant on investment returns, it simply reflects a discount against the prescribed contributions for early payment in year.	n/a	EIA not likely to be required.
Interest income	100	100	200	Expected improved return from Treasury Management activities income generation, within agreed strategy.	n/a	EIA not likely to be required.
<b>Sub-total Corporate (Non-Service)</b>	<b>600</b>	<b>100</b>	<b>700</b>			
<b>Overall Total</b>	<b>23,435</b>	<b>16,147</b>	<b>39,582</b>			

<b>Portfolio Summary:</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>Total £000</b>
Adults and Health	4,635	4,933	9,568
Children and Young People	6,360	3,920	10,280
Corporate Relations	3,339	1,770	5,109
Education and Skills	911	1,154	2,065
Environment	3,065	1,275	4,340
Finance and Resources	1,463	980	2,443
Highways and Infrastructure	2,148	220	2,368
Leader (including Economy)	150	0	150
Safer, Stronger Communities	764	1,795	2,559
Corporate (Non-Service)	600	100	700
<b>Total</b>	<b>23,435</b>	<b>16,147</b>	<b>39,582</b>

**APPENDIX 4**  
**GRANTS TOWARDS SPECIFIC SERVICES**

Portfolio and Grant	2018/19	2019/20	Change from	
	Budget	Budget	2018/19 Budget	
<b>Specific Government Grants <sup>1</sup></b>	£000	£000	£000	%
<b>Adults and Health</b>				
Independent Living Fund	4,444	4,309	-135	-3.0
Local Reform and Community Voices	458	465	7	1.5
Social Care in Prison	71	68	-3	-4.2
Syrian Vulnerable Persons Resettlement Scheme	155	155	0	0.0
Public Health Grant	12,891	13,541	650	5.0
Improved Better Care Fund	14,302	16,575	2,273	15.9
Winter Pressures	0	3,304	3,304	N/A
War Pensions Scheme Disregard	168	153	-15	-8.9
	<b>32,489</b>	<b>38,570</b>	<b>6,081</b>	<b>18.7</b>
<b>Children and Young People</b>				
Dedicated Schools Grant	49,317	48,124	-1,193	-2.4
Child Asylum Seekers	2,214	2,414	200	9.0
Adoption Support Fund	1,530	1,530	0	0.0
Asylum - Leaving Care	244	244	0	0.0
Public Health Grant	13,449	12,957	-492	-3.7
Think Family	1,750	1,190	-560	-32.0
Social Worker Intake Team	250	250	0	0.0
Staying Put	231	236	5	2.2
Youth Justice Good Practice	554	500	-54	-9.7
Improved Better Care Fund	128	128	0	0.0
Additional Asylum Seeking Children Capacity Grant	162	110	-52	-32.1
Social Care Support Grant	0	400	400	N/A
Extending Personal Advisor Offer (Care Leavers)	0	72	72	N/A
	<b>69,829</b>	<b>68,155</b>	<b>-1,674</b>	<b>-2.4</b>
<b>Education and Skills</b>				
Dedicated Schools Grant	532,381	548,974	16,593	3.1
16-19 Sixth Form Grant	14,748	15,666	918	6.2
Pupil Premium Grant	14,838	13,442	-1,396	-9.4
Crawley Schools PFI	4,532	4,532	0	0.0
Extended Rights to Free Travel	358	449	91	25.4
Golden Hellos	100	0	-100	-100.0
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	3,005	3,005	0	0.0
Moderation and Phonics Key Stage 2	61	27	-34	-55.7
School Improvement Monitoring and Brokerage	700	750	50	7.1
European Structural and Investment Fund	0	233	233	N/A
Teachers Pay	0	2,700	2,700	N/A
	<b>580,587</b>	<b>599,642</b>	<b>19,055</b>	<b>3.3</b>
<b>Environment</b>				
Waste PFI	2,124	2,124	0	0.0
Public Health Grant	95	47	-48	-50.5
	<b>2,219</b>	<b>2,171</b>	<b>-48</b>	<b>-2.2</b>
<b>Finance and Resources</b>				
Inshore Fisheries and Conservation Support	148	148	0	0.0
	<b>148</b>	<b>148</b>	<b>0</b>	<b>0.0</b>
<b>Highways and Infrastructure</b>				
Street Lighting PFI	6,069	6,069	0	0.0
Bus Service Operators	436	436	0	0.0
Lead Local Flood Authority	62	66	4	6.5
Public Health Grant	100	50	-50	-50.0
	<b>6,667</b>	<b>6,621</b>	<b>-46</b>	<b>-0.7</b>
<b>Leader (including Economy)</b>				
Brexit Preparations Grant	0	88	88	N/A
Local Enterprise Partnership Core Funding	502	502	0	0.0
	<b>502</b>	<b>590</b>	<b>88</b>	<b>17.5</b>
<b>Safer, Stronger Communities</b>				
Public Health Grant	7,427	6,470	-957	-12.9
Service and Maintenance Support	145	145	0	0.0
Fire Revenue Grant	822	2,300	1,478	179.8
	<b>8,394</b>	<b>8,915</b>	<b>521</b>	<b>6.2</b>
<b>TOTAL SPECIFIC GOVERNMENT GRANTS</b>	<b>700,835</b>	<b>724,812</b>	<b>23,977</b>	<b>3.4</b>

<sup>1</sup> Where final grant confirmations are outstanding, provisional 2019/20 allocations have been budgeted

**APPENDIX 4**  
**GRANTS TOWARDS SPECIFIC SERVICES**

Memo: Other Non-Service and Financing Grants	2018/19	2019/20	Change from	
	Budget	Budget	2018/19 Budget	
	£000	£000	£000	%
Business Rate Retention Scheme				
- Settlement Funding Assessment	76,239	77,986	1,747	2.3
- Business Rate Local Growth	2,115	1,722	-393	-18.6
- Business Rate Cap Grant (Section 31)	3,791	5,518	1,727	45.6
Business Rates - Gains from 75% Pilot	0	19,141	19,141	N/A
Revenue Support Grant	12,122	0	-12,122	-100.0
New Homes Bonus Grant	4,102	3,933	-169	-4.1
Social Care Support Grant	0	5,243	5,243	N/A
<b>TOTAL OTHER NON-SERVICE AND FINANCING GRANTS</b>	<b>98,369</b>	<b>113,543</b>	<b>15,174</b>	<b>15.4</b>

## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2019 £000	Projected balance at 31 March 2020 £000	Description
Adult Social Care and Health Demand Pressures	-66	0	This reserve has been used in the support of the Adults and Health portfolio managing its demand pressures, particularly through a focus on prevention.
Adult Social Care Support Grant 2018/19	-1,765	-1,765	In February 2018 the government announced an additional £150m for Adult Social Care Services in 2018/19 which was allocated to councils based on their relative needs. £2.065m was designated to West Sussex and is held in the reserve.
Adult Social Care Transformation Fund	-246	-246	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 have been used to pump-prime transformational investment in adult social care, with spending decisions to be taken through the Corporate Transformation Board. The remaining balance will continue to be used in this way.
Budget Management	-29,634	-25,532	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. Projected balance at 31 March 2020 includes planned application of £6.5m to Whole Council Design work in 2019/20.
Business Infrastructure	-706	-706	Reserve held to pump-prime local economic developments, through developing the broadband network, facilitating new business start-ups, and financing internal infrastructure improvements using local contractors where appropriate.
Business Rates Levy - 2018/19 National Surplus	-300	0	Central Government announced the distribution of a national surplus on the Business Rates Levy as part of the January 2019 final local government finance settlement. This reserve holds the balance of funding not utilised in 2018/19, which is to be applied in 2019/20 to allow for the temporary deferral of savings.
Business Rates Pilot	0	-18,141	Increased business rates in relation to a joint bid with Districts and Boroughs to be a pilot area for 75% business rates retention in 2019/20. The gain will be invested jointly by the County Council and Districts/Boroughs on project work with economic benefit, but is reflected in the County's budget as the lead authority.
Capital Infrastructure	-12,028	-12,028	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 Fund	-200	0	Outturn underspending on Community Initiative Funding arising in 2018/19, which has been applied as a budget balancing measure in 2019/20.
Contract Settlement	-203	-203	Provides for potential claims arising from the settlement of contractual arrangements.
Deprivation of Liberty Safeguarding	-900	-900	Held to support the Council in undertaking its statutory assessments of whether arrangements made for the care and/or treatment of an individual lacking capacity to consent amounts to a deprivation of liberty.
Economic Growth Reserve	-1,297	-1,297	Held to deliver the Economic Growth Plan.

## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2019 £000	Projected balance at 31 March 2020 £000	Description
Elections	-200	-400	To hold annual contributions built into the base revenue budget. Will be used to finance administrative costs in an election year.
Highways and Education Buildings	-32	-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	-3,057	-3,669	Holds a balance of contributions received from developers in respect of future maintenance costs of non-standard highways infrastructure.
Infrastructure Works Feasibility	-648	-1,648	Reserve created to support the development of the County Council's Capital Programme. The reserve will be utilised during 2019/20 and beyond, although spending plans have yet to be fully developed and so projected balances as at 31 March 2020 do not currently reflect spending to be incurred during the year.
Insurance	-6,446	-6,446	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	-830	-830	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.
NNDR Appeals	-460	-460	To cover the council's share of any potential liability following successful business rates appeals.
On Street Parking	-526	-526	Represents the surplus of charges over enforcement and associated costs, which is used to finance on street parking development and eligible transport network expenditure.
One Public Estate	-215	-215	Reserve established in 2017/18 to hold the balance of Government grant funding received to develop plans for rationalising the public estate together with partners including District Councils, Health and Sussex Police.
Crawley Schools Private Finance Initiative (PFI)	-6,696	-6,643	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	-19,703	-19,864	
PFI Waste Management	-12,415	-12,415	
Schools Sickness and Maternity Insurance Scheme	-2,085	-2,085	Holds the accumulated surplus on the Sickness and Maternity Insurance Scheme operated by the Authority for its maintained schools.



## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2019 £000	Projected balance at 31 March 2020 £000	Description
Service Transformation Fund	-6,500	-10,000	<p>The Service Transformation Fund 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. In particular, the fund will cover:</p> <ul style="list-style-type: none"> <li>• ICT: to cover replacement and new technologies and equipment</li> <li>• Resourcing: to cover all other resourcing (capacity, skills and supporting needs) to ensure successful project and programme delivery</li> <li>• Early severance: to cover the costs arising from workforce reduction.</li> </ul> <p>The balance will total £13m as at 1 April 2019; spending profiles are currently being developed and the projected balance as at 31 March 2020 assumes £3m will be applied during the course of next year, purely as an indication of spend.</p>
Social Care Support	0	-5,243	This holds the County Council's share of the £410m Social Care Support Grant announced by Government in the 2018 Budget. Although it is currently shown as an earmarked reserve, the intention is to use it to support expenditure in the Adults' and Children's portfolios in relation to demand pressures and to invest in service sustainability.
Social Mobility and Homelessness Initiatives	-750	-750	Holds funding set aside to progress joint initiatives with the Districts and Borough Councils for improving social mobility and preventing homelessness.
Special Support Centres	0	-1,845	Revenue funding set aside to help fund the creation of additional Special Support Centres in our mainstream schools in the capital programme. These funds will help to reduce our borrowing requirements.
Statutory Duties Reserve	-1,712	-1,712	Holds funding to meet any obligations over and above that which the Authority has made provision for, such as those relating to payments made outside of payroll, and to meet any costs associated with the implementation of the General Data Protection Regulation (GDPR) and Health and Safety requirements.
Strategic Economic Plan	-1,295	-1,210	Held to support the progression of the economic priorities within the Coast to Capital Local Enterprise Partnership.
Street Works Permit Scheme	-871	-871	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	-21	0	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 2019 £000	Projected balance at 31 March 2020 £000	Description
Unapplied Revenue Grants	-1,800	-1,770	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	-27,915	-25,915	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.
<b>TOTAL EARMARKED RESERVES (NON SCHOOLS)</b>	<b>-141,522</b>	<b>-165,367</b>	
Dedicated Schools Grant (DSG)	-5,046	-5,046	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	-14,556	-14,556	The School Balances reserve holds net underspending on locally managed budgets.
<b>TOTAL EARMARKED RESERVES (SCHOOLS &amp; NON SCHOOLS)</b>	<b>-161,124</b>	<b>-184,969</b>	
General Fund	-20,286	-20,286	The General Fund is the statutory fund into which all the receipts of an authority are required to be paid and out of which all liabilities of the authority are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment at the end of the financial year.
<b>TOTAL USABLE RESERVES</b>	<b>-181,410</b>	<b>-205,255</b>	

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19 £000		Gross Expenditure 2019/20 £000	Sales, Fees and Charges 2019/20 £000	Other Income 2019/20 £000	Specific Government Grants 2019/20 £000	Net Expenditure 2019/20 £000	Net Expenditure Change from 2018/19 %
<b>Older People</b>							
<i>Commissioned Costs</i>							
<b>21,866</b>	Nursing Care (OP)	36,160	-14,953	0	0	<b>21,207</b>	-3.0%
<b>29,568</b>	Residential Care (OP)	69,332	-19,398	-622	-13,513	<b>35,799</b>	21.1%
<b>15,216</b>	Personal Budgets - Council Managed (OP)	21,462	-6,032	-1,839	-879	<b>12,712</b>	-16.5%
<b>4,610</b>	Personal Budgets - Direct Payments (OP)	7,483	-1,458	0	-114	<b>5,911</b>	28.2%
<i>Other Costs</i>							
<b>2,511</b>	In-House Day and Residential Care	2,771	-106	-27	-388	<b>2,250</b>	-10.4%
<b>10,390</b>	Social Care Activities (OP)	16,428	0	-4,840	-1,261	<b>10,327</b>	-0.6%
<b>84,161</b>		153,636	-41,947	-7,328	-16,155	<b>88,206</b>	4.8%
<b>Physical and Sensory Impairment</b>							
<i>Commissioned Costs</i>							
<b>1,167</b>	Nursing Care (PSI)	1,730	-206	0	0	<b>1,524</b>	30.6%
<b>3,954</b>	Residential Care (PSI)	5,622	-676	0	0	<b>4,946</b>	25.1%
<b>3,024</b>	Personal Budgets - Council Managed (PSI)	4,494	-637	0	-103	<b>3,754</b>	24.1%
<b>7,832</b>	Personal budgets - Direct Payments (PSI)	9,910	-624	0	-1,068	<b>8,218</b>	4.9%
<b>15,977</b>		21,756	-2,143	0	-1,171	<b>18,442</b>	15.4%
<b>Learning Disabilities</b>							
<b>982</b>	Nursing Care (LD)	888	-126	0	0	<b>762</b>	-22.4%
<b>38,570</b>	Residential Care (LD)	46,314	-3,406	0	-1,200	<b>41,708</b>	8.1%
<b>27,082</b>	Personal Budgets - Council Managed (LD)	35,053	-2,718	0	-2,432	<b>29,903</b>	10.4%
<b>6,129</b>	Personal Budgets - Direct Payments (LD)	8,599	-550	0	-1,084	<b>6,965</b>	13.6%
<b>711</b>	Preventative Services (LD)	1,362	0	-1,362	0	<b>0</b>	-100.0%
	In-House Day and Residential Care						
<b>9,718</b>	Recharges (LD)	10,277	0	0	0	<b>10,277</b>	5.8%
<b>3,767</b>	Health Services (LD)	4,476	0	-380	-125	<b>3,971</b>	5.4%
<i>Other Costs</i>							
<b>3,144</b>	Social Care Activities (LD)	3,191	0	0	0	<b>3,191</b>	1.5%
<b>-17,729</b>	CCG Contribution to Pooled Budget	0	0	-18,616	0	<b>-18,616</b>	5.0%
<b>72,374</b>		110,160	-6,800	-20,358	-4,841	<b>78,161</b>	8.0%

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19 £000		Gross Expenditure 2019/20 £000	Sales, Fees and Charges 2019/20 £000	Other Income 2019/20 £000	Specific Government Grants 2019/20 £000	Net Expenditure 2019/20 £000	Net Expenditure Change from 2018/19 %
<b>Working Age Mental Health</b>							
<i>Commissioned Costs</i>							
1,129	Nursing Care (MH)	1,588	-74	0	0	1,514	34.1%
5,445	Residential Care (MH)	7,736	-564	0	0	7,172	31.7%
2,009	Personal Budgets - Council Managed (MH)	2,713	-207	0	-32	2,474	23.1%
805	Personal Budgets - Direct Payments (MH)	1,054	-62	0	-31	961	19.4%
-9,388	Recharges To Health	0	0	-12,121	0	-12,121	29.1%
<i>Other Costs</i>							
0	Social Care Activities (MH)	2,602	0	-2,602	0	0	N/A
	County Council Contribution to Pooled Budget	8,821	0	0	0	8,821	1.3%
<b>8,711</b>		<b>24,514</b>	<b>-907</b>	<b>-14,723</b>	<b>-63</b>	<b>8,821</b>	<b>1.3%</b>
<b>Assistive Equipment and Technology</b>							
0	Community Equipment	7,435	0	-7,435	0	0	N/A
0	Telecare	861	0	-861	0	0	N/A
<b>0</b>		<b>8,296</b>	<b>0</b>	<b>-8,296</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Universal Services</b>							
0	Community Reablement Service	2,635	0	-2,635	0	0	N/A
0	Occupational Therapy & Sensory Services	4,945	0	-4,554	-391	0	N/A
0	Meals on Wheels	720	-720	0	0	0	N/A
2,243	Support for Carers	4,736	0	-1,824	-857	2,055	-8.4%
0	Information and Early Intervention	741	0	-741	0	0	N/A
<b>2,243</b>		<b>13,777</b>	<b>-720</b>	<b>-9,754</b>	<b>-1,248</b>	<b>2,055</b>	<b>-8.4%</b>

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
	<b>Other Responsibilities</b>						
	Independent Mental Capacity						
<b>1,345</b>	Act/Deprivation of Liberty Safeguarding	1,466	0	0	-112	<b>1,354</b>	0.7%
<b>807</b>	Local Assistance Network	200	0	0	0	<b>200</b>	-75.2%
<b>5,902</b>	Housing Related Support	4,656	0	-396	0	<b>4,260</b>	-27.8%
<b>0</b>	Lifelong Services	1,267	0	-894	0	<b>373</b>	N/A
<b>367</b>	Safeguarding	1,214	0	-222	-200	<b>792</b>	115.8%
<b>2,520</b>	Commissioning and Service Delivery	2,734	0	-203	-231	<b>2,300</b>	-8.7%
<b>351</b>	Blue Badge Scheme	488	-13	-134	0	<b>341</b>	-2.8%
<b>0</b>	Syrian Refugees	155	0	0	-155	<b>0</b>	N/A
<b>0</b>	Mortuary Services	1,054	0	-1	0	<b>1,053</b>	N/A
<b>11,292</b>		13,234	-13	-1,850	-698	<b>10,673</b>	-5.5%
	<b>Public Health</b>						
<b>0</b>	Staffing and Development	2,830	0	0	-2,830	<b>0</b>	N/A
	Health Intelligence, Economic Evaluation						
<b>0</b>	and Needs Assessment	40	0	0	-40	<b>0</b>	N/A
<b>0</b>	Health Protection and Quality Programme	157	0	0	-157	<b>0</b>	N/A
<b>0</b>	Integrated Sexual Health Services	5,149	0	0	-5,149	<b>0</b>	N/A
<b>0</b>	Starting Well	92	0	0	-92	<b>0</b>	N/A
<b>0</b>	Living Well	3,953	0	0	-3,953	<b>0</b>	N/A
<b>15</b>	Ageing Well	2,075	0	-245	-1,820	<b>10</b>	-33.3%
<b>0</b>	Health Watch	353	0	0	-353	<b>0</b>	N/A
<b>15</b>		14,649	0	-245	-14,394	<b>10</b>	-33.3%
<b>194,773</b>	<b>PORTFOLIO TOTAL</b>	<b>360,022</b>	<b>-52,530</b>	<b>-62,554</b>	<b>-38,570</b>	<b>206,368</b>	<b>6.0%</b>

# APPENDIX 6

## ADULTS AND HEALTH

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £11.595m or 6%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance	4,724		
Improved Better Care Fund Adjustment	<u>1,300</u>		
		6,024	3.1
<b>Committed and Service Changes</b>			
Adults demand pressure	3,950		
National Living Wage	3,400		
Improved Better Care Fund Adjustment	2,300		
Rising trend in means-tested customer contributions towards social care	-500		
Net reduction in application of Adult Social Care and Health Demand Pressures Reserve	<u>-602</u>		
		8,548	4.4
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-2,960		
Efficiencies	<u>-1,675</u>		
		-4,635	-2.4
<b>Funding from Central Government</b>			
Reduction in the Public Health Grant		900	0.5
<b>Transfers between Portfolios</b>			
Supported Housing Southwark Judgement Quick Access Beds funding to Children and Young People	-37		
Direct Payments Support Service contract saving to Finance and Resources	-126		
Reduction in agency staffing contracts to Finance and Resources	-25		
Transfer of HM Coroner service from Safer, Stronger Communities	1,049		
Direct Payment Prepaid Card contract funding from Children and Young People	12		
Realignment of pay awards	57		
Driver and vehicle service increased charge from Highways and Infrastructure	59		
Transfer of funding to Children and Young People for Directorate purposes	-200		
Personal Assistant position to Leader	<u>-31</u>		
		758	0.4
<b>TOTAL CHANGE IN SPENDING</b>		<b><u>11,595</u></b>	<b><u>6.0</u></b>

