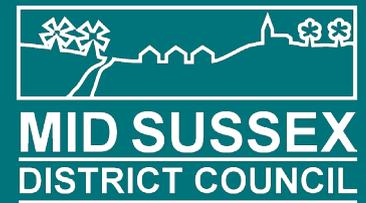


# Mid Sussex Corporate Plan 2009 - 2010





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# THE CORPORATE PLAN AND BUDGET REPORT 2009/10

<b>Contents</b>		<b>Tab</b>	<b>Page(s)</b>
	<b>Overview and Introduction</b>		<b>3 - 18</b>
<b>Section 1</b>	<b>Financial Background</b>	<b>1</b>	<b>19 - 32</b>
<b>Section 2</b>	<b>Revenue Budget</b>	<b>2</b>	
	Contents		33 - 34
2a	Summary of Revenue Budget		35
2b	Service Budgets & Service Plans		37 - 176
2c	Benefits		177 - 178
<b>Section 3</b>	<b>Capital Programme</b>	<b>3</b>	<b>179 - 208</b>
<b>Section 4</b>	<b>Reserves and Other Balances</b>	<b>4</b>	<b>209 - 212</b>
<b>Section 5</b>	<b>Financial Strategy, Medium Term Financial Plan &amp; Inflation</b>	<b>5</b>	<b>213 - 222</b>
<b>Section 6</b>	<b>Collection Fund</b>	<b>6</b>	<b>223 - 224</b>
<b>Section 7</b>	<b>Council Tax Levels</b>	<b>7</b>	<b>225 - 232</b>
<b>Section 8</b>	<b>Treasury Management and Prudential Code Indicators</b>	<b>8</b>	<b>233 - 236</b>
<b>Section 9</b>	<b>Glossary of Terms</b>	<b>9</b>	<b>237 - 242</b>



**CORPORATE PLAN AND BUDGET 2009/10****1.0 Overview**

- 1.1 Each year the Council is required to approve a Corporate Plan and Budget that shows how it will deliver its services and spend its financial resources in the following financial year. In last year's Corporate Plan, the Council set a number of success criteria to be achieved over a four-year period. 2009/10 will be the second year of this combined four-year service development and financial planning framework.
- 1.2 This Plan has been prepared in line with the Council's Constitution. The original draft proposals were considered by the Performance and Scrutiny Committee on 7 January 2009 and subsequently by Cabinet on 4 February 2009. This Plan adapts and up-dates the original proposals to take account of these discussions.
- 1.3 Service and budget planning has been very challenging this year. The global credit crunch has led to a serious downturn in the UK economy. In recent months, the Government and Bank of England have acted on interest rates, tax policy and other public spending, but it remains difficult to predict the likely length and depth of the recession. This makes accurate target setting and financial planning more difficult to achieve.
- 1.4 The Council is not immune from this economic turbulence as much of its spending is financed from income in fees and charges generated from its own services. There have not been any extra funds from Central Government to compensate (and we wouldn't expect to receive any). In fact, their grant to Mid Sussex has increased by 0.5%, which is well below the increase in the cost of delivering local government services so the Council is worse off in real terms.
- 1.5 Despite this, the proposals in this Corporate Plan and Budget would enable the Council to:
- Focus resources on its key corporate priorities and the issues set out in the draft Sustainable Community Strategy;
  - Continue to provide its existing range of services to local residents; while,
  - Keep Council Tax levels low when compared to other authorities in West and East Sussex;
  - Deliver significant procurement and efficiency savings;
  - Help to protect our capital reserves in the short term;
  - Continue to support local community organisations; and,
  - Mitigate the impact of the economic downturn (as it can currently be predicted).
- 1.6 It is recognised however, that the economic situation remains volatile and Cabinet will use its regular revenue budget management reports to closely monitor the on-going impact on the Council's services and consider any remedial actions required to ensure the budget will be delivered at year-end.

## 2.0 Introduction

The proposals in this Plan are based on two central principles:

- 1) The importance of protecting key services; and,
- 2) The need to address our capital reserves position.

### 2.1 Protecting Important Services

2.1.1 The Council's activities have an important impact on the quality of life experienced by local people – even more so when they may be experiencing financial pressures. Diagram 1 illustrates the scale and breadth of the services offered. Many are universal services (i.e. delivered to all residents) such as waste collection and street cleansing. Others are targeted at vulnerable groups, including the provision of housing benefit and the offering of housing advice for those at risk of becoming homeless.

2.1.2 The service plans in this document also show how the Council works with its partners to promote healthy lifestyles, attract inward investment (e.g. through town centre revitalisation), keep levels of crime low and secure other community benefits. This has enabled the District to be ranked 16<sup>th</sup> best place to live in the UK in the 2008 Halifax Quality of Life Survey. The Council's role, for example in ensuring that our streets are clean and our parks and open spaces are well presented, was a significant part of this assessment. Similarly, the Council's own survey last summer found that 85% of local people were satisfied with the area in which they lived.

2.1.3 We recognise the importance of these services to our residents and the service and budget plans for 2009/10 do not require service cuts or compulsory redundancies to be achieved. This should not be underestimated. Members will have seen reports showing that many other local authorities have had to withdraw services, shore up their revenue account through the use of reserves and/or make staff compulsorily redundant. As stated above however, Cabinet will need to continue to monitor this situation as events unfold and respond appropriately if the recession deepens further than expected.

Diagram 1: A Selection of the Range of Services Provided by the Council



## 2.2 Protecting Capital Reserves

- 2.2.1 The Council's reserves position is deteriorating and significant action needs to be taken this year to continue to address this situation. The Council needs to hold a minimum of £1.5 million in unearmarked reserves (in line with the Head of Finance and S151 Officer guidance) - not including funds such as Section 106 monies. The Council's reserves are principally derived from interest from investments and capital receipts. Unfortunately, the economic situation is squeezing both sources of income. Interest rates are now very low and significant capital receipts are unlikely to be secured in the short term (with the value of such assets also diminishing at this time).
- 2.2.2 This Plan sets out a mix of actions following consideration of the situation by Cabinet on 4 February 2009. These include reducing the size of the Council's capital programme and transferring some elements of the remaining programme into the revenue budget (although it is recognised that this places a further pressure on the revenue budget). Further detail is given in paragraph 7.5 and Section 3 of this Plan. Despite this, forecasts show that the Council will go below its minimum reserves position by the end of 2010/11.
- 2.2.3 In response to this, Cabinet agreed a policy of transferring savings, in excess of those budgeted from the Indoor Leisure Management Contract, to the general reserve in order to improve the Council's reserves position. However, in the medium term, it is recognised that the health of the Council's reserves position and its ability to fund even a modest capital programme relies on a combination of capital receipts being secured; secure income generating investments being made; and, interest income growing again.

## 3.0 **Context for this Service and Budget Planning Round**

### 3.1 The starting point for this Plan is:

- The Council is a low spending authority;  
Recent Audit Commission reports show that we were in the bottom 10% of district councils nationally in terms of our spending on services per head of population in 2007/08.
- Our Council Tax levels are low;  
We currently have the third lowest level across East and West Sussex.
- The Council has a good record of income generation;  
In 2007/08, approximately £12.1 million of the Council's income came from charging for our own services. This is significantly larger than the £8.4 million derived from council tax receipts and the £6.4 million from Government grant.
- We have a track record of delivering procurement and other efficiency savings. Recently published Government figures have shown that the Council has secured £2.6 million of such savings in the last three years. This is equivalent to twice that expected of us by the Government under their Gershon targets and has ranked the Council as 3<sup>rd</sup> best of all local authorities nationally for achieving efficiency savings as a proportion of the baseline budget. These efficiencies have included a reduction in overall headcount of 6% (equivalent to 33 staff) and a reduction in senior management of nearly 40% (a fall from 15 to 9 staff);
- The Council is using partnerships to deliver good services and increase capacity;  
For example, the recent re-tendering of the waste collection, recycling and street cleansing contracts has proved very successful. Similarly, the provision of housing benefit and revenues services through the innovative CENSUS Partnership with Adur and Horsham councils has already delivered efficiency savings and service improvements.

3.2 Against this background of cost control, the Council's performance is improving:

- The Council continues to deliver value for money;  
Our Use of Resources score is 3 out of 4 i.e. the Audit Commission have again assessed us as 'performing well and delivering value for money'.
- Our performance indicators are up;  
The Audit Commission's most recent rankings (for 2007/08) show we are 23<sup>rd</sup> out of 388 councils nationally in terms of rate of improvement on key measures of local authority performance in the last year. 37% of our indicators are in the top quartile compared to the national average of 33%.
- Resident satisfaction with the Council has increased;  
The Residents Survey (reported to Cabinet on 8 October 2008) showed that 64% of respondents were satisfied with the way the Council runs things. This was up from 48% in 2007 and would be 'equivalent to top quartile performance nationally';
- We have made good progress against the four year Service and Financial Plan that Council agreed last year (see Table 1 below).

**Table 1: Summary of Progress with Four-Year Service and Financial Plan**

<b>Whole Council Success Criteria (as set out in 2008/09 Corporate Plan)</b>	<b>Progress during 2008 i.e. year one of four in the Service and Financial Plan</b>
<b>Best in Class Services</b>	
Top quartile performance in BVPIs equivalent to that of district council's categorised as 'good' by March 2009 and thereafter rising in upwardly only increments to achieve BVPIs in top quartile equivalent to that of 'excellent' councils by March 2012.	There has been significant progress towards the four-year target. The Audit Commission report published on 3 December confirms that 72% of the Council's BVPIs had improved compared to the previous year. This ranked the Council as 23 <sup>rd</sup> out of 388 councils nationally for improvement - equivalent to being in the top 10% of all district councils on this measure. 37% of the indicators were in the top quartile compared to a national average of 33%.
Achieve 4 Charter Marks or equivalent national standards such as Investors in People by 2012.	The Council retained its Investors in People (IiP) accreditation following assessment in January. Since setting this goal, Charter Marks have been replaced by the national Customer Service Excellence award system. Three services have included work in their service plans for 2009/10 to identify how they can improve their customer service levels.
Have a succession plan in place for all managerial and specialist roles across the Council (46 posts).	This goal has been achieved. A succession plan is in place for all of the key managerial and specialists posts across the Council. It is reviewed every 6 months and targeted development opportunities are used to improve officer performance and readiness to take on enhanced roles. This is part of the Council's highly innovative talent management programme, developed in conjunction with Zurich Municipal, and which is featured by the IDeA as best practice.

<b>Whole Council Success Criteria (as set out in 2008/09 Corporate Plan)</b>	<b>Progress during 2008 i.e. year one of four in the Service and Financial Plan</b>
<b>Excellent Customer Services and Satisfaction</b>	
Overall resident satisfaction with the Council increased from 48% to 53% by March 2009 with upward only increases thereafter to achieve resident satisfaction equivalent to that of the top quartile of district councils by 2012 (approx. 60%).	These targets have been achieved. The Residents Survey conducted during summer 2008 found that 64% of respondents were satisfied with the 'way the Council runs things'. This is a significant improvement - equivalent to the Council being in the highest 25% of councils nationally when compared to the last BVPI Survey results in 2007.
80% customer queries to be resolved at first point of contact.	Significant progress has been made towards this goal. The new customer contact centre is fully operational. It is currently exceeding its target by handling 84% of its customer queries at first point of contact. In a recent survey, 89% of customers said they had obtained the information they had sought on their visit to the Oakland reception.
Fully Transactional web site in place enabling the Council to provide a 24/7 service for information, on-line payments and bookings.	Significant progress has been made against this objective. The Council's web site has been redesigned and meets all government accessibility criteria. A range of electronic forms have been introduced to enable people to access services 24/7 and this programme will be rolled out further during 2009/10. Use of the Council's web site is significantly higher than previously.
<b>Sustainable Finances</b>	
Achieve sustainable equilibrium between income and revenue expenditure by 2012 or before	This report presents proposals that if accepted by Members will achieve a balanced budget for 2009/10. The Council now has a robust medium term financial plan (see Section 3 of this report) and an indicative 20-year financial projection. The economic downturn has however presented the Council with significant challenges that are set out in this report.
Achieve sustainable capital position in order to fund agreed capital programme	The Council's capital position is under pressure and this Plan contains a number of initiatives to address this position so that the Council can continue to fund a modest but important capital programme. Longer term, the health of the capital programme is dependant on realising some capital receipts and increased investment income.
Achieve year on year efficiency savings of 3%	The Council has exceeded this target for the last three years securing £2.6m of efficiency savings through better procurement, improved systems and reduced staff costs. This represents approximately twice the amount expected of the Authority under the Gershon targets and ranks the Council as 3 <sup>rd</sup> best nationally in recent Government figures.
Achieve an overall 4 out of 4 for our annual Use of Resources (Audit Commission judgement) by 2012	The Council has secured a 3 out of 4 Use of Resources score following the annual Audit Commission review with improved scores in the previously weaker areas.

<b>Whole Council Success Criteria (as set out in 2008/09 Corporate Plan)</b>	<b>Progress during 2008 i.e. year one of four in the Service and Financial Plan</b>
<b>Excellent Reputation</b>	
Achieve 5 national awards and/ or national recognition by 2012 (e.g. finalists in 'Council of the Year')	This has not been area that has been prioritised in the first year of the four-year plan. However, national awards have been achieved by a range of services, for example: - the street scene mobile working project was runner up in the 2008 Local Government IT Excellence Awards and won a Good Communications Award; - two additional Park Mark awards have been achieved bringing the total to nine; and, - our Ancient Woodland Survey achieved a Green Apple Gold award.
2 town centre revitalisation schemes under construction within the District by 2012	There has been good progress on the Better Mid Sussex project. A development agreement has been substantially concluded on the East Grinstead town centre scheme. Concept scheme has been received for Burgess Hill Town Centre. Cabinet have agreed to proceed to the development agreement stage on the Haywards Heath Station Quarter scheme.
Positive Direction of Travel statement in the Annual Audit and Inspection Letter	The Council will receive feedback from the Audit Commission on its Direction of Travel Statement in March 2009.

3.3 However, the financial environment in which the Council has to operate for the foreseeable future is very challenging for a number of reasons:

- While inflation is falling rapidly at present, some costs of delivering local government services, that the Council has limited ability to influence, continue to rise such as energy costs, contractual arrangements, and the national pay award.
- Recent revenue budget management reports to Cabinet have reported falls in leisure centre, land charges and building control income. Fees and charges are a crucial element of the Council's budget, about 27% of the Council's gross income. The equivalent of a fall of 10% across the board next year would immediately create a budget gap of over £1million. Such a drop in income has not occurred to date but the impact of the recession on all the Council's income streams is being monitored closely.
- Government grant to local authorities, which represents only 10% of the Council's overall income, is not matching our increased costs and, given recent Ministerial announcements, we must expect future Government spending rounds to be very tight especially in areas not having high levels of deprivation such as Mid Sussex. For 2009/10, the Government Settlement has increased by the minimal 'floor level' of 0.5% compared to the previous year, equating to £6,435,473, rising by a further 0.5% in the provisional settlement for 2010/11.

#### **4.0 Ensuring the Council has Clear Priorities**

4.1 The challenging economic conditions will require Council to make difficult decisions in this service and budget planning round. There are no easy or painless options. It is important therefore that the Council ensures it's spending reflects its priorities.

4.2 The recent public consultation exercise on the draft Sustainable Community Strategy elicited more than 500 responses. There was overwhelming support for the four themes proposed as key priorities in terms of the longer-term challenges the Council and its partners must help address. These priorities are:

- Protecting and Enhancing the Environment;
- Ensuring Cohesive and Safe Communities;
- Promoting Economic Vitality;
- Supporting Healthy Lifestyles.

4.3 The Council also reassessed its own corporate priorities during the summer. An independent market research company was commissioned to conduct interviews with a substantial sample of local residents in line with the demographic profile of the District. There was overwhelming support for each of the Council's priorities as follows:

- 92% support for 'delivering efficient and effective services';
- 90% support for 'improving, protecting and enhancing the local environment';
- 89% support for 'supporting strong, safe communities';
- 85% support for 'creating opportunities and improving the quality of life for all residents';
- 80% support for 'encouraging healthy and active lifestyles';
- 79% support for 'creating distinctive and sustainable towns and villages';
- 77% support for 'providing strong community leadership'.

4.4 Furthermore, the survey found that:

- 52% of respondents believed the Council provided value for money; and,
- 68% of respondents said they would support an increase in Council Tax levels equivalent to inflation if it ensured current service levels were maintained.

4.5 Given the results of these surveys, it is not considered appropriate to amend the Council's corporate priorities. They remain unchanged under the three overall themes of:

- Better Environment;
- Better Lives;
- Better Services;

4.6 The service plans and budgets in this report have been developed to achieve these priorities (see Table 2 below) with four areas receiving greater attention (though not increased budgets). These are:

- Inward investment/Economic Development

The Performance and Scrutiny Committee considered its scrutiny review into this area at its meeting on 11 February 2009. Members confirmed that the Council has a vital role in encouraging investment into the District and requested a 'step change' in the priority given to economic development. The findings from this study will be implemented. The Better Mid Sussex partnership remains a priority, potentially leading to £500 million of such investment, including improved retail offers, public spaces, and the provision of affordable housing. The Council will continue to use its planning powers to facilitate business activity and play a lead role in the promotion of the Gatwick Diamond as a 'world class' area for business, thereby promoting local jobs, enterprise and improved skills.

- Sustainability

The Council will further build on its work in promoting sustainability both in Council activities and across the District. We will deliver the Sustainable Energy Action Plan that has emerged from our work as the sole South East pilot with the Energy Savings Trust. The Council has actively supported the County Local Area Agreement target on reducing carbon emissions and will use our website, for example, to provide practical advice to local people on how to insulate their homes and other such subjects.

- Customer Service and Communications

The new Business Unit for Customer Service and Communications is now in place with the projected savings in staffing and costs of Mid Sussex Matters secured. Initiatives such as the re-designed website, the publication of an A-Z of Council Services, and the introduction of the Town and Parish Council newsletter will help to promote wider awareness of Council services and how they can be accessed by residents. The team will also be centrally involved in the Council's campaigning work (e.g. to protect local health services); the marketing of key services to keep income levels up; and, the promotion of the District as a good place for business.

- Partnership Working

The Council successfully uses partnerships with commercial organisations, voluntary and community groups, and other local authorities to achieve service improvements, improve resilience and secure cost savings. Work will be completed during 2009/10 to ensure the Council is still getting value for money from its key partnerships and that the potential risks associated with the approaches being taken, continue to be well managed. Where partnerships are not being productive, remedial action will be taken.

**Table 2: Key Service Objectives and Projects for 2009/10**

<b>Corporate Priority</b>	<b>Key Initiatives for 2009/10</b>
Healthy Lifestyles	<ul style="list-style-type: none"> <li>• Deliver projects through the Healthy Mid Sussex partnership to reduce health inequalities in the District</li> <li>• Increase leisure participation rates by a further 1%</li> <li>• Continue to deliver skate park and playground improvements to provide further opportunities for safe and stimulating play</li> </ul>
Opportunities and Quality of Life for All	<ul style="list-style-type: none"> <li>• Extend the successful Life Show programme for older people in the north of the District, increasing the number of people being helped to live independently by 50%</li> <li>• Introduce a Choice Based Lettings scheme to enable those in housing need to have more influence over how their needs are met</li> <li>• Establish a Youth Council for the District to enable a greater number of young people to be more involved in the democratic process and local issues</li> </ul>
Strong, safe Communities	<ul style="list-style-type: none"> <li>• Continue to work through the Crime and Disorder Reduction Partnership to keep crime levels amongst the lowest in the country</li> <li>• Provide advice on managing debt and other financial pressures on the Council's web site</li> <li>• Provide advice and support for the increased number of people at the risk of becoming homeless</li> </ul>
Quality and Sustainable Environment	<ul style="list-style-type: none"> <li>• Deliver initiatives to reduce the Council's carbon foot print including providing advice to building control customers on methods of reducing CO2 emissions in building construction</li> <li>• Increase green waste recycling rates through extending kerbside green waste collection</li> <li>• Further roll-out mobile working in the multi-agency street-scene team, to include Sussex Police and others, to tackle environmental crimes (such as fly-tipping and graffiti) and antisocial behaviour rapidly</li> </ul>
Distinctive and Sustainable Towns and Villages	<ul style="list-style-type: none"> <li>• Continue Better Mid Sussex partnership with development agreements negotiated for Burgess Hill and Haywards Heath</li> <li>• Receive planning applications for two BMS schemes</li> <li>• Work with local business support agencies and across the Gatwick Diamond to encourage economic development in the District</li> </ul>
Efficient and Effective Services	<ul style="list-style-type: none"> <li>• Increase the range of services being handled through the customer contact centre, resulting in faster and more efficient call handling, and increased customer satisfaction</li> <li>• Complete the introduction of 'Scores on Doors' to inform residents of the environmental health quality rating of local food premises</li> <li>• Continue to improve performance in our revenues and benefits services through leadership of the CENSUS shared services partnership with Horsham and Adur councils</li> </ul>
Strong Community Leadership	<ul style="list-style-type: none"> <li>• Continue to lobby to protect local health services</li> <li>• Lead the refreshed Local Strategic Partnership in delivering the targets in the new Sustainable Community Strategy for the District (once approved)</li> <li>• Plan for and respond to emergency situations in a more resilient way through partnership arrangements with Crawley Borough Council</li> </ul>

## 5.0 The Role of Members in Preparing this Corporate Plan

- 5.1 This Corporate Plan was prepared in line with the Council's Constitution and corporate planning process (which has been praised by the Audit Commission). It represents the Cabinet's recommendations to Council following their own consideration on 4 February 2009 of the comments of the Performance and Scrutiny Committee on 7 January 2009.
- 5.2 The original draft Corporate Plan also described the role of the cross party Service and Financial Planning Working Group in the lead up to its publication in December 2008. The Plan also benefited from the comments of Members who attended the 'briefing sessions' at the turn of the year.

## 6.0 Format of the Corporate Plan

- 6.1 The remainder of this introduction will briefly describe the main elements of the service plans and budget for 2009/10, indicating amendments made since the original draft proposals were considered by Performance and Scrutiny Committee.
- 6.2 In Section 2, a short narrative explaining the main initiatives to be implemented in each business unit/ service area is supported by a list of key performance indicators under each success criteria, so the proposed performance levels for each service are transparent. Similarly, a summary of each business unit's operating budget (income and expenditure) is included in table format. These have been amended from the figures shown in the original report to Performance and Scrutiny Committee to show internal recharges.
- 6.3 The remaining sections of this report includes supporting financial information on matters such as use of reserves, investments etc in the usual manner.

## 7.0 Main Pressures on the Council's Revenue Budget 2009/10

### 7.1 Inflation

It is estimated that the Council will experience inflationary pressures totalling a net figure of **£651,000** in 2009/10. The main areas of increase are:

- The energy market remains volatile and the Council's fuel costs are estimated to rise by £99,000 in 2009/10 as highly favourable contracts come to an end and new terms need to be negotiated;
- It has been custom and practice in recent years to increase charges in leisure by the rate of inflation. Health and fitness membership is a vital aspect of the Council's income from its leisure centres but the current economic conditions suggest there would be adverse effects if this were done again this year. Keeping such membership rates at 2008 prices represents a pressure of £33,000;
- The Council is bound by the results of the national NJC pay award. The pay claim for both 2008/09 and 2009/10 remains unsettled although an interim payment of 2.45% has been made for the current year. The draft proposals assumed a pay settlement of 2.75% per annum, representing a revenue budget pressure of £429,000 on the 2009/10 budget. However, with inflation continuing to fall rapidly, it seems a more prudent provision would be 2.25%, representing a reduction in the pressure of £78,000 to £351,000; and,
- The Council is bound by index linked rises in costs within its major contracts for key services such as waste collection, recycling, building maintenance, and street cleansing. This represents an additional pressure of £186,000.

Further details of the inflationary impact on the Council, including on discretionary charges, are set out in Section 5.

## 7.2 Staff Turnover

Reports to Cabinet during this financial year have highlighted that the provision for staff turnover included in last year's Corporate Plan has been affected by the economic conditions and the recruitment market is not expected to get better during 2009/10. Moreover, it will be difficult to achieve such a level of turnover if overall Council staff numbers are substantially reduced because indoor leisure staff are transferred to an alternative leisure provider. A reduction in this turnover provision equivalent to **£115,000** is therefore included in this Plan.

## 7.3 Essential Investment

Every effort has been made to ensure the Council's base costs are kept under control and budget pressures are managed within business unit/service budgets. This has kept additional investment down to **£77,000** consisting principally of £20,000 required so that necessary provision is made for the cost of future elections; £10,000 for essential maintenance of the UNIFORM software system through which we deliver our development control service; £13,000 to support increased credit card payment security; £11,000 for noise monitoring equipment in environmental health; and, £15,000 to complete necessary property valuations.

## 7.4 Impact on Income

As previously stated, it is very difficult to predict the impact of the economic downturn on future income streams. Following careful analysis of what is happening with income levels this year and how other local authorities are assessing market conditions, the projected effects on income levels included in Plan total **£379,000**. This is £100,000 higher than the original proposals to take account of additional income falls now predicted for the building control service (although a commensurate level of cost savings have also been included in this Plan). Taking each affected service in turn, the predictions are as follows:

- Development control income down by 10% equating to £74,000;
- Car parking income down by 5% equating to £100,000;
- Building control income down by 16% equating to £100,000;
- Outdoor leisure facilities down by 10% equating to £20,000; and,
- Land charges down by 25% equating to £85,000.

At present, other service areas are not currently projecting falls in income that cannot be managed fully within existing budgets. It is recognised however, that the volatility of current conditions means that this may change and at that time, adjustments to the budget will need to be put forward through Cabinet as part of the revenue budget management process in the usual way.

## 7.5 Protecting Reserves

The Plan includes a range of measures to protect the Council's reserves by a total of **£752,000**. This will have a commensurate impact on the revenue budget in 2009/10. These are:

- The transfer of some projects currently paid for out of the capital account into revenue and the reduction of the capital grants pot by £50,000. This would represent a revenue budget pressure of £150,000 in 2009/10 but protect the Council's reserves by the same amount. The grants allocation for next year would still be £303,000;
- Similarly, the transfer of the cost of meeting legacy pension obligations from reserves into revenue. While these costs are decreasing each year, such an action would represent a revenue budget pressure of £202,000 in 2009/10 but protect the Council's reserves by the same amount;
- Reducing the amount of capitalised salaries set against the Better Mid Sussex Partnership reflecting the fact that the project is moving into its next phase. It is recommended that this is budgeted at £150,000 per year from 2009/10 representing a revenue budget pressure of £150,000 but a commensurate reduction in the pressure on reserves; and,
- Fund asset maintenance (i.e. the Repairs and Renewals Fund) from revenue rather than by interest on reserves. This would be a burden on the revenue budget of £250,000 next year but again protect the Council's reserves by the same amount.

