

# APPENDIX 1

## SUMMARY OF REVENUE BUDGET AND PRECEPT 2020/21

Total Net Expenditure 2019/20 <sup>1</sup>		SERVICE	Total Net Expenditure 2020/21	
Amount	Amount per Council Taxpayer (Band D equivalent)		Amount	Amount per Council Taxpayer (Band D equivalent)
£000	£		£000	£
206,368	620.78	Adults and Health	209,423	620.36
101,123	304.19	Children and Young People	129,571	383.82
48,645	146.33	Economy and Corporate Resources	52,805	156.42
19,780	59.50	Education and Skills	20,815	61.66
63,126	189.89	Environment	60,378	178.86
12,548	37.75	Finance	13,892	41.15
35,017	105.34	Fire & Rescue and Communities	35,732	105.85
32,926	99.05	Highways and Infrastructure	35,401	104.87
1,437	4.32	Leader	1,452	4.30
<b>520,970</b>	<b>1,567.15</b>	<b>SERVICE TOTALS</b>	<b>559,469</b>	<b>1,657.29</b>
27,700	83.33	Capital Financing Costs	28,719	85.07
1,032	3.10	Revenue Contribution to Capital Outlay - County Council	2,377	7.04
1,000	3.01	Revenue Contribution to Capital Outlay - Business Rates Pilot <sup>2</sup>	500	1.48
-2,503	-7.53	Investment Income	-2,970	-8.80
3,400	10.23	General Contingency	6,832	20.24
25	0.07	Care Leavers Council Tax Support	25	0.07
5,704	17.16	Transfers to/from (-) Earmarked Reserves - County Council	-595	-1.76
18,141	54.57	Transfers to/from (-) Earmarked Reserves - Business Rates Pilot <sup>2</sup>	-500	-1.48
<b>54,499</b>	<b>163.94</b>	<b>NON-SERVICE TOTALS</b>	<b>34,388</b>	<b>101.86</b>
<b>575,469</b>	<b>1,731.09</b>	<b>NET EXPENDITURE</b>	<b>593,857</b>	<b>1,759.15</b>
-85,226	-256.37	Business Rates Retention Scheme - County Council	-85,110	-252.12
-19,141	-57.58	Business Rates - Gains from 75% Pilot <sup>2</sup>	0	0.00
-3,933	-11.83	New Homes Bonus Grant	-3,713	-11.00
-5,243	-15.77	Social Care Support Grant	-17,343	-51.37
-2,279	-6.86	Council Tax Collection Fund Surplus (-) / Deficit	-2,000	-5.92
294	0.89	Business Rates Collection Fund Surplus (-) / Deficit	0	0.00
<b>459,941</b>	<b>1,383.57</b>	<b>PRECEPT</b>	<b>485,691</b>	<b>1,438.74</b>
	<b>4.99%</b>	Increase in Council Tax Band D on Previous Year		<b>3.99%</b>
<b>332,430.70</b>		Council Tax Band D Equivalents	<b>337,580.90</b>	

<sup>1</sup> The 2019/20 comparators have been restated from the 2019/20 Budget Book to reflect the change in political structure which came into force during 2019/20

<sup>2</sup> Gains from the 75% business rates retention pilot scheme in 2019/20 were pooled for joint investment with Districts and Boroughs. This pilot has been revoked for 2020/21, and whilst a limited pool is proposed any additional receipts will not be levied until the end of the financial year and will be ringfenced for the pool and so are excluded from budgetary figures.

## APPENDIX 2

### ANALYSIS OF CHANGES

PORTFOLIO	Budget 2019/20	Effective Change in Spending <sup>1</sup>				Change in Central Government Funding Arrangements	Transfers between Portfolios	Overall Change in Spending <i>col 5+6+7</i>	Budget 2020/21 <i>col 1 + col 8</i>
		Pay and Prices	Committed and Service Changes	Balancing the Budget (Appendix 3)	Total <i>col 2 + 3 + 4</i>				
	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	206,368	3,139	6,314	-6,564	2,889		166	3,055	209,423
Children and Young People	101,123	1,917	28,726	-1,869	28,774		-326	28,448	129,571
Economy and Corporate Resources	48,645	1,151	5,778	-2,775	4,154		6	4,160	52,805
Education and Skills	19,780	561	647	-444	764		271	1,035	20,815
Environment	63,126	1,747	-1,245	-3,217	-2,715		-33	-2,748	60,378
Finance	12,548	342	1,638	-955	1,025		319	1,344	13,892
Fire & Rescue and Communities	35,017	835	2,426	-1,865	1,396		-681	715	35,732
Highways and Infrastructure	32,926	920	1,815	-450	2,285		190	2,475	35,401
Leader	1,437	28	0	-8	20		-5	15	1,452
<b>SERVICE TOTALS</b>	<b>520,970</b>	<b>10,640</b>	<b>46,099</b>	<b>-18,147</b>	<b>38,592</b>	<b>0</b>	<b>-93</b>	<b>38,499</b>	<b>559,469</b>
Capital Financing Costs	27,700		1,019		1,019			1,019	28,719
Revenue Contribution to Capital Outlay - County Council	1,032		1,345		1,345			1,345	2,377
Revenue Contribution to Capital Outlay - Business Rates Pilot	1,000		-500		-500			-500	500
Investment Income	-2,503		-710	-250	-960		493	-467	-2,970
General Contingency	3,400		3,432		3,432			3,432	6,832
Care Leavers Council Tax Support	25				0			0	25
Transfers to/from (-) Earmarked Reserves - County Council	5,704		-6,299		-6,299			-6,299	-595
Transfers to/from (-) Earmarked Reserves - Business Rates Pilot	18,141		-18,641		-18,641			-18,641	-500
<b>NON-SERVICE TOTALS</b>	<b>54,499</b>	<b>0</b>	<b>-20,354</b>	<b>-250</b>	<b>-20,604</b>	<b>0</b>	<b>493</b>	<b>-20,111</b>	<b>34,388</b>
<b>NET EXPENDITURE</b>	<b>575,469</b>	<b>10,640</b>	<b>25,745</b>	<b>-18,397</b>	<b>17,988</b>	<b>0</b>	<b>400</b>	<b>18,388</b>	<b>593,857</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**

<b>Activity</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>	<b>Description</b>	<b>Estimated FTE impact (if known)</b>	<b>Equality Impact Assessment (EIA)</b>
<b>Adults and Health</b>						
<i>Strategic Decisions:</i>						
Review in-house residential care		300	300	Planned savings from reviewing the County Council's in-house services in line with the Adult Social Care Vision and Strategy, which seeks to reduce reliance on residential care and deliver an increase in community-based care and accommodation that will support independence.	tbc	EIA already undertaken as part of Cabinet Member decision.
Reduce Local Assistance Network (LAN)	100		100	Reduction in funding for the LAN agreed by Cabinet at its meeting in December 2019 (decision report CAB05 (19/20)).	n/a	EIA already undertaken as part of Cabinet Member decision.
<i>Efficiencies:</i>						
Review options for in house provided services	180		180	Savings in the cost of day services in 2020/21 secured through Cabinet Member for Adults and Health decision report AH8 (18/19).	n/a - staffing changes already implemented	EIA already undertaken as part of Cabinet Member decision.
Housing Related Support	2,328		2,328	Planned reduction in expenditure on Housing Related Support as agreed in Cabinet Member for Adults and Health decision report AH11 (18/19).	n/a	EIA already undertaken as part of Cabinet Member decision.
Staffing Review	175		175	Savings within areas of activity, e.g. commissioning, where scope exists to deliver synergies by taking a more strategic approach. This is the second year of a plan approved as part of the 2019/20 budget to deliver an overall reduction in costs of £0.35m.	tbc	Usual EIA methodology will be used.
Lifelong Services	1,900		1,900	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 and from promoting independence, 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.	n/a	A specific EIA will be undertaken to assess the effect of any proposals on the service model.
Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250		250	Efficiencies achieved as part of the reprocurement of the Integrated Sexual Health service, which commences in February 2020, to be re invested in wider council public health programmes.	n/a	Usual EIA methodology will be used.
General 1% reduction in staffing budgets	300		300	Increase in the turnover allowance from 5% to 6% for all posts in Adult social care, except in-house services. Its purpose is to challenge managers to become more creative when vacancies arise with the ultimate aim of promoting greater flexibility in the use of resources and co-working beyond individual service boundaries.	n/a	EIA not likely to be required.
Direct payments/review of assessments/support to self-funders	1,150		1,150	Planned savings from more active reviews of direct payments and assessments together with an improved support offer to self-funders to reduce the financial risks faced by the County Council after customers have depleted their wealth.	n/a	EIA not likely to be required.
Joint working with NHS		750	750	Potential savings from opportunities that are expected to be enabled by closer working relationships between health and social care, e.g. from improved market management if care is bought on a collaborative basis rather than a competitive one.	n/a	Usual EIA methodology will be used.
Actuarial review of pension contributions	181		181	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Adults and Health</b>	<b>6,564</b>	<b>1,050</b>	<b>7,614</b>			

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Activity	2020/21 £000	2021/22 £000	Total £000	Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
<b>Children and Young People</b>						
<i>Efficiencies:</i>						
Early intervention reducing demand for high cost services	400		400	This saving represents the last year of cost reductions as a result of the Pause project, the outcome of which has been that fewer children have been taken into care than otherwise might have been expected.	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.
Lifelong Services		2,000	2,000	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 and from promoting independence, 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.	n/a	A specific EIA will be undertaken to assess the effect of any proposals on the service model.
Lease of vacant properties to reduce intentionally homeless costs	100	100	200	The Council is proposing to enter into a lease arrangement with a registered housing provider, through which approximately 10 vacant Council-owned properties will be used to accommodate intentionally homeless families rather than bed & breakfast arrangements (decision report CAB08(19/20)).	n/a	EIA undertaken as part of Cabinet Member decision.
Early Help	1,000	950	1,950	The review of Early Help (previously referred to as Integrated Prevention and Earliest Help (IPEH)) had previously been expected to deliver £2.95m of savings in 2019/20. £1m has now been delivered, the savings shown here represent the remaining £1.95m reprofiled over 2020/21 and 2021/22. The review is designed to deliver a more targeted Early Help offer, focussed towards supporting the most vulnerable children and families. Through this review, some rationalisation of the buildings that the Service operates from as well as a corresponding reduction in staff numbers should be expected.	tbc	EIA undertaken as part of Cabinet Member decision.
Actuarial review of pensions contributions	369		369	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Children and Young People</b>	<b>1,869</b>	<b>3,050</b>	<b>4,919</b>			
<b>Economy and Corporate Resources</b>						
<i>Efficiencies:</i>						
Centralisation of Learning & Development	50		50	Consolidation of arrangements for training staff currently employed across the council.	n/a	EIA not likely to be required.
Lease cars to staff (salary sacrifice)	100	100	200	Savings in Employer's NI contributions as a result of the introduction of salary sacrifice schemes.	n/a	EIA not likely to be required.
Redesign of business processes	2,400	2,500	4,900	To be realised through investment in transformation.	tbc	Usual EIA methodology will be used where needed as a result of service change.
Print and post contracts	100		100	Reductions in spend across the Council in printing and reduced costs of postage linked to Digital Mailroom.	n/a	EIA not likely to be required.
Facilities Management - associated services		50	50	Review of facilities contracts (including security, grounds maintenance, cleaning, pest control).	tbc	Usual EIA methodology will be used.
Actuarial review of pensions contributions	125		125	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Economy and Corporate Resources</b>	<b>2,775</b>	<b>2,650</b>	<b>5,425</b>			