## APPENDIX 6

### CHILDREN AND YOUNG PEOPLE

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19 £000		Gross Expenditure 2019/20 £000	Sales, Fees and Charges 2019/20 £000	Other Income 2019/20 £000	Specific Government Grants 2019/20 £000	Net Expenditure 2019/20 £000	Net Expenditure Change from 2018/19 %
<b><u>Local Authority Funding</u></b>							
<b>Services for Children with Disabilities</b>							
<b>5,970</b>	In House Residential and Fostercare	5,678	0	-25	0	<b>5,653</b>	-5.3%
<b>3,468</b>	Externally Commissioned Residential and Fostercare	4,674	0	-359	-400	<b>3,915</b>	12.9%
<b>1,743</b>	Disability Short Breaks	1,859	0	0	0	<b>1,859</b>	6.7%
<b>3,386</b>	Direct Payments	3,726	0	-367	0	<b>3,359</b>	-0.8%
<b>883</b>	Client Expenditure	858	0	-11	0	<b>847</b>	-4.1%
<b>Services for Children without Disabilities</b>							
<b>7,291</b>	In House Residential and Fostercare	6,815	0	0	0	<b>6,815</b>	-6.5%
<b>14,569</b>	Externally Commissioned Residential and Fostercare	14,487	0	-50	0	<b>14,437</b>	-0.9%
<b>4,409</b>	Adoption and Special Guardianship	4,964	0	-81	0	<b>4,883</b>	10.8%
<b>400</b>	Complex Adolescents	318	0	0	0	<b>318</b>	-20.5%
<b>816</b>	Client Expenditure	699	0	0	0	<b>699</b>	-14.3%
<b>824</b>	Supervised Contact	813	0	0	0	<b>813</b>	-1.3%
<b>Services for Asylum Seekers</b>							
<b>750</b>	In House Residential and Fostercare	484	0	0	0	<b>484</b>	-35.5%
<b>2,371</b>	Externally Commissioned Residential and Fostercare	2,505	0	0	0	<b>2,505</b>	5.7%
<b>260</b>	Client Expenditure	274	0	0	0	<b>274</b>	5.4%
<b>-2,620</b>	Asylum Grant	0	0	0	-2,658	<b>-2,658</b>	1.5%
<b>31,771</b>	<b>Social Care Activities</b>	<b>39,859</b>	<b>0</b>	<b>-129</b>	<b>-1,990</b>	<b>37,740</b>	<b>18.8%</b>
<b>Services for Care Leavers</b>							
<b>2,704</b>	Care Leavers Accommodation and Support	3,181	0	-62	-236	<b>2,883</b>	6.6%
<b>1,113</b>	Care Leavers Staffing	1,277	0	0	-72	<b>1,205</b>	8.3%

## APPENDIX 6

### CHILDREN AND YOUNG PEOPLE

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b>1,709</b>	<b>Children's Safeguarding</b>	1,699	0	-102	0	<b>1,597</b>	-6.6%
<b>802</b>	<b>Youth Offending Service</b>	1,479	0	-226	-500	<b>753</b>	-6.1%
<b>1,102</b>	<b>Child and Adolescent Mental Health Services</b>	1,845	0	-749	0	<b>1,096</b>	-0.5%
<b>10,059</b>	<b>Integrated Prevention and Earliest Help Services</b>	12,400	0	-772	-3,353	<b>8,275</b>	-17.7%
<b>0</b>	Healthy Child Programme	10,794	0	0	-10,794	<b>0</b>	N/A
<b>1,563</b>	Intentionally Homeless	2,581	0	-550	0	<b>2,031</b>	29.9%
<b>336</b>	Domestic Abuse Services	251	0	0	0	<b>251</b>	-25.3%
<b>164</b>	Young Carers	463	0	-282	-28	<b>153</b>	-6.7%
<b>95,843</b>	<b>Local Authority Funding</b>	123,983	0	-3,765	-20,031	<b>100,187</b>	4.5%
	<b><u>Dedicated Schools Grant Funding</u></b>						
	<b>DSG Early Years</b>						
<b>4,702</b>	2 year old entitlement	4,561	0	0	0	<b>4,561</b>	-3.0%
<b>41,342</b>	3 and 4 year old entitlement	40,171	0	0	0	<b>40,171</b>	-2.8%
<b>1,134</b>	Early Years Central Expenditure	1,145	0	0	0	<b>1,145</b>	1.0%
	<b>Other DSG</b>						
<b>1,065</b>	Integrated Prevention & Earliest Help	1,173	0	0	0	<b>1,173</b>	10.1%
<b>1,074</b>	Children's Social Care	1,074	0	0	0	<b>1,074</b>	0.0%
<b>-49,317</b>	<b>Dedicated Schools Grant</b>	0	0	0	-48,124	<b>-48,124</b>	-2.4%
<b>0</b>	<b>Dedicated Schools Grant and Other Schools Funding</b>	48,124	0	0	-48,124	<b>0</b>	N/A
<b>95,843</b>	<b>PORTFOLIO TOTAL</b>	<b>172,107</b>	<b>0</b>	<b>-3,765</b>	<b>-68,155</b>	<b>100,187</b>	<b>4.5%</b>



# APPENDIX 6

## CHILDREN AND YOUNG PEOPLE

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £4.344m or 4.5%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		2,198	2.3
<b>Committed and Service Changes</b>			
Demand Growth - Children Looked After Placements	170		
Demand Growth - Intentionally Homeless	300		
Children's Social Worker Recruitment and Retention	190		
Adoption - Interagency Fee Increases	90		
Reduction of Think Family income	560		
Adjustment to Public Health Grant recharges	992		
Increase in Asylum Grant income	-200		
Additional investment in children's social work	5,500		
Temporary budget mitigation for Beechfield closure	460		
Utilisation of High Needs Strategic Planning Fund reserve	30		
Temporary budget mitigation for Cissbury Lodge closure	1,000		
Social Care Support Grant funding for Cissbury Lodge closure	-400		
		8,692	9.1
<b>Committed and Service Changes (Dedicated Schools Grant)</b>			
Expenditure:			
Integrated Prevention and Earliest Help staffing	108		
Reduction in Early Years expenditure following January 2018 census numbers	-1,301		
Financed by:			
Central Schools Services block grant	-108		
Reduction to Early Years grant allocation 2019/20	1,301		
		0	0.0
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-3,340		
Efficiencies	-3,020		
		-6,360	-6.6
<b>Transfers between Portfolios</b>			
Family Support Lead position to Education and Skills	-42		
Transfer of Capita Supervised Contact Team from Corporate Relations	39		
Direct Payment Prepaid Card contract funding to Adults and Health	-12		
Realignment of pay awards	-109		
Two Contract Officer positions from Education and Skills	85		
Supported Housing Southwark Judgement Quick Access Beds funding from Adults and Health	37		
Adjustment to Domestic Abuse Support recharge with Safer, Stronger Communities	-130		
Reduction in agency staffing contracts to Finance and Resources	-160		
Communications position to Leader	-38		
Transfer of funding from Adults and Health for directorate purposes	200		
Personal Assistant positions to Leader	-56		
		-186	-0.2
<b>TOTAL CHANGE IN SPENDING</b>		<b>4,344</b>	<b>4.5</b>

## APPENDIX 6

### CORPORATE RELATIONS

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
	<b>Commercial Services</b>						
<b>22,291</b>	Commercial Services	21,339	-637	-9	0	<b>20,693</b>	-7.2%
	<b>Information Technology</b>						
<b>1,815</b>	Information Technology	2,032	0	0	0	<b>2,032</b>	12.0%
<b>87</b>	Information Technology Strategic Client	87	0	0	0	<b>87</b>	0.0%
<b>1,902</b>		<b>2,119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,119</b>	<b>11.4%</b>
	<b>Digital Infrastructure</b>						
<b>292</b>	Digital Infrastructure	368	0	-81	0	<b>287</b>	-1.7%
	<b>Facilities Management</b>						
<b>6,640</b>	Facilities Management	7,582	-138	-465	0	<b>6,979</b>	5.1%
	<b>Catering Service</b>						
<b>26</b>	Catering Service	388	-297	-104	0	<b>-13</b>	-150.0%
	<b>Human Resources and Organisational Change</b>						
<b>6,056</b>	Human Resources and Organisational Change	5,013	-3	-104	0	<b>4,906</b>	-19.0%
	<b>Transformation Portfolio Office</b>						
<b>0</b>	Transformation Portfolio Office	734	0	0	0	<b>734</b>	N/A
<b>0</b>	Whole Council Design	1,500	0	0	0	<b>1,500</b>	N/A
<b>0</b>		<b>2,234</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,234</b>	<b>N/A</b>
	<b>Legal Services</b>						
<b>4,686</b>	Legal Services	5,231	-474	-105	0	<b>4,652</b>	-0.7%
	<b>Democratic Services</b>						
<b>1,070</b>	Democratic Services	1,383	0	-172	0	<b>1,211</b>	13.2%
<b>26</b>	Elections	26	0	0	0	<b>26</b>	0.0%
<b>1,434</b>	Members Allowances and Expenses	1,409	0	0	0	<b>1,409</b>	-1.7%
<b>2,530</b>		<b>2,818</b>	<b>0</b>	<b>-172</b>	<b>0</b>	<b>2,646</b>	<b>4.6%</b>
<b>44,423</b>	<b>PORTFOLIO TOTAL</b>	<b>47,092</b>	<b>-1,549</b>	<b>-1,040</b>	<b>0</b>	<b>44,503</b>	<b>0.2%</b>

# APPENDIX 6

## CORPORATE RELATIONS

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.08m or 0.2%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		994	2.2
<b>Committed and Service Changes</b>			
Office 365 migration	114		
Electronic Records Management	54		
General Data Protection Regulation staffing costs	150		
Increase to Property Reactive Maintenance Budget	150		
Business Mileage - deferral of 2018/19 efficiency saving	200		
IT Licences for Whole Council Design	400		
Reduction in application of Business Infrastructure Reserve	-292		
Utilisation of Service Transformation Reserve	<u>3,000</u>		
		3,776	8.5
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Efficiencies		-3,339	-7.5
<b>Transfers between Portfolios</b>			
Customer Experience to Safer, Stronger Communities	-236		
Transfer of Capita Supervised Contact Team to Children and Young People	-39		
Property Services redesign from Safer, Stronger Communities	91		
Property Services redesign from Finance and Resources	11		
Realignment of pay awards	-84		
Senior Management Group realignment of pay from Finance and Resources	22		
Personal Assistants to Leader	-390		
Commercial Marketing position from Leader	33		
Fire and Rescue Information Technology position from Safer, Stronger Communities	23		
Adjustment to DSG recharge to Education and Skills	-33		
General Data Protection Regulations position from Safer, Stronger Communities	49		
Refuse service to Environment	-144		
Digital Infrastructure from Leader	170		
Digital Infrastructure from Finance and Resources	50		
Mosaic Licences efficiency saving to Finance and Resources	-80		
Reduction in agency staffing contracts to Finance and Resources	-7		
Property Services redesign from Safer, Stronger Communities	99		
Commercial Marketing to Finance and Resources	-10		
Contract Management to Finance and Resources	<u>-876</u>		
		-1,351	-3.0
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>80</u></u>	<u><u>0.2</u></u>