7.6 The total of these pressures and funding adjustments amounts to a large 'projected revenue budget gap' in 2009/10 of approximately £2 million if no action was taken.

## 8.0 **Main Actions to Bridge the Budget Gap**

8.1 The key service or budget changes being proposed to bridge this projected revenue budget gap are listed below. They are primarily a mixture of procurement and efficiency savings (totalling £1,097,000) and additional income generation (totalling £815,000).

### 8.2 Alternative Leisure Management Arrangements

By the time that Council considers this Plan, Members will have considered the full evaluation of tenders in the procurement of alternative management arrangements for its five indoor leisure centres at its meeting on 25 February. If Members approve new arrangements, this procurement process is expected to yield savings of **£500,000**, primarily through a reduction in NNDR payments, while protecting current service levels and reducing the Council's risk to falling income. In addition, at its meeting on 4 February, Cabinet agreed a policy that any savings in addition to this amount would be put into reserves (see paragraph 2.2.2).

### 8.3 Reduction in Central Support Costs

In the event of Council successfully procuring an external provider for the management of its indoor leisure services, this Plan will also secure knock-on reductions in central support costs. This would reflect the reduced requirement for services such as finance, legal, ICT and personnel as the leisure business and its staff become the responsibility of a contractor from July 2009. Initially financial projections suggested this could amount to a £100,000 saving in 2009/10 but further work has identified that an additional £150,000 can be sought. A significant proportion of these additional savings will be obtained from a reduction in the running costs of ICT systems and infrastructure. However, Members should be aware that the full benefit of these efficiencies will only be realised in 2010/11 as the £100,000 released by Council to finance the procurement of an external leisure provider in the current year needs to be paid back to reserves in 2009/10. Therefore the impact of this next year is an additional **£150,000** of efficiency savings.

#### 8.4 Additional Budget Reductions

The Plan will also secure further efficiency savings of **£297,000**. These are mostly the result of identifying mitigating actions in those services projecting falls in their income next year (see paragraph 7.4 above). The principal variations are savings of £74,000 in development control (through the management of vacancies); £20,000 in outdoor facilities (mostly through utility savings); £47,000 in the parking service (from the reduction in discretionary budgets); £100,000 in building control (through appropriate cost control); and, £48,000 from contract savings and the re-programming of works in the landscapes section.

#### 8.5 Dolphin Payback

The Dolphin payback to reserves will cease creating a saving on the revenue budget of **£100,000**. This is predicated on the Council's move towards alternative leisure management arrangements so is subject to Members' approval of the necessary contractual arrangements in February. Whilst this measure has the effect of reducing the burden on revenue, it does leave the reserves position worse off by a similar amount. However, the action set out above to transfer the cost of meeting the legacy pension obligations from reserves into revenue budget will fully mitigate this effect (in fact, the net benefit to reserves of the two actions is £102,000).

#### 8.6 Increases in Fees and Charges

8.6.1 It is recognised that the Council already secures a significant proportion of its income from charging for some of its services and that unreasonable increases in such fees could be counter productive in the current economic climate (hence for example, the proposals to keep health and fitness memberships at 2008 prices described above). However, there are a number of opportunities for increasing fees and charges as set out below:

8.6.2 Increase in parking charges accruing additional income of **£674,000**;

Parking charges have not been revised for over four years and are among the lowest, if not the lowest, in Sussex (especially for long stays over 4 hours). In that time, the effects of inflation has meant that the level of income has reduced substantially in real terms putting significant pressure on the Council's revenue budget. A review has been undertaken of the charging regime for the service. Its terms of reference were to examine ways in which charging may be used not only to raise income, but to improve the availability of spaces by making more efficient use of both short and long stay car parks.

A large number of options for achieving these objectives have been discussed – initially in the Service and Financial Planning Working Group, through Performance and Scrutiny Committee and Cabinet where a final shortlist of three options were debated. The Cabinet portfolio holder and other Members have also spoken widely with local traders on the matter. Furthermore, in designing the new fee structure in this Plan, it was noted that, at the time of preparing this Plan, there has not been any reduction in parking income to date despite the economic situation.

The relevant Service Plan provides the full list of new prices and further background material. However, for example, when compared to the proposals placed before Performance and Scrutiny Committee:

- There is a reduction in the long stay fee (over 4 hours) in long stay car parks from £5 to £4. While this increase is large in percentage terms, the new rate is still one of the lowest long stay rates in the area.
- Short stay users will see the 0-1 hour fee remains the same at 60 pence. If the fee had been merely increased by inflation since the last price rise, it would now be set at 73 pence. The 0-1 time band currently accounts for 48% of all tickets sold in the Council's car parks, so retaining the charge at existing levels will mean that nearly 50% of car park users will be unaffected by these price changes.

- The prices in the middle time bands are increased. The fee for a 2-3 hour stay would go up from £1.20 to £2.00 for short stay.
- The clearer price differentiation between long and short stay parking is retained for stays of more than 4 hours so that short stay car parks are less likely to be clogged up by long stay vehicles. This would potentially generate additional spaces for use by shoppers and others wanting to spend a shorter time in the town.

Finally, it is recognized that the introduction of new parking charges may lead to a short-term reduction of income. However, this is not expected to continue unless the economic downturn bites much deeper than currently anticipated. The budget contains an estimated fall off in income of £100,000 (accounted for in paragraph 7.4 above) i.e. a net increase in income from parking of around £600,000 in 2009/10.

8.6.3 Increase in garden waste fees accruing additional income of **£50,000** and the impact of increases in customers equivalent to an additional **£40,000**;

The green waste service, which provides residents with a bin for the collection of compostable material, has been very popular and is the most successful service of its type in the County. The service now has approximately 11,000 customers. It was introduced in 2006 and was initially conservatively priced at £35 per annum. This increased to £40 in April 2008. Anecdotally, there is evidence that this represents very good value for money – especially as the bin was provided as part of the initial fee and that the price increase last year did not prevent the number of users from continuing to increase. An increase to £45 from April 2009 does not seem excessive when a purely inflationary increase would increase the price to £42. The £5 per household increase to £45 would generate an additional £50,000 per annum (once the costs of implementing the change are considered). In addition, the impact of increases in use of the service will generate an additional £40,000 above that originally budgeted for.

8.6.4 Increase in pre-planning advice fees (for commercial customers only) accruing additional income of **£25,000**;

This charge was introduced in 2006 and has proved to be successful. It is only aimed at commercial customers and is not levied on householders. Members will be aware that it was cited as best practice in the 2007 Audit Commission study 'Positively Charged'. The increase in fees would be expected to generate an extra £25,000 in 2009/10 and beyond. In considering this increase, Members will be aware that the cost of this service to a developer, when compared to the financial risks they would accrue by presenting an unsuitable scheme for planning, are very small. It is still therefore regarded as good value for money for the commercial customers it would affect.

8.7 Temporary Reduction in Value Added Tax

The Government's announcement reducing VAT rates to 15% for 13 months from the 1 December 2008 will affect some aspects of the Council's pricing. For 2009/10, there will be a nine-month effect of this decrease. It is intended to pass on the full benefits of this change directly on items such as leisure centre charges. However, this is not always practical, such as in the case of car parking fees, where we cannot charge 58.5 pence rather than 60 pence for a ticket say. In this case, the surplus in parking income created by the VAT reduction (and taking into account the expected increase in income from the new fees) will be approximately **£36,000** and will be used to offset almost 0.5 percentage point of the council tax increase.

## **9.0 Council Tax Levels for 2009/10 and Beyond**

- 9.1 The Council does not want to raise Council Tax levels any higher than is strictly necessary especially in the current financial climate. The Mid Sussex District Council proportion of the overall council tax bill received by a local resident is usually in the order of 10% of the total amount (the remainder going to the County Council, Sussex Police and the relevant town or parish council).
- 9.2 When considering the level at which Council Tax should be set for 2009/10, a number of considerations have been taken into account. The original report considered by Performance and Scrutiny Committee proposed a 4.9% increase. This would have been financially beneficial to the Council (as a 1% increase on the previous year in Mid Sussex raises approximately £80,000). It also would have been under the Government's capping regime of 5% and in line with inflation rates at the time.
- 9.3 However, since then the rate of retail price inflation has fallen considerably from the high levels in September 2008 of 5.2% and is predicted to fall further. Opportunities to bear down on the increase have also been identified in terms of the VAT reduction (see paragraph 8.7) and the reduction in provision for the national pay award (see paragraph 7.1).
- 9.4 Taking each of these elements into account, Council Tax would be increased by just over 9.5 pence per week or £4.95 per annum on an average Band D property. This equates to 3.5% and would raise £8,295k per annum (allowing for the effects of the increase in council tax base of 0.72%).
- 9.5 According to a recent LGA survey, such an increase would be in line with expected increases nationally and a little lower than the average expected for authorities in the South East. It would also mean that council tax levels in Mid Sussex would continue to be the third lowest in East and West Sussex.
- 9.6 A further adjustment to the papers considered by Performance and Scrutiny has been made. This is to set an indicative council tax increase figure for the next few years in the Medium Term Financial Plan of 2.5% per annum. This would be for planning purposes only (as the Council formally sets council tax levels each year) but it does reinforce the Council's continued commitment to bear down on council tax increases.

## **10.0 Overall Financial Summary**

- 10.1 The financial impact of all the service plan and budget decisions in this report on the 2009/10 revenue budget are summarised in next Section of this report. This needs to be read in conjunction with the Medium Term Financial Plan in Section 5.

**11.0 Managing Changing Circumstances**

- 11.1 The length and depth of the economic downturn cannot be precisely predicted at this time. It is therefore imperative that its impact on the Council's income levels in particular is regularly and carefully monitored through the year. There is an amount under Balance Unallocated of £31,000. This is in line with the amounts set in previous years and provides a small degree of flexibility in managing the budget through the year. In the usual way, savings accrued during the year will be used to offset any unavoidable budget pressures. However, officers will continue to ensure there is tight cost control across all service areas.
- 11.2 Where the economic situation does deteriorate further than anticipated in this Plan, Members will be presented with appropriate mitigating actions through the regular budget management reports considered by Cabinet. These will initially focus on areas where volumes or workload has reduced. However, given the Council's financial position, any such mitigating actions are likely to include options for service cuts. Certainly, any falls in income must be balanced by equivalent reductions in expenditure to ensure a balanced budget is delivered at year-end.

## FINANCIAL BACKGROUND

### 1.0 REVENUE BUDGET

#### 1.1 Introduction

1.1.1 This section of the report describes the calculation of the budget to support day to day spending and Cabinet's recommendation for council tax for 2009/10, together with an outline of the key issues in constructing the budget for 2009/10.

#### 1.2 Draft Budget

1.2.1 A budget guidelines report was presented to Cabinet in July 2008. This established the principles to be adopted when constructing the draft budget. The draft setting out the forecast budget position for 2009/10 was then published for consultation during December 2008. The key features of the draft are as described in the following paragraphs.

#### 1.3 Net General Inflation

1.3.1 Inflation is the extent to which the base budget should be increased to account for normal price increases in both expenditure and income. A detailed examination of the inflation requirement estimated the net total to amount to £651,000. Details of the inflation rate to be applied to each element of the budget is set out in Section 5 of this report.

#### 1.4 Efficiency Savings

1.4.1 The authority's record for efficiency savings is extremely good and it has generally achieved the targets set each year whilst greatly exceeding the mandatory targets set by the Government. This was confirmed by the compulsory inclusion of relevant information on the 2009 Council Tax bills; we are the third most efficient authority in the country.

1.4.2 It is expected that 2009/10 will be no exception and the target to be reached to achieve a balanced budget totals £750k across a narrower range of services than previous years. These are set out in the individual service pages in Section 2 but can be summarised in table 1 below:

<i>Description</i>	<i>£'000</i>	<i>Original Estimate 2009/10 £'000</i>
<b>Restructure</b>		
Organisational Development	50	
Finance	50	100
<b>Efficiencies</b>		
Alternative Leisure Management - NNDR	500	
Contracts Section	50	
ICT –savings on systems & infrastructure	100	650
<b>Total proposed efficiency savings</b>		<b>750</b>

## 1.5 Pensions

There are no particular issues to note in respect of the Council's pension position for 2009/10. The next revaluation on the overall fund is in 2010, which will impact upon the budget position in 2011/12. Although it is not an issue for this year, it is widely expected that the deficit position on the fund will have worsened which means that pension contributions will have to increase again.

Members wishing to know more about the authority's pension fund are invited to seek further information from the Head of Finance.

## 1.6 Repairs and Renewals Reserve

The draft budget contained information relating to the financing of expenditure under this heading. For 2009/10 and beyond, all revenue expenditure formerly made from reserve is being built into the revenue budget with the aim of protecting reserves and to show services at full cost.

## 1.7 Procurement

Again, the treatment of procurement in this corporate plan has been much heralded in that it is proposed to drop Procurement as a separate efficiency workstream. Much of the work that drives efficiency is actually good procurement practice yet we are categorising it as service savings and thereby failing to meet our self-set targets. For this year therefore, Procurement is being treated as a support to service review and efficiency and will not be accounted for separately. However, information will still be provided to enable scrutiny of the role within the Council's support service portfolio.

## 1.8 'Better Mid Sussex' Project

- 1.8.1 The budget includes the capitalisation of Officer salaries in the amount of £150,000 arising from the Town Centre revitalisation project. The effect of this is to reduce the revenue budget and move the cost to the Capital Programme. This is consistent with the accounting practice of the last three years and will continue whilst the project itself continues.

## 1.9 Other Items

### 1.9.1 *Balance Unallocated*

This is the amount which acts as flexibility in managing the budget during the year. For 2009/10 a relatively modest sum of £31k can be retained for this purpose.

### 1.9.2 *Benefits*

This is the net benefit arising from delivering the Benefits service on behalf of the Government. It is not expected that the overall position is significantly changed from last year.

### 1.9.3 *Housing and Planning Delivery Grant (HPDG)*

This of course is the replacement to Planning Delivery Grant. Since 2006, the strategy has been not to budget for receipt of this grant, but to treat it as 'windfall' income as and when it is awarded. Since the HPDG is now linked to housing delivery and this is dependent upon the economy amongst other factors, such an approach remains prudent and will not be varied for this year.

#### 1.9.4 Local Authority Business Growth Incentive Scheme

2007/08 was the last year of the 'old' scheme and 2008/09 has seen no LABGI monies awarded. The Government has consulted on a new, more regionally based, scheme for 2009/10 and on, but this has yet to conclude. Accordingly, there are no assumptions of income built in to the 2009/10 budget.

### 1.10 Local Authority Finance Settlement 2009/10

1.10.1 The Final Settlement was laid in Parliament on 21<sup>st</sup> January 2009 and resulted in a 0.5% or £32k increase in Formula Grant in cash terms. This confirmed the figures originally published with the 2008/09 settlement in January 2008.

1.10.2 The settlement for 2009/10 is the second year of a three-year settlement. Both this year and the previously announced provisional settlement for the final year (2010/11) are at the 'floor' for district councils with increases of merely 0.5% per annum.

### 1.11 Budget Requirement and Council Tax

1.11.1 Cabinet considered the overall position for 2009/10 on 4<sup>th</sup> February 2009 and recommended a council tax increase of 3.5%, a band D of £145.89.

## 2.0 OVERVIEW OF THE REVENUE BUDGET 2009/10

2.1 An overall view of the budget for 2009/10 is shown in table 2 below, and detailed in Section 2.

	£'000
<b>Service Net Expenditure</b> (excl Capital Charges and Specific Items*)	15,097
Balance Unallocated	31
	<hr/>
Council net expenditure	15,128
Efficiency savings through new Alternative Leisure management arrangements	(500)
Balance of efficiency savings in support services	(42)
Capital schemes to be financed from revenue	100
Better Mid Sussex Capitalised salaries	(150)
Provision for pay award 08/09 settlement at 2.75% (2.45% built in)	45
Payback to reserves (re Alternative Leisure Management project)	100
	<hr/>
<b>Revenue Spending / Budget Requirement</b>	14,681
Formula Grant :	
Business Rates (from the Pool)	(5,228)
Revenue Support Grant	(1,207)
Collection Fund deficit	49
	<hr/>
<b>Income from council tax</b>	<b>(8,295)</b>
	<hr/> <hr/>

\* Refer to glossary for definitions

NB. Figures shown to nearest £'000 therefore subject rounding variations

### 3.0 CAPITAL SPENDING

- 3.1 A list of projects proposed for 2009/10 which will contribute to achieving the Corporate Plan are detailed in Section 3 of this report. In summary, the main allocations are set out below:

	<i>£'000</i>	<i>£'000</i>
Non-Housing Projects		
Allocated for major Capital Renewals	500	
Other new projects	610	
	<hr/>	
Housing		1,110
Housing Renewal Assistance	650	
Unallocated Funding – Affordable Housing	500	
	<hr/>	
		1,150
		<hr/>
Total programme for 2009/10		<u>2,260</u>

- 3.2 Table 4 below shows how the proposed programme will be financed.

	<i>£'000</i>
Capital Grants	
(re. Housing renewal assistance- 50% financed from central govt)	348
S106 Agreements	256
Section 106 monies for Affordable Housing	500
Housing and Planning Delivery Grant	16
Third Party contributions	33
Big Lottery Fund	50
Use of General Reserves / interest	1,057
	<hr/>
<b>Total Capital Spending 2009/10</b>	<u>2,260</u>

- 3.3 The current Capital Programme is shown in Section 3 and includes the items above.

#### 4.0 INDICATORS UNDER THE PRUDENTIAL CODE

4.1 A fundamental principle of the Prudential Regime is that it is for the Council itself to decide the best means for undertaking capital investment and the investment of its cash assets. To assist local authorities in this and to ensure transparency and accountability to the wider community, the Code requires the calculation and publication of indicators. These indicators show that the Council has remained within its own boundaries of prudence in undertaking capital investment and its treasury management. The indicators are not for comparison between local authorities.

4.2 The code requires a calculation of the indicators for the next financial year and at least the two following years, based on reasonable estimates. After the year-end, the actual figures need to be shown. All indicators are to be monitored throughout the year.

4.3 The categories for indicators are:

a) Capital Expenditure

The Council, when preparing its future capital investment plans, is required to consider how the expenditure is to be financed, and whether that finance is sustainable and affordable.

b) Treasury Management

The Council has adopted the key recommendations of CIPFA's Treasury Management in the Public Services. In accordance with the Treasury Management Policy document, the Council's authorised overall borrowing limit is £5m, and applies to periods of less than one year. This is to cover temporary cash flow shortages arising from day to day operations. The authorised borrowing limit is reviewed each year (see Treasury Management – Section 8).

The Prudential Code indicators for Treasury Management relate to the key risk areas in respect of changes to fixed and variable rates. The Treasury Management Practice (TMP1) - Treasury Risk Management refers to 'Interest rate risk management', and states that 'where considered appropriate, deposits will be placed on the basis of a fixed interest rate throughout the term. Interest earnings on such deposits will, therefore, not be subject to fluctuations in interest rates.' It is proposed that the indicator is set so that a maximum of 95% of lending is at fixed rates and a maximum of 25% is at variable rates.

The Council has also opted to invest for terms in excess of 364 days. Again, this is in accordance with existing practice. At any one time, the maximum level of this investment is not expected to exceed 20% of the average sum available in any year.

4.4 The indicators are shown in Section 8.

## 5.0 RESERVES & OTHER BALANCES AND TREASURY MANAGEMENT

- 5.1 Estimated reserves and other balances for the current year (2008/09) and 2009/10 are summarised in table 5 below and are detailed more fully in Section 4.

	2008/09		2009/10	
	<i>Revenue/ Unapplied grants £'000</i>	<i>Capital £'000</i>	<i>Revenue/ Unapplied grants £'000</i>	<i>Capital £'000</i>
Balances at 1st April	10,149	1,708	10,462	14
Additions during the year	3,326	14	1,328	11
Less proposed utilisation	(3,012)	(1708)	(3,671)	-
Estimated balances at 31 <sup>st</sup> March	10,462	14	8,119	25

- 5.2 The management of the Council's cash balances (which include the effect of cash flow and Collection Fund transactions) is carried out within the framework of the Treasury Management Policy, which adheres to the CIPFA Code of Practice. This Code requires the Head of Finance to report on the strategy for the coming year. The proposed strategy is detailed in Section 8 together with the borrowing limits required to be approved by the Prudential Code under the Local Government Act 2003.

## 6.0 MEDIUM TERM FINANCIAL PLAN

- 6.1 The Medium Term Financial Plan supports the Financial Strategy and projects spending and income for the period to 2012/13 based on current assumptions. The Plan also indicates the Council's cash balances at the end of each year. A summary is shown at Section 5. The plan is important in understanding the future effects of current decisions and included in the statement are projected council tax levels. Whilst it has been the practice for a number of years to include projected council tax increases, this practice now also enables compliance with the Prudential Regime.
- 6.2 The expenditure and income projections in the Medium Term Financial Plan are based on likely commitments apparent at the present time. It is important to note that they do not dictate the estimate for any particular year. Their purpose is to provide a view of the Council's likely financial position for the period of the plan. The figures making up the plan will need to be analysed further and approved when the annual budget for each year is prepared.
- 6.3 Similarly the council tax figures are purely indications of increases for each year. They are not intended to show the amounts that will be approved. That will be for the Council to decide in relation to the circumstances and budget decisions for the particular year.

## 7.0 COUNCIL TAX AND COLLECTION FUND

- 7.1 The Council, as billing authority, collects council tax and business rates in the district, accounting for these transactions through the Collection Fund. The estimated balance on the Collection Fund for the year 2008/09 which must be taken into account in calculating council taxes for the district for 2008/09 is £364,000 (deficit) which is shared between Mid Sussex and the other precepting authorities. The Mid Sussex share is £49,240 and this amount has been taken into account in the recommendation to Council to increase council tax by 3.5%.
- 7.2 Notification has now been received of the increases by the other precepting authorities and the average band D council tax for Mid Sussex is shown in table 6 below.

	£	<i>Change from 2008/09</i>
<b>Mid Sussex District Council</b>	<b>145.89</b>	<b>+3.5%</b>
Parish/Town Councils	<u>53.50</u>	+4.9%
	199.39	+3.9%
West Sussex County Council	1,133.64	+3.3%
Sussex Police Authority	<u>134.73</u>	+4.7%
	<u><b>1,467.76</b></u>	<b>+3.5%</b>

- 7.3 The actual band D council taxes range from £1,418.68 to £1,524.66 depending on the parish, which translate into increases between 0.5% and 4.9%.
- 7.4 The Collection Fund estimate and details of the council tax calculations are contained in sections 6 and 7.

## **8.0 S25 LOCAL GOVERNMENT ACT 2003 AND RISK ANALYSIS**

### **8.1 S25 Local Government Act 2003**

8.1.1 Section 25 of the Local Government Act 2003 requires that:

*"the chief finance officer of the authority must report to it on the following matters-*

- (a) the robustness of the estimates made for the purposes of the calculations, and*
- (b) the adequacy of the proposed financial reserves."*

8.1.2 The annual budget is compiled in the context of the Corporate Plan, the Financial Strategy and the Medium Term Financial Plan. It provides the means whereby each service plan can be adequately financed to achieve the relevant part of the Corporate Plan. The recommendations for the budget for 2009/10 ensure that the net budget can be financed from council tax income and Formula Grant. This budget has been compiled in close consultation and agreement with the Chief Executive, the Deputy Chief Executive and the Heads of Service. The estimates have been evidenced in detailed working papers, which were compiled jointly between the staff of the Accountancy Services Section and each Head of Service. The Head of Finance or his representative has also met with each Head of Service to ensure their detailed budget is well understood. This process has ensured that the implications of the estimates included in the budget are owned and are considered realistic and achievable by each Head of Service.

8.1.3 There are risks associated with any estimate and the main risks are explained below. The budget monitoring process updates both officers and Members on the current and forecast position at frequent intervals. If this process exposes areas of concern, action will be taken to minimise the possibility of a significant variation. This process has been evidenced during 2008/09 where Budget Management reports have continually adjusted the budget to ensure spending remains broadly on target.

8.1.4 The total of the council's reserves and cash balances at 1<sup>st</sup> April 2009 are estimated to be £10,476,000 and at 1<sup>st</sup> April 2010 £8,144,000. The financial strategy includes that the target for the minimum level of total unearmarked reserves is £1,500,000. The estimated positions at the start and end of the year demonstrate that this minimum level will be maintained. The projections for reserves also include capital expenditure commitments and other commitments (included in the specific reserve). This level of reserves is considered adequate for managing the council's existing commitments but it does not allow the council the scope to invest substantially in new capital projects after 2011.

## 9.0 Risk Analysis

- 9.1 The annual budget is the plan of how the Council will manage its finances in the next year. Approving the budget is the first step in managing the financial risks in the following year. However, in approving the budget there are a number of key high level risks that need to be acknowledged.

### *Inflation*

- 9.2 It is necessary to reflect in a budget the realistic probability that prices will increase. Clearly, this cannot be calculated accurately in advance and there is therefore a risk that prices will vary from the estimate. However, whilst inflation in recent years has been relatively stable, we are now in a economy where prices are falling and inflation is decreasing. There is therefore a risk that we have over-budgeted for expenditure that is actually decreasing. It must be considered prudent though to marginally over budget than under, and there is no evidence at present which indicates that this may be the case. There is also uncertainty around the annual pay settlement for staff. Within this budget a pay increase of 2.25% has been assumed. This represents a risk to the budget in the event that it is too low an increase but will need managing in the event of a higher pay settlement.

### *Service Savings And Enhanced Income*

- 9.3 These are net savings arising from the budget preparation process. Some are budget reductions whilst some relate to increased income. These latter carry similar risks to those outlined below in relation to income. Assumptions have been made at the point the budget was prepared based on information currently to hand and there is always a risk that these assumptions do not hold true. However, again, senior management accept that these projections need to be managed in-year. Every effort will be made to identify opportunities to make further net savings in the year to accommodate any shortfall and to be used to offset further budget pressures that may arise.

### *Efficiency Savings*

- 9.4 A significant proportion of the savings within the 2009/10 budget relate to these items. As part of the budget process, each delivery plan has been tested and is the subject of a step by step action plan with alternative options for making the savings. Senior Management are therefore satisfied that the risks of not delivering the savings are minimal. However, in the event that the Council decides not to award a contract for the management of the Indoor Leisure operation, significant savings that have been assumed within the budget will be put at risk. The Council's attention is drawn to this and a mitigation plan will be drawn up by the Management Team were this to happen.