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Activity	2020/21 £000	2021/22 £000	Total £000	Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
<b>Education and Skills</b>						
<i>Strategic Decisions:</i>						
Reduce post-16 support service	100	60	160	Plan to reduce the Post-16 Support service that provides interventions and careers guidance for young people Not in Education, Employment or Training (NEETs). Initial savings in 2020/21 will come from the holding of vacant posts so as not to impact on existing delivery targets included as part of existing European grant funded project. A consultation on the future structure and make-up of the reduced team is to be carried out during 2020.	tbc	Usual EIA methodology will be used.
<i>Efficiencies:</i>						
Improve School Trading Offer	125	150	275	A number of trading opportunities are being explored and to date these have delivered an additional revenue income of £0.225m from existing and new products. These opportunities will continue to be developed over the next two years with a view of increasing overall income by £0.500m.	n/a	EIA not likely to be required.
SEND Transport Review	200		200	Over 200 pupils receive solo taxi transport from home to school because of age, SEND or other circumstances e.g. behaviour. Analysis shows around 35% of pupils travelling alone have a solo due to needs. The others are due to geography/only child at the school. These cases have been reviewed and as a result 18 pupils are now sharing a taxi from September 2019. This will result in a saving of £0.2m in a full year.	n/a	Usual EIA methodology will be used.
Actuarial review of pensions contributions	19		19	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Education and Skills</b>	<b>444</b>	<b>210</b>	<b>654</b>			
<b>Environment</b>						
<i>Strategic Decision:</i>						
Review of the mobile Household Waste Recycling Sites (HWRS)		50	50	Changes to the service provision in Selsey and the Witterings.	n/a	Usual EIA methodology will be used where needed as a result of service change.
Reduce recycling credits	2,100		2,100	The payments to the D&Bs will cease however, £0.3m will be retained for work on initiatives with £2.0m made available in 2020/21 to be paid to D&Bs should they contribute to food waste and other specific recycling initiatives (decision report CAB06(19/20)).	n/a	EIA not likely to be required.
<i>Efficiencies:</i>						
Further savings on Viridor contract through negotiation	200		200	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.
Expansion of solar installation programme	100		100	Income from the development of both existing and new solar farms, including installing solar panels in a number of WSCC schools. This will be delivered through schemes within the capital programme.	n/a	EIA not likely to be required.
Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75		75	Saving from reducing tonnages going to landfill by utilising other disposal methods.	n/a	EIA not likely to be required.
Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200		200	Savings in disposal costs as a result of extra recycling.	n/a	EIA not likely to be required.
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.
Solar Farms/Battery Storage	100	900	1,000	Revised profile for delivery of Halewick Lane Battery Farm, some issues with funding of scheme could reduce full year savings, 2020/21 saving should be achievable.	n/a	EIA not likely to be required.

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<b>Activity</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>	<b>Description</b>	<b>Estimated FTE impact (if known)</b>	<b>Equality Impact Assessment (EIA)</b>
Planning fee income	150		150	Reflecting growth in volume of planning applications.	n/a	EIA not likely to be required as volume change.
Actuarial review of pensions contributions	42		42	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Environment</b>	<b>3,217</b>	<b>950</b>	<b>4,167</b>			
<b>Finance</b>						
<i>Efficiencies:</i>						
Income Generation - Investment Opportunities	500		500	£50m in the capital programme has been set aside for commercial investment where the objective is to generate rental income from commercial property and support the local economy.	n/a	Usual EIA methodology will be used.
Asset Strategy - reduction in business rates payable		100	100	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.
Amazon business accounts	200		200	Greater control over spend via Amazon accounts, shift of spend into appropriate contracts and frameworks.	n/a	EIA not likely to be required.
Charging for Frameworks	100		100	Ensuring that frameworks we procure are open to use by other organisations and use of that framework will deliver a fee to the County Council.	n/a	EIA not likely to be required.
Apprenticeship Levy	100		100	Reduction in levy payable as a result of a reduced workforce.	n/a	EIA not likely to be required.
Actuarial review of pensions contributions	55		55	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Finance</b>	<b>955</b>	<b>100</b>	<b>1,055</b>			
<b>Fire &amp; Rescue and Communities</b>						
<i>Strategic Decisions:</i>						
Reduced library opening hours	70		70	Reducing opening hours at 7 Libraries to close at 6pm instead of 7pm (decision report CAB04(19/20)).	n/a	Usual EIA methodology will be used.
Cessation of mobile library service	90		90	Digital technology has developed significantly since the advent of vehicle-based mobile library services, offering alternative ways of serving customers unable to reach a library building (decision report CAB04(19/20)).	1	Usual EIA methodology will be used.
Revised library logistic service	15		15	Minor adjustments to inter-library delivery service and working practices (decision report CAB04(19/20)).	n/a	EIA not likely to be required.
<i>Efficiencies:</i>						
Partnership & Communications Team	45		45	Limit level of 'local' resource available for community resilience programme.	1	Usual EIA methodology will be used.
Reduction in Community Safety funded activity	50		50	Reduce contribution to Youth Offending Service and Training capacity on safeguarding.	1	Usual EIA methodology will be used.
Revised arrangements to deliver Command and Mobilisation services	1,000		1,000	Alternative arrangements for delivering command and mobilisation to the Fire and Rescue Service.	n/a	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.
Insourcing of fleet maintenance	100		100	Saving on insourcing of fleet maintenance service primarily by greater efficiency in purchasing parts.	n/a	Usual EIA methodology will be used.
Repurposing of key buildings	150	300	450	Savings to be achieved from more efficient usage of key buildings, with the potential to dispose underused assets.	tbc	Usual EIA methodology will be used.
Increased income from Registrars Services	150		150	Statutory charge for the issue of certificates has been raised and will result in additional income to the services.	n/a	EIA not likely to be required.

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Activity	2020/21 £000	2021/22 £000	Total £000	Description	Estimated FTE impact (if known)	Equality Impact Assessment (EIA)
Actuarial review of pensions contributions	95		95	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Fire &amp; Rescue and Communities</b>	<b>1,865</b>	<b>300</b>	<b>2,165</b>			
<b>Highways and Infrastructure</b>						
<i>Efficiencies:</i>						
Cost Recovery (Street Works Permit Scheme)	20		20	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	100		100	Expected savings from the directorate redesign.	6-8	EIA not likely to be required.
On street parking	300	1,400	1,700	Additional income expected from the implementation of the County Council's Parking Management Plan and annual increases in on-street parking charges.	n/a	Usual EIA methodology will be used.
Actuarial review of pensions contributions	30		30	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Highways and Infrastructure</b>	<b>450</b>	<b>1,400</b>	<b>1,850</b>			
<b>Leader</b>						
<i>Efficiencies:</i>						
Actuarial review of pensions contributions	8		8	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020.	n/a	EIA not likely to be required.
<b>Sub-total Leader</b>	<b>8</b>	<b>0</b>	<b>8</b>			
<b>Corporate (Non Service)</b>						
<i>Efficiencies:</i>						
Interest Income	250		250	Expected improved return from Treasury Management activities, within agreed strategy.	n/a	EIA not likely to be required.
Actuarial review of pensions contributions		900	900	Actuarial review of pension contributions resulting in a 1% annual reduction for a three year period from 1 April 2020. This saving will be attributed across portfolios as part of 2021/22 budget preparation.	n/a	EIA not likely to be required.
<b>Sub-total Corporate (Non Service)</b>	<b>250</b>	<b>900</b>	<b>1,150</b>			
<b>Overall total</b>	<b>18,397</b>	<b>10,610</b>	<b>29,007</b>			

Portfolio Summary:	2020/21 £000	2021/22 £000	Total £000
Adults and Health	6,564	1,050	7,614
Children and Young People	1,869	3,050	4,919
Economy and Corporate Resources	2,775	2,650	5,425
Education and Skills	444	210	654
Environment	3,217	950	4,167
Finance	955	100	1,055
Fire & Rescue and Communities	1,865	300	2,165
Highways and Infrastructure	450	1,400	1,850
Leader	8	0	8
Corporate (Non Service)	250	900	1,150
<b>Total</b>	<b>18,397</b>	<b>10,610</b>	<b>29,007</b>

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

Portfolio and Grant	2019/20 Budget	2020/21 Budget	Change from 2019/20 Budget	
<b>Specific Government Grants <sup>1</sup></b>	£000	£000	£000	%
<b>Adults and Health</b>				
Independent Living Fund	4,309	4,309	0	0.0
Local Reform and Community Voices	465	465	0	0.0
Social Care in Prison	68	68	0	0.0
Syrian Vulnerable Persons Resettlement Scheme	155	155	0	0.0
Public Health Grant	19,476	19,221	-255	-1.3
Improved Better Care Fund	16,575	19,878	3,303	19.9
Winter Pressures	3,304	0	-3,304	-100.0
War Pensions Scheme Disregard	153	153	0	0.0
Children of Alcohol Dependent Parents Grant	0	194	194	N/A
Rough Sleeping Grant	0	238	238	N/A
	<b>44,505</b>	<b>44,681</b>	<b>176</b>	<b>0.4</b>
<b>Children and Young People</b>				
Dedicated Schools Grant	48,124	49,124	1,000	2.1
Child Asylum Seekers	2,414	2,774	360	14.9
Adoption Support Fund	1,530	1,530	0	0.0
Asylum - Leaving Care	244	884	640	262.3
Public Health Grant	12,957	12,962	5	0.0
Troubled Families	1,190	1,190	0	0.0
Social Worker Intake Team	250	0	-250	-100.0
Staying Put	236	241	5	2.1
Youth Justice Good Practice	500	552	52	10.4
Improved Better Care Fund	128	128	0	0.0
Additional Asylum Seeking Children Capacity Grant	110	0	-110	-100.0
Social Care Support Grant	400	0	-400	-100.0
Extending Personal Advisor Offer (Care Leavers)	72	72	0	0.0
	<b>68,155</b>	<b>69,457</b>	<b>1,302</b>	<b>1.9</b>
<b>Economy and Corporate Resources</b>				
Local Enterprise Partnership Core Funding	502	0	-502	-100.0
	<b>502</b>	<b>0</b>	<b>-502</b>	<b>-100.0</b>
<b>Education and Skills</b>				
Dedicated Schools Grant	548,974	586,801	37,827	6.9
16-19 Sixth Form Grant	15,666	13,403	-2,263	-14.4
Pupil Premium Grant	13,442	13,723	281	2.1
Crawley Schools PFI	4,532	4,532	0	0.0
Extended Rights to Free Travel	449	417	-32	-7.1
Higher Education Funding Council for England	120	120	0	0.0
PE & Sports Grant	1,844	3,400	1,556	84.4
Universal Free School Meals	7,900	7,363	-537	-6.8
Skills Funding Agency	3,005	3,006	1	0.0
Moderation and Phonics Key Stage 2	27	27	0	0.0
School Improvement Monitoring and Brokerage Grant	750	800	50	6.7
European Structural and Investment Fund	233	168	-65	-27.9
Teachers Pensions Grant	0	12,403	12,403	N/A
Teachers Pay Grant	2,700	4,344	1,644	60.9
	<b>599,642</b>	<b>650,507</b>	<b>50,865</b>	<b>8.5</b>
<b>Environment</b>				
Waste PFI	2,124	2,124	0	0.0
Public Health Grant	47	0	-47	-100.0
	<b>2,171</b>	<b>2,124</b>	<b>-47</b>	<b>-2.2</b>
<b>Finance</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>Fire &amp; Rescue and Communities</b>				
Public Health Grant	535	832	297	55.5
Service and Maintenance Support	145	0	-145	-100.0
Fire Revenue Grant	2,300	2,199	-101	-4.4
	<b>2,980</b>	<b>3,031</b>	<b>51</b>	<b>1.7</b>



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

Portfolio and Grant	2019/20 Budget	2020/21 Budget	Change from 2019/20 Budget	
<b><i>Highways and Infrastructure</i></b>				
Street Lighting PFI	6,069	6,069	0	0.0
Bus Service Operators	436	436	0	0.0
Lead Local Flood Authority	66	66	0	0.0
Public Health Grant	50	50	0	0.0
	<b>6,621</b>	<b>6,621</b>	<b>0</b>	<b>0.0</b>
<b><i>Leader</i></b>				
Brexit Preparations Grant	88	0	-88	-100.0
	<b>88</b>	<b>0</b>	<b>-88</b>	<b>-100.0</b>
<b>TOTAL SPECIFIC GOVERNMENT GRANTS</b>	<b>724,812</b>	<b>776,569</b>	<b>51,757</b>	<b>7.1</b>

<sup>1</sup> Where final grant confirmations are outstanding, provisional 2020/21 allocations have been budgeted

Memo: Other Non-Service and Financing Grants	2019/20 Budget	2020/21 Budget	Change from 2019/20 Budget	
	£000	£000	£000	%
Business Rate Retention Scheme				
- Settlement Funding Assessment	77,986	79,257	1,271	1.6
- Business Rate Local Growth	1,722	2,676	954	55.4
- Business Rate Cap Grant (Section 31)	5,518	3,177	-2,341	-42.4
Business Rates - Gains from 75% Pilot <sup>2</sup>	19,141	0	-19,141	-100.0
New Homes Bonus Grant	3,933	3,713	-220	-5.6
Social Care Support Grant	5,243	17,343	12,100	230.8
<b>TOTAL OTHER NON-SERVICE AND FINANCING GRANTS</b>	<b>113,543</b>	<b>106,166</b>	<b>-7,377</b>	<b>-6.5</b>

<sup>2</sup> Gains from the 75% business rates retention pilot scheme in 2019/20 were pooled for joint investment with Districts and Boroughs. This pilot has been revoked for 2020/21, and whilst a limited pool is proposed any additional receipts will not be levied until the end of the financial year and will be ringfenced for the pool and so are excluded from budgetary figures.

## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2020 £000	Projected balance at 31 March 2021 £000	Description
Adult Social Care Support Grant	-1,517	-1,517	Earmarked as a contribution towards funding the cost of engaging a strategic partner to support the delivery of the Adults' Improvement Programme.
Budget Management	-14,738	-32,344	Held to guard against uncertainty and volatility over future Local Government finance settlements, business rate income and localisation of Council Tax benefits, as well as guarding against the risk of non delivery of savings.
Business Infrastructure	-656	-656	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 Pilot	-20,082	-19,582	This reserve holds the gains from the 75% business rates retention pilot scheme from 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	0	This reserve was created to support capital plans over the longer term, thus avoiding the need to borrow and incurring the associated long term capital financing costs. In 2020/21, the balance of the reserve will be consolidated within the Budget Management Reserve.
Children First Improvement Plan	-500	-500	Reserve created from a contingency allocation in 2019/20 to support the delivery of the Children First Improvement Plan.
Contracts Reserve	-349	-349	Provides for potential claims arising from the settlement of contractual arrangements.
Deprivation of Liberty Safeguarding	-361	-361	Held to support the Council in undertaking its statutory duty to assess 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 2018-2023.
Elections	-400	-600	To hold annual contributions built into the base revenue budget. Will be used to finance administrative costs in an election year.
Fire Inspection Improvements	-826	-826	Held for the Fire Service to fund the Fire Service Improvement Plan following the recommendations raised by the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
Highways Commuted Sums	-3,350	-3,972	Holds a balance of contributions received from developers in respect of future maintenance costs of non-standard highways infrastructure.
Infrastructure Works Feasibility	-60	-1,575	Reserve held to support the development of the County Council's Capital Programme.
Insurance	-5,356	-5,356	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.

## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2020 £000	Projected balance at 31 March 2021 £000	Description
Interest Smoothing Account	-1,078	-1,078	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 prudency principle in the financial strategy over matters over which the Council has little control.
Investment Property Sinking Fund	0	-100	Held to meet one off expenses associated with the maintenance of the Council's commercial investment property portfolio.
NNDR Appeals	-460	-460	To cover the council's share of any potential liability following successful business rates appeals.
On Street Parking	-1,091	-1,091	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	-100	-100	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)	-76	-76	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	-23,574	-23,338	
PFI Waste Management	-10,679	-10,479	
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.
Service Transformation Fund	-10,734	-5,792	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.
Special Support Centres	-1,845	0	Revenue funding was set aside to help fund the creation of additional Special Support Centres in our mainstream schools, thereby negating any additional borrowing requirement. These funds have been applied to support schemes in the 2020/21 capital programme.
Statutory Duties Reserve	-2,437	-2,437	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	-785	-748	Held to support the progression of the economic priorities within the Coast to Capital Local Enterprise Partnership.
Street Works Permit Scheme	-660	-660	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.

## APPENDIX 5

### RESERVES

Reserve	Projected balance at 31 March 2020 £000	Projected balance at 31 March 2021 £000	Description
Unapplied Revenue Grants	-863	-863	The Unapplied Revenue Grants 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	-26,057	-24,707	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>-144,044</b>	<b>-142,949</b>	
Dedicated Schools Grant (DSG)	1,493	1,493	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	-15,173	-15,173	The School Balances reserve holds net underspending on locally managed budgets.
<b>TOTAL EARMARKED RESERVES (SCHOOLS &amp; NON SCHOOLS)</b>	<b>-157,724</b>	<b>-156,629</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.
Capital Grants Unapplied	-32,124	-32,124	Holds the unspent balance on capital grants which are received for specific purposes where there are no outstanding conditions on the grant which could require its repayment.
<b>TOTAL USABLE RESERVES</b>	<b>-210,134</b>	<b>-209,039</b>	

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Older People</b>							
<i>Commissioned Costs</i>							
<b>21,207</b>	Nursing Care (OP)	37,654	-17,208	0	0	<b>20,446</b>	-3.6%
<b>35,799</b>	Residential Care (OP)	74,025	-24,228	-2,561	-13,167	<b>34,069</b>	-4.8%
<b>12,712</b>	Personal Budgets - Council Managed (OP)	25,285	-7,245	-1,861	-1,626	<b>14,553</b>	14.5%
<b>5,911</b>	Personal Budgets - Direct Payments (OP)	7,346	-1,569	0	-49	<b>5,728</b>	-3.1%
<i>Other Costs</i>							
<b>2,250</b>	In-House Day and Residential Care (OP)	2,896	-116	0	-392	<b>2,388</b>	6.1%
<b>9,715</b>	Social Care Activities (OP)	15,888	0	-4,810	-1,262	<b>9,816</b>	1.0%
<b>87,594</b>		163,094	-50,366	-9,232	-16,496	<b>87,000</b>	-0.7%
<b>Physical and Sensory Impairment</b>							
<i>Commissioned Costs</i>							
<b>1,524</b>	Nursing Care (PSI)	2,468	-279	0	0	<b>2,189</b>	43.6%
<b>4,946</b>	Residential Care (PSI)	7,009	-787	0	0	<b>6,222</b>	25.8%
<b>3,754</b>	Personal Budgets - Council Managed (PSI)	5,750	-1,126	0	-104	<b>4,520</b>	20.4%
<b>8,218</b>	Personal budgets - Direct Payments (PSI)	9,922	-820	0	-1,021	<b>8,081</b>	-1.7%
<b>612</b>	Social care activities (PSI)	621	0	0	0	<b>621</b>	1.5%
<b>19,054</b>		25,770	-3,012	0	-1,125	<b>21,633</b>	13.5%
<b>Learning Disabilities</b>							
<b>762</b>	Nursing Care (LD)	1,283	-128	0	0	<b>1,155</b>	51.6%
<b>41,708</b>	Residential Care (LD)	43,861	-3,186	0	-104	<b>40,571</b>	-2.7%
<b>30,512</b>	Personal Budgets - Council Managed (LD)	39,486	-2,686	0	-2,555	<b>34,245</b>	12.2%
<b>6,965</b>	Personal Budgets - Direct Payments (LD)	9,036	-543	0	-1,167	<b>7,326</b>	5.2%
<b>0</b>	Preventative Services (LD)	1,382	0	-1,382	0	<b>0</b>	N/A
	In-House Day and Residential Care						
<b>10,277</b>	Recharges (LD)	10,345	0	0	0	<b>10,345</b>	0.7%
<b>3,368</b>	Health Services (LD)	3,805	0	-403	-128	<b>3,274</b>	-2.8%
<i>Other Costs</i>							
<b>3,191</b>	Social Care Activities (LD)	3,312	0	0	0	<b>3,312</b>	3.8%
<b>-18,616</b>	CCG Contribution to Pooled Budget	0	0	-19,063	0	<b>-19,063</b>	2.4%
<b>78,167</b>		112,510	-6,543	-20,848	-3,954	<b>81,165</b>	3.8%

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Working Age Mental Health</b>							
<i>Commissioned Costs</i>							
1,514	Nursing Care (MH)	1,739	-73	0	0	1,666	10.0%
7,172	Residential Care (MH)	9,016	-599	0	0	8,417	17.4%
2,474	Personal Budgets - Council Managed (MH)	3,182	-228	0	-33	2,921	18.1%
961	Personal Budgets - Direct Payments (MH)	1,052	-67	0	-19	966	0.5%
-12,121	Recharges To Health	0	0	-13,970	0	-13,970	15.3%
<i>Other Costs</i>							
0	Social Care Activities (MH)	2,594	0	-2,594	0	0	N/A
	County Council Contribution to Pooled Budget	9,185	0	0	0	9,185	4.1%
<b>8,821</b>		<b>26,768</b>	<b>-967</b>	<b>-16,564</b>	<b>-52</b>	<b>9,185</b>	<b>4.1%</b>
<b>Assistive Equipment and Technology</b>							
0	Community Equipment	8,794	0	-8,794	0	0	N/A
0	Telecare	874	0	-874	0	0	N/A
<b>0</b>		<b>9,668</b>	<b>0</b>	<b>-9,668</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Universal Services</b>							
0	Community Reablement Service	2,648	0	-2,648	0	0	N/A
0	Occupational Therapy & Sensory Services	6,040	0	-5,623	-417	0	N/A
0	Meals on Wheels	934	-934	0	0	0	N/A
2,055	Support for Carers	4,858	0	-1,938	-870	2,050	-0.2%
0	Information and Early Intervention	753	0	-753	0	0	N/A
<b>2,055</b>		<b>15,233</b>	<b>-934</b>	<b>-10,962</b>	<b>-1,287</b>	<b>2,050</b>	<b>-0.2%</b>

## APPENDIX 6

### ADULTS AND HEALTH

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Other Responsibilities</b>							
	Independent Mental Capacity						
<b>1,354</b>	Act/Deprivation of Liberty Safeguarding	1,442	0	0	-122	<b>1,320</b>	-2.5%
<b>200</b>	Local Assistance Network	100	0	0	0	<b>100</b>	-50.0%
<b>4,260</b>	Housing Related Support	2,691	0	-175	-175	<b>2,341</b>	-45.0%
<b>792</b>	Safeguarding	1,232	0	-222	-215	<b>795</b>	0.4%
<b>2,667</b>	Commissioning and Service Delivery	3,016	0	-211	-604	<b>2,201</b>	-17.5%
<b>341</b>	Blue Badge Scheme	454	-93	-64	0	<b>297</b>	-12.9%
<b>0</b>	Syrian Refugees	155	0	0	-155	<b>0</b>	N/A
<b>1,053</b>	Mortuary Services	1,337	0	-1	0	<b>1,336</b>	26.9%
<b>10,667</b>		<b>10,427</b>	<b>-93</b>	<b>-673</b>	<b>-1,271</b>	<b>8,390</b>	<b>-21.3%</b>
<b>Public Health</b>							
<b>0</b>	Staffing & Development Health Intelligence, Economic Evaluation & Needs Assessment	3,149	0	0	-3,149	<b>0</b>	N/A
<b>0</b>	Health Protection & Quality Programme	110	0	0	-110	<b>0</b>	N/A
<b>0</b>	Integrated Sexual Health Services	4,799	0	0	-4,799	<b>0</b>	N/A
<b>0</b>	Starting Well	10	0	0	-10	<b>0</b>	N/A
<b>0</b>	Living Well	4,058	0	0	-4,058	<b>0</b>	N/A
<b>10</b>	Ageing Well	2,024	0	-245	-1,779	<b>0</b>	-100.0%
<b>0</b>	Drugs and Alcohol Action Team	6,327	-14	-104	-6,209	<b>0</b>	N/A
<b>0</b>	Health Watch	343	0	0	-343	<b>0</b>	N/A
<b>10</b>		<b>20,859</b>	<b>-14</b>	<b>-349</b>	<b>-20,496</b>	<b>0</b>	<b>-100.0%</b>
<b>206,368</b>	<b>PORTFOLIO TOTAL</b>	<b>384,329</b>	<b>-61,929</b>	<b>-68,296</b>	<b>-44,681</b>	<b>209,423</b>	<b>1.5%</b>