## APPENDIX 6

### EDUCATION AND SKILLS

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b><u>Local Authority Funding</u></b>							
<b>School Budgets</b>							
<b>1</b>	Government Grants to Schools	16,804	0	0	-16,804	0	-100.0%
<b>Education and Skills Service</b>							
<b>60</b>	Director of Education	64	0	0	0	64	6.7%
<b>1,132</b>	Post-16 and Compliance	1,454	0	0	-233	1,221	7.9%
<b>945</b>	School Effectiveness	2,297	0	-135	-777	1,385	46.6%
<b>1,201</b>	Inclusion	1,513	0	0	0	1,513	26.0%
<b>0</b>	Pupil Entitlement	74	0	0	0	74	N/A
<b>School Transport</b>							
<b>369</b>	Transport Management	369	0	0	0	369	0.0%
<b>2,930</b>	Mainstream Transport	3,420	-121	-40	0	3,259	11.2%
<b>9,674</b>	SEND Transport	12,644	0	-170	-449	12,025	24.3%
<b>191</b>	Post-16 Transport	282	-104	0	0	178	-6.8%
<b>303</b>	School Crossing Patrols	310	0	-1	0	309	2.0%
<b>Support to Schools</b>							
<b>-18</b>	School Catering	8,278	-157	-235	-7,900	-14	-22.2%
<b>850</b>	Crawley PFI	5,532	0	0	-4,532	1,000	17.6%
<b>0</b>	Pupil Premium (Children Looked After)	1,182	0	0	-1,182	0	N/A
<b>1,313</b>	School Redundancies and Pensions	1,486	0	-7	-120	1,359	3.5%
<b>Other</b>							
<b>-38</b>	Adult Education	3,080	-62	0	-3,058	-40	5.3%
<b>0</b>	LA Contribution to DSG	1,059	0	0	0	1,059	N/A
<b>-2,236</b>	Overheads and Recharges	-1,499	0	0	0	-1,499	-33.0%
<b>16,677</b>	<b>Local Authority Funding</b>	<b>58,349</b>	<b>-444</b>	<b>-588</b>	<b>-35,055</b>	<b>22,262</b>	<b>33.5%</b>

## APPENDIX 6

### EDUCATION AND SKILLS

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b><u>Dedicated Schools Grant Funding</u></b>							
<b>School Budgets</b>							
<b>446,060</b>	Mainstream Schools	474,678	0	0	-13,029	<b>461,649</b>	3.5%
<b>34,334</b>	Special Schools and APC	37,910	0	0	-2,584	<b>35,326</b>	2.9%
<b>Education and Skills</b>							
<b>538</b>	Director of Education	541	0	0	0	<b>541</b>	0.6%
<b>386</b>	Post-16 and Compliance	414	0	-21	0	<b>393</b>	1.8%
<b>1,906</b>	School Effectiveness	1,403	0	0	0	<b>1,403</b>	-26.4%
<b>2,277</b>	Inclusion	2,315	-18	0	0	<b>2,297</b>	0.9%
<b>1,798</b>	Pupil Entitlement	1,918	0	-112	0	<b>1,806</b>	0.4%
<b>265</b>	Capital Planning and Transport	431	0	0	0	<b>431</b>	62.6%
<b>Special Educational Needs</b>							
<b>18,695</b>	Independent and Non-Maintained Schools	22,065	0	0	0	<b>22,065</b>	18.0%
<b>563</b>	Other Local Authority Schools	732	0	0	0	<b>732</b>	30.0%
<b>4,278</b>	Post-16 Placements	5,144	0	0	0	<b>5,144</b>	20.2%
<b>6,802</b>	Alternative Provision	7,035	0	-240	0	<b>6,795</b>	-0.1%
<b>1,168</b>	Specialist Support	1,325	0	0	0	<b>1,325</b>	13.4%
<b>Support to Schools</b>							
<b>931</b>	Collaborative Inclusion and Improvement	794	0	0	0	<b>794</b>	-14.7%
<b>3,800</b>	Growth Fund	2,700	0	0	0	<b>2,700</b>	-28.9%
<b>648</b>	Transport (Alternative Provision)	648	0	0	0	<b>648</b>	0.0%
<b>132</b>	School Catering	132	0	0	0	<b>132</b>	0.0%
<b>980</b>	School Redundancies and Pensions	980	0	0	0	<b>980</b>	0.0%
<b>907</b>	Other Support to Schools	822	0	0	0	<b>822</b>	-9.4%
<b>Other</b>							
<b>0</b>	LA Contribution to DSG	-1,059	0	0	0	<b>-1,059</b>	N/A
<b>3,053</b>	Overheads and Recharges	1,568	0	0	0	<b>1,568</b>	-48.6%
<b>Government Grant</b>							
<b>-532,481</b>	Dedicated Schools Grant	0	0	0	-548,974	<b>-548,974</b>	3.1%
<b>-2,960</b>	<b>Dedicated Schools Grant</b>	562,496	-18	-373	-564,587	<b>-2,482</b>	-16.1%
<b>13,717</b>	<b>PORTFOLIO TOTAL</b>	<b>620,845</b>	<b>-462</b>	<b>-961</b>	<b>-599,642</b>	<b>19,780</b>	<b>44.2%</b>

# APPENDIX 6

## EDUCATION AND SKILLS

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £6.063m or 44.2%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		549	4.0
<b>Committed and Service Changes</b>			
Home to School Transport pressures 2018/19	2,000		
Home to School Transport pressures 2019/20	400		
Post-16 School Transport Review	-18		
Increased demand for independent special educational needs placements	2,155		
Increased capacity for in-house special educational needs placements	1,845		
Redistribution of historical DSG central share costs	1,500		
Replacement funding for SENAT following cessation of SEND Reform grant	360		
Removal of 2018/19 one year funding for Social Mobility	-200		
Associate Education Advisors	75		
Education Capital Planning Team	104		
2019/20 Transfer to Special Support Centre Reserve	-1,845		
Utilisation of Crawley Schools PFI (Private Finance Initiative) Reserve	<u>53</u>		
		6,429	46.9
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-201		
Efficiencies	<u>-710</u>		
		-911	-6.6
<b>Funding from Central Government</b>			
Expenditure:			
Directly allocated to schools	15,605		
Special educational needs placements	3,030		
Increase in cost of business rates	300		
Not in Education, Employment or Training (NEET)	233		
Home to School Transport	91		
Support to schools	-244		
Other minor variations	40		
Financed by:			
Dedicated Schools Grant	-16,493		
16-19 Sixth Form Grant	-1,018		
Teachers Pay Grant	-2,700		
Pupil Premium Grant	1,396		
European Structural and Investment Fund	-233		
Extended Rights to Free Travel	-91		
School Improvement Monitoring & Brokerage Grant	-50		
Golden Hellos	100		
Moderation and Phonics Key Stage 2	<u>34</u>		
		0	0.0
<b>Transfers between Portfolios</b>			
Family Support Lead position from Children and Young People	42		
Adjustment to DSG recharge from Corporate Relations	33		
Two Contract positions to Children and Young People	-85		
Six School Support positions to Finance and Resources	-183		
Two Traded Services positions from Finance and Resources	104		
Reduction in agency staffing contracts to Finance and Resources	-7		
Driver and vehicle service increased charge from Highways and Infrastructure	<u>92</u>		
		-4	0.0
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>6,063</u></u>	<u><u>44.2</u></u>

## APPENDIX 6

### ENVIRONMENT

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19 £000		Gross Expenditure 2019/20 £000	Sales, Fees and Charges 2019/20 £000	Other Income 2019/20 £000	Specific Government Grants 2019/20 £000	Net Expenditure 2019/20 £000	Net Expenditure Change from 2018/19 %
<b>Energy, Waste and Environment</b>							
2,727	Energy and Sustainability	3,766	-1,195	-289	0	2,282	-16.3%
24,508	Waste Recycling	28,305	-2,100	-451	-2,124	23,630	-3.6%
33,089	Waste Disposal	34,439	-446	-141	0	33,852	2.3%
985	Waste Strategy and Support	994	0	0	0	994	0.9%
<b>61,309</b>		<b>67,504</b>	<b>-3,741</b>	<b>-881</b>	<b>-2,124</b>	<b>60,758</b>	<b>-0.9%</b>
<b>Other Responsibilities</b>							
1,421	Countryside Services (Including Public Rights of Way)	1,490	-18	-17	-47	1,408	-0.9%
620	Planning Services	3,315	-2,434	-1,093	0	-212	-134.2%
<b>63,350</b>	<b>PORTFOLIO TOTAL</b>	<b>72,309</b>	<b>-6,193</b>	<b>-1,991</b>	<b>-2,171</b>	<b>61,954</b>	<b>-2.2%</b>

# APPENDIX 6

## ENVIRONMENT

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £1.396m or 2.2%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		1,843	2.9
<b>Committed and Service Changes</b>			
Removal of 2018/19 one year funding for solar energy and tariff funding	-200		
Capitalisation of solar energy project staffing costs	-100		
Changes to commercial waste arrangements	-90		
Improved management of closed landfill sites	-50		
Part removal of Materials Recycling Facility (MRF) saving	600		
Adjustment of Public Health Service recharges	48		
Net increase in application from the Waste Management Material Resource Management Contract (MRMC) reserve	200		
Net reduction in application of Highways Commuted Sums reserve	-500		
Reduction in application of Highways and Education Buildings reserve	-246		
Net reduction in application of Strategic Economic Plan (SEP) reserve	<u>-43</u>		
		-381	-0.6
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-1,200		
Efficiencies	<u>-1,865</u>		
		-3,065	-4.8
<b>Transfers between Portfolios</b>			
Realignment of pay awards	114		
Refuse service from Corporate Relations	144		
Increase to Climate Change Levy (Street Lighting) to Highways and Infrastructure	-49		
Reduction in agency staffing contracts to Finance and Resources	<u>-2</u>		
		207	0.3
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>-1,396</u></u>	<u><u>-2.2</u></u>