### *Better Mid Sussex Project*

- 9.5 There are no new risks associated with this transaction beyond those described in the 2008/09 budget report. The greatest risk remains that of over-estimating the Officer time spent on the project and thereby under-capitalising the costs from revenue to capital. In the event that actual employee costs incurred in the year do not amount to budgeted capitalisation, the difference will need to be met from elsewhere in the revenue budget or by a transfer from the General Reserve. This is reviewed as part of regular budget management reports.

### Other Expenditure Budgets

- 9.6 Most expenditure budgets can be effectively controlled by management. The experience of controlling the 2008/09 budget is that it is most effective when the budget is considered as a whole, rather than a series of independent service budgets, where the Chief Executive, the Deputy Chief Executive and the Heads of Service as a group own the need to aim for a nil overspend. This approach will be used and further developed in 2009/10, in which a proactive and robust finance function can be expected to ensure delivery of financial targets.
- 9.7 The more difficult areas are those that are demand led and an on-going concern is Housing Benefits – especially in the current financial climate. There can be no certainty as to the level of take up in the year. However, the risk of an adverse variation is minimised by basing projections on trends, and in that regard, it is not felt that there are any significant risks to the authority inherent in the budget forecast and the budget has been prepared to show a neutral effect; i.e. no significant variation from the 2008/09 estimates.

### *Income Budgets*

- 9.8 The budget requirement includes income from fees and charges which are inherently demand led. There is a risk, therefore, that budgeted income levels will not be achieved; conversely, they could be exceeded. For 2009/10 prudent assumptions have been made, particularly around areas such as land charges income. The budget monitoring process during the year aims to continuously track variations to ensure compensatory adjustments are made elsewhere. In addition, the risk of major variations has been reduced by amending base budgets in the light of the experience in previous years.
- 9.9 There are two areas that merit further attention and risk analysis. These are income derived from Green Waste and derived from Car Parking Charges
- 9.10 As explained elsewhere, the fee for the Green Waste collection service is to rise from £40 to £45 per annum. Whilst this is a significant percentage increase, the overall fee compares very favourably to other districts in Sussex. When the fee was last increased to £40 from £35 there was a negligible cancellation rate; which supports the view that demand for the service is not particularly price dependent; ie it is inelastic. Given that the increase is £5 again, Officers see no reason to vary from that view and change the income estimates.
- 9.11 The proposals for car park charges are set out within that Business Unit's Service Plan. The final proposal has been widely debated and the Portfolio Holder has received a plethora of views, which have been taken into account. However, the fact remains that an increase in charges is not going to be universally popular and there is a risk that a user-reaction might occur which may adversely affect the level of budgeted income.
- 9.12 Predicting this reaction could be simplistically broken down into three areas that correspond to the time that users park for; short (less than 2 hours), medium (up to 4 hours) and, relatively, long term (4 hours plus). Making assumptions about user behaviour in each of these categories should give us an overall view when put together.
- 9.13 At the short term, there are no increases in most car parks, and the great majority of users are unaffected. It is not therefore expected that income will vary from that forecast.

- 9.14 At the long term, charges are increasing from £2 to £4. Whilst this remains better value than other private sector car parks, it is still a significant increase and may lead to a reaction. It seems unlikely that users will park for less time or alter their car usage behaviour and switch to other methods of transport; instead it is more likely that they will seek to avoid the increased charge by parking on street. However, now that there is effective enforcement (which was not case in 2004 when the charges were last increased) it seems probable that this will not be a convenient option for many users and whilst they may initially resist the new charge, they will soon revert back to being car park users. Combined with the increased use of concessionary tickets, Officers are of the view that income from the long term category is relatively safe.
- 9.15 The more difficult area to predict is the medium term where prices are increasing and a new 2 to 3 hour band is being created. Formerly, 2 to 4 hours was charged as one band at £1.50. To arrive at the budget estimates, an assumption has been made that the usage of the two new bands is split 50/50 from the old one. Calculations have been performed that vary that split between 70/30 and 30/70 to show the new total income. These show that the income might vary between a indicative shortfall of £70k to an increase of around £70k. In the absence of better information, this will be monitored within the first few weeks of the service and reported upon within the regular budget management reports to Cabinet.
- 9.16 Members should be aware that an allowance of £100,000 income reduction has been made within the budget for car parking to reflect economic conditions. There is therefore some scope for a budget variance already built in which goes some way towards reducing the risk of the charge increase.

#### *Capital Programme*

- 9.17 All the existing projects in the Programme are supported by existing or projected funding and reserves. There is no reliance on capital receipts being received in the year in which they are used for financing the programme.

## **10. LEGAL IMPLICATIONS**

The Local Government Finance Act 1992 provides that for each financial year a local authority should set the amount of Council Tax before 11<sup>th</sup> March in the financial year preceding that for which it is set. The Act makes provisions regarding the calculations necessary in setting the council tax and the budget requirement. This report is instrumental in achieving this requirement.

**11.0 LOCAL AUTHORITY FINANCE SETTLEMENT 2009/10**

- 11.1 As mentioned in section 1.10 above, the Final Settlement was announced on 21<sup>st</sup> January 2009, which gave an increase of 0.5%, the minimum guaranteed increase over the formula grant for 2008/09.

<b>Settlement 2009/10</b>		
	Original 2008/09 £'000	Final 2009/10 £'000
Formula Grant:		
Business Rates	5,621	5,228
Revenue Support Grant	782	1,207
Total Formula Grant	6,403	6,435

- 11.2 Under the current system which was introduced by the government in 2006/07, the distribution of Formula Grant is determined wholly by the result of four blocks: a Relative Needs Formulae, a Relative Resource Amount, a Central Allocation and a Scheme for Floor Damping.
- 11.3 The first element, Relative Needs formula, takes into account the population, social structure and other characteristics of each authority. The formulae are designed to reflect the relative needs of individual authorities and the factors that affect local costs, for example, deprivation and area costs. This is not intended to measure the actual amount needed to provide local services.
- 11.4 The second part – Relative Resource Amount, takes account of the ability to raise income locally through the tax-base in the council's area. Councils that can raise more income require less support from the Government.
- 11.5 The third part – a Central Allocation, is shared out on a per head basis.
- 11.6 The final element – is a scheme for Floor Damping. The guaranteed "Floor" means that the Government ensures that each council has a reasonable grant increase year-on-year. For 2009/10 shire districts were guaranteed an increase of 0.50% (for 2008/09 the guaranteed increase was 1.0%) over the adjusted settlement for the previous year.
- 11.7 When these elements are added together, they are compared against the population of a group of councils who provide similar services. A minimum amount is agreed for these councils, and then the amount over the minimum is shared out in proportion to the total amount that the Secretary of State has agreed to distribute.
- 11.8 The Formula Grant for the Council for 2009/10 is £6,435,473. An analysis of how the Formula Grant is determined is included in the annex at the end of this section of the report.
- 11.9 Non-Domestic Rates
- The proposed Non-Domestic rate poundage is:
- Small properties: 48.1p an increase of 5% from 45.8p in 2009/10
- Standard properties: 48.5p an increase of 5% from 46.2p in 2009/10

**Note: More detailed information is available on the Communities & Local Government website:**

**<http://www.local.communities.gov.uk/finance/0910/grant.htm>**

## Mid Sussex District Council

## Annex

## Calculation of Formula Grant 2009-10 Final

	Amount/Formula	Factor/ Value	Value or Top-Up	Population	Base	ACA	Sub total	Scaling adjustment	Total
Resident Population	128,047	£12.2180	£1,564,478	128,047	1,564,478	0	1,564,478	1.00	1,564,445
Population Density	3.2540	£0.9269	£3.016095524	128,047	386,202	0	386,202	1.00	386,203
Population Sparsity	0.2145	£6.6171	£1.41936795	128,047	181,746	0	181,746	1.00	181,747
					2,132,426	0	2,132,426	3	2,132,395
Net In-Commuters	0	£4.93	£0.0000						
Day Visitors	4,630.136986	£4.18	£19,374.3452		19,374	0	19,374	1.00	19,375
<u>Deprivation -</u>									
Incapacity Benefits & Severe Disablement	2,722	£39.62	£107,832.8466						
Income Support/Income-based Job Seeker's Allowance Claimants	4,709	£26.78	£126,114.0835						
Elderly on Income Support/Income-based Job Seeker's Allowance	2,510	£39.62	£99,434.4030						
Unemployment Related Benefit Claimants	647	£26.78	£17,327.6305						
Country of Birth residents	4,917	£3.61	£17,755.5048		368,464	0	368,464	1.00	368,465
<b>Total Basic EPCS</b>					<b>2,520,265</b>	<b>0</b>	<b>2,520,265</b>	<b>5</b>	<b>2,520,236</b>
<b>Fixed Costs</b>					<b>325,000</b>		<b>325,000</b>	<b>0.149</b>	<b>50,769</b>
<b>Flood defence</b>	<b>121,100</b>				<b>0</b>		<b>0</b>	<b>0</b>	<b>18,384</b>
<b>Total EPCS</b>					<b>2,845,265</b>	<b>0</b>	<b>2,845,265</b>	<b>5</b>	<b>2,589,389</b>
<u>Capital Financing</u>									
<u>Debt Charges</u>									
Debt I	7,641,879				710,086		710,086	0.16	114,952
<b>Total Capital Financing</b>					<b>710,086</b>		<b>710,086</b>	<b>0</b>	<b>114,952</b>
<b>Total</b>					<b>3,555,351</b>	<b>0</b>	<b>3,555,351</b>	<b>5</b>	<b>2,704,341</b>
<b>Reduction</b>									<b>-1,223,666</b>
<b>MSDC Share of total DCLG Formula Grant correlated to the measure of relative need</b>									<b>1,480,675</b>
<b>Relative Resource Amount</b>									<b>-5,387,952</b>
Based on the ability to raise income, as reflected by the taxbase and population.									
<b>Central Allocation</b>									<b>9,129,291</b>
<b>Floor Damping</b>									<b>1,213,459</b>
<b>Total Formula Grant for 2009/10</b>									<b>6,435,473</b>
<b>RSG for 2009/10</b>									<b>1,206,837</b>
<b>NNDR for 2009/10</b>									<b>5,228,636</b>

## THE CORPORATE PLAN AND BUDGET REPORT 2009/10

<b>Section 2 – Revenue Budget - Contents</b>	<b>Page</b>
<b>Section 2a</b>	
Summary of Revenue Budget	35 - 36
<b>Section 2b</b>	
Service Budgets - Definitions	37 - 38
Service Budgets - Summary	39
Gross Expenditure & Income Summary	40
Specific Items & Capital Charges Summary	41
Building & Asset Management	43 - 48
Cleansing Services	49 - 54
Community Services & Culture	55 - 62
Leisure Operations, Events & Entertainments	63 - 70
Facility Management, Street Scene & Landscapes	71 - 80
Parking Services	81 - 86
Customer Services & Communications	87 - 92
Personnel & Payroll (including Corporate Organisational Development & Public Safety)	93 - 100
Legal Services	101 - 104
Land Charges	105 - 110
Property	111 - 116
Member Support & Partnerships	117 - 122
Building Control	123 - 126
Environmental Health	127 - 132
Housing	133 - 138
Finance	139 - 146
Information Communications Technology	147 - 152

# THE CORPORATE PLAN AND BUDGET REPORT 2009/10

<b>Section 2 – Revenue Budget – Contents cont’d</b>	<b>Page</b>
<b>Section 2b cont’d</b>	
Revenues & Benefits Services	153 - 158
Development Control	159 - 164
Planning Policy	165 - 170
Better Mid Sussex	171 - 174
Strategic Core	175 - 176
<b>Section 2c</b>	
Benefits	177 - 178

## SUMMARY OF REVENUE BUDGET 2009/10

A summary of the Budget is shown in table 1 which is the total of all net revenue expenditure for the services the Council provides. Column 1 of this table summarises that part of revenue expenditure which is financed by general grant and income from council tax.

**Figures contained within this section are displayed to the nearest thousand pounds. Consequently, the sum of individual figures may not necessarily agree with the totals displayed.**

**Table 1 Budget 2009 / 10 Summary**

Notes	Budget 2009/10 £'000	Original Budget 2008/09 £'000
1 <b>Council Service Net Expenditure</b>	<b>15,128</b>	14,659
Procurement Savings	<b>0</b>	(133)
Efficiency Savings through new Alternative Leisure management	<b>(500)</b>	
Balance of efficiency savings in support services	<b>(42)</b>	
Capital Schemes financed from revenue	<b>100</b>	
Better Mid Sussex Capitalised Salaries	<b>(150)</b>	(306)
Provision for pay award 08/09 settlement at 2.75 (only 2.45% built in)	<b>45</b>	
Pay back to reserve for Alternative Leisure Management procurement	<b>100</b>	
Pay back to reserve - Dolphin Refurbishment	<b>0</b>	100
<b>Total Revenue Spending</b>	<b>14,681</b>	14,320
Contribution to Repairs & Renewals Reserve	<b>0</b>	250
2 <b>Budget Requirement before use of interest</b>	<b>14,681</b>	14,570
Use of interest to meet contribution to Repairs & Renewals Reserve	<b>0</b>	(250)
3 <b>Budget Requirement after use of interest</b>	<b>14,681</b>	14,320

**Notes :**

1. The total of net expenditure which is the responsibility of the individual Business Unit Leaders.
2. Total of net expenditure to be financed from external support, and income from council tax.
3. The Budget Requirement consequent on a 3.5% increase in council tax.
4. Capital charges represent the use of capital assets and, by including in the cost of running services, aim to show their true cost. However, because they are a notional cost and are not cash expenditure, they are not included within the Budget Requirement.
5. Specific Items are one-off items of revenue expenditure financed from reserves and hence not included within the Budget Requirement.



## SERVICE BUDGETS

1. Budgets for 2009/10 for each Division are shown on the next pages. There is a section for each Division containing an introduction by the Head of Service, their summary service plan for 2009/10 and a budget summary including analyses by type of spending. The summary shows data for 2007/08 outturn, original budget 2008/09 and budget 2009/10. Also included are figures to show the amount and percentage change between 2008/09 and 2009/10. (Note that the signs for % increases and decreases are the same for both expenditure and income i.e. increases in expenditure and income are both shown as "+".)

2. *Definitions:*

### **Employee costs:**

- Gross pay
- Employer's NI and superannuation contributions
- Training expenses
- Employee related insurances
- Recruitment costs
- Medical/ general costs

### **Premises related expenditure:**

- Repairs and maintenance
- Energy costs
- Rental of premises
- Non-domestic Rates
- Water/sewerage
- Fixture and fittings
- Cleaning and domestic supplies
- Premises insurance

### **Transport related expenditure:**

- Vehicle maintenance/running expenses
- Vehicle leasing expenses
- Car allowances
- Vehicle insurance
- Other travel costs

**Supplies and services:**

- Furniture and equipment
- Materials
- Catering costs
- Uniform and laundry expenses
- Printing and stationery
- Marketing/publicity
- Legal and financial expenses
- Consultant fees
- Licences
- Postage, telephones and communications
- Computer costs
- Expenses
- Grants and subscriptions
- Miscellaneous expenses

**Third party payments**

Private contractor payments.

**Transfer Payments**

- Homelessness
- Funeral costs
- Discretionary non-domestic rate relief
- Housing benefits

**Support Services**

Service support recharges are directorate costs recharged to services within that directorate.

Central support recharges

- Chief Executive support
- Finance support
- Legal and Admin support
- Organisational Development support
- Corporate Services support

Office accommodation recharges  
Computer recharges

**Income**

- Fees and charges
- Rents
- Specific government grants
- Other grants/reimbursements and contributions
- Recharges to other directorates and services.

**REVENUE BUDGET 2009/10  
SUMMARY**

Actual 2007/08 £'000		<b>Budget 2009/10 £'000</b>	Budget 2008/09 £'000	Change From 2008/09 £'000	%
(245)	Building & Asset Maintenance	(313)	(249)	(64)	26%
3,462	Cleansing Services	3,130	3,017	113	4%
1,894	Community Services & Culture	1,711	1,649	62	4%
1,995	Leisure Operations, Events & Entertainments	2,307	2,209	98	4%
2,318	Facility Mgmt, Streetscene & Landscapes	2,317	2,125	192	9%
(853)	Parking Services	(1,515)	(875)	(640)	73%
30	Customer Services & Comms	0	0	0	
(104)	Personnel & Payroll	(19)	(132)	113	(86%)
191	Corporate Organisational Development	40	162	(122)	(75%)
(7)	Legal Services	0	0	0	
(89)	Land Charges	(36)	(91)	55	(61%)
(2,545)	Property	(982)	(1,034)	52	(5%)
1,540	Member Support & Partnerships	1,282	1,380	(98)	(7%)
135	Building Control	114	102	12	12%
1,718	Environmental Health	1,063	1,030	33	3%
1,080	Housing	805	803	2	0%
56	Finance Accountancy	(29)	0	(29)	
395	Finance Corporate	503	348	155	44%
(387)	ICT	(217)	(449)	232	(52%)
1,480	Revenues & Benefits	1,502	1,362	140	10%
320	Development Control	881	857	24	3%
833	Planning Policy	932	948	(16)	(2%)
(28)	Better Mid Sussex	116	7	109	1557%
1,438	Strategic Core	1,716	1,691	25	1%
(264)	Benefits	(224)	(264)	40	(15%)
12	Drainage Levies	13	13	0	
0	Balance Unallocated	31	50	(19)	(38%)
<b>14,376</b>	<b>Council Net Expenditure</b>	<b>15,128</b>	<b>14,659</b>	<b>469</b>	
0	Procurement Savings	0	(133)	133	(100%)
0	Efficiency savings - Alternative Leisure management arrangements	(500)		(500)	
0	Balance of efficiency savings in support services	(42)		(42)	
0	Capital schemes to be financed from revenue	100		100	
0	Provision for pay award 08/09 settlement at 2.75% (only 2.45% built in)	45		45	
0	Payback to reserves for Alternative Leisure Management procurement	100		100	
0	Better Mid Sussex capitalised salaries	(150)	(306)	156	(51%)
0	Payback to reserves - Dolphin Refurbishment		100	(100)	(100%)
<b>14,376</b>	<b>Total Revenue Spending</b>	<b>14,681</b>	<b>14,320</b>	<b>361</b>	
245	Contribution to Repairs & Renewals Reserve		250	(250)	(100%)
<b>14,621</b>	<b>Budget Requirement before use of interest</b>	<b>14,681</b>	<b>14,570</b>	<b>111</b>	
(245)	Use of interest to meet contribution to Repairs & Renewals Reserve		(250)	250	(100%)
<b>14,376</b>	<b>Budget Requirement after use of interest</b>	<b>14,681</b>	<b>14,320</b>	<b>361</b>	

## SUMMARY REVENUE BUDGET 2009/10

Actual 2007/08 £'000		<b>Budget 2009/10 £'000</b>	Budget 2008/09 £'000	Change From 2008/09 £'000	%
<b>Gross Expenditure</b>					
16,145	Employees	16,582	15,713	869	6%
4,931	Premises Related Expenditure	5,501	5,080	420	8%
448	Transport Related Expenditure	472	464	8	2%
4,211	Supplies and Services	4,487	4,951	(464)	(9%)
4,356	Third Party Payments	4,660	4,535	125	3%
27,860	Transfer Payments	26,554	24,987	1,568	6%
5,601	Support Services	7,232	5,943	1,289	22%
<u>63,553</u>		<u>65,488</u>	<u>61,673</u>	<u>3,815</u>	6%
<b>Gross Income</b>					
(12,386)	Fees and Charges	(12,993)	(12,108)	(886)	7%
(1,583)	Rents	(1,448)	(1,445)	(3)	0%
(28,455)	Grant Income	(28,504)	(26,998)	(1,507)	6%
(6,753)	Recharges	(7,861)	(6,802)	(1,058)	16%
<u>(49,177)</u>		<u>(50,807)</u>	<u>(47,353)</u>	<u>(3,454)</u>	7%
<b><u>14,376</u></b>	<b>Total Revenue Spending</b>	<b><u>14,681</u></b>	<b><u>14,320</u></b>	<b>361</b>	

**REVENUE BUDGET 2009/10  
SUMMARY**

<b>Details of Specific Items per Service Area</b>	Budget 2009/10 £'000	Original Budget 2008/09 £'000
Finance Corporate	10	124
Community Services & Culture	0	42
Leisure Operations	20	34
Organisational Development	12	5
Housing	4	0
Development Control	47	0
Planning Policy	85	58
Better Mid Sussex	0	31
	<b>178</b>	<b>294</b>

NB Total does not include utilisation from the Benefits Equalisation reserve of £74,000 as this is included in service net expenditure.

<b>Details of Capital Charges per Service Area</b>	Budget 2009/10 £'000	Original Estimate 2008/09 £'000
Information Communications Technology	272	449
Property	102	86
Development Control	33	9
Leisure Operations	1,550	1264
Building & Asset Maintenance	313	249
Cleansing Services	179	75
Facility Mgmt & Streetscene	182	158
Parking Services	83	53
Planning Policy	22	4
	<b>2,736</b>	<b>2347</b>



## BUILDING & ASSET MAINTENANCE

**Head of Service:** Mark Fisher

**Business Unit Leader:** Tim Honess

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Building &amp; Asset Maintenance</b> Priority B	£100k reduction in net cost through move to new office accommodation but not budgeted at this point. Improved sustainable energy initiatives.	Yes - with other councils

The Building & Asset Maintenance Business Unit's main function is to ensure that all the Council's buildings and other assets are safe, clean, accessible and maintained to a 'fit for purpose' standard. We also take the lead on energy efficiency and assist with the promotion of environmentally friendly and sustainable Best Practice throughout the Council.

Sustainability and energy efficiency is of great importance and the Council needs to obtain DEC's (display energy certificates) and reduce its carbon footprint. The outcomes of the Energy audit currently being carried out on the Council's built estate will be addressed. Last year new chillers were installed at Olympos Burgess Hill improving energy efficiency and utilising green gases rather than more traditional fuel sources.

National Indicator NI-185 (CO2 reductions from LA operations/own estate) and NI-194 (air pollution from LA operations/own estate) – Continue to gather evidence to set MSDC benchmark for NI 185 & 194, and produce action plan for improvement targets for future years.

In striving to improve customer service and the Council's reputation, the Building & Asset Maintenance Business Unit are to introduce a set of Service Standards for use of customers both internal and external. It is likely that to further improve the service, a call handling system will be needed and the Customer Contact Centre could be utilised. There are also systems available for monitoring response times to maintenance requests and these are to be investigated to see if such a system would be cost effective. These steps will strengthen the essentials prior to completing the assessments for gaining a Customer Service Excellence Standard Award by improving call handling and communication for all customers. The work of this service will be directly linked to that already being undertaken within the Customer Service & Communication Business Unit.

A service standard leaflet has been produced in draft for Building & Asset Maintenance and this will be approved and adopted during 09/10 with a wider circulation being implemented. As part of these improvements the information available about Building & Asset Maintenance on the web site will also be improved.

In continuing to meet the efficiency agenda Building & Asset Maintenance recognises the need for the service to adapt to changes such as the outcome of the forthcoming Leisure Management options. It continues to develop and train existing staff resources across a broad range of subjects to ensure the obligations and aspirations of the Council can be met.

A pilot study into the time management and travelling of the Building & Asset Maintenance staff will be undertaken to see if it is possible for all Business Units to make further efficiency savings whilst also helping to reduce the Council's carbon footprint.

Compliance with the Disability Discrimination Act is continuously reviewed to comply with the statutory requirements. Further work to improve the Councils Assets are on-going within our facilities by efficiency improvement measures and working with partners such as the town and

parish councils to transfer facilities to be managed locally. Audits of our facilities show that 80% of our buildings were made accessible in accordance with the DDA last year and 92% will be improved and made fully accessible this year. This work is being managed as part of general maintenance and refurbishment thereby producing efficiency savings. We will also continue to project manage the construction of new facilities where there is a community need such as the Sydney West Medical and Community Buildings in Burgess Hill completed in 2008.

The Oaklands campus and Clair Hall have been successfully maintained despite being beyond their useful life; however going forwards this maintenance will be a challenge to manage as there is still no decision on the future location of the Council's offices. This will lead to a budget gap as increasing amounts of money will need to be spent over the next few years just to maintain a serviceable state. (Full breakdown costs are available within the Council's major capital renewals and 5-year asset maintenance plans). The introduction of a new maintenance reporting procedure this year will improve the management of the increased requests for maintenance that the Business Unit receives.

Managing the maintenance of the three Olympos Leisure Centres has been a challenge this year. In 2008/09 we have spent in the region of £500,000 on these sites on planned and reactive maintenance. During the planned closure at Olympos Burgess Hill, 22 different contractors were on site and efficiently managed by the Building & Asset Maintenance Team with the support of the Olympos staff. There was also an extended unexpected closure of Olympos Haywards Heath for some vital repair works under the pool tank floor, which were again managed successfully. The outcome of the forthcoming Leisure Management options will have an impact on our Business Unit but at this time the impact cannot be quantified.

The 08/09 Asset Management Plan committed and undertook works in the region of £800,000 on maintaining (including the major capital renewals) the Council's extensive asset range from our built estate to flood defense systems. This year we will identify within our assets those suitable for disposal in order to provide budget savings in the coming years. Close working with the Property Section is essential to ensure the work of both business units fulfils the requirements of the Council's Asset Management Plan.

The effects of climate change are being seen more often with the press frequently reporting on floods and storms. We will continue to work with Planning Policy and Development Control to ensure that the developments that the District must accept are sustainable and do not increase flood risk for any of our residents. We will continue to fight against inappropriate development and will attend Planning Inquiries as expert witnesses.

The Asset & Building Maintenance team has worked incredibly hard over the past 12 months to ensure the Council remains compliant with recent legislation such as, control of Legionella, asbestos management and DDA compliance.