# APPENDIX 6

## ADULTS AND HEALTH

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £3.055m or 1.5%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		3,139	1.5
<b>Committed and Service Changes</b>			
Adults demand pressure	4,080		
National Living Wage	2,100		
Improved Better Care Fund adjustment	1,000		
Post Mortem and Mortuary Facilities Fees	200		
Rising trend in means-tested customer contributions towards social care	-1,000		
Reduction in application of the Adult Social Care and Health Demand Pressures Reserve	<u>-66</u>		
		6,314	3.1
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-6,564	-3.2
<b>Transfers between Portfolios</b>			
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-111		
Review of recharge arrangements for internal transport provision	83		
Pay protection for Resilience & Emergencies Advisor transferring to Fire & Rescue and Communities	-14		
Realignment of Public Health Grant to reflect current spending patterns	250		
Removal of recharge from libraries due to Blue Badge collection service ceasing	<u>-42</u>		
		166	0.1
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>3,055</u></u>	<u><u>1.5</u></u>



## APPENDIX 6

### CHILDREN AND YOUNG PEOPLE

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b><u>Local Authority Funding</u></b>							
<b>Services for Children with Disabilities</b>							
<b>5,653</b>	In House Residential and Fostercare	6,201	0	0	0	<b>6,201</b>	9.7%
	Externally Commissioned Residential and						
<b>3,915</b>	Fostercare	7,316	0	-261	0	<b>7,055</b>	80.2%
<b>1,859</b>	Disability Short Breaks	2,073	0	0	0	<b>2,073</b>	11.5%
<b>3,359</b>	Direct Payments	4,075	0	-192	0	<b>3,883</b>	15.6%
<b>847</b>	Client Expenditure	867	0	-72	0	<b>795</b>	-6.1%
<b>Services for Children without Disabilities</b>							
<b>6,815</b>	In House Residential and Fostercare	8,487	0	0	0	<b>8,487</b>	24.5%
	Externally Commissioned Residential and						
<b>14,437</b>	Fostercare	21,699	0	-46	0	<b>21,653</b>	50.0%
<b>4,883</b>	Adoption and Special Guardianship	5,059	0	-81	0	<b>4,978</b>	1.9%
<b>318</b>	Complex Adolescents	303	0	0	0	<b>303</b>	-4.7%
<b>699</b>	Client Expenditure	699	0	0	0	<b>699</b>	0.0%
<b>813</b>	Supervised Contact	1,086	0	0	0	<b>1,086</b>	33.6%
<b>Services for Asylum Seekers</b>							
<b>484</b>	In House Residential and Fostercare	494	0	0	0	<b>494</b>	2.1%
	Externally Commissioned Residential and						
<b>2,505</b>	Fostercare	2,912	0	0	0	<b>2,912</b>	16.2%
<b>274</b>	Client Expenditure	267	0	0	0	<b>267</b>	-2.6%
<b>-2,658</b>	Asylum Grant	0	0	0	-3,658	<b>-3,658</b>	37.6%
<b>37,554</b>	<b>Social Care Activities</b>	<b>51,889</b>	<b>0</b>	<b>-234</b>	<b>-1,630</b>	<b>50,025</b>	<b>33.2%</b>
<b>Services for Care Leavers</b>							
<b>2,883</b>	Care Leavers Accommodation and Support	5,219	0	-57	-241	<b>4,921</b>	70.7%
<b>1,205</b>	Care Leavers Staffing	1,294	0	0	-72	<b>1,222</b>	1.4%

## APPENDIX 6

### CHILDREN AND YOUNG PEOPLE

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
1,597	Children's Safeguarding	1,852	0	-127	0	1,725	8.0%
753	Youth Offending Service	1,532	0	-226	-552	754	0.1%
1,282	Child and Adolescent Mental Health Services	2,085	0	-801	0	1,284	0.2%
	<b>Early Help &amp; Prevention</b>						
8,275	Early Help	13,399	0	-1,169	-3,353	8,877	7.3%
0	Healthy Child Programme	10,799	0	0	-10,799	0	N/A
2,031	Intentionally Homeless	2,671	0	-600	0	2,071	2.0%
1,187	Domestic Abuse Services	1,312	0	0	0	1,312	10.5%
153	Young Carers	466	0	-286	-28	152	-0.7%
<b>101,123</b>	<b>Local Authority Funding</b>	<b>154,056</b>	<b>0</b>	<b>-4,152</b>	<b>-20,333</b>	<b>129,571</b>	<b>28.1%</b>
	<b><u>Dedicated Schools Grant Funding</u></b>						
	<b>DSG Early Years</b>						
4,561	2 year old entitlement	4,617	0	0	0	4,617	1.2%
40,171	3 and 4 year old entitlement	41,869	0	0	0	41,869	4.2%
1,145	Early Years Central Expenditure	1,144	0	0	0	1,144	-0.1%
	<b>Other DSG</b>						
1,173	Early Help	673	0	0	0	673	-42.6%
1,074	Children's Social Care	821	0	0	0	821	-23.6%
<b>-48,124</b>	<b>Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-49,124</b>	<b>-49,124</b>	<b>2.1%</b>
<b>0</b>	<b>Dedicated Schools Grant and Other Schools Funding</b>	<b>49,124</b>	<b>0</b>	<b>0</b>	<b>-49,124</b>	<b>0</b>	<b>N/A</b>
<b>101,123</b>	<b>PORTFOLIO TOTAL</b>	<b>203,180</b>	<b>0</b>	<b>-4,152</b>	<b>-69,457</b>	<b>129,571</b>	<b>28.1%</b>

# APPENDIX 6

## CHILDREN AND YOUNG PEOPLE

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £28.448m or 28.1%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		1,917	1.9
<b>Committed and Service Changes</b>			
Demand Growth - Children Looked After Placements	12,430		
Cissbury Lodge - removal of temporary funding	-600		
Children First Improvement Programme - Ongoing	5,138		
Children First Improvement Programme - One-off	6,873		
Undelivered 2019/20 savings - Early Help	1,950		
Undelivered 2019/20 savings - Fostering, Children Looked After & Public Law Outline	1,230		
Undelivered 2019/20 savings – Lifelong Services	500		
Childrens Residential Review	1,800		
Funding for Intensive Planning Team	195		
Social Care Support Grant Expenditure	-400		
Increased grant income for Unaccompanied Asylum Seeking Children	-360		
Reduction in application of the High Needs Strategic Planning Fund reserve	-30		
		28,726	28.4
<b>Committed and Service Changes (Dedicated Schools Grant)</b>			
Reduction in DSG Central Historic Commitments Expenditure	-753		
Reduction in DSG Central Historic Commitments grant allocation 2020/21	753		
		0	0.0
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-1,869	-1.8
<b>Transfers between Portfolios</b>			
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-190		
Consolidate Social Care Support Grant	400		
Virtual school teacher to Education and Skills	-51		
Review of recharge arrangements for internal transport provision	-236		
Positions funded by Children's Improvement Programme	-82		
Children's Workforce Team to Economy and Corporate Resources	-167		
		-326	-0.3
<b>TOTAL CHANGE IN SPENDING</b>		<b>28,448</b>	<b>28.1</b>

## APPENDIX 6

### ECONOMY AND CORPORATE RESOURCES

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Commercial Services</b>							
<b>20,693</b>	Commercial Services	22,757	-550	-8	0	<b>22,199</b>	7.3%
<b>Support Services</b>							
<b>2,032</b>	Information Technology	2,076	0	0	0	<b>2,076</b>	2.2%
<b>87</b>	Information Technology Strategic Client	87	0	0	0	<b>87</b>	0.0%
<b>6,979</b>	Facilities Management	8,038	-243	-174	0	<b>7,621</b>	9.2%
<b>-13</b>	Catering Service	427	-403	-20	0	<b>4</b>	-130.8%
<b>4,906</b>	Human Resources & Organisational Change	6,521	-3	-106	0	<b>6,412</b>	30.7%
<b>734</b>	Transformation Portfolio Office	0	0	0	0	<b>0</b>	-100.0%
<b>1,500</b>	Whole Council Design	2,542	0	0	0	<b>2,542</b>	69.5%
<b>4,652</b>	Legal Services	6,524	-484	-105	0	<b>5,935</b>	27.6%
<b>1,211</b>	Democratic Services	1,392	0	-122	0	<b>1,270</b>	4.9%
<b>26</b>	Elections	26	0	0	0	<b>26</b>	0.0%
<b>1,409</b>	Members Allowances and Expenses	1,434	0	0	0	<b>1,434</b>	1.8%
<b>1,500</b>	Communications	1,577	-58	0	0	<b>1,519</b>	1.3%
<b>1,303</b>	Customer Experience	61	0	-5	0	<b>56</b>	-95.7%
<b>26,326</b>	<b>Support Services Total</b>	<b>30,705</b>	<b>-1,191</b>	<b>-532</b>	<b>0</b>	<b>28,982</b>	<b>10.1%</b>
<b>Economy</b>							
<b>287</b>	Digital Infrastructure	949	0	-631	0	<b>318</b>	10.8%
<b>268</b>	Economic Growth	333	-27	0	0	<b>306</b>	14.2%
<b>250</b>	One Public Estate	215	0	0	0	<b>215</b>	-14.0%
<b>814</b>	Economic Development	914	0	-132	0	<b>782</b>	-3.9%
<b>7</b>	Leader Programme	54	0	-51	0	<b>3</b>	-57.1%
<b>1,626</b>	<b>Economy Total</b>	<b>2,465</b>	<b>-27</b>	<b>-814</b>	<b>0</b>	<b>1,624</b>	<b>-0.1%</b>
<b>48,645</b>	<b>PORTFOLIO TOTAL</b>	<b>55,927</b>	<b>-1,768</b>	<b>-1,354</b>	<b>0</b>	<b>52,805</b>	<b>8.6%</b>

## APPENDIX 6

### ECONOMY AND CORPORATE RESOURCES

#### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £4.16m or 8.6%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		1,151	2.4
<b>Committed and Service Changes</b>			
Additional IT costs needed to deliver our digital strategy	500		
Removal of staff capitalisation budget - Facilities Management	250		
Facilities Management - Maintenance and Cleaning	350		
Democratic Services undelivered anticipated income	50		
Independent Visitor Scheme	100		
Human Resources - Childrens Services Improvement Programme	745		
Reduced income from Pensions Fund to contracted services	100		
Human Resources undelivered saving	750		
Human Resources cost of payroll changes arising from policy changes	100		
2019/20 undelivered Legal Services ORBIS saving	250		
Legal Services Childcare Cases	1,000		
2019/20 undelivered Whole Council Design savings	1,500		
Investment in Capita Contract	339		
Expenditure financed by Capital Receipts - Transformation Portfolio Office	-742		
Expenditure financed by Capital Receipts - Customer Experience	-1,419		
Net reduction in application of the Strategic Economic Plan reserve	-16		
Reduction in application of the Sustainable Investment reserve	-21		
Increase in application of the Service Transformation Fund	<u>1,942</u>		
		5,778	11.9
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-2,775	-5.7
<b>Transfers between Portfolios</b>			
Part year funding for Information Technology position transferring from Fire and Rescue	25		
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-64		
West Sussex Connection publications transfer from Finance	-15		
Adjustment to Catering Recharge	1		
Apprenticeship Levy saving reassigned from Finance	-175		
Review of recharge arrangements for internal transport provision	-84		
Adjustment to Free School Meal eligibility service recharge from Education and Skills	34		
Childrens Workforce Team from Children and Young People	167		
Positions funded by the Children's Improvement Programme	50		
Wide Area Network budget to Information Technology from Fire & Rescue and Communities	70		
Apprenticeships to Education and Skills	<u>-3</u>		
		6	0.0
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>4,160</u></u>	<u><u>8.6</u></u>