## APPENDIX 6

### FINANCE AND RESOURCES

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b>Finance</b>							
<b>2,437</b>	Finance	3,521	-736	-282	0	<b>2,503</b>	2.7%
<b>583</b>	Internal Audit	583	0	0	0	<b>583</b>	0.0%
<b>-150</b>	Strategic Procurement and Contract Management	1,656	-316	-123	0	<b>1,217</b>	-911.3%
<b>1,362</b>	Intelligence and Performance	1,228	0	0	0	<b>1,228</b>	-9.8%
<b>1,798</b>	Levies and Precepts	1,844	0	0	-148	<b>1,696</b>	-5.7%
<b>423</b>	Fees and Other Payments	373	0	-48	0	<b>325</b>	-23.2%
<b>49</b>	Big Society Fund	0	0	0	0	<b>0</b>	-100.0%
<b>245</b>	Council Tax Hardship Fund	40	0	0	0	<b>40</b>	-83.7%
<b>-269</b>	Insurance	-316	0	0	0	<b>-316</b>	17.5%
<b>973</b>	Customer Experience	0	0	0	0	<b>0</b>	-100.0%
<b>68</b>	Complaints Team	0	0	0	0	<b>0</b>	-100.0%
<b>7,519</b>		8,929	-1,052	-453	-148	<b>7,276</b>	-3.2%
<b>Asset &amp; Capital Programme</b>							
<b>8,085</b>	Capital and Infrastructure (Property)	8,352	-2,138	-692	0	<b>5,522</b>	-31.7%
<b>15,604</b>	<b>PORTFOLIO TOTAL</b>	<b>17,281</b>	<b>-3,190</b>	<b>-1,145</b>	<b>-148</b>	<b>12,798</b>	<b>-18.0%</b>

# APPENDIX 6

## FINANCE AND RESOURCES

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £2.806m or 18%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		296	1.9
<b>Committed and Service Changes</b>			
Removal of 2018/19 one year funding for additional feasibility works	-800		
Removal of 2018/19 one year funding for Council Tax Hardship Fund	-100		
Increase in Local Flood Levy	16		
Littlehampton Harbour Levy - pontoon charges	40		
Reduction in application of Business Infrastructure reserve	-189		
2019/20 transfer to Infrastructure Works Feasibility reserve	<u>-1,000</u>		
		-2,033	-13.0
<b>Balancing the Budget - detail provided in Appendix 3</b>			
Efficiencies		-1,463	-9.4
<b>Transfers between Portfolios</b>			
Property Services redesign to Corporate Relations	-11		
Digital Infrastructure to Corporate Relations	-50		
Customer Experience to Safer, Stronger Communities	-973		
Complaints Team to Safer, Stronger Communities	-68		
Big Society Fund to Safer, Stronger Communities	-49		
Contribution to Local Enterprise Partnership from Leader	110		
Realignment of pay awards	-102		
Senior Management Group realignment of pay to Corporate Relations	-22		
Direct Payments Support Service contract saving from Adults and Health	126		
Mosaic Licences efficiency saving from Corporate Relations	80		
Street Lighting re-financing efficiency saving from Highways and Infrastructure	165		
Reduction in agency staffing contracts from various portfolios	223		
Contract Management from Corporate Relations	876		
Commercial Marketing from Corporate Relations	10		
Six School Support positions from Education and Skills	183		
Two Traded Services positions to Education and Skills	<u>-104</u>		
		394	2.5
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>-2,806</u></u>	<u><u>-18.0</u></u>

## APPENDIX 6

### HIGHWAYS AND INFRASTRUCTURE

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b>Highways Service</b>							
2,932	Highways Service	6,369	-1,624	-2,007	0	2,738	-6.6%
9,597	Highways Maintenance	8,773	0	0	-66	8,707	-9.3%
0	West Sussex Permit Scheme	1,427	-1,427	0	0	0	N/A
7,785	Street Lighting PFI	14,628	0	-344	-6,069	8,215	5.5%
<b>20,314</b>		<b>31,197</b>	<b>-3,051</b>	<b>-2,351</b>	<b>-6,135</b>	<b>19,660</b>	<b>-3.2%</b>
<b>Transport and Countryside</b>							
11,657	National Concessionary Fares Scheme	11,557	0	-614	0	10,943	-6.1%
425	3in1 Concessionary Fares Scheme	434	0	0	0	434	2.1%
1,155	Public Transport Support	2,311	0	-1,070	-374	867	-24.9%
381	Safe and Sustainable Transport	676	-85	-125	-50	416	9.2%
847	Transport Bureau	992	-29	0	-62	901	6.4%
-74	Parking Strategy	243	0	-243	0	0	-100.0%
-1	On Street Car Parking	4,043	-4,000	-43	0	0	-100.0%
0	Sussex Safer Roads Partnership	2,520	-2,520	0	0	0	N/A
<b>14,390</b>		<b>22,776</b>	<b>-6,634</b>	<b>-2,095</b>	<b>-486</b>	<b>13,561</b>	<b>-5.8%</b>
<b>Other Responsibilities</b>							
400	Management and Central	-6	0	-89	0	-95	-123.8%
-202	Fleet Management	-186	-14	0	0	-200	-1.0%
<b>198</b>		<b>-192</b>	<b>-14</b>	<b>-89</b>	<b>0</b>	<b>-295</b>	<b>-249.0%</b>
<b>34,902</b>	<b>PORTFOLIO TOTAL</b>	<b>53,781</b>	<b>-9,699</b>	<b>-4,535</b>	<b>-6,621</b>	<b>32,926</b>	<b>-5.7%</b>

## APPENDIX 6

### HIGHWAYS AND INFRASTRUCTURE

#### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £1.976m or 5.7%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		818	2.3
<b>Committed and Service Changes</b>			
Removal of 2018/19 one year funding for white lines and signage programme of works	-500		
Re-financing of Street Lighting PFI (Private Finance Initiative) contract	-75		
Adjustment of Public Health Service recharges	50		
Removal of Executive Assistant position	-63		
Net increase in application of Street Lighting PFI reserve	310		
Net reduction in application of Highways Commuted Sums reserve	-118		
		-396	-1.1
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-500		
Efficiencies	-1,648		
		-2,148	-6.2
<b>Transfers between Portfolios</b>			
Realignment of pay awards	22		
Increase to Climate Change Levy (Street Lighting) from Environment	49		
Street Lighting re-financing efficiency saving to Finance and Resources	-165		
Reduction in agency staffing contracts to Finance and Resources	-5		
Driver and vehicle service increased charge to Adults and Health	-59		
Driver and vehicle service increased charge to Education and Skills	-92		
		-250	-0.7
<b>TOTAL CHANGE IN SPENDING</b>		<b>-1,976</b>	<b>-5.7</b>

## APPENDIX 6

### LEADER (INCLUDING ECONOMY)

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19 £000		Gross Expenditure 2019/20 £000	Sales, Fees and Charges 2019/20 £000	Other Income 2019/20 £000	Specific Government Grants 2019/20 £000	Net Expenditure 2019/20 £000	Net Expenditure Change from 2018/19 %
<b>Economy, Planning and Place</b>							
<b>1,379</b>	Economic Development	1,245	-27	-136	0	<b>1,082</b>	-21.5%
<b>6</b>	Leader Programme	109	0	-102	0	<b>7</b>	16.7%
<b>0</b>	Supporting Economic Development	502	0	0	-502	<b>0</b>	N/A
<b>1,385</b>		<b>1,856</b>	<b>-27</b>	<b>-238</b>	<b>-502</b>	<b>1,089</b>	<b>-21.4%</b>
<b>Other Responsibilities</b>							
<b>685</b>	Chief Executive	679	0	0	-88	<b>591</b>	-13.7%
<b>1,823</b>	Policy and Communications	1,787	-9	0	0	<b>1,778</b>	-2.5%
<b>0</b>	Personal Assistants	568	0	0	0	<b>568</b>	N/A
<b>2,508</b>		<b>3,034</b>	<b>-9</b>	<b>0</b>	<b>-88</b>	<b>2,937</b>	<b>17.1%</b>
<b>3,893</b>	<b>PORTFOLIO TOTAL</b>	<b>4,890</b>	<b>-36</b>	<b>-238</b>	<b>-590</b>	<b>4,026</b>	<b>3.4%</b>

## APPENDIX 6

### LEADER (INCLUDING ECONOMY)

#### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.133m or 3.4%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		87	2.2
<b>Committed and Service Changes</b>			
Part removal of 2018/19 one year funding for Horsham Enterprise Park	-23		
Net increase in application of Strategic Economic Plan (SEP) reserve	3		
Net reduction in application of Sustainable Investment reserve	-14		
		-34	-0.9
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Efficiencies		-150	-3.9
<b>Transfers between Portfolios</b>			
Fire and Rescue Communications staff from Safer, Stronger Communities	85		
Contribution to Local Enterprise Partnership to Finance and Resources	-110		
Realignment of pay awards	-9		
Personal Assistants from Corporate Relations	390		
Fire and Rescue administrative position from Safer, Stronger Communities	27		
Commercial Marketing position to Corporate Relations	-33		
Digital Infrastructure to Corporate Relations	-170		
Reduction in agency staffing contracts to Finance and Resources	-1		
Edes House staffing to Safer, Stronger Communities	-74		
Communications position from Children and Young People	38		
Personal Assistant from Adults and Health	31		
Personal Assistants from Children and Young People	56		
		230	5.9
<b>TOTAL CHANGE IN SPENDING</b>		<b>133</b>	<b>3.4</b>