**BUILDING & ASSET MAINTENANCE VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	1
Additional pay award 2008/09 (0.45%)	2
Repairs and renewals expenditure	20
Inflation	30
<i>Total</i>	<u>53</u>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of 2008/09 NNDR budgets	(6)
Recharges	(103)
Central Support efficiency savings	(8)
<i>Total</i>	<u>(117)</u>
<b><i>Total Variation for Building &amp; Asset Management</i></b>	<b><u>(64)</u></b>

**BUILDING & ASSET MAINTENANCE  
BUDGET 2009/10**

	<b>Budget 2009/10</b> £'000	<b>Contracts</b> £'000	<b>Oaklands</b> £'000
<b>Gross Expenditure</b>			
Employees	163	0	163
Premises Related Expenditure	419	0	419
Transport Related Expenditure	23	16	7
Supplies and Services	163	20	143
Third Party Payments	11	0	11
Transfer Payments	0	0	0
Support Services	131	86	45
	<b>910</b>	<b>122</b>	<b>788</b>
<b>Gross Income</b>			
Fees and Charges	(1)	0	(1)
Rents	(14)	0	(14)
Grant Income	(7)	0	(7)
Recharges	(1,201)	(122)	(1,079)
	<b>(1,223)</b>	<b>(122)</b>	<b>(1,101)</b>
<b>Net Expenditure</b>	<b>(313)</b>	<b>0</b>	<b>(313)</b>
<b>Budget 2008/09</b>	(249)	0	(249)
<b>Change from 2008/09</b>			
£'000 Change	(64)	0	(64)
% Change	26%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	313	0	313
Capital Financing Income	0	0	0
Specific Items	0	0	0

## **BUILDING & ASSET MAINTENANCE - SUCCESS CRITERIA**

### *Best in Class Services:*

- CO<sub>2</sub> reduction from LA Operations (NI 185);
- NO<sub>x</sub> air pollution reduction to Council's own estate (NI 194);
- Achieve targets within the Asset Management Plan and Property Business Plan;
- Increase further the professional expertise within the section by further training:
  - BTEC Construction Level 3;
  - NEBOSH (Health and Safety);
  - Energy Efficiency Recognition;
- Continue to develop and expand Toolbox talks for all staff within the Business Unit to improve H & S knowledge;
- Operate a pilot scheme to reduce our carbon footprint by measuring time management and methods of travelling within the Business Unit.

### *Excellent Customer Services and Satisfaction:*

- Identify a call handling system and how to make use of the Contact Centre so response times can be improved;
- Implement new Building & Asset Maintenance Customer Service Standards working with the corporate customer services team;
- Produce cost/benefit data to show the benefits of a PPM (Pre Planned Maintenance) system to monitor and record the whole Building & Asset Maintenance Service;
- Show improvement in the profile of the section by improving external and internal communications and hence seeing a % increase in the hits on the web site.

### *Sustainable Finances:*

- Improve energy efficiency of Council Buildings and reduce net energy cost in line with the Energy Audit Outcomes – Target Saving to be met in 2009/10 £30,000;
- £20,000 efficiency saving to be achieved through improved processes.

### *Excellent Reputation:*

- Complete the self assessment form to achieve a new Customer Service Excellence Standard for Building & Asset Maintenance;
- Identify the benefits of remaining with the NIC EIC (Electrical Inspection Council);
- Carry out Benchmarking with other organizations / authorities to identify the current standard of service provided by the section and set targets to improve initially by 5%.



## CLEANSING SERVICES

**Head of Service:** Mark Fisher

**Business Unit Leader:** Shaun Morley

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Cleansing Services</b> Priority A	Excellent customer service by March 2008 and maintained thereafter. £100k reduction in net cost in 2008/09	No, but consider partnership with other council's in Years 5 - 8

The 2008/2009 service year has marked a significant step-change in the performance of the Refuse, Recycling and Street Cleansing team. The Council's recycling and composting rate has doubled following the introduction of the new Alternate Week Collection service. In addition the partnership contract with Serco has exceeded expectation in performance delivery. Having a more flexible working relationship has enabled us to respond more effectively to our customers needs thus providing a more consistent approach to our service delivery. It is anticipated that the 2009/10 service year will see the combined recycling and composting rate increase to a minimum of 45%.

To ensure that our targets are achieved we have set ourselves the challenging task of reducing waste to landfill by 500 tonnes compared to the previous year. This equates to 2%, which inevitably will have a positive impact on our recycling rate. This challenge will be achieved in part by an ongoing educational campaign to change personal behaviours, particularly with regard to food waste. A survey conducted recently identified that 30% of the waste landfilled in Mid Sussex is food waste, some of which was still within date and perfectly suitable for consumption. When adopting this approach we will also highlight the environmental benefits achieved, with particular emphasis on the harmful green house gases produced when biodegradable waste decomposes in landfill.

The very successful kerbside Garden Waste service has resulted in a steady increase in composting performance rates. It is anticipated that the introduction of the biodegradable sack collection scheme will add to the already improving performance. To ensure continuous improvement in this service area the Cleansing Team have set a target to increase the customer base to 12,000 by the end of the service year. This will be achieved by targeting promotion prior to the spring and autumn gardening seasons. In addition to the environmental benefits, this service also provides the council with valuable revenue income.

The Council's Garden Waste service has been a huge success which has contributed towards the Council's significantly improved recycling performance. Demand for Garden Waste bins continues to be strong and we believe would withstand an increase in cost. Increasing the charge from £40 to £45 will create an increased income of £50k. The expected increase in volume of Green Waste will create an additional income of £40k.

Business waste recycling will continue to be a service area that we will endeavour to break into too. The initial survey undertaken by consultants failed to provide a conclusive business case. It is therefore intended to widen the survey range to include all registered businesses within Mid Sussex. The outcome of that survey will provide a clearer understanding as to the financial viability of embarking on such a venture.

Street cleansing continues to achieve very high standards; the BV199 returns for 2007/08 were 2/% for litter and detritus, placing Mid Sussex amongst the highest performing authorities in England and Wales. Recently Mid Sussex was reported to have the highest performance returns in East and West Sussex. We will continue to build on this success by working with Serco to ensure that resources are directed to areas of need, rather than following the old regime of ridged schedules. This will ensure comparable standards cleanliness across the District. To enable us to respond more quickly to reports of fly-tipping and littering the Cleansing Team are intending to expand the use of the mobile technology currently being piloted. Serco will be issued with a smart phone unit. This will ensure that incidents that they come across during operations can be logged into LAGAN and dealt with immediately without having to obtain council authorisation to clear.

The Customer Contact Centre has proven to be a valuable tool in our vision to deliver excellent customer services. The service level agreement between the Cleansing Team and the Customer Contact Centre has enabled 80% of initial calls to be dealt with at first point of contact, thus leaving the back office more time to address issues that by there very nature require time and resources to achieve a satisfactory outcome. The Cleansing Team will endeavour to improve efficiency further by way of process mapping to identify areas of work that may more appropriately sit with the Customer Contact Centre.

Finally, as an incentive to improve performance and enhance the council's reputation we have set Serco, using their quarterly tracker survey, the challenging targets of increasing customer satisfaction of the streets, refuse and recycling services to from 76.5%, 69.5%, 82.5% to 78%, 72% and 84% respectively.

### CLEANSING SERVICES VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Refuse collection - additional properties	12
Additional pay award 2008/09 (0.45%)	1
Repairs and Renewals	15
Inflation	120
Recharges	158
<i>Total</i>	<b>306</b>
<b><i>Budget Changes - Decreasing</i></b>	
Effect of salary increments	(3)
Realignment of budgets from Facility Management	(10)
Realignment of budgets to Facility Management	(7)
Green waste income - increase in customers	(24)
Recycling Bring Sites - contract savings glass collection	(59)
Green Waste - price increase from £40 to £45 per bin p.a.	(50)
Green Waste - increase in customers	(40)
<i>Total</i>	<b>(193)</b>
<b><i>Total Variation for Cleansing Services</i></b>	<b>113</b>

<b>CLEANSING SERVICES BUDGET 2009/10</b>		<b>Budget 2009/10</b> £'000	<b>District Drainage</b> £'000	<b>Refuse Collection</b> £'000	<b>Recycling Bring Sites</b> £'000	<b>Highway Cleansing</b> £'000	<b>Highway Maintenance</b> £'000
<b>Gross Expenditure</b>							
Employees	296	36	95	94	49	22	
Premises Related Expenditure	62	23	0	26	0	13	
Transport Related Expenditure	22	2	8	7	4	1	
Supplies and Services	46	5	28	13	0	0	
Third Party Payments	3,517	0	2,527	0	990	0	
Transfer Payments	0	0	0	0	0	0	
Support Services	331	18	62	84	162	5	
	<b>4,274</b>	<b>84</b>	<b>2,720</b>	<b>224</b>	<b>1,205</b>	<b>41</b>	
<b>Gross Income</b>							
Fees and Charges	(556)	0	(556)	0	0	0	
Rents	0	0	0	0	0	0	
Grant Income	(588)	0	0	(577)	(11)	0	
Recharges	0	0	0	0	0	0	
	<b>(1,144)</b>	<b>0</b>	<b>(556)</b>	<b>(577)</b>	<b>(11)</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>3,130</b>	<b>84</b>	<b>2,164</b>	<b>(353)</b>	<b>1,194</b>	<b>41</b>	
<b>Budget 2008/09</b>	3,017	39	2,268	(360)	1,035	35	
<b>Change from 2008/09</b>							
£'000 Change	113	45	(104)	7	159	6	
% Change	4%						
<b>Other Items 2009/10</b>							
Capital Financing Costs	179	0	179	0	0	0	
Capital Financing Income	0	0	0	0	0	0	
Specific Items	0	0	0	0	0	0	

## **CLEANSING SERVICES - SUCCESS CRITERIA**

### *Best in Class Services:*

- Increase recycling and composting rate (NI 192) from 42% to 45% in 2009/10;
- Implement Alternate Week Collections to 70% of flats/HMO's;
- Remove all fly-tips (NI 196) within 24 hrs of being reported;
- Abandoned vehicles investigated and dealt with in 24 hours;
- Reduce waste to landfill (NI191) by 2% in 2009/10 compared to previous year;
- Work with Serco to ensure that 15% of their staff receives NVQ accreditation;
- Arrange for staff/members to visit WSCC new Materials Recovery Facility at Ford.

### *Excellent Customer Services and Satisfaction:*

- Continue to explore the potential for business waste recycling;
- Increase customer satisfaction: Street (NI195) to 78%; Refuse to 72%; Recycling to 84%;
- Reduce number of missed bins to no more than 40 per 100,000 collections;
- Reduce average time for dealing with requests for sacks or bins to 3 to 4 weeks.

### *Sustainable Finances:*

- Increase uptake of the garden waste service to 12,000 customers in 2009/10.

### *Excellent Reputation:*

- Submit application for ENCAMS cleanest streets award;
- Submit application for Beacon status if applicable;
- Support the Council's sustainability agenda to minimise the impact of landfill on climate change.



## COMMUNITY SERVICES & CULTURE

**Head of Service:** Mark Fisher

**Business Unit Leader:** Simon Hardy

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Community Services &amp; Culture</b> Priority B	Major contribution to an enhanced quality of life for all, satisfactory customer service by March 2008 and maintained thereafter.	No

Last year, the section was re-structured to provide focus on the Council's emerging themes. As a result of this restructure and realignment of budgets, the section achieved £72,000 savings. A further £5,000 of efficiency savings will be provided in 2009/10 as a result of new ways of working particularly within Concessionary Fares administration.

If the economic downturn continues to be felt, there could be an effect on partnership grants through lack of sponsorship and donations. In addition, concessionary bus fares reimbursement levels may increase, as more eligible people will utilise the free travel opportunities. We will closely monitor these areas in order to manage its financial impact and we will redouble our efforts to provide further information to our residents on possible support and funding opportunities available. This will be done through more publicity in the form of leaflets and electronic information to increase awareness of opportunities for our target groups

This year, we have managed the significant budgetary challenge of the introduction of the new national bus pass for our residents. Despite issues nationwide, in Mid Sussex, 80% of passes were provided before 1<sup>st</sup> April and the remainder within five days. By autumn 2008/9, over 60% of eligible residents either had taken up the new national bus pass or taxi vouchers. Also as part of a two year partnership deal with a local taxi company we will increase the value of taxi vouchers to our residents by fifty percent.

In 2009, we will continue to issue cards to new applicants and are aiming to reduce card-processing time and plan to make efficiency savings through the use of technology by introducing an electronic renewal process in two years time.

We continue to support our voluntary sector partners by providing circa £250,000 for revenue projects including our partner organisations e.g. Age Concern, Councils for Voluntary service and the Citizens Advice Bureau. A survey of the 42 grant recipients last year, revealed that 94% were satisfied with our service.

A new five-year agreement was brokered with the Councils for Voluntary service to further develop and safeguard the longer-term future of volunteer bureaux in the district and countywide. This year, we will be working with both the Legal Services Commission and other local authorities within the county to commission enhanced legal advice networks within the district.

As the Business Unit leading on Sustainability, in 2009 we will champion the delivery of the Climate Change action plan in order to reduce carbon emissions and achieve completion of the Energy Saving Trust '1-2-1' programme by 2010. Further strategic work on Fuel Poverty, and climate change adaptation will be carried out as part a wider sustainability agenda that will meet our obligations set by the new climate change national performance indicators (NI: 185,186,187,188). This will require financial resources however we are confident that this can be managed within existing budgets, by embedding this work within the culture of the organisation.

This year, a bigger and better 'Life Show' for older people was held in Burgess Hill. Over 700 people (40% increase on 2008) attended and were provided with a wide variety of information and advice from 46 organisations and agencies. 96% of attendees rated the event good or excellent. Services ranged from members of the public receiving health checks for diabetes and blood pressure, information regarding the digital switchover, to discount vouchers from various retail services in the area and energy saving bulbs and 'powerdowns'. In 2009 we are planning to extend the event to the north of the district.

Next year we will develop and embed the Healthy Mid Sussex partnership programme in conjunction with the PCT to support projects targeting local health inequalities in the district.

The national MEND programme has been extended into 2010/11. Three programmes were delivered by the end of 2008/9 involving 30 vulnerable young people, leaving two programmes for 2009/10 and 2010/11. Other initiatives developed included a Healthy Eating 'add-on' to the MEND programme, Bike to Work week (also engaging with local businesses). We will continue to develop programmes in health and physical activities, with local groups and other providers aimed at maintaining and increasing the LAA participation targets of the adult population to 26.2% by 2010.

We are embracing the potential of the 2012 Olympic Games and have successfully achieved official '2012 Training Camp' recognition from London Organising Committee of the Olympic Games (LOCOG) for three leisure facilities in the district, one of which is Olympos Burgess Hill. The official '2012 Training Camp' brochure was distributed to competing nations at the Beijing Games. As the Olympic momentum gathers pace in 2009, we will continue to work with our partners to secure an Olympic team at our training camps and seek to take advantage of the legacy of 2012 under the county badge of 'West Sussex – Ahead of the Game'. As members of the County Arts Partnership in 2008, we have celebrated the Olympic handover with a number of events and delivered the second year of the 'Village 2 Village' project, which has gained recognition from both the Arts Council and LOCOG.

A strategic Young Persons plan has been developed in consultation with young people and is due to be adopted by the Council in early 2009.

The plan sets out the work we will be undertaking over the next three years in conjunction with our partners to address the key issues raised in the consultation including involvement of young people in the democratic process, reduction in crime and disorder and promotion of positive activities i.e. volunteering, arts and sports projects (NI 110).

In 2008, we secured the second tranche of funding from the Big Lottery to develop two more skate-parks and a play area in the district. This year we expect to deliver the final part of the portfolio with an exciting adventure play area in East Grinstead, and seek recognition of best practice for our Play Portfolio worth £360,000 of investment. In addition we will be working with the County Council to develop a county-wide play strategy aimed at securing new play funding streams.

A total of some £100,000 of Capital grants and developers' contributions were provided to sports clubs and community groups to provide much needed investment and attract external funding into local leisure and community facilities. This year, we intend to widen this remit to include providing information regarding grants to other service areas within the Council.

Last summer, Bolnore Village leisure site was opened to the public and a master plan for the design of the built facilities have been out to public consultation. In 2009, we aim to move the project forward to begin the development of more permanent facilities at the site.

We have been supporting Worth Parish Council in the planning process for the development of the new pavilion in Copthorne and this year we will continue this support with funding and implementation advice.

A new Leisure strategy for the district will be developed in 2009, which will address not only the current ageing facilities but also seek to deliver a vision for facilities and participation over the next ten years taking into account the impact on the infrastructure of the requirement for 18,000 new homes. Finally a Public Arts implementation plan will be finalised early in 2009, following the agreement of the Public Arts Strategy last year, and the engagement of a Public Art consultant to survey and consult with residents and stakeholders in the three towns.

### COMMUNITY SERVICES & CULTURE VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	1
Additional pay award 2008/09 (0.45%)	1
Capital programme financed from Revenue	50
Inflation	41
Recharges	146
	<b>239</b>
<b><i>Budget Changes - Decreasing</i></b>	
Cabinet approved staffing changes	(5)
Payback to reserves - fully repaid	(53)
Realignment of Community budgets to Leisure Operations	(31)
Realignment of costs to Strategic Management	(82)
Electric vehicle no longer in use	(1)
Concessionary Fares - reduced costs for cards due to 3yr renewal system	(5)
	<b>(177)</b>
	<b>62</b>
<b><i>Total Variation for Community Services &amp; Culture</i></b>	

<b>COMMUNITY SERVICES &amp; CULTURE BUDGET 2009/10</b>		<b>Grants to Organisations</b>	<b>Concessionary Fares</b>	<b>Sustainability Climate Change</b>	<b>Community Leisure and Developmnt</b>	<b>Leisure Planning and Dev</b>
	<b>Budget 2009/10</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Gross Expenditure</b>						
Employees	370	49	32	47	242	0
Premises Related Expenditure	0	0	0	0	0	0
Transport Related Expenditure	15	2	1	2	10	0
Supplies and Services	403	342	10	7	44	0
Third Party Payments	982	0	982	0	0	0
Transfer Payments	3	0	0	0	3	0
Support Services	272	42	41	47	142	0
	<b>2,045</b>	<b>435</b>	<b>1,066</b>	<b>103</b>	<b>441</b>	<b>0</b>
<b>Gross Income</b>						
Fees and Charges	(45)	0	(45)	0	0	0
Rents	0	0	0	0	0	0
Grant Income	(289)	0	(277)	0	(12)	0
Recharges	0	0	0	0	0	0
	<b>(334)</b>	<b>0</b>	<b>(322)</b>	<b>0</b>	<b>(12)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>1,711</b>	<b>435</b>	<b>744</b>	<b>103</b>	<b>429</b>	<b>0</b>
<b>Budget 2008/09</b>	1,649	327	701	72	249	300
<b>Change from 2008/09</b>						
£'000 Change	62	108	43	31	180	(300)
% Change	4%					
<b>Other Items 2009/10</b>						
Capital Financing Costs	0	0	0	0	0	0
Capital Financing Income	0	0	0	0	0	0
Specific Items	0	0	0	0	0	0

## **COMMUNITY SERVICES & CULTURE - SUCCESS CRITERIA**

### *Best in Class Services:*

- Double the size of the email address database of concessionary travel pass holders to 20% in 2009 in readiness for electronic renewal in 2011;
- Support a minimum of 12 projects targeting health inequalities in the district;
- Promote the sustainability agenda to residents to aid the reduction carbon of dioxide emissions per capita in the district by 9.5% by 2011 (NI 186);
- Extend the Life Show to the northern area of the district to attract a 50% increase in new audiences;
- All staff in the unit will receive training on environmental awareness by May 2009;
- To ensure that one member of the team is involved in Fastrack by April 2009;
- Review Cultural & Arts provision through Leisure Strategy and identify participation plan (NI 11 - engagement in the arts).

### *Excellent Customer Services and Satisfaction:*

- Improvement in processing time for Concessionary travel cards from 10 to 7 days by March 2009;
- Improve navigation and content on our services on the Council's website by May 2009;
- Conduct at least four Community Services & Culture Roadshows at Village/Town events during the summer of 2009/10;
- Increase customers satisfaction levels by 3% (overall) to 97%;
- Consider results of 2008 place survey and establish target and action plan for the next two years (NI 6 - participation in regular volunteering);
- Continue to support local museums through County Museum service, publicity and DRR (NI 10 - visits to museums and galleries);
- Carry out actions in Year One of Better Young Lives (NI 110 - young people's participation in positive activities);
- Carry out actions in Climate Change and develop strategies to achieve Level one by 2010/11 (NI 188);
- Produce Affordable Warmth Strategy and agree reduction target levels and incidence of Fuel poverty (NI 187).

### *Sustainable Finances:*

- Achieve £5,000 efficiency savings on concessionary fares.

*Excellent Reputation:*

- To be the first Local authority in the South East to complete the Energy Saving Trust's One to One programme by March 2010;
- Achieve continued top quartile performance (25.2%) in the Active Peoples survey in 2009/10 (NI 8 - adult participation in sport and active recreation);
- Work with the Big lottery fund to establish the Council's play portfolio programme as best practice by March 2010;
- Analyse 2008 survey and establish target and action plan through support of third sector in financial, training, advice, and rate relief (NI 7 - environment for a thriving third sector);
- Develop action plan to monitor and improve levels through the Healthy Mid Sussex Partnership (NI 119 - self reported measure of people's overall health and well-being);
- Develop action plan to monitor and improve levels through the Healthy Mid Sussex Partnership (NI 120 mortality rate, NI 129 end of life care, NI 136 independent living, NI 137 healthy life expectancy);
- Monitor NI 186 and carry out actions from the Climate Change Action plan to reduce carbon emissions.



## LEISURE OPERATIONS, EVENTS & ENTERTAINMENT

**Head of Service:** Mark Fisher

**Business Unit Leaders:** Chris Markham (Leisure Operations)  
Gill Lake (Events and Entertainment)

Service	Direction of Travel	Opportunity for Joint Service Delivery
Leisure Operations Priority A	Excellent customer service at reduced current net cost by March 2011 with major progress annually	Yes, with other councils or private sector

### Leisure Operations

Leisure Operations covers the operation of the three leisure centres within the towns of Mid Sussex, but also looks to establish and promote linkages with sports clubs and other health related organisations such as the Primary Care Trust. The Business Unit plays a key role in meeting objectives under the Council's priority of establishing 'Better Lives' and specifically Healthy Lifestyles within the community.

The Centres operate under the successful Olympos brand and are responsible for delivering nearly £6.7m of income, whilst accounting for nearly 1.5m visits from customers. Over 13,000 people have a membership of some type with Olympos and the Business Unit employs over 130 full time equivalent members of staff in addition to over 200 part time workers, instructors and coaches.

The Leisure Operations business is likely to go through significant change in 2009/10 with the likely transfer of the service to an alternative leisure management contractor. This will inevitably bring challenges and new ways of working, and significant effort will be given to ensure a seamless transfer from a customer perspective. The incoming contractor will obviously have ideas on how to improve the business and service provided.

The leisure centres continue to account for nearly 1.5 million visits from customers per year. With the economic climate likely to have a significant impact on income levels within the leisure centres during the coming 18 months, particularly in areas such as membership and catering, it will be key for the Centres to continue to improve upon the service delivered to all customers, but particularly those with a membership.

We will be looking at how technology may help us improve the way in which we admit members into the Centres, particularly in relation to speed of service, with the possibility of swipe card entry in some of the facility areas and quick ticket machines for those pre-paid members who simply need to register their visit. Both Olympos Haywards Heath and Olympos Burgess Hill currently operate two reception desks and successful introduction of these solutions may mean that closing one of the reception areas at each site is possible. This could lead to significant savings, once the cost of the technology has been accounted for.

Continuing to attract new customers will be a focus in 2009/10 with demographic research undertaken to better understand exactly who our current members are. This will enable us to better target our marketing to specific areas. It is already planned to integrate our sales process into normal customer service routines. We will develop new membership packages for those over 50 years of age and will be looking for further opportunities in the corporate market.

The demographic research undertaken will be combined with some non-user research in order that we will highlight any areas of our communities that we are not currently reaching well, so that we can tailor activities and programmes for them. Pricing may well play a part in attracting customers from these sections of our community and it is intended that a comprehensive pricing review will also be undertaken in 09/10.

We will continue to strive to increase participation and utilisation of the facilities. Significant focus will be given to promotions, particularly around fitness classes, sales of training courses and special events. We will continue to promote Olympos Burgess Hill as a visitor attraction and hope to install a temporary ice rink over the winter period.

Significant steps have been taken over the last couple of years to drive forward the profitability of our catering business. Savings have been made on staffing levels through the introduction of less labour intensive menus, and amendments to service arrangements. It is recognised that retaining income levels within this area will be challenging during the current economic climate and both in-house and targeted marketing and loyalty techniques will be used to retain as much income as possible, whilst maintaining current profit margins. The catering operation at Olympos East Grinstead continues to run at a loss and it is intended that the way in which catering is delivered at this site will change in 09/10, with the possibility of moving to a vending only service. When Environmental Health introduces the 'scores on the doors' rating system we will look to have all our catering outlets assessed, and we will also seek to gain an industry award based around our healthy eating menus.

Work with our key partners will continue to grow and improve. The partnership with Olympos Marlins will be in the new membership arrangements during 2009/10 and the opportunities for joint working on teaching and coaching should offer improved service to all members of the public during swimming sessions. The relationship with the PCT will be worked upon – looking to further expand and improve the TERMS (The Exercise Referral in Mid Sussex) project. Work will also continue with the Gatwick Diamond consortium around build up to the 2012 Olympic Games and the possibility of Olympos Burgess Hill being used as a training venue.

We will continue to look at how our internal processes can be bettered to both improve the service we offer and make us more efficient in the use of our resources. Moving more of our payments to Direct Debit, particularly payments for coaching courses, is a perfect example of where it will simplify our processes and make it easier for our customers to pay. Cleaning will remain a top priority, so that the facilities are presented in the best possible light to all customers.

None of the three leisure centres will be assessed for Quest during 09/10, but all will continue with the actions contained in each site's Quest Improvement Plan. Olympos East Grinstead is likely to undergo a management visit during the year.

We will continue to focus on developing our staff by further rolling out the NVQ programmes on offer to them.

### **Events and Entertainment**

The Events and Entertainment Business Unit has three main business elements:

- Olympos Entertains – the commercial entertainment programme at Clair and Martlets Halls;
- Clair and Martlets Hall commercial and community use;
- Catering services at both halls and the Café bar at Martlets Hall;
- The Council's civic events.

The civic halls provide facilities for local businesses, public service groups (such as the PCT) and community groups together with a commercial entertainment programme. The entertainment programme, branded as Olympos Entertains, strives to provide a wide range of entertainment including music, dance, comedy, children's theatre and drama. In 2007/08 just over 12,000 people bought tickets for one of these performances. There are six local amateur groups who use the halls for their productions generating a further 10,000 attendances. The venues are also used by the community for social events and celebrations such as weddings and family parties.

The Events and Entertainment service plan for 2009/10 for reflects the major changes anticipated as a result of the new leisure management contract and the development plans which will identify the future shape of facilities currently provided by the Council at the civic halls.

As has been well documented the Council intends to re-provide these facilities as part of the town centre development plans and the Leisure Strategy Group will be forming a vision for what these facilities will need to look like in order to meet the needs of the community. It is anticipated that the Events and Entertainment team will contribute to this process.