## APPENDIX 6

### EDUCATION AND SKILLS

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Local Authority Funding</b>							
<b>School Budgets</b>							
0	Government Grants to Schools	32,735	0	0	-32,735	0	N/A
<b>Education and Skills Service</b>							
1,875	Director of Education	2,081	0	-113	0	1,968	5.0%
1,285	Post-16 & Compliance	1,400	0	-24	-168	1,208	-6.0%
-178	School Effectiveness	855	0	-195	-827	-167	-6.2%
1,513	Inclusion	1,526	0	0	0	1,526	0.9%
74	Pupil Entitlement	108	0	-44	0	64	-13.5%
<b>School Transport</b>							
369	Transport Management	369	0	0	0	369	0.0%
3,259	Mainstream Transport	3,655	-124	-25	0	3,506	7.6%
12,025	SEND Transport	14,017	0	-123	-417	13,477	12.1%
178	Post-16 Transport	285	-104	0	0	181	1.7%
309	School Crossing Patrols	316	0	-1	0	315	1.9%
<b>Support to Schools</b>							
-14	School Catering	7,629	-152	-151	-7,363	-37	164.3%
1,000	Crawley PFI	7,191	0	-1,285	-4,532	1,374	37.4%
0	Pupil Premium (Children Looked After)	1,233	0	0	-1,233	0	N/A
1,152	School Redundancies & Pensions	1,316	0	-7	-120	1,189	3.2%
<b>Other</b>							
-40	Adult Education	3,081	-62	0	-3,058	-39	-2.5%
1,059	LA Contribution to DSG	0	0	0	0	0	-100.0%
-1,604	Overheads & Recharges	-1,638	0	0	0	-1,638	2.1%
<b>22,262</b>	<b>Local Authority Funding</b>	<b>76,159</b>	<b>-442</b>	<b>-1,968</b>	<b>-50,453</b>	<b>23,296</b>	<b>4.6%</b>

## APPENDIX 6

### EDUCATION AND SKILLS

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b><u>Dedicated Schools Grant Funding</u></b>							
<b>School Budgets</b>							
<b>461,649</b>	Mainstream Schools	501,533	0	0	-12,392	<b>489,141</b>	6.0%
<b>35,326</b>	Special Schools & APC	40,463	0	0	-861	<b>39,602</b>	12.1%
<b>Education and Skills</b>							
<b>954</b>	Director of Education	990	0	0	0	<b>990</b>	3.8%
<b>393</b>	Post-16 & Compliance	404	0	0	0	<b>404</b>	2.8%
<b>990</b>	School Effectiveness	940	0	0	0	<b>940</b>	-5.1%
<b>2,297</b>	Inclusion	2,779	-18	0	0	<b>2,761</b>	20.2%
<b>1,806</b>	Pupil Entitlement	1,930	0	-114	0	<b>1,816</b>	0.6%
<b>431</b>	Capital Planning & Transport	454	0	0	0	<b>454</b>	5.3%
<b>Special Educational Needs</b>							
<b>22,065</b>	Independent & Non-Maintained Schools	24,623	0	0	0	<b>24,623</b>	11.6%
<b>732</b>	Other Local Authority Schools	1,168	0	0	0	<b>1,168</b>	59.6%
<b>5,144</b>	Post-16 Placements	5,316	0	0	0	<b>5,316</b>	3.3%
<b>6,795</b>	Alternative Provision	7,073	0	-279	0	<b>6,794</b>	0.0%
<b>1,325</b>	Specialist Support	2,674	0	0	0	<b>2,674</b>	101.8%
<b>Support to Schools</b>							
<b>794</b>	Collaborative Inclusion & Improvement	581	0	0	0	<b>581</b>	-26.8%
<b>2,700</b>	Growth Fund	2,900	0	0	0	<b>2,900</b>	7.4%
<b>648</b>	Transport (Alternative Provision)	648	0	0	0	<b>648</b>	0.0%
<b>132</b>	School Catering	63	0	0	0	<b>63</b>	-52.3%
<b>980</b>	School Redundancies & Pensions	981	0	0	0	<b>981</b>	0.1%
<b>822</b>	Other Support to Schools	851	0	0	0	<b>851</b>	3.5%
<b>Other</b>							
<b>-1,059</b>	LA Contribution to DSG	0	0	0	0	<b>0</b>	-100.0%
<b>1,568</b>	Overheads & Recharges	1,613	0	0	0	<b>1,613</b>	2.9%
<b>Government Grant</b>							
<b>-548,974</b>	Dedicated Schools Grant	0	0	0	-586,801	<b>-586,801</b>	6.9%
<b>-2,482</b>	<b>Dedicated Schools Grant</b>	597,984	-18	-393	-600,054	<b>-2,481</b>	0.0%
<b>19,780</b>	<b>PORTFOLIO TOTAL</b>	<b>674,143</b>	<b>-460</b>	<b>-2,361</b>	<b>-650,507</b>	<b>20,815</b>	<b>5.2%</b>

# APPENDIX 6

## EDUCATION AND SKILLS

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.035m or 5.2%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		561	2.8
<b>Committed and Service Changes</b>			
Home to School Transport pressures 2019/20	1,000		
Home to School Transport pressures 2020/21	400		
Crawley Schools PFI (Private Finance Initiative)	300		
Educational Psychologists	59		
Removal of 2019/20 Local Authority contribution to DSG	-1,059		
Increased capacity for in-house special educational needs placements	-1,845		
Removal of 2019/20 transfer to the Special Support Centre Reserve	1,845		
Reduction in application of the Crawley Schools PFI Reserve	-53		
		647	3.3
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-444	-2.2
<b>Funding from Central Government</b>			
Expenditure:			
Directly allocated to schools	40,309		
Increase in cost of business rates	208		
Special educational needs placements	7,479		
Special educational needs support programmes	1,754		
SEND and Inclusion Strategy	420		
Replace one-off Local Authority contribution in 2019/20	1,059		
Central block reductions still to be confirmed	-319		
Other minor variations	-47		
Financed by:			
Dedicated Schools Grant	-37,827		
16-19 Sixth Form Grant	2,263		
Teachers Pay Grant	-1,643		
Teachers Pensions Grant	-12,403		
PE & Sports Grant	-1,556		
Pupil Premium Grant	-281		
Universal Free School Meals	537		
European Structural and Investment Fund	65		
Extended Rights to Free Travel	32		
School Improvement Monitoring & Brokerage Grant	-50		
		0	0.0
<b>Transfers between Portfolios</b>			
Edge-ucate Software Licence from Finance	19		
Adjustment to Catering Recharge	-1		
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-9		
Virtual school teacher from Childrens and Young People	51		
Virtual school position funded by the Childrens Improvement Programme	32		
Review of recharge arrangements for internal transport provision	210		
Adjustment to Free School Meal eligibility service recharge to Economy and Corporate Resources	-34		
Apprenticeships from Economy and Corporate Resources	3		
		271	1.4
<b>TOTAL CHANGE IN SPENDING</b>		<b>1,035</b>	<b>5.2</b>



## APPENDIX 6

### ENVIRONMENT

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Environment and Public Protection</b>							
2,282	Energy and Sustainability	4,940	-2,443	-293	0	2,204	-3.4%
23,630	Waste Recycling	22,905	-1,934	-668	-2,124	18,179	-23.1%
33,852	Waste Disposal	37,076	-446	-11	0	36,619	8.2%
994	Waste Strategy and Support	1,059	0	0	0	1,059	6.5%
1,172	Trading Standards	1,360	-34	-11	0	1,315	12.2%
<b>61,930</b>		<b>67,340</b>	<b>-4,857</b>	<b>-983</b>	<b>-2,124</b>	<b>59,376</b>	<b>-4.1%</b>
<b>Other Responsibilities</b>							
1,408	Countryside Services (Including Public Rights of Way)	1,467	-18	-16	0	1,433	1.8%
-212	Planning Services	3,302	-2,638	-1,095	0	-431	103.3%
<b>63,126</b>	<b>PORTFOLIO TOTAL</b>	<b>72,109</b>	<b>-7,513</b>	<b>-2,094</b>	<b>-2,124</b>	<b>60,378</b>	<b>-4.4%</b>

# APPENDIX 6

## ENVIRONMENT

### CHANGE IN SPENDING

As analysed in the table below, the decrease in spending is £2.748m or 4.4%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		1,747	2.8
<b>Committed and Service Changes</b>			
Increase in energy prices	100		
Increased insurance premium for Mechanical and Biological Treatment site	700		
2019/20 undelivered Trading Standards income target	137		
District and Borough recycling initiatives to be funded from capital receipts	-2,000		
Net reduction in application of the Waste Management Material Resource Management Contract (MRMC) reserve	-150		
Reduction in application of the Highways and Education Buildings Reserve	<u>-32</u>		
		-1,245	-2.0
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-3,217	-5.1
<b>Transfers between Portfolios</b>			
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-21		
Review of recharge arrangements for internal transport provision	-59		
Realignment of Public Health Grant to reflect current spending patterns	<u>47</u>		
		-33	-0.1
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>-2,748</u></u>	<u><u>-4.4</u></u>

## APPENDIX 6

### FINANCE

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Finance</b>							
<b>2,503</b>	Finance	4,422	-552	-337	0	<b>3,533</b>	41.2%
<b>583</b>	Internal Audit	595	0	0	0	<b>595</b>	2.1%
<b>1,217</b>	Strategic Procurement and Contract Management	1,620	-232	0	0	<b>1,388</b>	14.1%
<b>1,228</b>	Intelligence and Performance	1,171	0	0	0	<b>1,171</b>	-4.6%
<b>1,696</b>	Levies and Precepts	1,885	0	0	-148	<b>1,737</b>	2.4%
<b>325</b>	Fees and Other Payments	380	0	-49	0	<b>331</b>	1.8%
<b>40</b>	Council Tax Hardship Fund	40	0	0	0	<b>40</b>	0.0%
<b>-316</b>	Insurance	170	0	0	0	<b>170</b>	-153.8%
<b>7,276</b>		10,283	-784	-386	-148	<b>8,965</b>	23.2%
<b>Asset &amp; Capital Programme</b>							
<b>5,272</b>	Capital and Infrastructure (Property)	9,212	-2,681	-1,604	0	<b>4,927</b>	-6.5%
<b>12,548</b>	<b>PORTFOLIO TOTAL</b>	<b>19,495</b>	<b>-3,465</b>	<b>-1,990</b>	<b>-148</b>	<b>13,892</b>	<b>10.7%</b>

# APPENDIX 6

## FINANCE

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £1.344m or 10.7%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		342	2.7
<b>Committed and Service Changes</b>			
Contribution to the Insurance Fund	500		
Removal of Staff Capitalisation budgets - Capital & Infrastructure	150		
Removal of Staff Capitalisation budgets - Procurement	123		
Write down of Finance income budget	100		
Increase in staffing requirement for Procurement and Contract Mangement	320		
2019/20 undelivered saving - Procurement Card saving	460		
Increase in Corporate Feasibility budget	500		
Net increase in transfer to the Infrastructure Works Feasibility Reserve	<u>-515</u>		
		1,638	13.1
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-955	-7.6
<b>Transfers between Portfolios</b>			
Edge-ucate software licence to Education and Skills	-19		
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-27		
West Sussex Connection publications transfer to Economy and Corporate Resources	15		
Apprenticeship Levy saving reassigned to Economy and Corporate Resources	175		
Executive Director of Resources position from Fire & Rescue and Communities	202		
Review of recharge arrangements for internal transport provision	<u>-27</u>		
		319	2.5
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>1,344</u></u>	<u><u>10.7</u></u>

## APPENDIX 6

### FIRE & RESCUE AND COMMUNITIES

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Fire &amp; Rescue</b>							
-549	Management	2,156	0	0	-1,727	429	-178.1%
<b>26,396</b>	Fire Operations	27,793	-353	-50	-949	<b>26,441</b>	0.2%
<b>25,847</b>		29,949	-353	-50	-2,676	<b>26,870</b>	4.0%
<b>Information and Regulatory Services</b>							
6,907	Library Service	7,733	-565	-66	-105	6,997	1.3%
711	Record Office	816	-48	0	0	768	8.0%
-666	Registration of Births, Deaths and Marriages	1,343	-2,024	-134	0	-815	22.4%
<b>6,952</b>		9,892	-2,637	-200	-105	<b>6,950</b>	0.0%
<b>Communities</b>							
1,807	Communities and Partnerships	1,880	0	-110	-250	1,520	-15.9%
196	Community Safety and Wellbeing	903	-378	-350	0	175	-10.7%
140	County Local Committees	141	0	0	0	141	0.7%
75	Edes House	76	0	0	0	76	1.3%
<b>2,218</b>		3,000	-378	-460	-250	<b>1,912</b>	-13.8%
<b>35,017</b>	<b>PORTFOLIO TOTAL</b>	<b>42,841</b>	<b>-3,368</b>	<b>-710</b>	<b>-3,031</b>	<b>35,732</b>	<b>2.0%</b>