## APPENDIX 6

### SAFER, STRONGER COMMUNITIES

#### REVENUE BUDGET 2019/20

Net Expenditure 2018/19		Gross Expenditure 2019/20	Sales, Fees and Charges 2019/20	Other Income 2019/20	Specific Government Grants 2019/20	Net Expenditure 2019/20	Net Expenditure Change from 2018/19
£000		£000	£000	£000	£000	£000	%
<b>Fire and Public Protection</b>							
<b>1,326</b>	Management	1,021	0	-92	-1,478	<b>-549</b>	-141.4%
<b>18,015</b>	Fire Operations Public Protection (Including Trading Standards)	20,187	0	-50	-1,084	<b>19,053</b>	5.8%
<b>7,291</b>		9,412	-385	-99	-413	<b>8,515</b>	16.8%
<b>26,632</b>		30,620	-385	-241	-2,975	<b>27,019</b>	1.5%
<b>Information and Regulatory Services</b>							
<b>6,612</b>	Library Service	7,693	-670	-111	-5	<b>6,907</b>	4.5%
<b>692</b>	Record Office	758	-47	0	0	<b>711</b>	2.7%
<b>1,049</b>	HM Coroner Registration of Births, Deaths and Marriages	0	0	0	0	<b>0</b>	-100.0%
<b>-815</b>		1,327	-1,833	-160	0	<b>-666</b>	-18.3%
<b>7,538</b>		9,778	-2,550	-271	-5	<b>6,952</b>	-7.8%
<b>Family Operations</b>							
<b>5,935</b>	Drugs and Alcohol Action Team	6,053	-14	-104	0	<b>5,935</b>	0.0%
<b>-5,935</b>	Public Health Grant	0	0	0	-5,935	<b>-5,935</b>	0.0%
<b>0</b>		6,053	-14	-104	-5,935	<b>0</b>	N/A
<b>Communities</b>							
<b>2,220</b>	Communities and Partnerships	1,915	0	-108	0	<b>1,807</b>	-18.6%
<b>218</b>	Community Safety and Wellbeing	918	-372	-350	0	<b>196</b>	-10.1%
<b>0</b>	Customer Experience	1,308	0	-5	0	<b>1,303</b>	
<b>385</b>	Domestic Abuse	936	0	0	0	<b>936</b>	143.1%
<b>280</b>	County Local Committees	140	0	0	0	<b>140</b>	-50.0%
<b>0</b>	Edes House	75	0	0	0	<b>75</b>	N/A
<b>3,103</b>		5,292	-372	-463	0	<b>4,457</b>	43.6%
<b>37,273</b>	<b>PORTFOLIO TOTAL</b>	<b>51,743</b>	<b>-3,321</b>	<b>-1,079</b>	<b>-8,915</b>	<b>38,428</b>	<b>3.1%</b>

# APPENDIX 6

## SAFER, STRONGER COMMUNITIES

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.155m or 3.1%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		1,082	2.9
<b>Committed and Service Changes</b>			
Removal of 2018/19 one year funding for Homelessness	-600		
Increase in Voluntary Sector Funding	200		
Adjustment to Public Health Service Recharge	957		
Impact of decision regarding future call mobilising arrangements	111		
		668	1.8
<b>Balancing the Budget</b> - detail provided in Appendix 3			
Strategic Decisions	-140		
Efficiencies	-624		
		-764	-2.0
<b>Funding from Central Government</b>			
Increase in Firefighters Pensions employers contributions	1,478		
Increase in Fire Revenue Grant	-1,478		
		0	0.0
<b>Transfers between Portfolios</b>			
Big Society Fund from Finance and Resources	49		
Realignment of pay awards	78		
Customer Experience from Corporate Relations	236		
Fire and Rescue Communications staff to Leader	-85		
Property Services redesign to Corporate Relations	-91		
Fire and Rescue Information Technology position to Corporate Relations	-23		
Fire and Rescue administrative position to Leader	-27		
General Data Protection Regulations position to Corporate Relations	-49		
Adjustment to Domestic Abuse Support recharge with Children and Young People	130		
Reduction in agency staffing contracts to Finance and Resources	-16		
Property Services redesign to Corporate Relations	-99		
Complaints Team from Finance and Resources	68		
Transfer of HM Coroner service to Adults and Health	-1,049		
Customer Experience from Finance and Resources	973		
Edes House staffing from Leader	74		
		169	0.5
<b>TOTAL CHANGE IN SPENDING</b>		<b>1,155</b>	<b>3.1</b>



## APPENDIX 7

### CAPITAL PROGRAMME 2019/20 - 2023/24

2018/19 £000	CORE CAPITAL PROGRAMME (Expenditure)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
1,009	Adults and Health	1,492	1,539	1,700	1,495	128	6,354
0	Children and Young People	0	1,000	1,000	1,000	0	3,000
1,181	Corporate Relations	1,282	16,000	2,141	0	0	19,423
28,966	Education and Skills	31,324	30,442	38,875	18,896	15,062	134,599
752	Environment	1,176	3,064	2,300	0	0	6,540
5,254	Finance and Resources	6,994	16,361	17,462	15,993	13,705	70,515
38,714	Highways and Infrastructure	33,830	44,981	57,869	35,746	37,463	209,889
5,787	Leader (including Economy)	7,670	8,278	4,000	12,000	2,000	33,948
4,889	Safer, Stronger Communities	9,042	16,663	7,650	7,996	9,144	50,495
<b>86,552</b>	<b>TOTAL PROGRAMME</b>	<b>92,810</b>	<b>138,328</b>	<b>132,997</b>	<b>93,126</b>	<b>77,502</b>	<b>534,763</b>

2018/19 £000	INCOME GENERATING INITIATIVES & BOLD IDEAS (Expenditure)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
5,310	Corporate Relations	2,370	1,000	0	0	0	3,370
7,280	Environment	2,700	13,000	7,800	14,924	9,036	47,460
12,366	Finance and Resources	10,115	18,000	20,000	10,076	8,729	66,920
0	Highways and Infrastructure	0	3,700	3,700	7,600	7,000	22,000
1,420	Leader (including Economy)	1,000	6,780	7,720	15,000	0	30,500
<b>26,376</b>	<b>TOTAL PROGRAMME</b>	<b>16,185</b>	<b>42,480</b>	<b>39,220</b>	<b>47,600</b>	<b>24,765</b>	<b>170,250</b>

<b>112,928</b>	<b>Total Capital Programme</b>	<b>108,995</b>	<b>180,808</b>	<b>172,217</b>	<b>140,726</b>	<b>102,267</b>	<b>705,013</b>
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2018/19 £000	FINANCING	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
1,000	Capital Receipts	3,850	3,750	7,750	22,250	36,852	74,452
5,014	External Contributions including S106	5,812	9,732	11,050	11,820	11,300	49,714
27,461	Ringfenced Government Grant	5,856	17,349	18,210	9,490	1,328	52,233
51,901	Non-Ringfenced Government Grant	64,823	20,425	19,865	19,356	18,858	143,327
5,075	Revenue Contributions to Capital Outlay	1,032	3,432	4,632	2,377	10,532	22,005
0	Revenue Contributions to Capital Outlay from 75% Pilot	1,000	16,000	2,141	0	0	19,141
1,181	Core Borrowing	13,537	68,990	76,149	33,333	7,390	199,399
21,296	IGI and Bold Ideas Borrowing	13,085	41,130	32,420	42,100	16,007	144,742
<b>112,928</b>	<b>TOTAL PROGRAMME</b>	<b>108,995</b>	<b>180,808</b>	<b>172,217</b>	<b>140,726</b>	<b>102,267</b>	<b>705,013</b>

### CAPITAL PROGRAMME 2019/20

FINANCED FROM	£000	£000	%
<b>External Sources and Service Portfolio Direct Funding</b>			
<b>Government Grants</b>			
Adults and Health	992		
Education and Skills	1,550		
Leader (including Economy)	734		
Highways and Infrastructure	2,580		
		5,856	5.37%
<b>External Contributions</b>			
Education and Skills	950		
Highways and Infrastructure	4,141		
Leader (including Economy)	721		
		5,812	5.33%
<b>Total</b>		11,668	10.71%
<b>Corporate Funding</b>			
- Capital Receipts	3,850		
- Government Grant	64,823		
- Revenue Contributions to Capital Outlay	1,032		
- Revenue Contributions to Capital Outlay from 75% Pilot	1,000		
- Borrowing - Corporate	26,622		
<b>Total Corporate Funding</b>		97,327	89.29%
<b>TOTAL CAPITAL PAYMENTS</b>		<b>108,995</b>	<b>100%</b>

## APPENDIX 7

### Adults and Health

#### CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Boundary Close	136	0	0	0	0	0
NHS Transfer/A Place to Live - 38 Alinora Crescent	21	0	0	0	0	0
Tempe	102	0	0	0	0	0
Westergate Extra Care	750	750	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>1,009</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
In-House Social Care	0	500	500	1,000	1,000	0
NHS Capital Grants	0	242	700	700	495	128
Social Care Grant	0	0	339	0	0	0
<b>Total Proposed Starts List</b>	<b>0</b>	<b>742</b>	<b>1,539</b>	<b>1,700</b>	<b>1,495</b>	<b>128</b>
<b>TOTAL PROGRAMME</b>	<b>1,009</b>	<b>1,492</b>	<b>1,539</b>	<b>1,700</b>	<b>1,495</b>	<b>128</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
A Place to Live Grant	21	0	0	0	0	0
NHS Grant	136	242	440	0	0	128
Social Care Grant	750	750	339	0	0	0
Corporate Resources	102	500	760	1,700	1,495	0
External Contributions	0	0	0	0	0	0
<b>Total Funding</b>	<b>1,009</b>	<b>1,492</b>	<b>1,539</b>	<b>1,700</b>	<b>1,495</b>	<b>128</b>

\* All projects approved subject to business case

## APPENDIX 7

### Children and Young People

CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
<b>Total In-Flight Approved Projects</b>	0	0	0	0	0	0
<b>Proposed Projects*</b>						
Care Leavers Accommodation	0	0	1,000	1,000	1,000	0
<b>Total Proposed Starts List</b>	0	0	1,000	1,000	1,000	0
<b>TOTAL PROGRAMME</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>Financing</b>	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Sources of Funding</b>						
Corporate Resources	0	0	1,000	1,000	1,000	0
<b>Total Funding</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>

\* All projects approved subject to business case

## APPENDIX 7

### Corporate Relations

CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Broadband	1,181	282	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>1,181</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Digital Infrastructure (Business Rates Pilot)	0	1,000	16,000	2,141	0	0
<b>Total Proposed Starts List</b>	<b>0</b>	<b>1,000</b>	<b>16,000</b>	<b>2,141</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>	<b>1,181</b>	<b>1,282</b>	<b>16,000</b>	<b>2,141</b>	<b>0</b>	<b>0</b>

Financing	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Sources of Funding</b>						
Corporate Resources	744	1,282	16,000	2,141	0	0
External Contributions	437	0	0	0	0	0
<b>Total Funding</b>	<b>1,181</b>	<b>1,282</b>	<b>16,000</b>	<b>2,141</b>	<b>0</b>	<b>0</b>

Income Generating Initiatives and Bold Ideas	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Income Generating Projects</b>						
County Gigabit	5,310	2,370	1,000	0	0	0
<b>Total IGIs and Bold Ideas Projects</b>	<b>5,310</b>	<b>2,370</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* All projects approved subject to business case