It is therefore likely that there will be some overarching themes for next year including:

- Ensuring a seamless transition to the new leisure management contract;
- Providing research and data to help guide the Leisure Strategy Group;
- Working with existing customers to ensure continuity during any closure or restriction of service;
- Working with customers to provide appropriate facilities for their needs in the future.

Income is being maintained at Martlets Hall and some additional income generated in 2008-09 from successful amateur weeks. We will work with these groups in order to try to sustain this in 2009-10.

Income at Clair Hall has been more difficult to maintain mainly in the concession hire category. Some of our concession groups have reached the end of their useful life and have disbanded. We will work with our customers to ensure they continue to use our facilities in the light of the future changes. Depending on the eventual final closure date for Clair Hall there will be increasing maintenance costs as the building continues to age.

The entertainment programme has seen attendances grow steadily as we have improved the range and production values of the performances. Early signs for 2008-09 show this trend to be continuing with a 21% increase in sales to the end of August. This may be impacted by any ongoing financial downturn. However there are also further improvements to the service, which can be introduced, which will make the service more efficient.

The leisure management contract requires on line bookings for entertainment events to be available in 2009-10. This will provide better customer service and in the longer term allow us to review our box office facilities.

During 2008-09 we will have established levels of customer satisfaction with our entertainment, catering and community services. This baseline information will be used to set improving targets for 2009-10. We will explore funding opportunities for cultural activities working in partnership with MSDC Arts Development and with county and national bodies.

Arts Quest is similar to the Quest accreditation currently held by the leisure centres. It provides a framework based on best practise for the management of arts venues. Although not yet fully adopted we will apply the standards to the operation of the civic halls and apply for assessment as soon as the scheme is formalised.

Civic events are also managed within this Business Unit, but the budget sits within the Member Support and Partnership Business Unit. More information can therefore be found within that service plan.

**LEISURE OPERATIONS, EVENTS & ENTERTAINMENTS VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	19
Additional pay award 2008/09 (0.45%)	22
Inflation	110
Repairs & renewals expenditure	97
Realignment of budgets from Community Services and Culture	31
Cabinet approved staffing changes	5
<i>Total</i>	<b>284</b>
<b><i>Budget Changes - Decreasing</i></b>	
Removal of concept and feasibility plans on projects as 2008/09	(30)
Recharges	(156)
<i>Total</i>	<b>(186)</b>
<b><i>Total Variation for Leisure Operations, Events &amp; Entertainments</i></b>	<b>98</b>

<b>LEISURE OPERATIONS, EVENTS &amp; ENTERTAINMENTS BUDGET 2009/10</b>	<b>Budget 2009/10</b> £'000	<b>Leisure Centres</b> £'000	<b>Civic Halls</b> £'000
<b>Gross Expenditure</b>			
Employees	5,289	4,886	403
Premises Related Expenditure	2,809	2,542	267
Transport Related Expenditure	21	20	1
Supplies and Services	1,143	912	231
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	1,146	953	193
	<b>10,408</b>	<b>9,313</b>	<b>1,095</b>
<b>Gross Income</b>			
Fees and Charges	(7,456)	(6,829)	(627)
Rents	(98)	(78)	(20)
Grant Income	0	0	0
Recharges	(547)	(547)	0
	<b>(8,101)</b>	<b>(7,454)</b>	<b>(647)</b>
<b>Net Expenditure</b>	<b>2,307</b>	<b>1,859</b>	<b>448</b>
<b>Budget 2008/09</b>	2,209	1,775	434
<b>Change from 2008/09</b>			
£'000 Change	98	84	14
% Change	4%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	1,550	1,278	272
Capital Financing Income	0	0	0
Specific Items	0	0	0

## **LEISURE OPERATIONS - SUCCESS CRITERIA**

### *Best in Class Services:*

- All new staff to attend Olympos Induction and First Service training;
- Achieve 75% of all Recreation Assistants qualified to NVQ Level 2 in Sport, Leisure & Allied Occupations;
- Achieve 50% of all Duty Managers qualified to NVQ Level 3 in Sport, Leisure & Allied Occupations;
- Achieve 'Good' rating for all children's services from OFSTED.

### *Excellent Customer Services and Satisfaction:*

- Maintain overall customer satisfaction with our service above 90%;
- Achieve minimum of 70% in centre's 'Customer Satisfaction' reports;
- Introduce new CRT package to improve the feedback we receive from our customers;
- Improve our interaction rate with 'High Risk' members using TRP software to above 55% at both OHH and OBH.

### *Sustainable Finances:*

- By effectively using The Retention People software will strive to keep our attrition rate below industry standard of 5% (50 per 1,000 members);
- Generate additional income, in order to combat the anticipated loss of income from memberships, catering and leisure pool swimming by increasing corporate membership numbers by 10%.

### *Excellent Reputation:*

- Target reaching the finals of the National Lifeguard Championships during 09/10 competition;
- Achieve a FLAME Award (Fitness Leadership and Management Excellence) – in Sep 09;
- Achieve a rating in the top 25% for our catering facilities when the 'Scores on the Doors' system is introduced.

## **EVENTS AND ENTERTAINMENT - SUCCESS CRITERIA**

### *Best in Class Services:*

- Focus on activities for young people – performances / education / holiday activities;
- Review box office service following introduction of on-line bookings;
- Implement revised objectives for the civic events function;
- Provide technical training for in house staff to provide savings on technician charges for shows;
- Provide training for Health and Safety competent person.

### *Excellent Customer Services and Satisfaction:*

- Carry out three customer surveys per year;
- Achieve customer satisfaction levels which demonstrate continuous improvement from the 2008-09 baseline;
- Introduce on-line bookings and achieve 25% of bookings made on-line by March 2010;
- Implement communications plan with user groups to ensure full consultation / engagement regarding new facilities;
- Implement a communications plan to promote the council's civic events within the community.

### *Sustainable Finances:*

- Improve utilisation of meeting room space by 5% by exploring new markets;
- Introduce environmental policy to reduce energy consumption;
- Maximise income from promoted events;
- Use in house graphic design to reduce expenditure with external design company.

### *Excellent Reputation:*

- Implement the Arts Quest action plan and achieve accreditation if the scheme is adopted;
- Use examples of good practise from the National Association of Civic Officers to develop and improve the programme of civic events.

## FACILITY MANAGEMENT & STREET SCENE

**Head of Service:** Mark Fisher

**Business Unit Leader:** David Harper

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Facility Management &amp; Street Scene.</b> Priority B	Excellent customer service by March 2009 and maintained thereafter	Yes, with other Councils

The Facility Management Business Unit provides a front line service for customers making use of the Council's 340 parks and open spaces, including organised activities and events. We provide a 7 day week service and deal with a wide range of street scene issues including management of public toilets and processing road closures for events on the highway. To protect and enhance the environment of Mid Sussex, the team is leading the introduction of new powers under the Clean Neighbourhoods and Environment Act 2005 legislation.

Building on last year's award winning success with mobile technology for the Council's wider street scene team, and the enhanced efficiency and service performance, this year we will continue with the implementation and practical application of the technology within a wider partnership. We are looking to increase the team from 20 to 25 staff using the mobile units, including Haywards Heath Town Council and Sussex Police. Following completion of the pilot project in early 2009 we will undertake a full and detailed evaluation. By July 2009, we will then provide the Council with a detailed basis / justification to consider a wider application of the technology, and further development of software to support the Councils' delivery of improved service to customers in the field.

Newly authorised Dog Control Orders will be promoted and enforced as we seek to improve the environment within Mid Sussex. Implementation of the approved year 2 schemes within the wider Clean Neighbourhoods and Environment Act 2005 project plan, will include initiatives to reduce nuisance cars, dropping litter, abandoned shopping trolleys by March 2010. This will be undertaken by officers across the authority and with partner organisations.

The outdoor team will be supporting the Mid Sussex Leisure Strategy (including parks and open spaces), by providing co-ordinated information for this review process, and will assist the implementation of any subsequent action plan. Within the context of the strategic review, we will also appraise the existing contract agreements, which Mid Sussex has with its Town and Parish Councils partners, relating to operational parks and street scene management. The review of existing contracts will be completed to enable any proposed changes to be introduced for the 2010 financial year.

As a result of the Alternative Leisure Management Project, the team will take over management of Beech Hurst Gardens and Mount Noddy from the Olympos Leisure centre team during the spring of 2009.

Following a busy parks event season which saw over 45 successful community events taking place, we will be reviewing our approach to the licensing of parks for large non-sporting events in which regulated activity takes place (7 days in 2008). The review will be undertaken in the spring of 2009 to ensure the Council can sustain this level of activity, within existing staff resources during the remainder of the year.

We will be implementing an online bookings system with a web based booking and payment system, which will provide customers, with extended access to be able to book and pay for fixtures at their convenience. Wider site roll out is to be completed by August 2009 in readiness for the 2009 winter season.

To enhance the range of community buildings, we will support the development of important new facilities at Finches Field (Pease Pottage). The community building / pavilion project will be progressed towards the planning applications and procurement stage with our project partner organisations, as we move towards implementation in the latter part of 2009 / 2010.

We will undertake an initial appraisal exercise for the development of catering facilities / franchises within key Town Parks and open spaces, and to maximise the contribution this service could make to the parks infrastructure. This work would involve close liaison with the Legal and Property Team.

A detailed communication and marketing plan will be produced and delivered to ensure the successful implementation of projects including Clean Neighbourhoods initiatives, online booking systems etc, and improved coordination of publicity and promotion material is achieved. Production of this plan will be undertaken with full consultation with Cabinet Member and key personnel within the Customer Service and Communications team to ensure the Councils reputation is enhanced.

The financial planning for next year recognises the financial constraints within which the Council and its customers have had to work during 2008, and the likelihood of continuing pressure on disposable household income to purchase services from the Council. This will be reflected in the annual charges review exercise recommendations, and use a risk based approach to protect the Councils income base of £307,000 in 2008/09, including charitable sites. A £20,000 reduction in income from hirers is projected and will be met by reduction in expenditure in building maintenance and utilities.

Delivering an enhanced and customer centric Parks and Street Scene service requires further review of the processes and working relationships for teams within the Leisure portfolio. The scope for possible integration to form a smaller number of larger business units will be explored, supported by the Personnel team.

Staff development within this multi faceted team will be an essential requirement as we tackle some of these bigger projects in forthcoming years and is expressed with our success criteria.

## LANDSCAPES

**Head of Service:** Mark Fisher

**Business Unit Leader:** Rupert Browning

Service	Direction of Travel	Opportunity for Joint Service Delivery
Landscapes Priority B	Excellent customer service by March 2009 and maintained thereafter.	Yes, with other Councils

The Landscapes Unit is responsible for ensuring that all District Council owned and managed hard and soft landscape are effectively maintained. The portfolio of sites to maintain and develop include over 115 equipped playgrounds, 35 sportsground sites, 8 town parks, 20 nature conservation sites, some 280 open spaces and 18 kilometres of streams with associated culverts. The total area to maintain is in the region of 460 hectares. The work to maintain all these sites is undertaken by a range of contractors. The principal long-term contractors are Grasstex Ltd (Leisure Parks, Open Spaces including streams and culverts), English Landscapes Ltd. (Sportsgrounds), KPS Ltd (Tree work) and Foster Landscapes (Playgrounds). The projected budget for these grounds maintenance works in 2009/10 is estimated to be some £865,000 with playground works of circa £140,000.

It is intended to achieve greater efficiencies with our long-term grounds contractors and introduce yet more sustainable ways of maintaining the outdoor soft landscape assets. It is intended to generate cashable efficiency savings in 2009/10 on the various grounds maintenance contracts of 2.3% (£20,000).

The team already work hard to reduce the carbon footprint of their contractors through efficient use of water and pesticides and managing workloads so as to minimise road travel. A particular emphasis in 2009/10 will be on managing more effectively the green waste generated by site work and investigating possible joint working with our neighbours Horsham and Crawley. It is also intended to further gradually reduce the area set aside for summer and winter bedding (for 2009/10 a reduction in area of approximately 10% of total bedding area) and to replace these areas with perennial plantings that are more sustainable in the long term. This should generate an estimated cost saving in 2009/10 of £2,000.

We shall work with all our contractors and partners to assist the Cleansing team in achieving top quartile for the National Indicator on litter in the district (NPI 195) and to submit an application for the Clean Britain Awards 2009 /10. We aim to get a Green Flag Award for Beech Hurst Gardens in 2010/11 (an application is being submitted for 2009/10 in 2008/09).

The unit will continue to conserve and enhance the rich landscape and bio-diversity of the district in partnership with conservation organisations, West Sussex County Council, local groups and towns and parishes. In particular there will be close collaboration with all such organisations in the implementation of the new National Performance Indicator (NI197) that will encourage local communities to get involved in the management of their local green spaces. We will work with the British Trust for Conservation Volunteers (BTCV) and other organisations such as the newly formed 'Green Circle' group to extend the range of sites with volunteer input and ensure existing groups are well supported and given occasional 'Health Checks' by BTCV.

We will investigate the possibility of applying for inclusion in the Higher Level Stewardship scheme administered by Natural England for Bedelands Farm Local Nature Reserve that will assist in ensuring funding assistance over the next 10 years. We shall also assist the new Green Circle Group to bid for any external funding they feel would be appropriate to further their aims which would help in defraying the costs of management on Council owned conservation sites within Burgess Hill. We will also seek to further develop the physical links within the Green Crescent by working with the Property Unit to secure the linkages from Gatehouse Lane around to St. Paul's School and Sussex Way balancing pond. The team will work to designate Eastern Road Nature Reserve, Lindfield and further areas within Bolnore Village (including possible designation the proposed school site under a management agreement), as Local Nature Reserves.

We intend to provide a platform for all Nature Conservation related organisations in the district to update each other and network by holding a Landscape and Bio-diversity Conference in either autumn 2009 or spring 2010 which will involve other teams in the Council. We would hope to share good practice such as the 'Green Circle' in and around Burgess Hill.

We shall improve customer response times through continued partnership working with parishes and community groups and making full use of the local rapid-response teams based in the 3 main towns. We shall maintain response times for all flooding incidents within 24 hours and aim to clear graffiti from public spaces via the town council mobile teams within 3 working days of notification. We shall also be active in assisting the member support and partnerships business unit in shaping and delivering the action plan for the new 2008-2018 Sustainable Communities Strategy.

We shall undertake approximately 15 significant engineering related projects and 10 play related projects during the year in addition to a large number of small soft and hard landscape projects. This year will also be the start of a new 4-year rolling programme of playground enhancements utilising Section 106 monies under the Capital Programme. The sites to benefit during 2009/10 include play areas at Haywards Heath Recreation Ground, Burners Close and Denham Road Playgrounds in Burgess Hill and Victoria Park skatepark in Haywards Heath. By utilising S106 funding it has been possible to reduce the playground revenue budget by £26,000, which will help offset other financial pressures elsewhere in the Council.

Part of this work will involve greater customer engagement to try to ensure young people get the sort of facilities they want. It is also intended to put into practice some of the new thinking regarding play design (advocating a more adventurous, exciting and even risky play environment and re-thinking the perceived need for perimeter fencing and expensive safety surfacing). The forward play programme will be influenced by the recent Leisure Facility audit (PPG17) that has recommended fewer but larger play areas. We shall also further enhance the standards of playground cleanliness through periodic deep cleans and we also will provide additional shade to at least 5 playgrounds through tree planting in autumn 2009.

To enhance the service to sports clubs we will monitor all drained pitches over the winter of 2008/09 and implement appropriate remedial drainage schemes to enhance pitch quality in early summer 2009 in preparation for the 2009/10 winter playing season. All sports pitches on clay soils have now been drained over a period of some 26 years and this has greatly improved the playability of these facilities over the winter season with very few pitches now being cancelled due to waterlogging. This has resulted in improved club satisfaction and enhanced income. However some of these drainage systems are now in need of 'refreshing' so as to maintain their efficiency. We shall work with the Outdoor Facility team to measure and achieve at least 80% club satisfaction rates with the outdoor playing facilities, the associated pavilions and the standard of services given.

Greater use will be made of GPS technology to more comprehensively record our outdoor landscape assets – a start has been made on the individual trees in the district's parks and open spaces. This will assist in the preparation for either a re-tender or extension of the Arboricultural Contract and in general day to day operational management.

A publicity plan will be produced and delivered by all staff in the unit plus key personnel within the Customer Service and Communications team to ensure the Council's reputation is enhanced. The team will also further publicise our 'Green Credentials' so as to enhance our standing in the local community and to provide leadership to residents in such issues as water conservation and reduced use of peat and pesticides etc.

The team will assist other officers in the successful formal adoption of new open spaces and play areas and will advise Property on any proposed land disposals.

The Business Unit Leader will remain a leading player in the expanding Greenspace organisation by representing all Sussex Local Authorities at the regional Greenspace SE Steering Group. All staff will receive training in project management and risk management and one member will continue to develop his skills as a regional 'Green Flag' judge.

*The financial table for this service is combined with Facility Management & Street Scene*

### FACILITY MGMT, STREET SCENE & LANDSCAPES VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Additional cost of land adoptions	11
Realignment of budget to Cleansing	10
Realignment of budget from Cleansing	7
Additional pay award 2008/09 (0.45%)	2
Impact of economic downturn on income	20
Repairs and Renewals	118
Inflation	69
Recharges	50
<i>Total</i>	<b>287</b>
<b><i>Budget Changes - Decreasing</i></b>	
Payback to reserves - fully repaid	(22)
Realignment of 2008/09 NNDR budgets	(5)
Playground improvements - works now funded from S106s	(26)
Grounds maintenance contract savings	(20)
Reduction in area set aside for Summer/Winter bedding	(2)
Savings to offset economic downturn	(20)
<i>Total</i>	<b>(95)</b>
<b><i>Total Variation for Facility Mgmt, Street Scene &amp; Landscapes</i></b>	<b>192</b>

**FACILITY MGMT, STREETSCENE  
& LANDSCAPES  
BUDGET 2009/10**

	<b>Budget 2009/10</b> £'000	<b>Outdoor Facilities</b> £'000	<b>Trust Fund Accounts</b> £'000	<b>Public Conveniences</b> £'000
<b>Gross Expenditure</b>				
Employees	444	390	6	48
Premises Related Expenditure	1,665	1,412	183	70
Transport Related Expenditure	37	35	0	2
Supplies and Services	163	160	0	3
Third Party Payments	91	6	0	85
Transfer Payments	0	0	0	0
Support Services	214	180	0	34
	<b>2,614</b>	<b>2,183</b>	<b>189</b>	<b>242</b>
<b>Gross Income</b>				
Fees and Charges	(190)	(142)	(48)	0
Rents	(106)	(31)	(75)	0
Grant Income	(1)	(1)	0	0
Recharges	0	0	0	0
	<b>(297)</b>	<b>(174)</b>	<b>(123)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>2,317</b>	<b>2,009</b>	<b>66</b>	<b>242</b>
<b>Budget 2008/09</b>	2,125	1,842	60	223
<b>Change from 2008/09</b>				
£'000 Change	192	167	6	19
% Change	9%			
<b>Other Items 2009/10</b>				
Capital Financing Costs	182	159	0	23
Capital Financing Income	0	0	0	0
Specific Items	0	0	0	0

## **FACILITY MANAGEMENT & STREET SCENE - SUCCESS CRITERIA**

### *Best in Class Services:*

- Operation of Beech Hurst Gardens and Mount Noddy Recreation Ground transferred from Leisure Centres to the Outdoor team by 1<sup>st</sup> July 2009;
- Undertake the actions from the Mid Sussex Leisure Strategy (relevant to parks and open spaces);
- Bedding in of mobile working systems and devise business case for roll out plans for project across street scene teams over two further phases by the 31<sup>st</sup> July 2009;
- Secure a placement for Assistant Leisure Facility Manager to attend a Spark Management training 2009;
- Secure a placement for the Support Officer for a place on management development course;
- Secure a placement for our Park Rangers to attend specific vocational training courses for Rangers;
- Training completed for temporary staff, to be able to provide cover during the first half of 2009;
- Training completed for temporary staff for Beech Hurst and Mount Noddy ready for operation by 1st July 2009.

### *Excellent Customer Services and Satisfaction:*

- Establish a new user forum to deliver Street Scene environmental initiatives by 30<sup>th</sup> November 2009;
- Review the structure of business unit teams to provide a more focused Parks and Street Scene service by 31<sup>st</sup> March 2010;
- Introduce further Street Scene regulatory powers, with LAGAN case file tracking on case resolution to deliver an enhanced customer service by 31<sup>st</sup> March 2010;
- To conclude negotiations with Hassocks Parish Council and implement refurbishment of Adastra Park public toilets, Hassocks by 31<sup>st</sup> March 2010.

### *Sustainable Finances:*

- Deliver service plan within budget;
- Achieve income targets set.

### *Excellent Reputation:*

- To maintain customer satisfaction in Parks and Open Spaces in the upper quartile, by 31<sup>st</sup> March 2010;
- To obtain Green Flag accreditation for Beech Hurst Gardens in conjunction with the Landscapes section by summer 2009;
- Achieve re-accreditation for our Healthy Walks programme;
- Submit an application for relevant national award in conjunction with Cleansing Services and Landscapes Business Units.

## **LANDSCAPES - SUCCESS CRITERIA**

### *Best in Class Services:*

- All staff undertake training to maintain or acquire professional competence in line with PPPs;
- Risk Management training to be provided for all staff dealing with contractors;
- Further development of one member of staff as a Green Flag Judge through Civic Trust training and on the job experience.

### *Excellent Customer Services and Satisfaction:*

- Hold Landscape and Bio-diversity Conference which achieves a 90% satisfaction rating from participants;
- Achieve overall public satisfaction rates of 80% with service (measured through the Place Survey);
- Pay 97% of all invoices within 30 days;
- Respond to 100% of flooding requests within 24 hours.

### *Sustainable Finances:*

- Achieve 2.3% cashable efficiency savings of c.£20,000 on long term maintenance contracts (through improvements to efficiencies in contract delivery, driven largely by the Innovation Forum);
- Undertake improvements to 4 playgrounds using Section 106 monies, plus a new playground at Ashplats wood (using Big Lottery funding);
- Achieve a reduction in the revenue budget for Playground works of £26,000.

### *Excellent Reputation*

- Achieve a green flag for Beech Hurst Park and apply for further award in 2010/11;
- Attain top quartile performance in for NI 197 (Local Sites) and NI 199 (play);
- Local Nature Reserve (LNR) local PI – achieve top quartile performance amongst Sussex Districts and Borough Councils (designate new LNR's in Bolnore Village and possibly at Eastern Road Nature Reserve depending on transfer of land to Council from developers);
- Submit an application for the Clean Britain Awards 2009 / 2010 or Cleanest Streets Awards in conjunction with Cleansing and Facility Management Team;
- Assess options for acquiring a further Green Apple Award.



## PARKING SERVICES

**Head of Service:** Mark Fisher

**Business Unit Leader:** Sue Rees

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Parking Services</b> Priority B	Increased net income each year, satisfactory customer service on enforcement matters with major progress annually towards overall target.	Yes, with other Councils or private sector.

The Parking Services Business Unit is managed by a Parking Services Manager with an operational team consisting of 2 senior posts and 12 Civil Enforcement Officers (CEOs) ,a support team consisting of 1 senior post with 4.4 Support Staff and a Parking Development Manager.

Parking Services is an important and expanding service that is provided by the Council. It has grown considerably over the past 2.5 years and will continue to grow as it looks to improve parking capacity, increase its enforcement presence and introduce controlled parking zones (CPZs) in Haywards Heath and Burgess Hill.

The Unit manages and maintains the District's 32 car parks (20 town centre and 12 rural car parks) and provides the enforcement service for both on street and off-street parking. The service also manages the administration for the County Council's Controlled Parking Zone (CPZ) Scheme in East Grinstead that involves enforcement, cash collection and administrative functions.

Parking income makes a valuable contribution to the Council's overall budget giving an average gross contribution of £1.4m and £811k net contribution [less operational costs] to the budget.

Local Authority Parking Enforcement (LAPE) will be in its fourth year of operation and with the implementation of the Traffic Management Act 2004, it now has a slightly wider remit under the title of Civil Parking Enforcement. Changes required from the Act were implemented effectively and the service continues to live up to its value of being 'firm but fair'.

Nine of our car parks have been recognised as being of high standard and have been awarded the nationally recognised Park Mark Award, with more being worked on throughout 2008-09. We aim to have at least thirteen awards by the end of 2009-10. Parking Services is also recognised as having successfully implemented LAPE and continues to share its best practice with neighbouring authorities.

The phased implementation of new replacement parking machines has helped improve efficiency and increase performance levels. There is now more easily accessible and accurate performance data available, which will aid service planning in the future. The roll out of this project has provided the service with considerable customer feedback and insight, which will help to ensure that any future changes or enhancements will be carried out effectively, efficiently and economically.

A review of the car parking service and its charges has been started in 2008-09 and will continue into 2009-10. The increased charges agreed as part of this review, will be implemented in 2009-10, with other recommendations being phased in over a longer period. It is envisaged that this will provide future direction, increased income and customer satisfaction and improve sustainability. The increased charges will help to reduce the impact of the economic downturn as well as savings that will be achieved through reduced expenditure on maintenance and utility costs. In addition, if the licence is granted to Park Brite to operate a car washing service in four of our key car parks, and it proves successful, negotiations will then take place to extend this into other car parks.

A review will also be carried out of the parking at the Leisure Centres & Halls, to see if it could be better controlled, by bringing them under the Off-street Parking Places Order.

Alternative parking solutions will be investigated: park & ride, decking, car club, town centre revitalisation, as will the service's transport requirements in an effort to reduce our carbon footprint e.g. fuel type, transport type, enforcement routes/mileage.

Substantial work and increased resources will be required by the service to implement, administer and enforce CPZs (Controlled Parking Zones) in Haywards Heath and Burgess Hill, as will the operation and improvement of our existing car parks. Any increase as a result of introducing new CPZs will be met either from the ring fenced enforcement account or from County's CPZ account, however, there could be an impact on our accommodation budget. Analysis of future car parking requirements, from the Unit's own reviews and the Town Centre developments will also have an impact on resources.