## APPENDIX 6

### FIRE & RESCUE AND COMMUNITIES

#### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.715m or 2%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		835	2.4
<b>Committed and Service Changes</b>			
Funding for the Fire and Rescue Technical Rescue Unit following removal of grant	350		
2019/20 undelivered Libraries income targets	150		
Resourcing implications of HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services)	396		
Fire Improvement Plan - Phase 1	1,200		
Fire Improvement Plan - Phase 1 one off costs	100		
VAT charges in Registration Service	100		
Fire Improvement Plan - Phase 2	900		
Fire Pension - grant shortfall	200		
Expenditure financed by Capital Receipts - Fire Improvement Plan - Phase 1	-1,200		
Libraries - National Living Wage/pay grade transition	230		
		2,426	6.9
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-1,865	-5.3
<b>Transfers between Portfolios</b>			
Part year funding for Information Technology position transferring to Economy and Corporate Resources	-25		
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-44		
Executive Director of Resources position to Finance	-202		
Review of recharge arrangements for internal transport provision	-99		
Wide Area Network budget to Information Technology - Economy and Corporate Resources	-70		
Removal of Blue Badge library collection service recharge to Adults and Health	42		
Realignment of Public Health Grant to reflect current spending patterns	-297		
Pay Protection for Resilience & Emergencies Advisor transferring from Adults and Health	14		
		-681	-1.9
<b>TOTAL CHANGE IN SPENDING</b>		<b>715</b>	<b>2.0</b>

## APPENDIX 6

### HIGHWAYS AND INFRASTRUCTURE

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20 £000		Gross Expenditure 2020/21 £000	Sales, Fees and Charges 2020/21 £000	Other Income 2020/21 £000	Specific Government Grants 2020/21 £000	Net Expenditure 2020/21 £000	Net Expenditure Change from 2019/20 %
<b>Highways Service</b>							
2,738	Highways Service	4,651	-1,603	-365	0	2,683	-2.0%
8,707	Highways Maintenance	9,834	0	0	-66	9,768	12.2%
0	West Sussex Permit Scheme	1,427	-1,427	0	0	0	N/A
8,215	Street Lighting PFI	15,083	0	-101	-6,069	8,913	8.5%
<b>19,660</b>		<b>30,995</b>	<b>-3,030</b>	<b>-466</b>	<b>-6,135</b>	<b>21,364</b>	<b>8.7%</b>
<b>Transport and Countryside</b>							
10,943	National Concessionary Fares Scheme	11,915	0	-930	-19	10,966	0.2%
434	3in1 Concessionary Fares Scheme	342	0	0	0	342	-21.2%
867	Public Transport Support	1,963	0	-736	-355	872	0.6%
416	Safe and Sustainable Transport	667	-150	-116	-50	351	-15.6%
901	Transport Bureau	1,071	-30	0	-62	979	8.7%
0	Parking Strategy	247	0	-247	0	0	N/A
0	On Street Car Parking	5,832	-5,567	-265	0	0	N/A
0	Sussex Safer Roads Partnership	2,520	-2,420	-100	0	0	N/A
<b>13,561</b>		<b>24,557</b>	<b>-8,167</b>	<b>-2,394</b>	<b>-486</b>	<b>13,510</b>	<b>-0.4%</b>
<b>Other Responsibilities</b>							
-95	Management and Central	1	0	-90	0	-89	-6.3%
-200	Fleet Management	630	-14	0	0	616	-408.0%
<b>-295</b>		<b>631</b>	<b>-14</b>	<b>-90</b>	<b>0</b>	<b>527</b>	<b>-278.6%</b>
<b>32,926</b>	<b>PORTFOLIO TOTAL</b>	<b>56,183</b>	<b>-11,211</b>	<b>-2,950</b>	<b>-6,621</b>	<b>35,401</b>	<b>7.5%</b>

# APPENDIX 6

## HIGHWAYS AND INFRASTRUCTURE

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £2.475m or 7.5%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		920	2.8
<b>Committed and Service Changes</b>			
Investment in highway maintenance	978		
Delay to Street Lighting LED implementation (Crawley)	100		
Review of transport recharges	350		
Net increase in application of the Street Lighting PFI reserve	397		
Net reduction in application of the Highways Commuted Sums reserve	<u>-10</u>		
		1,815	5.5
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-450	-1.4
<b>Transfers between Portfolios</b>			
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-23		
Review of recharge arrangements for internal transport provision	<u>213</u>		
		190	0.6
<b>TOTAL CHANGE IN SPENDING</b>		<u><u>2,475</u></u>	<u><u>7.5</u></u>



## APPENDIX 6

### LEADER

#### REVENUE BUDGET 2020/21

Net Expenditure 2019/20		Gross Expenditure 2020/21	Sales, Fees and Charges 2020/21	Other Income 2020/21	Specific Government Grants 2020/21	Net Expenditure 2020/21	Net Expenditure Change from 2019/20
£000		£000	£000	£000	£000	£000	%
	<b>Chief Executive</b>						
<b>591</b>	Chief Executive	540	0	0	0	<b>540</b>	-8.6%
<b>278</b>	Policy Team	283	0	0	0	<b>283</b>	1.8%
<b>568</b>	Personal Assistants	629	0	0	0	<b>629</b>	10.7%
<b>1,437</b>	<b>PORTFOLIO TOTAL</b>	<b>1,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,452</b>	<b>1.0%</b>

# APPENDIX 6

## LEADER

### CHANGE IN SPENDING

As analysed in the table below, the increase in spending is £0.015m or 1%

	£000	£000	%
<b>Allowance for Pay and Price Increases</b>			
Pay and price rise allowance		28	1.9
<b>Balancing the Budget</b>			
As detailed in Appendix 3		-8	-0.6
<b>Transfers between Portfolios</b>			
Review of recharge arrangements for internal transport provision	-1		
Transfer from non-portfolio of prior-year reduction in pension contributions attributable to lump sum pre payment	-4		
	<hr/>	-5	-0.3
<b>TOTAL CHANGE IN SPENDING</b>		<hr/> <hr/>	<hr/> <hr/>
		<b>15</b>	<b>1.0</b>

# APPENDIX 7

## CAPITAL PROGRAMME 2020/21 - 2024/25

2019/20 £000	CORE CAPITAL PROGRAMME (Expenditure)	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
1,705	Adults and Health	3,210	7,388	9,855	7,445	1,300	0	29,198
200	Children & Young People	1,500	3,000	7,200	1,500	700	0	13,900
6,824	Economy and Corporate Resources	13,072	13,100	16,265	23,502	20,585	0	86,524
37,494	Education and Skills	20,133	21,502	29,337	27,364	20,129	0	118,465
539	Environment	234	803	2,830	1,700	1,000	0	6,567
7,052	Finance	10,516	9,544	10,989	9,423	3,252	0	43,724
3,188	Fire and Rescue and Communities	5,311	9,792	11,550	12,100	13,976	0	52,729
35,129	Highways and Infrastructure	42,063	54,694	33,948	18,788	17,190	33,215	199,898
<b>92,131</b>	<b>TOTAL PROGRAMME</b>	<b>96,039</b>	<b>119,823</b>	<b>121,974</b>	<b>101,822</b>	<b>78,132</b>	<b>33,215</b>	<b>551,005</b>

2019/20 £000	INCOME GENERATING INITIATIVES (Expenditure)	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
6,239	Economy and Corporate Resources	200	1,416	0	0	0	0	1,616
1,344	Environment	5,453	7,000	5,000	14,746	13,000	0	45,199
718	Finance	700	19,000	22,515	30,023	21,447	0	93,685
150	Highways and Infrastructure	1,000	3,490	3,490	3,490	3,490	5,830	20,790
<b>8,451</b>	<b>TOTAL PROGRAMME</b>	<b>7,353</b>	<b>30,906</b>	<b>31,005</b>	<b>48,259</b>	<b>37,937</b>	<b>5,830</b>	<b>161,290</b>

<b>100,582</b>	<b>Total Capital Programme</b>	<b>103,392</b>	<b>150,729</b>	<b>152,979</b>	<b>150,081</b>	<b>116,069</b>	<b>39,045</b>	<b>712,295</b>
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2019/20 £000	FINANCING	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
9,150	Capital Receipts	7,861	650	650	6,600	3,900	0	19,661
6,780	External Contributions including S106	6,062	56	11,273	6,727	2,662	30,815	57,595
12,720	Ringfenced Government Grant	21,788	23,986	9,076	3,645	1,500	2,400	62,395
69,510	Non-Ringfenced Government Grant	53,226	21,578	21,068	20,596	20,160	0	136,628
532	Revenue Contributions to Capital Outlay	2,377	2,332	2,532	1,732	1,532	0	10,505
0	Revenue Contributions to Capital Outlay from 75% Pilot	500	3,100	5,641	7,500	2,400	0	19,141
0	Core Borrowing	4,225	68,121	71,734	57,222	49,278	0	250,580
1,890	IGI Borrowing	7,353	30,906	31,005	46,059	34,637	5,830	155,790
<b>100,582</b>	<b>TOTAL PROGRAMME</b>	<b>103,392</b>	<b>150,729</b>	<b>152,979</b>	<b>150,081</b>	<b>116,069</b>	<b>39,045</b>	<b>712,295</b>

## CAPITAL PROGRAMME 2020/21

FINANCED FROM	£000	£000	%
<b>External Sources and Service Portfolio Direct Funding</b>			
<b>Government Grants</b>			
Adults and Health	1,089		
Economy and Corporate Resources	6,211		
Education and Skills	1,360		
Highways and Infrastructure	13,128		
		21,788	21.07%
<b>External Contributions</b>			
Education and Skills	941		
Finance	357		
Highways and Infrastructure	4,764		
		6,062	5.86%
<b>Total</b>		27,850	26.94%
<b>Corporate Funding</b>			
- Capital Receipts	7,861		
- Government Grant	53,226		
- Revenue Contributions to Capital Outlay	2,377		
- Revenue Contributions to Capital Outlay from 75% Pilot	500		
- Borrowing - Corporate	11,578		
<b>Total Corporate Funding</b>		75,542	73.06%
<b>TOTAL CAPITAL PAYMENTS</b>		<b>103,392</b>	<b>100%</b>

# APPENDIX 7

## Adults and Health

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
NHS Transfer/A Place to Live - 38 Alinora Crescent	21	0	0	0	0	0	0	0
Westergate Extra Care	750	750	0	0	0	0	0	750
Tempe	4	0	0	0	0	0	0	0
Stonepillow Resource Hub	188	0	0	0	0	0	0	0
Choices For The Future	742	500	1,388	0	0	0	0	1,888
<b>Total In-Flight Approved Projects</b>	<b>1,705</b>	<b>1,250</b>	<b>1,388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,638</b>
<b>Proposed Projects*</b>								
In House Social Care	0	0	0	0	0	0	0	0
A Place to Live	0	0	0	455	445	1,300	0	2,200
East Grinstead Extra Care Housing	0	960	0	0	0	0	0	960
Adult In-House Day Services Part B	0	0	2,000	1,400	0	0	0	3,400
Adults In-House Residential Services Phase 1	0	0	2,000	3,000	5,000	0	0	10,000
Adult Services - Hobbs Field	0	1,000	2,000	5,000	2,000	0	0	10,000
<b>Total Proposed Starts List</b>	<b>0</b>	<b>1,960</b>	<b>6,000</b>	<b>9,855</b>	<b>7,445</b>	<b>1,300</b>	<b>0</b>	<b>26,560</b>
<b>TOTAL PROGRAMME</b>	<b>1,705</b>	<b>3,210</b>	<b>7,388</b>	<b>9,855</b>	<b>7,445</b>	<b>1,300</b>	<b>0</b>	<b>29,198</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
A Place to Live Grant	21	0	0	0	0	0	0	0
NHS Capital Grant	750	1,089	0	0	445	300	0	1,834
DAAT Grant	188	0	0	0	0	0	0	0
Corporate Resources	746	2,121	7,388	9,855	7,000	1,000	0	27,364
<b>Total Funding</b>	<b>1,705</b>	<b>3,210</b>	<b>7,388</b>	<b>9,855</b>	<b>7,445</b>	<b>1,300</b>	<b>0</b>	<b>29,198</b>