## APPENDIX 7

### Education and Skills

#### CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Academies Programme	131	0	0	0	0	0
Age of Transfer - Storrington	431	0	0	0	0	0
Basic Need Programme	18,899	14,904	3,100	0	0	0
Community Schools Capital Maintenance Grant	7,095	0	0	0	0	0
Devolved Formula Capital Grant	1,694	0	0	0	0	0
Healthy Pupils Capital Fund	466	0	0	0	0	0
Schools Access Initiative	250	250	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>28,966</b>	<b>15,154</b>	<b>3,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Future Years Basic Need	0	6,650	14,500	15,137	10,017	9,781
Future Years Capital Maintenance	0	6,720	6,187	5,538	5,034	4,081
Future Years DFCG	0	1,200	1,200	1,200	1,200	1,200
Manor Green Primary SEND Provision	0	250	200	0	0	0
SEND Development Programme	0	350	2,255	1,000	2,595	0
Titnore Lane - Land	0	0	0	0	50	0
Woodlands Meed	0	1,000	3,000	16,000	0	0
<b>Total Proposed Starts List</b>	<b>0</b>	<b>16,170</b>	<b>27,342</b>	<b>38,875</b>	<b>18,896</b>	<b>15,062</b>
<b>TOTAL PROGRAMME</b>	<b>28,966</b>	<b>31,324</b>	<b>30,442</b>	<b>38,875</b>	<b>18,896</b>	<b>15,062</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Basic Need Grant	27,863	43,776	0	0	0	0
Capital Maintenance Grant	6,961	6,270	5,648	5,088	4,579	4,081
Devolved Formula Capital Grant	1,694	1,200	1,200	1,200	1,200	1,200
Special Educational Needs & Development Grant (SEND)	650	350	2,255	0	750	0
Healthy Pupils Capital Grant	466	0	0	0	0	0
Government Grant - Woodlands Meed	0	0	0	6,000	0	0
Corporate Resources	-11,170	-21,222	21,339	26,587	12,317	9,781
External Contributions	2,502	950	0	0	50	0
<b>Total Funding</b>	<b>28,966</b>	<b>31,324</b>	<b>30,442</b>	<b>38,875</b>	<b>18,896</b>	<b>15,062</b>

\* All projects approved subject to business case

## APPENDIX 7

### Environment

#### CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Carbon Reduction Programme	582	0	0	0	0	0
Downslink	71	0	0	0	0	0
Faygate	18	643	0	0	0	0
General Aftercare Works	30	33	34	0	0	0
Westhampnett Gas Scheme	51	0	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>752</b>	<b>676</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Baystone Farm	0	0	550	0	0	0
Faygate	0	0	780	0	0	0
Brookhurst Wood - Site HA	0	500	1,700	2,300	0	0
<b>Total Proposed Starts List</b>	<b>0</b>	<b>500</b>	<b>3,030</b>	<b>2,300</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAMME</b>	<b>752</b>	<b>1,176</b>	<b>3,064</b>	<b>2,300</b>	<b>0</b>	<b>0</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Local Enterprise Partnership Grant	20	0	0	0	0	0
Corporate Resources	732	1,176	3,064	2,300	0	0
External Contributions	0	0	0	0	0	0
<b>Total Funding</b>	<b>752</b>	<b>1,176</b>	<b>3,064</b>	<b>2,300</b>	<b>0</b>	<b>0</b>
<b>Income Generating Initiatives and Bold Ideas</b>	<b>Approved Budget Profiled</b>					
	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>In-Flight Income Generating Projects</b>						
Your Energy Sussex - Halewick Lane	293	0	0	0	0	0
Your Energy Sussex - Schools Solar PV Programme	4,673	0	0	0	0	0
Your Energy Sussex - Westhampnett Solar Farm	2,314	0	0	0	0	0
<b>Total In-Flight Projects</b>	<b>7,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Income Generating Projects *</b>						
Waste Infrastructure	0	0	1,200	1,800	0	0
Your Energy Sussex - Solar Farms and Battery Storage	0	2,700	11,800	6,000	14,924	9,036
<b>Total Proposed Projects</b>	<b>0</b>	<b>2,700</b>	<b>13,000</b>	<b>7,800</b>	<b>14,924</b>	<b>9,036</b>
<b>Total IGIs and Bold Ideas Projects</b>	<b>7,280</b>	<b>2,700</b>	<b>13,000</b>	<b>7,800</b>	<b>14,924</b>	<b>9,036</b>

\* All projects approved subject to business case

## APPENDIX 7

### Finance and Resources

#### CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Accommodation Optimisation - County Hall	81	0	0	0	0	0
Gypsy and Travellers Improvement Programme	450	0	0	0	0	0
Sompting Waste Management	61	250	0	0	0	0
Staff Capitalisation - Property	1,225	0	0	0	0	0
Structural Maintenance	2,203	0	0	0	0	0
Targeted Minor Asset Improvement Plan	1,000	0	0	0	0	0
Electric Vehicles	59	0	0	0	0	0
North Mundham Alternative Provision	175	0	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>5,254</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Accessibility Audit	0	500	1,500	0	0	0
Capital Improvements Programme	0	1,173	5,320	7,000	8,110	1,300
Future Years Staff Capitalisation - Property	0	1,021	1,041	1,062	1,083	1,105
Future Years Structural Maintenance	0	3,500	2,200	2,300	2,300	1,000
Future Years Gypsy and Travellers Improvement Programme	0	150	300	300	300	300
One Public Estate	0	400	6,000	6,800	4,200	10,000
<b>Total Proposed Starts List</b>	<b>0</b>	<b>6,744</b>	<b>16,361</b>	<b>17,462</b>	<b>15,993</b>	<b>13,705</b>
<b>TOTAL PROGRAMME</b>	<b>5,254</b>	<b>6,994</b>	<b>16,361</b>	<b>17,462</b>	<b>15,993</b>	<b>13,705</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Corporate Resources	5,254	6,994	16,361	17,462	15,993	13,705
External Contributions	0	0	0	0	0	0
<b>Total Funding</b>	<b>5,254</b>	<b>6,994</b>	<b>16,361</b>	<b>17,462</b>	<b>15,993</b>	<b>13,705</b>
<b>Income Generating Initiatives and Bold Ideas</b>	<b>Approved Budget Profiled</b>					
	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>In-Flight Income Generating Projects</b>						
Propco: Barnham	359	0	0	0	0	0
Propco: Orchard Street	83	115	0	0	0	0
Investment Properties - Churchill Court, Manor Royal, Crawley	11,924	0	0	0	0	0
<b>Total In-Flight Projects</b>	<b>12,366</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Income Generating Projects *</b>						
Investment Property Opportunities	0	10,000	13,000	13,000	2,076	0
Propco Others	0	0	5,000	7,000	8,000	8,729
<b>Total Proposed Projects</b>	<b>0</b>	<b>10,000</b>	<b>18,000</b>	<b>20,000</b>	<b>10,076</b>	<b>8,729</b>
<b>Total IGIs and Bold Ideas Projects</b>	<b>12,366</b>	<b>10,115</b>	<b>18,000</b>	<b>20,000</b>	<b>10,076</b>	<b>8,729</b>

\* All projects approved subject to business case

## APPENDIX 7

### Highways and Infrastructure

CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
A2300 Corridor Enhancement Capacity, Burgess Hill	1,030	1,020	0	0	0	0
A259 Corridor Enhancement Capacity, East Arun	5,313	6,899	1,311	0	0	0
A284 Lyminster Bypass	725	250	6,408	8,500	0	0
Annual Works Programme	24,082	2,858	0	0	0	0
On-Street Parking	200	0	0	0	0	0
Crawley Transport Package Phase 1	135	0	0	0	0	0
Flood Management	120	148	258	0	0	0
Footway Improvement Programme	1,369	0	0	0	0	0
National Cycle Network 2	258	0	0	0	0	0
Operation Watershed	300	0	0	0	0	0
Pothole Action Fund	2,392	0	0	0	0	0
Road Safety Improvements	893	1,532	0	0	0	0
Shoreham Footbridge Replacement	21	0	0	0	0	0
Staff Capitalisation	1,219	0	0	0	0	0
West of Horsham	625	1,666	4,011	0	0	0
Worthing Sustainable Transport Package	32	0	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>38,714</b>	<b>14,373</b>	<b>11,988</b>	<b>8,500</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
A2300 Corridor Enhancement Capacity, Burgess Hill	0	0	3,110	8,210	9,210	0
A259 Clypmwick Bridge	0	0	500	500	0	0
A27	0	0	0	0	0	10,000
A29 Re-alignment	0	1,350	11,250	22,500	10,100	10,300
Annual Works Programme	0	14,777	14,777	14,777	14,777	14,777
Development and Infrastructure Future Fund	0	0	0	0	0	1,000
Footways Improvement Programme	0	1,500	1,500	1,500	0	0
Future Years Operation Watershed	0	300	300	300	300	0
Future Years Staff Capitalisation	0	1,280	1,306	1,332	1,359	1,386
Traffic Signals Refurbishment Programme	0	250	250	250	0	0
<b>Total Proposed Starts List</b>	<b>0</b>	<b>19,457</b>	<b>32,993</b>	<b>49,369</b>	<b>35,746</b>	<b>37,463</b>
<b>TOTAL PROGRAMME</b>	<b>38,714</b>	<b>33,830</b>	<b>44,981</b>	<b>57,869</b>	<b>35,746</b>	<b>37,463</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Flood and Coastal Erosion Grant	120	148	258	0	0	0
Pothole Grant	2,570	0	0	0	0	0
Road Safety Grant	893	1,532	0	0	0	0
Local Enterprise Partnership Grant	5,039	900	12,707	8,610	7,540	0
Local Transport Maintenance Grant	11,043	11,043	11,043	11,043	11,043	11,043
Additional Highways Maintenance Grant	6,083	0	0	0	0	0
Local Integrated Transport Grant	3,734	3,734	3,734	3,734	3,734	3,734
Local Transport Incentive Fund Grant	2,300	0	0	0	0	0
Corporate Resources	4,889	12,332	8,871	23,432	1,659	11,386
External Contributions	2,043	4,141	8,368	11,050	11,770	11,300
<b>Total Funding</b>	<b>38,714</b>	<b>33,830</b>	<b>44,981</b>	<b>57,869</b>	<b>35,746</b>	<b>37,463</b>
<b>Income Generating Initiatives and Bold Ideas</b>	<b>Approved Budget Profiled</b>					
	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Proposed Income Generating Projects *</b>						
LED Street lighting	0	0	3,700	3,700	7,600	7,000
<b>Total IGI's and Bold Ideas Projects</b>	<b>0</b>	<b>0</b>	<b>3,700</b>	<b>3,700</b>	<b>7,600</b>	<b>7,000</b>