Time band	Current		Time band	Proposed	
	Short Stay	Long Stay		Short Stay	Long Stay
Up to 1 hour	0.60p	0.60p	Up to 1 hour	0.60p	0.60p
1 to 2 hours	0.80p	0.80p	1 to 2 hours	£1.00	£1.00
2 to 4 hours	£1.20	£1.20	2 to 3 hours	£2.00	£2.00
			3 to 4 hours	£4.00	£3.00
over 4 hours	£4.00	£2.00	over 4 hours	£6.00	£4.00

**PARKING SERVICES VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Realignment of 2008/09 NNDR budgets	11
Impact of economic downturn on fee income	100
Inflation	16
<i>Total</i>	<u>127</u>
<b><i>Budget Changes - Decreasing</i></b>	
Car Parking increase in fee income	(674)
Car Parking savings offsetting economic downturn	(47)
Recharges	(10)
VAT reduction of 2.5% for 9 months	(36)
<i>Total</i>	<u>(767)</u>
<b><i>Total Variation for Parking Services</i></b>	<u><u>(640)</u></u>

<b>PARKING SERVICES BUDGET 2009/10</b>			
	<b>Budget 2009/10</b>	<b>Car Parks</b>	<b>Parking Enforcement</b>
	£'000	£'000	£'000
<b>Gross Expenditure</b>			
Employees	562	50	512
Premises Related Expenditure	320	320	0
Transport Related Expenditure	31	9	22
Supplies and Services	121	46	75
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	121	121	0
	<b>1,155</b>	<b>546</b>	<b>609</b>
<b>Gross Income</b>			
Fees and Charges	(2,529)	(2,061)	(468)
Rents	0	0	0
Grant Income	(141)	0	(141)
Recharges	0	0	0
	<b>(2,670)</b>	<b>(2,061)</b>	<b>(609)</b>
<b>Net Expenditure</b>	<b>(1,515)</b>	<b>(1,515)</b>	<b>0</b>
<b>Budget 2008/09</b>	(875)	(875)	0
<b>Change from 2008/09</b>			
£'000 Change	(640)	(640)	0
% Change	73%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	83	83	0
Capital Financing Income	0	0	0
Specific Items	0	0	0

## **PARKING SERVICES - SUCCESS CRITERIA**

### *Best in Class Services*

- Implement recommendations from 2008-09 car parking service review;
- Complete review into the updating/replacing of enforcement equipment and processing system (To include improved SLAs with current provider or switching to an alternative provider);
- Leisure Centres & Halls parking controlled and enforced under the Off-street Parking Places Order;
- Parking Support staff achieved/studying for a qualification e.g. NVQ in customer service, notice processing or parking office qualification;
- All enforcement staff achieved City & Guilds level 2 in Parking Enforcement and City & Guilds in Conflict Management;
- All support staff multi-functional across all notice processing and controlled parking zone administration tasks;
- Senior Officers secure Membership of IPP (Institute of Parking Professionals).

### *Excellent Customer Services and Satisfaction:*

- Full, up to date service information, on-line forms and payment options available on the web;
- Mystery shopper exercise carried out and improvements/recommendations delivered;
- Controlled Parking Zones for HH & BH introduced by WSCC (administered by Parking Services);
- Plan to improve communications for changes/additions to service provision delivered (including communications plans and use of project management methodology);
- Customer service Chartermark awarded;
- Formal complaints monitoring system established.

### *Sustainable Finances:*

- To show an increase on 2008-09 car park income of at least £674,000 if charges increase;
- To start building up a surplus on the enforcement account, which can be used to improve parking facilities;
- To achieve efficiency savings of £47,000.

### *Excellent Reputation:*

- Achieve Nationally accredited Park Mark Awards for at least 13 car parks;
- Achieve a national award e.g. British Parking Awards or Civil Enforcement Awards.



## CUSTOMER SERVICES & COMMUNICATIONS

**Head of Service:** Marissa Bartlett

**Business Unit Leader:** Jo Carr

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Customer Service &amp; Communications</b> Priority B	Step change in customer service and Council's reputation by 2009 and maintained thereafter.	Yes, with other councils for some services

The customer is at the heart of everything Mid Sussex District Council does and, as such, providing excellence in customer service and communicating effectively with the population is part of everyone's role within the Council.

While each council is addressing costs, given the economic climate, Mid Sussex District Council has been managed responsibly over recent years and this structured, streamlined and more efficient way of working provides the strong foundations which need to be expanded on in order that expenditure is reduced in line with budget constraints. As well as reducing publication and printing costs across the Council, the Customer Services and Communications Business Unit will increase the fund generating areas. These initiatives will see changes in costs that will have added benefits to the Council's branding and reputation as they will be managed in a more efficient way. Another area for growth is the Council's website which will aid electronic distribution, fully integrate all e-payments with the financial system and hopefully prove award winning.

The newly formed Customer Services and Communications Business Unit will be working closely with all service areas to ensure that a 'customer first' viewpoint is strongly developed throughout the Council. The Unit will promote service improvement by engaging more effectively with our customers; increasing the online facilities that we provide, so that our customers can interact with the Council both in and out of office hours; and through the promotion and support of partnership working. The Unit's initiatives will be introduced throughout the Council and appropriate support, training and guidance will be provided at all levels to ensure total implementation.

During 2007/08 we undertook a re-design of the Council website, creating an easy to use, information focused site. The new Customer Contact Centre, introduced in 2007, has expanded its capacity and now handles over 3000 calls per week for our Cleansing, Pest Control and Concessionary Fares Services. The Centre is fully integrated with the LAGAN Customer Relationship Management software and is also now electronically linked with e-forms, which are submitted on our website. Improved reporting facilities and data collection about our customers is a major benefit of this integration, allowing us to be better informed about our customers' needs. Monthly reports will be produced and this will both monitor the nature of the calls as well as the flow, so identifying how initiatives and improvements will affect the current ways of working. Complaints and plaudits will also be tracked in quarterly reports with actions put in place to avoid recurrences, thus we will learn from our customers.

In the coming year we will implement, programme manage and fully integrate a new Customer Services Strategy, which will underpin all service areas and help promote a customer focused delivery of the Council's Corporate Plan. Working with all Business Unit Leaders we will promote service and corporate priorities in order to improve the Council's reputation with our customers. Our communications plans will be produced to cover the short, medium and long term enabling the Communications Team in taking a proactive approach to communications activity, both within and external to the Council to fully manage the message we want to get across to all our

customers. This will include all forms of communication – from emails and voicemail messages to leaflets and branding. Informing our external audience is paramount, however, our internal audience needs regular communication too and as part of this all press releases, statements and media updates from the Communications Team will be sent to all Heads of Service, Business Unit Leaders and members. Partnership working is critical when providing excellence of service to our residents, so all Parish Councils, Town Councils and relevant public sector organisations will be added to distribution lists in order that they too are kept aware of the Council's work.

The Council has some great facilities within the District, for example, our playgrounds, skate parks and car parks have all won awards. To ensure that our customers associate Mid Sussex with these facilities and further promote the Council's reputation as a provider of excellent services, we will encourage full and consistent usage of the Council's identity on all corporate media, including publications, signage, website and livery. This will adhere to the design style guidelines and enforce the Council's branding across the locality.

It is important to know what our customers want in order for us to provide a good service for them. We will be looking to implement a 'you said, we did' culture through the use of improved consultation and engagement with our customers. We have already created a new consultation section on the website and we will be looking to improve upon this and combine it with a more integrated approach to consultation, using all the media options open to us, for example, print, email, telephone and web. From this, we will be able to provide updates on actions taking place.

We will further promote use of the Customer Contact Centre, including integrating the switchboard, to enable more effective customer contact for all services. We will be looking at providing an improved staff directory that is integrated with other information systems by Sept 2009. A re-design of the intranet website is also being undertaken to create a staff friendly site allowing us to increase interaction between departments and to more easily disseminate information. We will utilise the new design to assist in the promotion of customer services throughout the Council, which will allow us to achieve greater consistency in how we communicate with our internal customers.

E-advertising on our website will generate income for the Unit, which we will use to continue expanding the website to include more interactive, online services so allowing our customers to contact us when it is convenient for them. By promoting the Council's website and Customer Contact Centre further, we will reduce the carbon footprint of our customers who will be able to interact with the Council without having to travel to our offices or help points. We will also be looking to reduce printing costs and storage of paper by ensuring that all publications and leaflets are available on our website and by implementing a 'print only when necessary' policy throughout the Council.

Service reviews are an important part of the Council's development process. Using appropriate techniques, we will engage with business units to ensure opportunities in improving service performance, provide value for money and effective customer focus. All business units will be encouraged to bring forward ideas for discussion, so forming part of a two-way improvement initiative.

We shall continue to promote Mid Sussex as a tourism destination, to encourage greater spending and investment in our district. Our continuing work with the Enjoy Sussex partnership will help to enhance the image of the area as a place to visit and we will further promote the 'local tourist' aspect so that Mid Sussex is recognised as the place to be for a great day out. We will also be working with other partners to plan and manage the tourism impact on the district pre/post the 2012 London Olympics.

### CUSTOMER SERVICES & COMMUNICATIONS VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	10
Corporate Improvement/Communications staffing restructure	154
Cabinet approved staffing changes	94
Inflation	16
Additional pay award 2008/09 (0.45%)	3
<i>Total</i>	<u><u>277</u></u>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of budget to Revenues and Benefits	(42)
Realignment of budget to Organisational Development	(3)
Recharges	(231)
Corporate printer budget restructure	(1)
<i>Total</i>	<u><u>(277)</u></u>
<b><i>Total Variation for Customer Services &amp; Communications</i></b>	<u><u><u>0</u></u></u>

**CUSTOMER SERVICES & COMMS  
BUDGET 2009/10**

	<b>Budget 2009/10</b> £'000	<b>Customer Service and Comms</b> £'000
<b>Gross Expenditure</b>		
Employees	569	569
Premises Related Expenditure	0	0
Transport Related Expenditure	7	7
Supplies and Services	154	154
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	179	179
	<u><b>909</b></u>	<u><b>909</b></u>
<b>Gross Income</b>		
Fees and Charges	(2)	(2)
Rents	(8)	(8)
Grant Income	0	0
Recharges	(899)	(899)
	<u><b>(909)</b></u>	<u><b>(909)</b></u>
<b>Net Expenditure</b>	<u><u><b>(0)</b></u></u>	<u><u><b>(0)</b></u></u>
<b>Budget 2008/09</b>	0	0
<b>Change from 2008/09</b>		
£'000 Change	(0)	(0)
% Change		
<b>Other Items 2009/10</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

## CUSTOMER SERVICES & COMMUNICATIONS - SUCCESS CRITERIA

### *Best in Class Services:*

- Overall resident satisfaction with the Council increased from 48% to 58% by March 2010;
- 100% of important messages to be supported by proactive communications/media plans;
- 100% of Council corporate identity (e.g. publications, displays, vehicle livery etc), submitted to the Business Unit, checked for content and design for compliance with corporate standards, and implemented, as agreed;
- Increase percentage of visits for all services on the website by 20% from 96,000 to 115,200;
- MSDC website in top 25% of local authority sites throughout the year;
- Increase number of visits to [www.enjoysussex.info](http://www.enjoysussex.info) website by 5% from 83,707 (this equates to a further 4185 visits) and increase brochure requests for Explore Mid Sussex by 20% (to 600);
- Staff in “talent pool” achieve performance levels required and successors identified for team leaders and above;
- 95% of training identified in PPPs delivered;
- Provide relevant customer services and communications training to 100% of Business Unit Leaders;
- Implement the 'You're a Star' scheme to recognise individual service excellence.

### *Excellent Customer Services and Satisfaction:*

- Resolve at least 85% of customer queries at first point of contact (for those service areas that use the Customer Service Centre) and achieve the same target for customers who use main reception/contact team completing the survey about the service with the response “satisfied/very satisfied”;
- Complete equality impact assessments in accordance with the rolling programme agreed by the Equalities Group;
- Increase the percentage of electronic transactions on the website by 20% by March 2010 from 500 per calendar month to 600 per calendar month;
- 100% of all FOI requests and complaints responded to within the published deadlines;
- Monitor performance against NI 14 - Avoidable contact: the proportion of customer contact that is low or of no value to the customer, to establish baseline against which to set improvement targets.

### *Sustainable Finances:*

- Deliver service plan within budget.

*Excellent Reputation*

- Progress towards achieving the 'Customer Service Excellence' standard, achieving 30% on green by March 2010.
- Develop action plan, with partners, to improve performance in NI 1 - % of people who believe people from different backgrounds get on well together in their local area
- Develop action plan, with partners, to improve performance in NI 2 - % of people who feel that they belong to their neighbourhood
- Develop action plan to improve performance in NI 3 - Civic participation in the local area
- Develop action plan to improve performance in NI 5 - Overall/general satisfaction in the local area
- Develop action plan, with partners, to improve performance in NI 138 - Satisfaction of people over 65 with both home and neighbourhood
- Develop action plan, with partners, to improve performance in NI 140 - Fair treatment by local services

**PERSONNEL & PAYROLL**  
(Including Corporate Organisational Development and Public Safety)

**Head of Service:** Marissa Bartlett

**Business Unit Leader:** Tim Martland (for Personnel & Payroll)

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Personnel &amp; Safety</b> Priority B	£50k reduced net cost in 2009/10, robust and consistent approach to managing personal performance across whole organisation by March 2008 and maintained thereafter.	Yes – (transactional HR e.g. E-recruitment: generic policy advice with other councils Learning & Devt already in place c/o Sussex Training Consortium

### Personnel & Payroll

The Business Unit has key responsibility for the recruitment, selection and employment of all staff. The Business Unit's role is also to ensure that during their career with the Council the skills and capacity of officers are developed and maximised to facilitate continuous improvement and better performance, and consequently ever improving service delivery across the whole Council.

The main external facing contact for the Business Unit is recruitment. In what is already a very competitive employment market, employees from other organisations may be reviewing their personal circumstances, due to the credit crunch, and the general state of the economy. Implications could include these employees looking to move on to better paid, more senior roles with the Council. This factor is allied to an increasing number of people who may be living in the District if new housing plans are fulfilled. The Council is one of the biggest employers in Mid Sussex, and attracts a high number of potential candidates from recruitment campaigns. Therefore, recruitment methods and staff selection becomes even more critical. The Unit has a fundamental part to play in continuing to coach, develop and challenge all Heads of Service and Business Unit Leaders in getting this right.

Retention and development of the Council's own staff is also an important priority, and the Unit will continue to develop policies and source learning & development opportunities, both internally and through the Sussex Training Consortium (STC), in addition to creating secondment opportunities. The Council is a leading voice on the STC, and for a small subscription cost employees are exposed to high quality development opportunities. Our talent management approach continues to thrive with 14 of our middle managers so far having benefited from role development, project responsibilities and promotions. A joint procurement project with Wealden District Council will enable a number of individuals to train as coaches, a solution that is 50% of the normal cost for MSDC. Following three successful Fast Track Leadership programmes, the SPARK programme will focus on our "specialist" professionals and further develop their potential. Internal training workshops will also continue for Business Unit Leaders and other Team Leaders in areas such as employment law updates, policy changes, sickness absence management, recruitment & selection, performance management/appraisal and equalities. Openings will continue to be explored to extend this programme further, therefore generating some revenue for the Council; and there will be ongoing evaluation of the effectiveness of the workshop programme. Further revenue opportunities will also be sought through the administering of other organisations' payroll services.

The Council's equality monitoring around gender, race & disability will continue via Performance Indicators, and any adverse position will be addressed through ongoing review of our recruitment methods and standards. The Council will also ensure that benchmarking information across neighbouring Councils and regions is used to assist performance service and effectiveness.

This all means that staff will continue to enjoy working at Mid Sussex, knowing their career is benefiting, and is a key element in supporting the Council's succession planning strategy. It will also mean the best possible service for residents throughout the district with minimal disruption if staff changes do take place. The Council is convinced that all of these measures were significant in contributing to an 'unequivocal' Investors in People re-accreditation for the third time in January 2009.

The Business Unit will continue to actively engage with line managers on staff performance and make recommendations regarding smarter working methods and more effective use of resources. The Resource Link integrated Payroll and Personnel system continues to develop, and will assist with providing data on performance measurement, as well as a wider amount of information being provided on learning & development and absence.

As the effect of the credit crunch increases, staff must continue to be able to feel that they are secure and treated fairly at work. Consistent communication on issues that affect staff, both within the Business Units and corporately is vital, and the Unit, working with managers, as well as Unison will ensure this happens. Staff who know how they are contributing will be motivated, possess a high level of morale and enhance the Council's effectiveness and achievement, as well as their own performance. Costs will also be reduced through lower absence and turnover.

The Business Unit will also continue to fulfil expectations regarding CenSus as well as the Leisure Procurement project, both of which will improve key services for residents of the District and enhance the Council's reputation. For CenSus the key objective is obtaining some consistency on terms & conditions for staff across all three authorities, and the Unit will work closely with CenSus managers to achieve this. With regard to Leisure the objective is a smooth and legally compliant transfer of staff to the new operator in summer 2009. We will also oversee the implementation of a revised job evaluation scheme, so ensuring uniformity on staff job descriptions and a reduced vulnerability to any equal pay claims.

Many of the issues discussed in this document rely on a good relationship with the recognised trade union body. The Council will engage and consult with Unison representatives in all aspects of any change to ensure a constructive way forward on employment related matters.

### PERSONNEL & PAYROLL VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Cabinet approved staffing changes	8
Realignment of budget from Finance Corporate	2
Recharges	232
Inflation	7
Additional pay award 2008/09 (0.45%)	1
<i>Total</i>	<b>250</b>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of costs to Strategic Core	(86)
Corporate printer budget restructure	(1)
Central support	(50)
<i>Total</i>	<b>(137)</b>
<b><i>Total Variation for Personnel &amp; Payroll</i></b>	<b>113</b>

### Corporate Health & Public Safety (CHPS)

The successful partnership arrangement with Crawley Borough Council has provided greater resilience across the range of Corporate Health and Public Safety activities to the benefit of both authorities. Opportunities for savings especially in training costs with the development of common systems have not yet been fully explored but will be a focus for the forthcoming year. The knowledge, skills and experience held by the joint unit will provide support for all Business Unit Leaders in terms of business continuity and management of health and safety but also provide support and guidance for Management Team in dealing with a major emergency. Whilst not totally unique, this partnership is an example for other tier 2 authorities that such arrangements are good value for money in providing a resilient and competent service.

<b>CORPORATE ORGANISATIONAL DEVELOPMENT VARIATION TABLE</b>	
Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget	
<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Corporate Improvement / Communications staff restructure	3
Inflation	5
Realignment of budget from Customer Services and Communications	3
<i>Total</i>	<b>11</b>
<b><i>Budget Changes - Decreasing</i></b>	
Recharges	(133)
<i>Total</i>	<b>(133)</b>
<b><i>Total Variation for Corporate Organisational Development</i></b>	<b>(122)</b>

<b>PERSONNEL &amp; PAYROLL BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Personnel and Payroll £'000</b>
<b>Gross Expenditure</b>		
Employees	244	244
Premises Related Expenditure	0	0
Transport Related Expenditure	4	4
Supplies and Services	43	43
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	106	106
	<b>397</b>	<b>397</b>
<b>Gross Income</b>		
Fees and Charges	0	0
Rents	0	0
Grant Income	(13)	(13)
Recharges	(403)	(403)
	<b>(416)</b>	<b>(416)</b>
<b>Net Expenditure</b>	<b>(19)</b>	<b>(19)</b>
<b>Budget 2008/09</b>	(132)	(132)
<b>Change from 2008/09</b>		
£'000 Change	113	113
% Change	(86%)	
<b>Other Items 2009/10</b>		
Capital Financing Costs	19	19
Capital Financing Income	0	0
Specific Items	0	0

<b>CORPORATE ORGANISATIONAL DEVELOPMENT BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Corporate Org Development £'000</b>	<b>Emergency Planning £'000</b>
<b>Gross Expenditure</b>			
Employees	202	202	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure	4	4	0
Supplies and Services	22	4	18
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	35	13	22
	<b>263</b>	<b>223</b>	<b>40</b>
<b>Gross Income</b>			
Fees and Charges	0	0	0
Rents	0	0	0
Grant Income	0	0	0
Recharges	(223)	(223)	0
	<b>(223)</b>	<b>(223)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>40</b>	<b>0</b>	<b>40</b>
<b>Budget 2008/09</b>	162	132	30
<b>Change from 2008/09</b>			
£'000 Change	(122)	(132)	10
% Change	(75%)		
<b>Other Items 2009/10</b>			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	12	12	0

**PERSONNEL & PAYROLL - SUCCESS CRITERIA**  
**(including Corporate Organisational Development and Public Safety)**

*Best in Class Services:*

- Achieve top quartile performance in all relevant National Indicators (particularly equality) for 2009/10, so ensuring maximum contribution to the Council's use of resources rating;
- All recruitment and selection practices completed legally within established timelines and parameters, meaning minimum service disruption;
- Achieve 3 new Human Resources-related initiatives to improve service delivery;
- All staff in the Personnel team to possess a first level CIPD qualification by 31<sup>st</sup> March 2010, ensuring the best possible advice;
- All staff in the Unit to be fully conversant with the Resource Link system, including any new developments, to improve the communication of management information;
- Succession plans made so that there is no service disruption in critical areas if staff changes take place;
- Enhance partnership arrangements with Crawley Borough Council and establish mutual aid arrangements across Sussex in line with Cabinet Office recommendations by 2010;
- 100% of "emergency situations" responded to by partnership team within one hour of receipt;
- Plan and execute at least one multi agency major incident exercise by March 2010;
- Develop common systems/procedures across the partnership by March 2010;
- All CHPS staff trained across the range of unit functionality by September 2010;
- Provide CHPS training to 90% of Business Unit Leaders by March 2010;
- All CHPS staff and key personnel trained and familiar with AIMS Incident Management system by July 2009.

*Excellent Customer Services and Satisfaction:*

- Service survey each year to show an 80% satisfaction level, illustrating that Human Resources are working with the front line to deliver excellent services;
- All corporate project deadlines met within timelines, budgets and to established standards, including CenSus, job evaluation and the Leisure transfer;
- 95% of learning & development activities to be rated by delegates as 'very good' or 'excellent' (currently circa 90%), providing staff with crucial business skills;
- Sickness absence rate to be maintained at 8 days per FTE;
- 100% of Corporate Health and Public Safety Plans published on the MSDC Website by July 2009;
- Achieve quarterly face-to-face meetings with local Corporate & Public Safety stakeholders;
- Deliver Business Continuity information to 100% of our identified stakeholders (e.g. small to medium enterprises) by July 2009;
- 20% increase on visits to the Corporate Health and Public Safety page of the MSDC website by March 2010 (contributing to NI 37).

*Sustainable Finances:*

- Deliver service plan within agreed budgets.

*Excellent Reputation:*

- Achieve at least one service innovation for which regional/national recognition is achieved;
- Benchmark standards on an ongoing basis using Covalent and make focused improvements where necessary;
- Broaden the range and remit of training carried out externally, so that the team builds a reputation regionally for its service and obtains some income;
- Follow through any recommendations regarding staff development from the successful IIP re-accreditation in January 2009;
- Promote CHPS partnership arrangements as cost effective, resilient and an example of best practice.

## LEGAL SERVICES

**Head of Service:** Tom Clark

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Legal Services</b> Priority C	£40k net reduction in cost in 2008/09 with good customer service by March 2008 and maintained thereafter	Yes, with other councils or private sector for some services

As a service department of the Council Legal Services seeks to fulfil the requirements of its clients with their particular projects and in particular the finalisation of the leisure contract.

Legal Services will concentrate on the following areas in 2009/10 while continuing to maximise income to the Unit from, in particular, our planning and property work:

- a) Section106 Obligations for the sites contained in the small sites report adopted by Council on the 16<sup>th</sup> April 2008. With the current recession in the house building market these sites may come forward slower than was expected 6 months ago;
- b) To concentrate on enforcement involving Notices and Prosecutions and also the collection of debts which are likely to rise in this economic downturn;
- c) To provide legal support for all community schemes coming forward the most recent ones being at Sydney West, Burgess Hill and skateboard parks at Cuckfield and Worth;
- d) A replacement full time Solicitor will concentrate on contract work and in particular leisure contract and the contract work as part of the Thornfield revitalisation projects, which we continue to support. In addition we will seek savings through the procurement process and maintain records of all significant contracts entered into by the Council;
- e) The Standards Committee took over the assessment functions of the Standards Board from the 8th May 2008 and this work is likely to result in assessment hearings bi- monthly with the possibility of more investigations to conduct than we have had over the past two years. This will depend on level of Code of Conduct difficulties arising in any of our 24 Parish Councils;
- f) To support the new District Committee as it gets to grips with larger applications expected in 2009/10;
- g) To continue to review the Constitution looking for improvements that can be made to streamline processes while ensuring the necessary level of debate for good decision making;
- h) To maintain the Lexcel Accreditation;
- i) Member training both informal and formal.

**LEGAL SERVICES VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	2
Additional pay award 2008/09 (0.45%)	1
Inflation	5
Recharges	69
Cabinet approved staffing changes	8
<i>Total</i>	<u>85</u>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of costs to Strategic Management	(85)
<i>Total</i>	<u>(85)</u>
<b><i>Total Variation for Legal Services</i></b>	<u><u>0</u></u>

<b>LEGAL SERVICES BUDGET 2009/10</b>	<b>Budget 2009/10</b> £'000	<b>Legal Support Costs</b> £'000
<b>Gross Expenditure</b>		
Employees	260	260
Premises Related Expenditure	0	0
Transport Related Expenditure	1	1
Supplies and Services	35	35
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	121	121
	<u>417</u>	<u>417</u>
<b>Gross Income</b>		
Fees and Charges	(46)	(46)
Rents	0	0
Grant Income	0	0
Recharges	(371)	(371)
	<u>(417)</u>	<u>(417)</u>
<b>Net Expenditure</b>	<u><u>0</u></u>	<u><u>0</u></u>
<b>Budget 2008/09</b>	0	0
<b>Change from 2008/09</b>		
£'000 Change	0	0
% Change		
<b>Other Items 2009/10</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

## **LEGAL SERVICES - SUCCESS CRITERIA**

### *Best in Class Services:*

- Develop expertise in Property, Enforcement, Planning and Licensing;
- Work collaboratively with other Local Authorities in the South East to access skills in those authorities and offer skills from our authority;
- Staff to attend appropriate training courses as agreed in PPPs.

### *Excellent Customer Services and Satisfaction:*

- To ensure the deadlines for section 106 obligations are met;
- To ensure Standards Committee work is carried out expeditiously;
- Continue to review our Service Level Agreements with client departments and to provide check lists for instructions where appropriate.

### *Sustainable Finances:*

- Deliver service plan within budget.

### *Excellent Reputation:*

- Maintain Lexcel Accreditation.

## LAND CHARGES

**Head of Service:** Tom Clark

**Business Unit Leader:** Jacqui Steele

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Land Charges</b> Priority B	Outstanding customer service, fully functional e-delivery with service operating on the £0 net cost to the Council. £160k increase in cost in 08/09.	Yes, with other councils or private sector.