\* All projects approved subject to business case

# APPENDIX 7

## Children and Young People

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Cissbury Lodge	200	100	0	0	0	0	0	100
<b>Total In-Flight Approved Projects</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>Proposed Projects*</b>								
Children's Social Care – Phase 1	0	1,400	3,000	4,200	0	0	0	8,600
Children's Social Care – Phase 2	0	0	0	3,000	1,500	700	0	5,200
<b>Total Proposed Starts List</b>	<b>0</b>	<b>1,400</b>	<b>3,000</b>	<b>7,200</b>	<b>1,500</b>	<b>700</b>	<b>0</b>	<b>13,800</b>
<b>TOTAL PROGRAMME</b>	<b>200</b>	<b>1,500</b>	<b>3,000</b>	<b>7,200</b>	<b>1,500</b>	<b>700</b>	<b>0</b>	<b>13,900</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Corporate Resources	200	1,500	3,000	7,200	1,500	700	0	13,900
<b>Total Funding</b>	<b>200</b>	<b>1,500</b>	<b>3,000</b>	<b>7,200</b>	<b>1,500</b>	<b>700</b>	<b>0</b>	<b>13,900</b>

\* All projects approved subject to business case

# APPENDIX 7

## Economy and Corporate Resources

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Crawley Growth Programme	590	0	0	0	0	0	0	0
Worthing Public Realm	270	0	0	0	0	0	0	0
Burgess Hill Growth Programme	664	570	0	0	0	0	0	570
Transformation Projects	5,300	5,361	0	0	0	0	0	5,361
<b>Total In-Flight Approved Projects</b>	<b>6,824</b>	<b>5,931</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,931</b>
<b>Proposed Projects*</b>								
Digital Infrastructure (Business Rates Pilot)	0	0	0	3,141	4,000	2,400	0	9,541
Rural Connectivity (Business Rates Pilot)	0	500	2,000	2,000	3,500	0	0	8,000
Converged Fibre (Business Rates Pilot)	0	2,000	1,100	1,100	0	0	0	4,200
Crawley Growth Programme	0	2,641	3,314	2,424	6,500	6,585	0	21,464
Growth Programme	0	0	0	0	5,400	11,600	0	17,000
Worthing Growth Programme	0	1,000	1,000	2,600	0	0	0	4,600
Burgess Hill Growth Programme	0	1,000	3,666	5,000	4,102	0	0	13,768
Chichester Southern Gateway - GP	0	0	2,020	0	0	0	0	2,020
<b>Total Proposed Starts List</b>	<b>0</b>	<b>7,141</b>	<b>13,100</b>	<b>16,265</b>	<b>23,502</b>	<b>20,585</b>	<b>0</b>	<b>80,593</b>
<b>TOTAL PROGRAMME</b>	<b>6,824</b>	<b>13,072</b>	<b>13,100</b>	<b>16,265</b>	<b>23,502</b>	<b>20,585</b>	<b>0</b>	<b>86,524</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Local Enterprise Partnership (LEP) Grant	1,254	6,211	5,686	5,000	0	0	0	16,897
Corporate Resources	5,570	6,361	4,314	5,024	11,900	16,600	0	44,199
External Contributions	0	0	0	600	4,102	1,585	0	6,287
Revenue Contribution to Capital Outlay (RCCO)	0	500	3,100	5,641	7,500	2,400	0	19,141
<b>Total Funding</b>	<b>6,824</b>	<b>13,072</b>	<b>13,100</b>	<b>16,265</b>	<b>23,502</b>	<b>20,585</b>	<b>0</b>	<b>86,524</b>
<b>Income Generating Initiatives</b>	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Income Generating Projects</b>								
Gigabit	5,366	200	1,416	0	0	0	0	1,616
Creative Bognor	873	0	0	0	0	0	0	0
<b>Total IGI Projects</b>	<b>6,239</b>	<b>200</b>	<b>1,416</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,616</b>

\* All projects approved subject to business case

# APPENDIX 7

## Education and Skills

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Basic Need Programme	23,444	2,557	846	0	0	0	0	3,403
Safeguarding in Schools	619	0	0	0	0	0	0	0
Schools Access Initiative	336	0	0	0	0	0	0	0
Community Schools Capital Maintenance Grant	10,770	0	0	0	0	0	0	0
Devolved Formula Capital Grant	1,200	160	0	0	0	0	0	160
SEND Programme	645	818	0	0	0	0	0	818
Woodlands Mead College - Design Fees	300	200	0	0	0	0	0	200
Ifield Community College - Furniture	90	0	0	0	0	0	0	0
The Weald Community School - All Weather Pitch	90	0	0	0	0	0	0	0
<b>Total In-Flight Approved Projects</b>	<b>37,494</b>	<b>3,735</b>	<b>846</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,581</b>
<b>Proposed Projects*</b>								
Future Years Basic Need	0	5,000	7,155	10,000	10,000	13,496	0	45,651
Future Years Capital Maintenance	0	7,353	7,301	6,761	5,819	5,383	0	32,617
Future Years Devolved Formula Capital Grant	0	1,200	1,200	1,200	1,200	1,200	0	6,000
SEND Development Programme	0	1,845	0	3,876	3,845	0	0	9,566
Titnore Lane - Land	0	0	0	0	0	50	0	50
Woodlands Mead	0	1,000	5,000	7,500	6,500	0	0	20,000
<b>Total Proposed Starts List</b>	<b>0</b>	<b>16,398</b>	<b>20,656</b>	<b>29,337</b>	<b>27,364</b>	<b>20,129</b>	<b>0</b>	<b>113,884</b>
<b>TOTAL PROGRAMME</b>	<b>37,494</b>	<b>20,133</b>	<b>21,502</b>	<b>29,337</b>	<b>27,364</b>	<b>20,129</b>	<b>0</b>	<b>118,465</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Basic Need Grant	27,127	8,584	8,065	0	0	0	0	16,649
Capital Maintenance Grant	7,809	7,403	6,801	6,291	5,819	5,383	0	31,697
Devolved Formula Capital Grant	1,200	1,360	1,200	1,200	1,200	1,200	0	6,160
Healthy Pupils Capital Grant	66	0	0	0	0	0	0	0
Special Educational Needs & Development Grant (SEND)	398	0	0	2,876	2,000	0	0	4,876
Corporate Resources	0	0	5,436	18,970	18,345	12,469	0	55,220
External Contributions	894	941	0	0	0	1,077	0	2,018
Revenue Contribution to Capital Outlay (RCCO)	0	1,845	0	0	0	0	0	1,845
<b>Total Funding</b>	<b>37,494</b>	<b>20,133</b>	<b>21,502</b>	<b>29,337</b>	<b>27,364</b>	<b>20,129</b>	<b>0</b>	<b>118,465</b>

\* All projects approved subject to business case

# APPENDIX 7

## Environment

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
General After Care Works	15	34	27	0	0	0	0	61
Faygate	79	100	476	0	0	0	0	576
Downslink	71	0	0	0	0	0	0	0
Carbon Reduction Programme	374	100	0	0	0	0	0	100
<b>Total In-Flight Approved Projects</b>	<b>539</b>	<b>234</b>	<b>503</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>737</b>
Baystone Farm	0	0	0	550	0	0	0	550
Faygate	0	0	0	280	500	0	0	780
Brookhurst Wood - Site HA	0	0	300	2,000	1,200	1,000	0	4,500
<b>Total Proposed Starts List</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>2,830</b>	<b>1,700</b>	<b>1,000</b>	<b>0</b>	<b>5,830</b>
<b>TOTAL PROGRAMME</b>	<b>539</b>	<b>234</b>	<b>803</b>	<b>2,830</b>	<b>1,700</b>	<b>1,000</b>	<b>0</b>	<b>6,567</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Local Enterprise Partnership (LEP) Grant	20	0	0	0	0	0	0	0
Corporate Resources	519	234	503	830	500	0	0	2,067
Revenue Contribution to Capital Outlay (RCCO)	0	0	300	2,000	1,200	1,000	0	4,500
<b>Total Funding</b>	<b>539</b>	<b>234</b>	<b>803</b>	<b>2,830</b>	<b>1,700</b>	<b>1,000</b>	<b>0</b>	<b>6,567</b>
<b>Income Generating Initiatives</b>	<b>Approved Budget Profiled</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>In-Flight Income Generating Projects</b>								
Your Energy Sussex - Schools Solar PV Programme	1,009	900	0	0	0	0	0	900
Your Energy Sussex - Westhampnett Solar Farm	70	0	0	0	0	0	0	0
Your Energy Sussex - Various Schemes	265	0	0	0	0	0	0	0
Your Energy Sussex - Halewick Lane	0	4,553	7,000	0	0	0	0	11,553
<b>Total In-Flight Projects</b>	<b>1,344</b>	<b>5,453</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,453</b>
<b>Proposed Income Generating Projects *</b>								
YES - Solar Farms and Battery Storage	0	0	0	5,000	14,746	13,000	0	32,746
<b>Total Proposed Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>14,746</b>	<b>13,000</b>	<b>0</b>	<b>32,746</b>
<b>Total IGI Projects</b>	<b>1,344</b>	<b>5,453</b>	<b>7,000</b>	<b>5,000</b>	<b>14,746</b>	<b>13,000</b>	<b>0</b>	<b>45,199</b>

\* All projects approved subject to business case



# APPENDIX 7

## Finance

### CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Accommodation Optimisation - County Hall	22	0	0	0	0	0	0	0
Sumpting Waste Management	1	0	0	0	0	0	0	0
Structural Maintenance	4,112	0	0	0	0	0	0	0
Staff Capitalisation - Property	1,021	0	0	0	0	0	0	0
Gypsy Sites	184	0	0	0	0	0	0	0
Burrscliffe Demolition	440	0	0	0	0	0	0	0
Crawley County Buildings Demolition	100	757	0	0	0	0	0	757
Targeted Minor Asset Improvement Plan (CLOG)	614	100	0	0	0	0	0	100
County Hall Car Park	300	0	0	0	0	0	0	0
Chichester High School Demolition	73	357	0	0	0	0	0	357
<b>Total In-Flight Approved Projects</b>	<b>6,867</b>	<b>1,214</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,214</b>
<b>Proposed Projects*</b>								
Accessibility Audit	0	200	400	500	900	0	0	2,000
Capital Improvements Programme	185	6,000	4,430	7,263	6,584	0	0	24,277
Future Years Staff Capitalisation - Property	0	602	614	626	639	652	0	3,133
Future Years Structural Maintenance	0	2,200	2,300	2,300	1,000	2,300	0	10,100
Future years Gypsy Improvements Programme	0	300	300	300	300	300	0	1,500
Procurement of Business Management Solution	0	0	1,500	0	0	0	0	1,500
<b>Total Proposed Starts List</b>	<b>185</b>	<b>9,302</b>	<b>9,544</b>	<b>10,989</b>	<b>9,423</b>	<b>3,252</b>	<b>0</b>	<b>42,510</b>
<b>TOTAL PROGRAMME</b>	<b>7,052</b>	<b>10,516</b>	<b>9,544</b>	<b>10,989</b>	<b>9,423</b>	<b>3,252</b>	<b>0</b>	<b>43,724</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Corporate Resources	6,979	10,159	8,044	10,989	9,423	3,252	0	41,867
External Contributions	73	357	0	0	0	0	0	357
Revenue Contribution to Capital Outlay (RCCO)	0	0	1,500	0	0	0	0	1,500
<b>Total Funding</b>	<b>7,052</b>	<b>10,516</b>	<b>9,544</b>	<b>10,989</b>	<b>9,423</b>	<b>3,252</b>	<b>0</b>	<b>43,724</b>
<b>Income Generating Initiatives</b>	<b>Approved Budget Profiled</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>In-Flight Income Generating Projects</b>								
Propco: Barnham	116	0	0	0	0	0	0	0
Propco: Orchard Street	112	0	0	0	0	0	0	0
City Park Hove	47	0	0	0	0	0	0	0
Horsham Enterprise Park - Design fees	208	0	0	0	0	0	0	0
<b>Total In-Flight Projects</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Income Generating Projects *</b>								
Investment Property Opportunities	0	0	5,000	5,000	6,023	0	0	16,023
Propco Future Schemes	0	0	1,000	1,000	1,500	1,500	0	5,000
Horsham Enterprise Park	235	250	500	4,015	0	0	0	4,765
Investment Opportunities	0	0	12,500	12,500	22,500	19,947	0	67,447
Midhurst Salt Barn	0	450	0	0	0	0	0	450
<b>Total Proposed Projects</b>	<b>235</b>	<b>700</b>	<b>19,000</b>	<b>22,515</b>	<b>30,023</b>	<b>21,447</b>	<b>0</b>	<b>93,685</b>
<b>Total IGI Projects</b>	<b>718</b>	<b>700</b>	<b>19,000</b>	<b>22,515</b>	<b>30,023</b>	<b>21,447</b>	<b>0</b>	<b>93,685</b>