\* All projects approved subject to business case



## APPENDIX 7

### Leader (including Economy)

#### CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Broadband (Growth Is Digital)	3	0	0	0	0	0
Chichester University	350	0	0	0	0	0
Crawley Growth Programme	1,280	796	1,164	0	0	0
Worthing Public Realm	231	169	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>1,864</b>	<b>965</b>	<b>1,164</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Crawley Growth Programme	3,923	6,105	4,114	0	0	0
Growth Programme	0	600	3,000	4,000	12,000	2,000
<b>Total Proposed Starts List</b>	<b>3,923</b>	<b>6,705</b>	<b>7,114</b>	<b>4,000</b>	<b>12,000</b>	<b>2,000</b>
<b>TOTAL PROGRAMME</b>	<b>5,787</b>	<b>7,670</b>	<b>8,278</b>	<b>4,000</b>	<b>12,000</b>	<b>2,000</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Local Enterprise Partnership Grant	3,923	734	0	0	0	0
Corporate Resources	1,864	6,215	7,414	4,000	12,000	2,000
External Contributions	0	721	864	0	0	0
<b>Total Funding</b>	<b>5,787</b>	<b>7,670</b>	<b>8,278</b>	<b>4,000</b>	<b>12,000</b>	<b>2,000</b>
<b>Income Generating Initiatives (IGIs) and Bold</b>	<b>Approved Budget Profiled</b>					
	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>In-Flight Income Generating Projects</b>						
Bold Ideas - Creative Bognor	900	0	0	0	0	0
Horsham Enterprise Park	520	0	0	0	0	0
<b>Total In-Flight Projects</b>	<b>1,420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Income Generating Projects *</b>						
Experience West Sussex	0	0	500	0	0	0
Horsham Enterprise Park	0	1,000	6,280	7,720	15,000	0
<b>Total Proposed Projects</b>	<b>0</b>	<b>1,000</b>	<b>6,780</b>	<b>7,720</b>	<b>15,000</b>	<b>0</b>
<b>Total IGIs and Bold Ideas Projects</b>	<b>1,420</b>	<b>1,000</b>	<b>6,780</b>	<b>7,720</b>	<b>15,000</b>	<b>0</b>

\* All projects approved subject to business case

## APPENDIX 7

### Safer, Stronger Communities

CAPITAL PROGRAMME 2019/20 to 2023/24

Project	Approved Budget Profiled					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>In-Flight Projects</b>						
Accommodation Pressures WSFRS	114	0	0	0	0	0
Breathing Apparatus - Cleaning Facilities	50	0	0	0	0	0
Energy Efficiency	0	0	0	0	0	0
Equalities and Diversity	172	0	0	0	0	0
Fire Equipment	1,167	558	0	0	0	0
Fleet	3,286	2,000	1,405	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>4,789</b>	<b>2,558</b>	<b>1,405</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Projects*</b>						
Community Hubs	0	3,000	2,000	0	0	0
Future Years Fire Equipment	0	400	350	350	350	344
Future Years Fleet	0	684	2,208	2,300	3,846	4,800
Horsham Combined Blue Light Centre	100	1,900	10,200	5,000	3,800	4,000
Self-Service Library Terminals	0	500	500	0	0	0
<b>Total Proposed Starts List</b>	<b>100</b>	<b>6,484</b>	<b>15,258</b>	<b>7,650</b>	<b>7,996</b>	<b>9,144</b>
<b>TOTAL PROGRAMME</b>	<b>4,889</b>	<b>9,042</b>	<b>16,663</b>	<b>7,650</b>	<b>7,996</b>	<b>9,144</b>
<b>Financing</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
<b>Sources of Funding</b>						
Fire Grant	16	0	0	0	0	0
YES Grant	0	0	0	2,400	0	0
Corporate Resources	4,841	9,042	16,163	5,250	7,996	9,144
External Contributions	32	0	500	0	0	0
<b>Total Funding</b>	<b>4,889</b>	<b>9,042</b>	<b>16,663</b>	<b>7,650</b>	<b>7,996</b>	<b>9,144</b>

\* All projects approved subject to business case

## APPENDIX 8

PRUDENTIAL INDICATORS 2019/20							
<b>Capital Programme</b>	<b>Actual 31-Mar-18 £000</b>	<b>Estimate 2018/19 £000</b>	<b>Estimate 2019/20 £000</b>	<b>Estimate 2020/21 £000</b>	<b>Estimate 2021/22 £000</b>	<b>Estimate 2022/23 £000</b>	<b>Estimate 2023/24 £000</b>
Capital Expenditure - Service (Core)	87,346	86,552	92,810	138,328	132,997	93,126	77,502
Income Generating Initiatives (Commercial Investment)	11,420	26,376	16,185	42,480	39,220	47,600	24,765
<b>Capital Expenditure (i)</b>	<b>98,766</b>	<b>112,928</b>	<b>108,995</b>	<b>180,808</b>	<b>172,217</b>	<b>140,726</b>	<b>102,267</b>
Capital Financing Requirement (CFR) - Service	560,500	549,794	550,084	605,525	666,091	681,553	669,609
CFR - Income Generating Initiatives (Commercial)	15,404	36,608	52,016	92,114	122,816	163,292	195,383
<b>Capital Financing Requirement (Closing Balance)</b>	<b>575,904</b>	<b>586,402</b>	<b>602,100</b>	<b>697,639</b>	<b>788,907</b>	<b>844,845</b>	<b>864,992</b>
Gross External Debt	400,489	393,850	387,335	380,319	393,901	414,495	424,765
Income Generating Initiatives (Commercial)	0	0	0	40,587	122,816	163,292	195,383
PFI Schemes and Finance Leases	105,656	103,161	100,235	97,020	93,407	89,342	84,885
<b>Actual Debt/Operational Boundary (ii)</b>	<b>506,145</b>	<b>497,011</b>	<b>487,570</b>	<b>517,926</b>	<b>610,125</b>	<b>667,130</b>	<b>705,033</b>
Gross External Debt (inc. Commercial)		454,765	549,890	610,110	651,626	655,690	660,148
PFI Schemes and Finance Leases		103,161	100,235	97,020	93,407	89,342	84,885
<b>Authorised Borrowing Limit</b>	<b>N/A</b>	<b>557,926</b>	<b>650,125</b>	<b>707,130</b>	<b>745,033</b>	<b>745,033</b>	<b>745,033</b>
<b>Revenue Impact</b>	<b>Actual 2017/18 £000</b>	<b>Estimate 2018/19 £000</b>	<b>Estimate 2019/20 £000</b>	<b>Estimate 2020/21 £000</b>	<b>Estimate 2021/22 £000</b>	<b>Estimate 2022/23 £000</b>	<b>Estimate 2023/24 £000</b>
Capital Financing Costs (Corporately Funded)	26,673	27,213	27,334	27,750	29,938	32,634	33,805
Net Revenue Expenditure	530,308	533,943	574,919	580,938	593,295	607,319	620,000
<b>Ratio (%)</b>	<b>5.0%</b>	<b>5.1%</b>	<b>4.8%</b>	<b>4.8%</b>	<b>5.0%</b>	<b>5.4%</b>	<b>5.5%</b>
(i) 2017/18 actual capital expenditure includes PFI notional investment, as per Note 6 of the Council's "Statement of Accounts"							
(ii) The <i>Operational Boundary</i> represents the Council's forecast of its gross external debt (including PFI and Finance Lease liabilities)							
<b>Commercial Investments (iii)</b>	<b>Actual 31-Mar-18 £000</b>	<b>Estimate 2018/19 £000</b>	<b>Estimate 2019/20 £000</b>	<b>Estimate 2020/21 £000</b>	<b>Estimate 2021/22 £000</b>	<b>Estimate 2022/23 £000</b>	<b>Estimate 2023/24 £000</b>
Forecast Income			2,695	4,366	5,680	6,828	7,447
Net Revenue Expenditure			574,919	580,938	593,295	607,319	620,000
<b>Commercial Income to Net Service Ratio (%)</b>			<b>0.5%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>1.1%</b>	<b>1.2%</b>
Forecast Income			2,695	4,366	5,680	6,828	7,447
Cost of Borrowing (Capital Financing)			1,594	2,174	3,471	4,502	5,585
<b>Investment Cover Ratio</b>			<b>1.7</b>	<b>2.0</b>	<b>1.6</b>	<b>1.5</b>	<b>1.3</b>
(iii) New investment property opportunities and Your Energy Sussex (inc. solar farms and solar panels) income generating schemes only.							
TREASURY MANAGEMENT INDICATORS							
<b>Maximum % Gross Borrowing at Fixed and Variable Rates</b>	<b>Actual 31-Mar-18 £000</b>	<b>Estimate 2018/19 £000</b>	<b>Estimate 2019/20 £000</b>	<b>Estimate 2020/21 £000</b>	<b>Estimate 2021/22 £000</b>	<b>Estimate 2022/23 £000</b>	<b>Estimate 2023/24 £000</b>
Maximum % Gross Borrowing at Fixed Rates	99%	100%	100%	100%	100%	100%	100%
Maximum % Gross Borrowing at Variable Rates	1%	25%	25%	25%	25%	25%	25%
<b>Internal Borrowing Forecast</b>	<b>Actual 31-Mar-18 £000</b>	<b>Estimate 2018/19 £000</b>	<b>Estimate 2019/20 £000</b>	<b>Estimate 2020/21 £000</b>	<b>Estimate 2021/22 £000</b>	<b>Estimate 2022/23 £000</b>	<b>Estimate 2023/24 £000</b>
Under/Over (-) Borrowing (iv)	69,759	89,391	114,530	179,713	178,783	177,716	159,959
Under/Over (-) Borrowing as a % of CFR	12.1%	15.2%	19.0%	25.8%	22.7%	21.0%	18.5%
<b>Maturity Structure of External Debt</b>	<b>Actual 31-Mar-18</b>	<b>Lower Limit 2018/19</b>	<b>Upper Limit 2018/19</b>	<b>Lower Limit 2019/20</b>	<b>Upper Limit 2019/20</b>		
Debt Maturity (v):							
Over 30 Years	6%	0%	30%	0%	40%		
Over 25 to 30 Years	4%	0%	30%	0%	25%		
Over 20 to 25 Years	0%	0%	30%	0%	25%		
Over 15 to 20 Years	13%	0%	30%	0%	25%		
Over 10 to 15 Years	48%	0%	70%	0%	65%		
Over 5 to 10 Years	19%	0%	40%	0%	45%		
Over 1 to 5 Years	7%	0%	35%	0%	35%		
Under 12 months	3%	0%	25%	0%	25%		
(iv) The Council's gross external debt as compared with the Capital Financing Requirement							
(v) These percentages reflect maximum values to allow for new external and/or debt restructuring. They do not reflect actual maturity values.							
<b>Upper Limit for Principal Sums Invested over 365 Days</b>	<b>Actual 31-Mar-18</b>	<b>Upper Limit 2018/19</b>	<b>Upper Limit 2019/20</b>	<b>Upper Limit 2020/21</b>	<b>Upper Limit 2021/22</b>	<b>Upper Limit 2022/23</b>	<b>Upper Limit 2023/24</b>
Maximum invested for a year or longer (E)	£33.8m	£75m	£75m	£65m (vi)	£55m	£45m	£45m
(vi) The upper limits for future years to be reviewed on an annual basis.							