Since the publication of the Office of Fair Trading report in 2005 Local Land Charges has been the subject of several consultation papers. The principal aim of the Government is to introduce competition into the property search market and local authorities providing searches based on cost recovery only

The full introduction of HIPs (Home Information Packs) on 14<sup>th</sup> December 2007 had considerable impact on the Local Land Charges service, with Hips providers, personal search companies and estate agents becoming involved in providing searches as an alternative to Local Authority Searches.

Prior to the introduction of HIPs, and during the past year, the Local Land Charges Unit carried out extensive marketing, highlighting the quality and accuracy of the information provided in a Certificated Local Authority Search. Strong links were forged with local solicitors who continue to prefer the official search and the excellent follow up service that the Local Land Charges team provides.

However, for all local authorities the downturn in the housing market and the introduction of HIPs, with Personal Search Companies providing cheap alternative searches has impacted greatly on the number of official searches received and, therefore, income has been affected. To date this has translated into a £85,000 budget pressure. However, the background work the team carried out during the early stages of these market changes has resulted in Mid Sussex holding on to 46% of the market; the highest of all the other authorities in West Sussex. Notwithstanding the present situation, it has become increasingly difficult to compete and keep business in the present market due to the following factors:

- Personal search companies undercut the price of an official search on average by £30;
- Lenders and national estate agents have joined with HIPs providers and entered into 3-year contracts to provide searches;
- Solicitors are being squeezed out of the decision process when it comes to the choice of commissioning a Local Authority search or a Personal Search;
- The responsibility on the seller to provide a HIP means that they have no interest in paying the premium for providing a quality Local Authority Certificated Search. Estate Agents, in competition for business, are offering clients the cheapest option. Personal searchers are also continually undercutting each other to attract new clients and are offering deals to secure business.

Since the downturn in the market the Searches Officer (who is responsible for answering the Con 29R planning questions) now covers Planning Reception for 4 days per week. Vacancies for Planning Research Assistants have also not been filled in an effort to mitigate the loss of income.

Currently, the section is engaged in the first stage of the electronic conversion and capture of all data sets required to process a search response. This involves scanning all Planning decision notices from 1974 to 2002, checking the scanned information and rectifying any errors by investigation of microfiche files. This work is quite painstaking, as attention to detail is vitally important for the success of the project.

The next phase will require staff in the section to input Environmental Health data sets into the Uniform module. It is estimated that this will take approximately six months to complete, taking into account the present level of business, and time demands on staff. This will allow Local Land Charges to respond to all search enquiries, ensuring turn around times are no longer affected by pressures being experienced within other sections. Once further funding becomes available the six remaining data sets will need to be captured in order to achieve a fully functional electronic Local Land Charges system.

Integration with the Local Land and Property Gazetteer (LLPG) is an important aspect of the modernisation process. All property data that is being captured must be linked back to the approved addresses within the gazetteer. In this regard it is essential that the Authority maintain its commitment to the LLPG and also to the Uniform application system that is providing the core data management infrastructure to underpin this work.

The Government is in the process of revising legislation in respect of third party access to all of the information necessary to complete a full search. It is envisaged that once this legislation has gone through there will be an increased volume of requests from Personal Searchers for the information held in other departments. It is the intention that these requests are dealt with by the Local Land Charges section acting as a one-stop shop as opposed to sending enquiries to the various sections for responses.

Local Land Charges staff are already answering Building Control Con 29R enquiries previously responded to by staff in the Building Control section, ensuring fast turnaround times for searches, and in preparation for the LLC section to establish a strong market position once the new draft statutory instrument becomes statute.

The computerisation project will mean that staff will need to be cross-trained in order to both support the project and deliver the day-to-day service. The searches officer is undertaking training to cover the role of Planning Research Assistant, and Local Land Charges staff will be trained in completing Planning Con 29R forms for official search responses, as they have also done with the Building control replies. Staff will also respond to the Environmental Health Con29R enquiries presently answered by staff in Environmental Health.

A decision is also awaited from the Department of Communities and Local Government in respect of an increase in the Personal Search fee. This is presently a statutory fee of £11. It is anticipated that the fee will be de-regulated, allowing Local Authorities to set their own fee, based on cost recovery.

Whilst the section is responding to considerable change, it is very easy to overlook the main function of Local Land Charges, which is the statutory duty to maintain and update the Local Land Charges Register, and recognition of the time, attention to detail and knowledge of legislation that is essential to fulfil this statutory duty.

Finally, there are changes to the photocopying charges made at Planning Reception. An £8,000 pressure arises from a decrease in planning decision notices from £7 to 10p as a direct result of the Markinson high court judgement in relation to Local Authority charges. It is expected that the new charges will be put in place in January 2009.

### LOCAL LAND CHARGES VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	2
Additional pay award 2008/09 (0.45%)	1
Copy Plan charges - reduction in charge from £7 to 10p per copy	8
Inflation	4
Land Charges income - downturn in applications	85
<i>Total</i>	<b>100</b>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of budget from Development Control	(8)
Recharges	(36)
Corporate printer budget restructure	(1)
<i>Total</i>	<b>(45)</b>
<b><i>Total Variation for Local Land Charges</i></b>	<b>55</b>

<b>LAND CHARGES BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Local Land Charges £'000</b>
<b>Gross Expenditure</b>		
Employees	124	124
Premises Related Expenditure	0	0
Transport Related Expenditure	1	1
Supplies and Services	2	2
Third Party Payments	16	16
Transfer Payments	0	0
Support Services	75	75
	<u>218</u>	<u>218</u>
<b>Gross Income</b>		
Fees and Charges	(254)	(254)
Rents	0	0
Grant Income	0	0
Recharges	0	0
	<u>(254)</u>	<u>(254)</u>
<b>Net Expenditure</b>	<u><u>(36)</u></u>	<u><u>(36)</u></u>
<b>Budget 2008/09</b>	(91)	(91)
<b>Change from 2008/09</b>		
£'000 Change	55	55
% Change	(61%)	
<b>Other Items 2009/10</b>		
Capital Financing Costs	16	16
Capital Financing Income	0	0
Specific Items	0	0

## **LOCAL LAND CHARGES - SUCCESS CRITERIA**

### *Best in Class Services:*

- Reduce 100% of basic searches from 5 working days to 4 working days;
- Answer all enquiries relating to an official search within 24 hours;
- Record 100% of Local Land Charges Registrations within 3 working days.

### *Excellent Customer Services and Satisfaction:*

- Establish Service Level Agreement between County and District focusing on better communication and quicker service;
- Complete scanning and quality control of planning decision notices from 1974 – 2002 and make this information available to the public via Public Access;
- Deliver new service offering customers the facility of returning searches electronically.

### *Sustainable Finances:*

- To achieve income targets.

### *Excellent Reputation:*

- Return 95% of all commercial and searches with additional enquiries within 5 working days
- Complete computerisation project enabling data capture from other sections such as Environmental Health, Planning and Building Control.



## PROPERTY

**Head of Service:** Tom Clark

**Business Unit Leader:** David Waite

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Property</b> Priority A	Effective management arrangements to deliver 4 year business plan including through major enhancement of property income	Yes, with other councils

The Property Business Unit within Legal Services undertakes a detailed and diverse role on property matters for and on behalf of the Council incorporating both the operational and non-operational portfolio including land and buildings.

The advice provided includes not only property transactions but also includes a number of specialisms that would otherwise have to be 'contracted out' to external advisers including landlord and tenant, rent reviews, lease renewals planning, compulsory purchase, rating, building surveying input (in conjunction with the Building and Asset Maintenance Business Unit), fire insurance valuations, market valuations, development appraisals and energy performance accreditation. Our work would also provide advice on the ever-growing subject of environmentalism in property and the development of the 'Green Lease' as put forward by the Royal Institution Of Chartered Surveyors.

The Unit also monitors within its remit, all aspects of the United Kingdom Property Market from a national – regional – local level and also by property type (i.e. residential and all aspects of commercial property namely retail, offices, industrial, warehousing and leisure). We also provide advice on property values based upon freehold compared to ground leasehold, and in the latter case report on any significant changes in value created by changes in ground leasehold interests, created different levels of base rent and overage provisions. While examining aspects in relation to the above requirements, the Business Unit carefully considers dynamic changes from an economic and social perspective.

We also maintain strong contacts with external property advisers working in firms of Chartered Surveyors within the above geographical groupings so that our market knowledge is not only maintained but enhanced. We can only become established internal property advisers by conferring with the professional and business world. We do not work in a vacuum. It is therefore vital to keep our Members fully conversant with any changes or anticipated changes within our market.

We closely work with a large number of business services within the Council and in particular providing a comprehensive professional property expertise to e.g. Planning, Contracts and Building Maintenance, Parking, Finance, Leisure Planning and Development.

Responsibility for liaison and day-to-day discussions with Thornfield Properties plc will pass from the Principal Property Officer to the Property Manager. One of the latter's principal roles will be to enhance the development of the link between Members and representatives of Thornfield in respect of all the schemes so as to ensure rapid flow of information and to provide technical input to Members when required. The Business Unit is also set to employ a Senior Property Officer before the end of the calendar year. Apart from the changes mentioned above, we do not anticipate and significant changes in the budget for the next year and certainly no need to increase our net budget.

We believe that the Business Unit is moving positively in relation to the fulfilling the four-year plan with our criteria clear and unequivocal. In particular we are making ourselves more efficient in terms of how we conduct our business, how we constructively relate to Members, Colleagues and the Public, how quickly we resolve issues, how well we 'sell' our services within the Council, how well we manage our budget, how well we keep aware of property issues and how well we monitor the property market locally and nationally and particularly within the overall context of the local and U.K. economy.

In terms of comparison between ourselves and other property teams in local authorities, we are currently members of ACES (Association Of Chief Estate Surveyors) and are beginning to obtain a clearer understanding of how the property function is carried out in other local authorities and in particular with District Councils within the surrounding area of Mid Sussex. We consider that through initial discussions with other property personnel, our input and procedures are very compatible and that this Business Unit fulfils very similar roles to other property teams. We have not included such a target comparison in previous years but will certainly do so in future to ensure that we provide a service, which 'betters' our property colleagues in other authorities.

The Service Plan must be closely and carefully related to the aims of the Asset Management Plan and in particular make certain that the Action Tasks in the latter Plan are adhered to within the overall context of the services with which the Property Team are supporting the Council, the local economy and the resident population of Mid Sussex.

The targets need to be analysed from both a time and finance aspect and since we are unable to compare data over this period, it is our intention to analyse these targets over the next twelve months to illustrate how this new Business Unit can and does provide significant add on value for the Council.

**PROPERTY VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	1
Inflation	6
Recharges	26
Realignment of budget from ICT	4
Consultants fees for property valuations (once every 5 years)	15
<i>Total</i>	<b>52</b>
<b><i>Budget Changes - Decreasing</i></b>	
<i>Total</i>	<b>0</b>
<b><i>Total Variation for Property</i></b>	<b>52</b>

<b>PROPERTY BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Property £'000</b>
<b>Gross Expenditure</b>		
Employees	131	131
Premises Related Expenditure	23	23
Transport Related Expenditure	3	3
Supplies and Services	47	47
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	143	143
	<u>347</u>	<u>347</u>
<b>Gross Income</b>		
Fees and Charges	(106)	(106)
Rents	(1,223)	(1,223)
Grant Income	0	0
Recharges	0	0
	<u>(1,329)</u>	<u>(1,329)</u>
<b>Net Expenditure</b>	<u><u>(982)</u></u>	<u><u>(982)</u></u>
<b>Budget 2008/09</b>	(1,034)	(1,034)
<b>Change from 2008/09</b>		
£'000 Change	52	52
% Change	(5%)	
<b>Other Items 2009/10</b>		
Capital Financing Costs	86	86
Capital Financing Income	0	0
Specific Items	0	0

## **PROPERTY - SUCCESS CRITERIA**

### *Best in Class Services:*

- Reduce from 15% to less than 5% the proportion of property work passed to outside consultants'
- Achieve 95% receipt of all rental and license fee payments on non operational property by end of each quarter year'
- Minimise delay between the time of agreeing property transaction terms and instructing solicitors from 5 days to 2 days'
- Improve business, property and communication skills of staff by attendance on courses and intra departmental discussions'
- Improve the current property records system to reduce time spent in retrieving data.

### *Excellent Customer Services and Satisfaction:*

- Provide advice on maximum levels of market value (rental value and/or capital value) that can be achieved from the letting and/or disposal of property;
- Provide a 'one stop shop' for all enquiries related to property issues;
- Appoint external valuers for the annual valuation of the Councils' properties;
- Undertake quinquennial property asset revaluation for rating purposes (approx £15,000 – currently being re tendered).

### *Sustainable Finances:*

- Achieve optimum level of third party occupation on our property holdings;
- Achieve optimum length of contractual periods to occupiers of good covenant, with minimum rent free periods;
- Achieve maximum income for the Council representing market rental value and license fee;
- Achieve 95% of income from non-operational property within two working weeks from each quarter end.

### *Excellent Reputation:*

- Ensure a full interaction with other Business Units so that our services are continuing to be widely known within the Council.



## MEMBER SUPPORT & PARTNERSHIPS

**Head of Service:** Richard Hodson

**Business Unit Leader:** Jo Harper

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Member Support &amp; Partnerships</b> Priority C	Net cost reduced by £50k in 2008/09, step change in engagement with partners, step change in managing organisational performance by March 2008 and maintained thereafter	Yes, with other councils for some services

The Business Unit for Member Support and Partnerships was established in April 2008. Our aim is to provide high quality support, policy advice and services to Members, Senior Managers, Business Unit Leaders and others. Our focus is to ensure that the corporate business of the Council is undertaken in an effective and timely manner, that it continues to improve and deliver its priorities, reflecting the needs of the local communities of Mid Sussex and that the Council takes a leadership role within the community. We are a small team with a budget of £1.2 million, of which about 45% is spent on staffing and around 40% pays for Members allowances/expenses. A further 13% is spent on running elections and electoral registration.

The Member Support team over-see the work programmes of the Council's committees, provides committee administration for around 130 meetings a year provides information, processes Members allowances. In 2009-10 we will improve the support we provide to Members to enable them to carry out their roles effectively by enhancing our Member Development Programme and rolling out Individual Member Development Plans. We aim to achieve the South East Employers Member Development Charter, preparation for which has been undertaken during 2008-09. The Member's Intranet site will be much improved with a greater range of information and tools available for Members to access. We will work particularly with Members to help them explore their 'Ward Member' role and consider what additional support could be provided to Members to aid them in this part of their work. We will continue to support the Members' community leadership role, particularly in relation to lobbying for local health services.

Civic Events have potential to play a more significant role in community engagement and enhancing the council's reputation next year. These events can under-pin the relationship between the community and the Council and foster civic pride and community cohesion. The objectives for these events require a review in order to achieve a balance between social, civic, and community activity. The charitable element of the civic events also requires a review to ensure that this element has an appropriate level of officer input.

Building on our three successful by-elections and parish poll in 2008-09, we will run combined European and County Elections in June 2009 - implementing the improvement action plan prepared following the review of our previous elections. This will focus on improved communications, risk management and resilience. Working with Community Services and Culture BU, we will focus on promoting local democracy with young people in the area, with the aim of increasing democratic awareness amongst under 25's. We have had to increase by £20k our payment into the specific reserve for elections to ensure sufficient resources will be available to run the District Council election in 2011.

Building on successes in 2008-09 we will aim to encourage residents to renew their electoral registration by phone or web (increasing this from 20% to 25%). This will significantly increase the efficiency of this exercise and improve customer service. We will also improve the service provided to residents in elections and electoral registration by making use of the Customer Contact Centre to field enquiries. Although potentially costing £5,000, this will be funded through savings achieved by increasing take-up of electronic electoral registration and will significantly improve our service to the public.

The Performance and Scrutiny team leads, with Finance, on service and financial planning for the Council, to ensure the adoption of a corporate plan each year encompassing the budgets and plans for all parts of the organisation for the following year, together with coordinating the Council's preparation for, and response to, external inspections and audits. During 2009-10 the Council will be subject to its first Comprehensive Area Assessment, so we will ensure that both staff and members are well prepared for the inspection activities. We will also continue to support the work of the Performance and Scrutiny Committee, including working with Members to undertake scrutiny reviews. Following the successful conclusion of three scrutiny reviews in 2008-09 (Older People, Economic Development and Procurement) we will work with the Performance and Scrutiny Committee to identify and undertake a maximum of three further reviews in 2009-10, which will support and enhance the strategic direction of the council.

Through Management Team (Performance Review), Performance and Scrutiny Committee and Cabinet we will continue to monitor performance closely and will work with colleagues in Customer Services and Communications to assist service areas in achieving improvement.

We will build on our shared services arrangement with Crawley Borough Council to support the Council's performance management systems. In 2008/09 this has ensured that timely and accurate performance information and analysis is available and used in running the Council's business, bringing about greater understanding of the importance of performance management for service improvement. We will ensure that a much wider range of staff access the system and broaden its use for performance management, project management and capital programme monitoring throughout the organisation. In addition, we will publish more performance information on our website to provide the public with transparent information about the performance of our service.

The Partnerships team will continue to support the Council's strategic partnership working, in particular the Local Strategic Partnership, the Crime and Disorder Reduction Partnership and contributing to the Local Area Agreement. Following the refresh of the Local Strategic Partnership (LSP) in 2008-09 and the adoption of the new Sustainable Communities Strategy, in 2009-10 we will support the partnership to ensure it begins to deliver the priorities set out in the strategy. We will establish a dedicated website for the LSP to enable better communications between partners and with local communities. We will work with West Sussex County Council and other partners to develop a robust performance management system for the LSP which enables the local tracking of progress against the Local Area Agreement (LAA). We will work with our partners to ensure that targets in the LAA are achieved and that Mid Sussex receives an appropriate share of the funding streams linked to the LAA.

The Mid Sussex Crime and Disorder Reduction Partnership (CDRP) will continue to be supported by this Business Unit, with a particular focus in 2009-10 on developing exit strategies for projects previously funded through CDRP funding streams. The CDRP had a funding programme of £124k in 2008-09 and this marginally increased to £126k in 2009-10. The main aim for this year will be to ensure low levels of crime, disorder and anti-social behaviour are maintained. The work of our Anti-Social Behaviour Coordinator will continue to be critical in our multi-agency approach to reducing anti-social behaviour.

In our partnership work in the year ahead we will place particular focus on cohesion, inclusion and empowerment issues, progressing initiatives set out in the recent Communities in Control White Paper.

<b>MEMBER SUPPORT &amp; PARTNERSHIPS VARIATION TABLE</b>	
Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget	
<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	5
Cabinet approved staffing changes	8
Additional payaward 2008/09 (0.45%)	4
District Election Costs - increase contribution to specific reserve	20
Approved changes to members allowances	2
Inflation	14
Recharges	97
<i>Total</i>	<b>150</b>
<b><i>Budget Changes - Decreasing</i></b>	
Corporate Improvement / Communications restructure	(160)
Realignment of costs to Strategic Management	(88)
<i>Total</i>	<b>(248)</b>
<b><i>Total Variation for Member Support &amp; Partnerships</i></b>	<b>(98)</b>

<b>MEMBER SUPPORT &amp; PARTNERSHIPS BUDGET 2009/10</b>		<i>cd70</i>	<i>cd71</i>	<i>rs30</i>	<i>rs45</i>	<i>rs50</i>
		<b>Community Services</b>	<b>Partnership Funding</b>	<b>Elections and Registration</b>	<b>Members Services</b>	<b>Corporate Improvement</b>
<b>Budget 2009/10</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Gross Expenditure</b>						
Employees	444	114	0	62	8	260
Premises Related Expenditure	19	15	0	0	2	2
Transport Related Expenditure	28	4	0	0	18	6
Supplies and Services	627	16	0	91	481	39
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	385	74	0	68	41	202
	<b>1,503</b>	<b>223</b>	<b>0</b>	<b>221</b>	<b>550</b>	<b>509</b>
<b>Gross Income</b>						
Fees and Charges	(14)	0	0	(2)	(12)	0
Rents	0	0	0	0	0	0
Grant Income	(7)	(7)	0	0	0	0
Recharges	(200)	0	0	0	0	(200)
	<b>(221)</b>	<b>(7)</b>	<b>0</b>	<b>(2)</b>	<b>(12)</b>	<b>(200)</b>
<b>Net Expenditure</b>	<b>1,282</b>	<b>216</b>	<b>0</b>	<b>219</b>	<b>538</b>	<b>309</b>
<b>Budget 2008/09</b>	1,380	217	0	158	511	494
<b>Change from 2008/09</b>						
£'000 Change	(98)	(1)	0	61	27	(185)
% Change	(7%)					
<b>Other Items 2009/10</b>						
Capital Financing Costs	0	0	0	0	0	0
Capital Financing Income	0	0	0	0	0	0
Specific Items	0	0	0	0	0	0

## **MEMBER SUPPORT & PARTNERSHIPS - SUCCESS CRITERIA**

### *Best in Class Services:*

- Achieve improved performance (when comparing 09/10 performance with 08/09) in over 60% of indicators reported to Performance and Scrutiny Committee;
- Achieve top quartile performance in all Community Safety NIs (NI 15,17,32,41);
- Achieve LAA target performance in all NIs listed in the LAA as having the Council as a named partner (NI 1,4,7,8,17,19,30,32,39,69,110,117,120,142,147,152,154,155,186,195);
- All actions on the Decision/action-tracker for council committees completed by their target dates;
- Deliver individual development plans for all Members choosing to participate;
- Publish electoral register on time with 100% accuracy and with at least 90% return;
- Achieve above average performance in all ERO performance standards, when compared nationally;
- 100% of committee papers published on website 5 days before a committee meeting;
- Sustainable Community Strategy delivery on schedule against milestones based on robust performance management arrangements.

### *Excellent Customer Services and Satisfaction:*

- Complete customer impact assessments as scheduled in the Councils' programme;
- Provide phase 2 of 'engage in democracy' service on the Council's website by Sept 2009;
- Provide phase 2 of 'are we performing?' services on Council's website by June 2009;
- Achieve 100% of customer calls answered, relating to elections and electoral registration, during election period (April to July 2009);
- Increase to 25% the proportion of electoral registrations completed by telephone or electronically;
- 80% of Members satisfied with development opportunities available to them;
- Increase by 50% use of on-line forms for reporting of incidents of anti-social behaviour;
- All performance information updated on Covalent within 2 weeks of the end of each month.

### *Sustainable Finances:*

- Maintain 3 out of 4 score in Use of Resources;
- Achieve upper quartile performance in comparison to other local authorities nationally in relation to the Council providing value for money (measured by NI 179).

### *Excellent Reputation:*

- Achieve South East Employers Member Development Charter;
- LSP achieve an award recognising its improvement;
- Achieve national level recognition for CDRP for maintaining low crime levels;
- Staff in talent pool achieve performance levels required and successors identified for senior officers and above;
- 90% of training identified in PPPs delivered;
- At least two staff in the BU trained and competent in use of all relevant systems (Key point, Covalent administration, Content management, Strand, FMS).



## BUILDING CONTROL

**Head of Service:** Lynne Standing

**Business Unit Leader:** Iain Robertson

Service	Direction of Travel	Opportunity for Joint Service Delivery
Building Control Priority B	To deliver an efficient and effective service.	Yes, potentially with other Councils

The role of the Building Control Business Unit is to ensure that anyone wishing to design, construct or alter a building does so to a set of national statutory standards. This is to secure the health and safety of people who are in, or in the vicinity of the building, to conserve fuel and power, and to provide facilities and access for disabled people.

During the first half of 2008 /09 the section achieved its highest ever income and workload levels. However, due to the volatile nature of the economy, the Unit is experiencing a downturn in income. The Unit's income will fall short of the £40,000 increase in income identified in 2008/09 Service Plan; this pressure has already been reported and action taken to bring the Council's overall budget into balance. To counter this we will seek to forge new partnerships with designers working nationally and regionally by examining their building control submissions for proposals outside of Mid Sussex. We have already successfully attracted four additional business partners in 2008/09. However, in a falling market, the scope for attracting further business may be limited. We are therefore currently planning to manage a 10% reduction in income during 2009-10, and will regularly revisit this assumption as the spring progresses and we see to what extent the usual upturn in activity at this time of year actually takes place.

The last available comparative study (2007/08) indicates we continue to be in the upper quartile of Sussex Councils for both income and applications dealt with per officer. We will continue to benchmark our performance to ensure that the standards of our service compare well with those of neighbouring authorities.

The customer satisfaction survey questionnaires will be sent out to service users in November 2009 and the feed back will be analysed in December 09 leading to a formulation of an action plan to improve the delivery of service.

The Unit has reviewed how it can operate more efficiently. As a first step, the introduction of three laptops has allowed the Unit to operate more flexibly, enabling Building Control Officers to carry out plan examination at home on a day-to-day basis subject to the Units' site inspection workload. A further consultation has taken place with authorities that have indicated they were piloting mobile working. We found that the adoption of this method of working has not taken place primarily due to the technological issues that continue to be unresolved. This will continue to be kept under review.

We will review the site inspection framework introduced in 2008/09 to ensure critical areas of work are inspected and effective control is maintained for each building project whilst taking into account the needs of our customers.

In an effort to contribute to the Council's priority in reducing CO<sub>2</sub> emissions, the Unit will promote ways of achieving improved thermal performance by advising our customers how they can increase insulation levels above the minimum Building Regulation standards.

**BUILDING CONTROL VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	1
Additional pay award 2008/09 (0.45%)	2
Inflation	14
Building Control Income - Economic Downturn	100
	<hr/>
<i>Total</i>	<b>117</b>
	<hr/>
<b><i>Budget Changes - Decreasing</i></b>	
Corporate printer budgets restructure	(1)
Recharges	(4)
Building control savings to offset Economic Downturn	(100)
	<hr/>
<i>Total</i>	<b>(105)</b>
	<hr/>
<b><i>Total Variation for Building Control</i></b>	<b>12</b>
	<hr/> <hr/>

<b>BUILDING CONTROL BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Building Control £'000</b>
<b>Gross Expenditure</b>		
Employees	457	457
Premises Related Expenditure	0	0
Transport Related Expenditure	30	30
Supplies and Services	33	33
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	111	111
	<u>631</u>	<u>631</u>
<b>Gross Income</b>		
Fees and Charges	(517)	(517)
Rents	0	0
Grant Income	0	0
Recharges	0	0
	<u>(517)</u>	<u>(517)</u>
<b>Net Expenditure</b>	<u><u>114</u></u>	<u><u>114</u></u>
<b>Budget 2008/09</b>	102	102
<b>Change from 2008/09</b>		
£'000 Change	12	12
% Change	12%	
<b>Other Items 2009/10</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

## **BUILDING CONTROL - SUCCESS CRITERIA**

### *Best in Class Services:*

- Continue to acknowledge Building Notices within 10 working days;
- Building Control surveyors to attend courses and seminars to satisfy the requirements for continuing professional development as required by the Royal Institution of Chartered Surveyors and Association of Building Engineers;
- Training delivered for management development for the Building Control Unit to ensure business success and succession.