\* All projects approved subject to business case

# APPENDIX 7

## Fire and Rescue and Communities

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Fleet	1,699	1,405	0	0	0	0	0	1,405
Fire Equipment	189	398	0	0	0	0	0	398
Horsham Combined Blue Light Centre - Design Fees	900	600	0	0	0	0	0	600
Worthing Community Hub	400	1,658	1,000	0	0	0	0	2,658
<b>Total In-Flight Approved Projects</b>	<b>3,188</b>	<b>4,061</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,061</b>
<b>Proposed Projects*</b>								
Future Community Hubs	0	0	1,442	0	0	0	0	1,442
Horsham Combined Blue Light Centre	0	500	2,000	6,300	7,300	5,000	0	21,100
Electric Vehicles	0	0	100	0	0	0	0	100
Future Years Fire Equipment	0	0	550	350	150	350	0	1,400
Future Years Fleet	0	0	2,200	2,900	3,900	8,626	0	17,626
Self-Service Library Terminals	0	500	500	0	0	0	0	1,000
Fire and Rescue Estate Improvements Programme	0	250	2,000	2,000	750	0	0	5,000
<b>Total Proposed Starts List</b>	<b>0</b>	<b>1,250</b>	<b>8,792</b>	<b>11,550</b>	<b>12,100</b>	<b>13,976</b>	<b>0</b>	<b>47,668</b>
<b>TOTAL PROGRAMME</b>	<b>3,188</b>	<b>5,311</b>	<b>9,792</b>	<b>11,550</b>	<b>12,100</b>	<b>13,976</b>	<b>0</b>	<b>52,729</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Electric Vehicles Grant	0	0	100	0	0	0	0	100
Corporate Resources	3,188	5,311	9,692	11,550	12,100	13,976	0	52,629
<b>Total Funding</b>	<b>3,188</b>	<b>5,311</b>	<b>9,792</b>	<b>11,550</b>	<b>12,100</b>	<b>13,976</b>	<b>0</b>	<b>52,729</b>

\* All projects approved subject to business case

# APPENDIX 7

## Highways and Infrastructure

CAPITAL PROGRAMME 2020/21 to 2024/25

Project	Approved Budget Profiled							
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Subsequent £000	Total £000
<b>In-Flight Projects</b>								
Annual Works Programme	25,589	3,257	0	0	0	0	0	3,257
A29 Re-alignment, Bognor Regis - Design Fees	249	0	0	0	0	0	0	0
A2300 Corridor Capacity Enhancement, Burgess Hill - Design Fees	2,356	800	0	0	0	0	0	800
A259 Corridor Capacity Enhancement, East Arun	1,034	8,197	9,833	3,961	0	0	0	21,991
A284 Lymminster Bypass	273	1,777	8,277	8,646	0	0	0	18,700
Flood Management	300	135	0	0	0	0	0	135
Operation Watershed	303	0	0	0	0	0	0	0
Staff Capitalisation 2019/20	1,444	0	0	0	0	0	0	0
West of Horsham	3,130	2,509	0	0	0	0	0	2,509
<b>Total In-Flight Approved Projects</b>	<b>34,678</b>	<b>16,675</b>	<b>18,110</b>	<b>12,607</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,392</b>
<b>Proposed Projects*</b>								
Annual Works Programme	0	13,777	15,777	14,777	14,777	14,777	0	73,885
A2300 Corridor capacity enhancement, Burgess Hill	0	7,200	8,100	2,980	0	0	0	18,280
A259 Clypmwick Bridge	0	0	0	0	0	1,000	0	1,000
A29 Re-alignment, Bognor Regis, Phase 1	451	1,000	8,900	1,050	0	0	0	10,950
A29 Re-alignment, Bognor Regis, Phase 2	0	0	0	0	0	0	33,215	33,215
Future Years Footways Improvement Programme	0	1,500	1,500	0	0	0	0	3,000
Staff Capitalisation - Highways	0	1,306	1,332	1,359	1,386	1,413	0	6,796
Future Years Traffic Signals Refurbishment Programme	0	250	250	0	0	0	0	500
On-Street Parking	0	100	425	0	0	0	0	525
South Road, Haywards Heath	0	0	0	875	2,625	0	0	3,500
Future Years Operation Watershed	0	255	300	300	0	0	0	855
<b>Total Proposed Starts List</b>	<b>451</b>	<b>25,388</b>	<b>36,584</b>	<b>21,341</b>	<b>18,788</b>	<b>17,190</b>	<b>33,215</b>	<b>152,506</b>
<b>TOTAL PROGRAMME</b>	<b>35,129</b>	<b>42,063</b>	<b>54,694</b>	<b>33,948</b>	<b>18,788</b>	<b>17,190</b>	<b>33,215</b>	<b>199,898</b>
<b>Financing</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>Sources of Funding</b>								
Flood & Coastal Erosion Grant	300	135	0	0	0	0	0	135
Local Enterprise Partnership (LEP) Grant	1,173	12,736	17,000	0	0	0	2,400	32,136
Local Transport Maintenance Grant	13,737	11,043	11,043	11,043	11,043	11,043	0	55,215
Local Integrated Transport Grant	3,734	3,734	3,734	3,734	3,734	3,734	0	18,670
Pothole Grant	772	0	0	0	0	0	0	0
Road Safety Grant	265	0	0	0	0	0	0	0
Rural Payments Agency Grant	158	257	0	0	0	0	0	257
Corporate Resources	9,177	9,394	22,861	8,498	1,386	2,413	0	44,552
External Contributions	5,813	4,764	56	10,673	2,625	0	30,815	48,933
<b>Total Funding</b>	<b>35,129</b>	<b>42,063</b>	<b>54,694</b>	<b>33,948</b>	<b>18,788</b>	<b>17,190</b>	<b>33,215</b>	<b>199,898</b>
<b>Income Generating Initiatives</b>	<b>Approved Budget Profiled</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>2024/25 £000</b>	<b>Subsequent £000</b>	<b>Total £000</b>
<b>In-Flight Income Generating Projects</b>								
LED Street Lighting	150	1,000	3,490	3,490	3,490	3,490	5,830	20,790
<b>Total IGI Projects</b>	<b>150</b>	<b>1,000</b>	<b>3,490</b>	<b>3,490</b>	<b>3,490</b>	<b>3,490</b>	<b>5,830</b>	<b>20,790</b>

\* All projects approved subject to business case

## APPENDIX 8

PRUDENTIAL INDICATORS (2020/21 TO 2024/25)							
<b>Capital Programme</b>	<b>Actual 31-Mar-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>	<b>Estimate 2024/25 £000</b>
Capital Expenditure - Service (Core)	75,888	92,131	96,039	119,823	121,974	101,822	111,347
Income Generating Initiatives (Commercial Investment)	42,613	8,451	7,353	30,906	31,005	48,259	43,767
<b>Capital Expenditure (i)</b>	<b>118,501</b>	<b>100,582</b>	<b>103,392</b>	<b>150,729</b>	<b>152,979</b>	<b>150,081</b>	<b>155,114</b>
Capital Financing Requirement (CFR) - Service	545,615	533,263	528,112	581,518	636,620	675,557	705,134
CFR - Income Generating Initiatives (Commercial)	72,563	76,332	82,087	111,434	140,241	184,678	223,624
<b>Capital Financing Requirement (Closing Balance)</b>	<b>618,178</b>	<b>609,595</b>	<b>610,199</b>	<b>692,953</b>	<b>776,860</b>	<b>860,235</b>	<b>928,758</b>
Gross External Debt	393,811	487,335	480,319	476,803	466,787	470,455	502,030
Income Generating Initiatives (Commercial)	0	0	0	0	102,648	184,678	223,624
PFI Schemes and Finance Leases	99,055	96,440	97,104	92,813	88,229	83,747	79,378
<b>Actual Debt/Operational Boundary (ii)</b>	<b>492,866</b>	<b>583,775</b>	<b>577,423</b>	<b>569,616</b>	<b>657,664</b>	<b>738,880</b>	<b>805,033</b>
Gross External Debt (inc. Commercial)		553,685	600,560	686,067	756,804	761,286	765,655
PFI Schemes and Finance Leases		96,440	97,104	92,813	88,229	83,747	79,378
<b>Authorised Borrowing Limit</b>	<b>N/A</b>	<b>650,125</b>	<b>697,664</b>	<b>778,880</b>	<b>845,033</b>	<b>845,033</b>	<b>845,033</b>
<b>Revenue Impact</b>	<b>Actual 31-Mar-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>	<b>Estimate 2024/25 £000</b>
Capital Financing Costs (Corporately Funded)	27,155	28,190	28,524	28,700	30,091	31,921	34,891
Net Revenue Expenditure	533,943	575,469	593,857	611,435	623,329	638,520	650,000
<b>Ratio (%)</b>	<b>5.1%</b>	<b>4.9%</b>	<b>4.8%</b>	<b>4.7%</b>	<b>4.8%</b>	<b>5.0%</b>	<b>5.4%</b>
(i) 2018/19 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>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>	<b>Estimate 2024/25 £000</b>
Forecast Income		3,976	4,069	4,447	5,982	7,378	10,111
Net Revenue Expenditure		575,469	593,857	611,435	623,329	638,520	650,000
<b>Commercial Income to Net Service Ratio (%)</b>		<b>0.7%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>1.2%</b>	<b>1.6%</b>
Forecast Income		3,976	4,069	4,447	5,982	7,378	10,111
Cost of Borrowing (Capital Financing)		2,236	2,318	2,662	4,108	5,510	8,289
<b>Investment Cover Ratio</b>		<b>1.8</b>	<b>1.8</b>	<b>1.7</b>	<b>1.5</b>	<b>1.3</b>	<b>1.2</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 Vairiable Rates</b>	<b>Actual 31-Mar-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>	<b>Estimate 2024/25 £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-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>	<b>Estimate 2024/25 £000</b>
Under/Over(-) Borrowing (iv)	125,312	25,820	32,776	123,337	119,196	121,355	123,725
Under/Over(-) Borrowing as a % of CFR	20.3%	4.2%	5.4%	17.8%	15.3%	14.1%	13.3%
<b>Maturity Structure of External Debt</b>	<b>Actual 31-Mar-19</b>	<b>Lower Limit 2019/20</b>	<b>Upper Limit 2019/20</b>	<b>Lower Limit 2020/21</b>	<b>Upper Limit 2020/21</b>		
Debt Maturity (v):							
Over 30 Years	6%	0%	40%	0%	40%		
Over 25 to 30 Years	0%	0%	25%	0%	25%		
Over 20 to 25 Years	4%	0%	25%	0%	25%		
Over 15 to 20 Years	0%	0%	25%	0%	25%		
Over 10 to 15 Years	63%	0%	65%	0%	65%		
Over 5 to 10 Years	19%	0%	45%	0%	45%		
Over 1 to 5 Years	5%	0%	35%	0%	35%		
Under 12 months	3%	0%	25%	0%	25%		
(iv) The Council's forecast levels of internal borrowing based on gross external debt projections. (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-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>	<b>Upper Limit 2024/25</b>
Maximum invested for a year or longer (vi)	£67.2m	£75m	£100m	£100m	£100m	£100m	£100m
(vi) Limits for future years to be reviewed on an annual basis.							