### *Excellent Customer Services and Satisfaction:*

- Carry out a further customer satisfaction survey of service users, set improvement targets, and increase customers satisfaction levels by 2010;
- Improve the number of Building Control decisions issued within prescribed time limits from 95% to 97%;
- Increase the number of Building Control applications examined within 21 days of deposit from 70% to 75%;
- Increase the number of site inspections carried out within 24 hours of date requested from 90% to 95%.

### *Sustainable Finances:*

- Deliver services within budget.

### *Excellent Reputation:*

- Publicise and market the work of the section.

## ENVIRONMENTAL HEALTH

**Head of Service:** Lynne Standing

**Business Unit Leader:** Yvonne Leddy

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Environmental Health</b> Priority B	Satisfactory regulatory service with top quartile BVPI performance by March 2008 and maintained thereafter	Yes with other Councils

The Environmental Health Business Unit works to improve quality of life now and in the future, and our key aim is to reduce health inequalities to ensure that everyone has the same chance of a better quality of life in a healthier society. Environmental Health recognises that the community's well being depends on our social and physical environment, as well as our work places and the homes we live in.

We achieve this through a range of key functions such as Public Safety, Food and Health & Safety, Licensing, Environmental Protection and Housing Standards.

In 2008/09 we will have:

- actioned approximately 4,500 request for service e.g noise, smoke, pest control;
- enforced food safety in 1100 food businesses whilst undertaking 450 food hygiene inspections;
- enforced Health and Safety in the workplace of 3000 businesses;
- licensed 1030 taxis (hackney carriage and private hire );
- enforced the Licensing Act in 445 premises;
- completed at least 97 disabled facilities grant to adapt homes;
- controlled emissions to air from 48 potentially polluting premises/industries.

We have enhanced customer service whilst demonstrating value for money e.g. through use of the Council's Customer Contact Centre: joint services through partnership working with other Councils in Sussex: charging for services where appropriate to cover costs which are reviewed annually to reflect inflation and market comparators.

In 2008 we have been working in partnership with five other West Sussex Authorities and through a joint bid to the South East Regional Housing Board. These authorities have been successful in obtaining total funding of £920,000 to help residents across the county tackle fuel poverty and improve energy efficiency in their homes over the next three years. Our role in 2009/10 will be to promote the scheme to residents and record the impact of the improvements against increasing levels of fuel poverty whilst addressing decent home standards. We will also be providing advice and financial assistance through re-payable loans to elderly and vulnerable household to make their homes decent (contribution to NI139), as we recognise that maintaining basic levels of repairs together with improving energy efficiency will become increasingly difficult for some who are juggling with fluctuating bills and fuel costs.

The Council spends approximately £650,000 on a range of capital grants and loans to residents to help them to continue to live independently. £348,000 of this sum is met by Government grant and the remainder is from reserves. The vast majority of this spend is on the delivery of at least 90 mandatory Disabled Facility Grants which enable disabled people and parents with disabled children to adapt their homes to meet their needs. However, the current demand for Disabled Facilities Grant in the district is considerable. We aim to deliver 90 Disabled Facilities Grant in 2009/10 and will be implementing a programme of deferred payments and fast tracking urgent cases to manage the budget and meet customers' needs.

Within Environmental Health one of our key objectives is to improve food safety across the district, which affects all of our residents' health. This could be a particular issue with the downturn in the economic market where food safety measures may be compromised. Therefore our focus will be on education of food businesses, using enforcement where necessary and providing residents with information on our website about how well their local food businesses rate on food safety when we introduce "Scores on the Doors" in Mid Sussex in 2009. Whilst the Food and Safety Team will consult with, and prepare, food businesses for Scores on the Doors, the implementation date will depend on the introduction of the Foods Standard Agency's preferred scheme.

In August 2008 we successfully bid for funding of £50,000 from the Food Standards Agency for a project to provide training to 240 food businesses on the Safer Food Better Businesses programme, which will improve food safety. The businesses will be offered the opportunity to participate in an introductory seminar with a follow up 1:1 coaching. Part of the programme will be delivered to our ethnic food businesses by Sompriti, a local Black and Minority Ethnic (BME) organisation, who will help with language and cultural matters to ensure BME businesses in the District can benefit fully from the training on offer. The project will be evaluated and it is expected that we will see a significant improvement in levels of compliance with current food hygiene regulations, which will be reflected on the ratings businesses receive for Scores On The Doors. The project will also help us deliver a more customer focussed approach to businesses through the introduction of network groups using a special interactive section of our web site. The on-line network group will allow MSDC in 2009/10 to provide on-going support to the users and provide future training material and information to these groups in a format that will be developed with their input.

Following a pilot in early 2008, Environmental Health has introduced customer satisfaction questionnaires throughout the different areas of work. All responses received are recorded, monitored and comments/complaints on ways the service can be improved are actioned where possible. To date the results indicate that 100% of our customers say that our contact with them has made a positive difference, whilst 100% of surveys returned from local businesses indicated that they strongly agreed that they were treated fairly, contact from us was helpful and actions taken were clear and easy to understand (NI 182). This work will be continued in 2009/10 and feedback will be available on the Council's website.

Following a review of the types of service requests we receive in relation to noise and the expectation from residents that we will minimise noise disturbance, we are working on further improvements to our pro-active noise monitoring arrangements. In particular, to respond to the increasing numbers of festivals and outdoor events that could potentially cause noise issues for residents in the district by purchasing improved noise monitoring equipment, costing £11,000.

This year we have had the opportunity to move the pest control and stray dog enquiries into the Council's Customer Contact Centre. This has enabled us to provide a more customer focussed service particularly during period of high demand, whilst reshaping the way we deliver requests for our services. From April 2009, residents will be able to book a pest control treatment on-line at a time that is convenient for them. The Pest Control service provides a range of services including mice, bed bugs and wasp treatments and also annual contracts with local businesses, which all generate an income. We are anticipating a small increase in revenue in 2009/10 due to the increased demand for the service. Income generated assists the Council to provide a free rat treatment service across the district. On average this involves the free treatment of over 1200 premises. In April, due to a change in the legislation, the pest and stray dog control team took on the responsibility for handling stray dogs during out of hours. Crawley Borough Council provides this service on our behalf whilst working in partnership with three other neighbouring Councils, therefore enabling the service to be more flexible and cost effective.

Environmental health has seen a 10% increase in the demand for our services overall, with a 20% increase in some areas. We have delivered the service within existing resources by reviewing the way we work and the use of back of office systems to deal with the increased demand. In 2009/10 calls to the licensing team will be managed by the Customer Contact Centre allowing the team to focus on the balance between administration of licences and enforcement. Further work will also be carried out on the use of on-line applications for all areas of Environmental Health.

Whilst the above details some of our main areas of work we do however deliver additional statutory services including preventing communicable diseases, controlling pollution and promoting the quality of air, land and water, animal welfare, licensing taxis, gambling, liquor and entertainment premises, as well as high risk houses in multiple occupation and in general providing advice and information to residents and businesses on public health issues.

### ENVIRONMENTAL HEALTH VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	5
Additional pay award 2008/09 (0.45%)	4
Purchase of additional noise monitoring equipment	11
Inflation	17
Recharges	1
<i>Total</i>	<b>38</b>
<b><i>Budget Changes - Decreasing</i></b>	
Corporate printer budget restructure	(3)
Additional Pest Control income	(2)
<i>Total</i>	<b>(5)</b>
<b><i>Total Variation for Environmental Health</i></b>	<b>33</b>

<b>ENVIRONMENTAL HEALTH BUDGET 2009/10</b>		<b>Contaminated Land</b>	<b>Housing Standards</b>	<b>Safety and Licensing</b>	<b>Environmental Protection</b>
	<b>Budget 2009/10</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>£'000</b>				
<b>Gross Expenditure</b>					
Employees	845	36	128	440	241
Premises Related Expenditure	3	0	0	0	3
Transport Related Expenditure	79	2	9	30	38
Supplies and Services	79	7	1	30	41
Third Party Payments	31	0	28	0	3
Transfer Payments	3	0	0	0	3
Support Services	331	11	26	109	185
	<b>1,371</b>	<b>56</b>	<b>192</b>	<b>609</b>	<b>514</b>
<b>Gross Income</b>					
Fees and Charges	(308)	(1)	(2)	(226)	(79)
Rents	0	0	0	0	0
Grant Income	0	0	0	0	0
Recharges	0	0	0	0	0
	<b>(308)</b>	<b>(1)</b>	<b>(2)</b>	<b>(226)</b>	<b>(79)</b>
<b>Net Expenditure</b>	<b>1,063</b>	<b>55</b>	<b>190</b>	<b>383</b>	<b>435</b>
<b>Budget 2008/09</b>	1,030	59	201	397	373
<b>Change from 2008/09</b>					
£'000 Change	33	(4)	(11)	(14)	62
% Change	3%				
<b>Other Items 2009/10</b>					
Capital Financing Costs	0	0	0	0	0
Capital Financing Income	0	0	0	0	0
Specific Items	0	0	0	0	0

## **ENVIRONMENTAL HEALTH - SUCCESS CRITERIA**

### *Best in Class Services:*

- Increase by 10%, from the baseline, the number of food business in the area which are broadly compliant with food hygiene law (NI184);
- Improve standards in Houses in Multiple Occupation (HMO's) by identifying and licensing an additional 5 high risk properties;
- Meet the Government target of 70% of non decent homes occupied by vulnerable households to be made decent by 2010 by increasing our existing level from 68.7%;
- 100% of all Environmental Health practitioners to undertake 20 hours (or 30 hours if chartered status) Continual Professional Development to maintain professional body status and competency to deliver the service;
- Provide support and training for one officer obtaining EHO qualification.

### *Excellent Customer Services and Satisfaction:*

- Deliver action plan based on the performance of the customer satisfaction results in 2008/09, with action plan and customer satisfaction performance to be made available on the Council's web site;
- Business satisfaction increased from base established in 2008/09 (NI182);
- Complete 90 Disabled Facilities Grants (contribution to NI 54 & NI139);
- Provide Mid Sussex residents with information on the Council's website on standards of food safety in premises in the district (Scores on the doors) in April 2009;
- Respond to 98% of service requests within 5 working days;
- Deliver 12 loans for elderly and vulnerable households to make their homes decent (contribution to NI139).

### *Sustainable Finances:*

- Achieve £2,000 increase in income from pest control;
- Deliver service plan within agreed budget.

### *Excellent Reputation:*

- Raise profile with members of the public (e.g. 6 press releases in year, items in Mid Sussex Matters, improvements to the web site).

## HOUSING

**Head of Service:** Lynne Standing

**Business Unit Leaders:** Emma Shuttleworth  
Julian Till

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Housing</b> Priority B	Good Service with mainly top quartile BVPI performance by March 2008 and maintained thereafter	No

Housing Services has three main functions: Housing Strategy (assessing housing need and devising strategies to meet that need); Housing Enabling (working in partnership to deliver affordable housing and support services); and Housing Needs (providing housing advice and options, preventing homelessness, meeting our statutory homelessness duties and developing and delivering our policy for allocating affordable housing).

In 2008-09 we developed and published both a new Homelessness Strategy and a new Housing Strategy for the next 5 years. In 2008/09 we built on the achievements of recent years, and particularly our work in 2006/07 whilst SE Regional Homelessness Champions. Performance as at January 2009 suggests that we are likely to hold homelessness at record low levels and further reduce the number of homeless households in temporary accommodation, exceeding the Government's target to halve numbers by 2010.

In preparation for an anticipated increase in repossession actions as a result of the "credit crunch" and worsening economic conditions we received funding from the Government to set up a Court Desk at Haywards Heath County Court. The service, provided by Brighton Housing Trust from August 2008 offers free expert in-court advice and representation to anybody arriving at possession hearings without assistance. The new service will help contain the number of households that are evicted from their homes and who may end up homeless as a consequence. In addition we ensured that Housing Needs staff received the training they will need to deal with an increase in mortgage repossessions and planned provision for a possible increase in demand in the use of temporary accommodation.

The impact of the downturn in the economy will take some time to feed through to a change in homelessness numbers and affordable housing completions, but we expect this to take effect through 2009/10. It is expected to be a challenging year, with conditions that are likely to lead to increased unemployment, and therefore homelessness. The resulting pressure on our temporary accommodation budget will largely depend on the resilience and accessibility of the private rental market as a means of helping people avoid homelessness, and both will be closely monitored.

The downturn will also impact on demand for affordable housing, whilst the delivery of affordable housing through Section 106 sites is likely to be put at risk, with planned sites either not commencing or completing development. During 2008-09 we have been working proactively with our partnership to take advantage of any opportunities that arose through the purchase of land or homes that could otherwise have been available for open market sale, using commuted sums set aside for affordable housing to help secure such deals, and this work will continue in 2009-10. Early indications are that this will enable us to meet our affordable housing target next year.

In 2009/10 we aim to deliver affordable housing that is built to high sustainability and accessibility standards, providing a cross section of sizes and types of homes to meet the range of needs that exist for both affordable rented and shared ownership homes. We are however seeing a shift towards fewer shared ownership homes, whose values have been affected by the current housing downturn. We will also continue to work in partnership with Thornfield Properties on proposals for new affordable housing within the proposed town centre revitalisation projects.

Numbers of housing applicants registered on our Common Housing Register are increasing with around 2900 households currently registered, whilst there are some 500 lettings per annum. This illustrates how great the need is for more affordable housing, and it is likely that in the present financial climate even more households will be pursuing this option. We will work jointly with Downland and our other housing association partners to encourage tenants who are under-occupying their homes to move so as to make best use of the existing stock. We aim to improve on the current baseline of approximately 15 moves into smaller accommodation per annum.

Following the West Sussex Gypsy and Traveller accommodation needs assessment analysis we will work over this year with our colleagues across the county to put in place appropriate arrangements for the future development and management of sites to meet these identified needs.

A key project will be the development of a Choice-Based Lettings scheme (CBL) in Mid Sussex that will be implemented from April 2010, in line with the Government requirement. This new way of allocating affordable housing will introduce greater transparency and allow personal involvement and choice in where people are housed. The cost of setting up and running a choice-based lettings scheme has been built into the budget with a proportion of the set-up costs being covered by government grant.

Funding for the West Sussex Supporting People Programme will lose its ring fence during 2009/10. We will work with our partners through our continued representation on the Supporting People Commissioning Body and Working Group to ensure that this transition is managed so that we continue to provide vital housing related support services to vulnerable groups in Mid Sussex. This partnership will contribute to the achievement of NI142 target for 98% of vulnerable people who are supported to maintain independent living. One such service is "Signpost" which provides practical support to both homeowners and tenants and seeks to prevent housing crises. This service is a vital arm of our homelessness prevention service and also supports those in temporary accommodation. A new initiative this year involves working in partnership across the county to refresh our young persons protocol and thereby ensure homeless young people are not passed between agencies but that a joined-up approach is taken. Where such young people are care leavers this will contribute to the delivery of NI147, the percentage of care leavers at age 19 who are living in suitable accommodation.

We will use our work with the Aylesbury Vale Benchmarking Group to improve the efficiency of our housing services through a proposed value for money exercise to be undertaken by the group this year. During this year we will improve our customer service by undertaking the actions identified in our Customer Impacts Assessments as they relate to both the Housing Enabling and Housing Needs functions in order to ensure equality of access to our services.

We will be working with the Customer Services and Communications Team to publicise the help we can offer people in housing need, the delivery of new affordable housing for the district, and the forthcoming introduction of Choice-Based Lettings.

We will need to ensure that we maintain a high level of skills, expertise and experience within our staff team so that the challenges facing Housing Services in a difficult economic climate can be met effectively. In particular we will build on training undertaken in 2008/09 to ensure that our Housing Needs staff have the expertise they need to deal effectively with those facing difficulties in an uncertain housing market. We will utilise any relevant opportunities offered by the Sussex Training Consortium as well appropriate external training to improve generic staff skills and the effectiveness of the service. We will also seek opportunities for skill sharing and shadowing in order to develop staff through informal methods and improve resilience and succession planning.

### HOUSING VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	6
Approved staffing changes	3
Additional pay award 2008/09 (0.45%)	2
Inflation	15
Recharges	119
	<hr/>
<i>Total</i>	<b>145</b>
	<hr/>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of costs to Strategic Management	(139)
Payback to reserves - fully repaid	(4)
	<hr/>
<i>Total</i>	<b>(143)</b>
	<hr/>
<b><i>Total Variation for Housing</i></b>	<b>2</b>
	<hr/> <hr/>

<b>HOUSING BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Housing Needs £'000</b>	<b>Housing Enabling £'000</b>
<b>Gross Expenditure</b>			
Employees	377	250	127
Premises Related Expenditure	0	0	0
Transport Related Expenditure	17	11	6
Supplies and Services	197	183	14
Third Party Payments	0	0	0
Transfer Payments	166	166	0
Support Services	209	106	103
	<b>966</b>	<b>716</b>	<b>250</b>
<b>Gross Income</b>			
Fees and Charges	0	0	0
Rents	0	0	0
Grant Income	(161)	(161)	0
Recharges	0	0	0
	<b>(161)</b>	<b>(161)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>805</b>	<b>555</b>	<b>250</b>
<b>Budget 2008/09</b>	803	543	260
<b>Change from 2008/09</b>			
£'000 Change	2	12	(10)
% Change	0%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	4	0	4

## **HOUSING - SUCCESS CRITERIA**

### *Best in Class Services:*

- Maintain the number of households accepted as homeless below 60 and increase the number of cases where homelessness is prevented to at least 350;
- NI155 increase the supply of affordable homes during the year to at least 90 new affordable homes and ensure all such homes meet the Homes and Communities Agency's sustainability standards;
- All staff to identify and undertake training to maintain or acquire professional competence which will include one staff member commencing the professional Institute of Housing Diploma training this year;
- Identify potential growth employees and ensure they are trained and coached to improve resilience and succession planning. For example: ensuring that the Senior Housing Needs Officer is able to fully deputise on occasions when the Housing Needs Manager is absent.

### *Excellent Customer Services and Satisfaction:*

- Introduce Choice-Based Lettings by April 2010;
- Contribute to the delivery of NI147 for 85% of care leavers aged 19 to be living in suitable accommodation;
- Contribute through partnership work on Supporting People to achievement of NI142 for 98% of vulnerable people who are supported to maintain independent living.

### *Sustainable Finances:*

- Deliver services within budget.

### *Excellent Reputation:*

- Reduce to zero the use of bed and breakfast with shared facilities for 16/17 year olds to meet the government's 2010 target to eliminate its use;
- NI156 - keep to under 28 the number of households in temporary accommodation to whom we owe a homelessness duty to meet the government target to halve the number of households in temporary accommodation by 2010.



## FINANCE

**Head of Service:** Peter Stuart

**Business Unit Leader:** Cathy Craigen

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Finance</b> Priority C	Largely automated service with excellent customer feedback and smaller headcount. £50k reduction in cost 2009/10	Yes, with other councils or private sector for some services

2009/10 will be the second year of our four-year service plan. During 2008/09, the main projects for the year included work relating to the subdivision of divisions into Business Units. The Finance Business Unit has now successfully completed the splitting up of budgets and new apportionment of costs, resulting in improved customer service through the achievement of accurate and meaningful financial reporting during the current year. In addition, the Corporate Plan and Budget for 2009/10 is being presented at Business Unit level as planned.

We have worked with Business Units during 2008/09, introducing changes that have led to the improvement of invoice processing, and a continually improving PI for “percentage of invoices paid within 30 days” for the Council, compared to last year. FMS Development has introduced increased automation of work processes for areas such as budget working papers and payroll interface to the general ledger, and improved service performance for the Finance Business Unit will be achieved in the latter part of 2008/09 with the planned rolling out of the IPF Asset and Terrier Management System. This will lead to better management of the Council’s assets.

In addition, during 2008/09, ‘hosted’ e-payments have been introduced. Although this has translated to a £9,000 budget pressure in 2008/09, rising to £13,000 for 2009/10, this has been a necessary requirement to ensure increased security for customers paying on-line, and will ensure we can continue to take card payments in the future, thus continuing to maximise the benefit for our customers.

Throughout 2008/09, the Unit has been heavily involved in the pre-tender stages of the alternative leisure management project, providing the financial support and advice to allow its successful progression over the last few months. During the last 12 months, the Finance Business Unit has held a number of very successful finance training events for both Business Unit Leaders and Members, which has helped raise the profile of our Business Unit and build good working relationships with our clients. Work has also continued in 2008/09 to progress the move towards paperless direct debits for Revenues, with its planned completion by year-end.

Looking forward to 2009/10, the main focus for the Unit will be the continuation of work needed to conclude the alternative leisure management project, including a review of the Business Unit, leading to staff efficiency savings. This area of work will require input from many staff at the pre-start of contract stage. We will also need to cover the transitional work required during the early post-contract period leading to the production of the closing position as at 30<sup>th</sup> June 2009. In addition, work will be needed to establish the emerging new post-contract role for the service.

We will continue with our Use of Resources work, which remains a high priority for the Council and which supports the delivery of the Use of Resources requirements. This work will be more comprehensive due to the proposals for the Comprehensive Area Assessment (CAA) framework in April 2009. We will work towards enhancing our score, ensuring our actions are embedded into our working practices in conjunction with other divisions.

Following the positive feedback regarding Member training undertaken in both 2007/08 and 2008/09, it is intended that Finance training of Members carries on in 2009/10. Therefore, a series of sessions will be held at convenient times, to respond to training needs identified by the Members.

This will be supported by the publication of a Financial Handbook for 2009/10. This will provide Members with an update on the first version published in 2008/09 to aid Members' understanding of the financial issues faced by the authority and some possible solutions.

In the forthcoming year, a number of initiatives are to be undertaken with regard to the Council's Financial Management System (FMS) with the emphasis on making efficiencies by way of increased automation and workflow. In particular, increased automation of work processes across the campus are planned following the investigation of project monitoring and through roll out of journal entry to budget holders. During 2009/10, improved service performance will result from the introduction of better purchasing procedures and increased e-procurement through progressing the use of "punch out". In essence, this is a purchasing approach, which interrogates supplier's websites, and links back into our system, avoiding the need to upload catalogues. We will also be targeting debt management, in particular the current recovery routines, in order to improve service performance in this area of work.

There will be on-going support and advice relating to the Better Mid Sussex project. In terms of partnership working for 2009/10, work will progress leading to a new joint arrangement for the provision of Internal Audit. This will result in a 5-year contract with Crawley Borough Council together with the employment of a joint Audit Manager.

Another area of joint working for the Finance Unit in 2009/10 will be in relation to the planned management of the Revenues and Benefits supplies and services budget for CenSus partners. The agreed approach is that Mid Sussex will now take responsibility for the whole of the Revenues and Benefits supplies and services budget as though CenSus were a contractor, and the partners will remit their usual budgets to us on a quarterly basis. In essence, Mid Sussex will control all the budgets for this part of the partnership and take full responsibility for their governance. The Finance Unit will therefore have a key role in setting up and ensuring proper accounting arrangements are in place relating to this new approach.

The Finance Unit will be completing a customer impact assessment during 2009/10 and a resultant action plan. We will also continue to work towards improving the performance of invoice processing, by way of reducing the time delay between receipt and payment of invoices. For Treasury Management, we will continue to invest surplus funds in accordance with the Council's Treasury Management Policy document, aiming to invest at an average of 0.15% above the Bank of England's base rate.

Our core work for the year will focus around setting a budget, monitoring the progress towards outturn and reporting on the financial status of the Council. As always, the timescales for preparing a set of financial statements are challenging and many staff will again be engaged on this process from January through to June. In addition, with the economic downturn impacting on us, there will be an increased need to update the Medium Term Financial Plan on a more regular basis during 2009/10, to ensure the rapidly changing position for the Council is as accurate and up-to-date as possible.

Finally, for 2009/10, the successful achievement of this core work will mean a particular emphasis on supporting the Business Unit Leaders throughout the year, primarily in terms of ensuring an increased understanding and increased level of confidence in carrying out the financial responsibilities of their new role. This will ensure the Council maintains its strong governance framework. With the need to deliver a smaller headcount in 2009/10, we will be looking at our service to achieve more cross working /skilling of finance staff to minimise risk, strengthen the team and provide individual career development. There will be continued development of staff through finance training leading to a more robust finance function and a resilient service.

### FINANCE CORPORATE VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Cabinet approved staffing changes	9
Recharges	175
Inflation	24
Pensions	202
Additional pay award 2008/09 (0.45%)	1
	<b>411</b>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of budgets to Finance Accountancy Services	(62)
Realignment of budgets to Personnel and Payroll	(2)
Corporate printer budget restructure	(19)
Realignment of costs to Strategic Management	(97)
Payback to reserves - fully repaid	(26)
Central support	(50)
	<b>(256)</b>
	<b>155</b>

**FINANCE ACCOUNTANCY VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	2
Additional pay award 2008/09 (0.45%)	2
Realignment of budgets from Finance Corporate	62
Inflation	15
Icon hosted e-payments	13
<i>Total</i>	<u><b>94</b></u>
<b><i>Budget Changes - Decreasing</i></b>	
Recharges	(122)
Corporate printer budget restructure	(1)
<i>Total</i>	<u><b>(123)</b></u>
<b><i>Total Variation for Finance Accountancy</i></b>	<u><u><b>(29)</b></u></u>

<b>FINANCE CORPORATE BUDGET 2009/10</b>		<b>Other Corp and Democratic Core</b>	<b>Non Distributed Costs</b>	<b>Insurance</b>	<b>Finance Control Support</b>
	<b>Budget 2009/10</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>£'000</b>				
<b>Gross Expenditure</b>					
Employees	474	0	253	169	52
Premises Related Expenditure	179	0	0	179	0
Transport Related Expenditure	6	0	0	6	0
Supplies and Services	339	242	0	3	94
Third Party Payments	0	0	0	0	0
Transfer Payments	0	0	0	0	0
Support Services	114	17	0	32	65
	<b>1,112</b>	<b>259</b>	<b>253</b>	<b>389</b>	<b>211</b>
<b>Gross Income</b>					
Fees and Charges	(9)	(9)	0	0	0
Rents	0	0	0	0	0
Grant Income	0	0	0	0	0
Recharges	(600)	0	0	(389)	(211)
	<b>(609)</b>	<b>(9)</b>	<b>0</b>	<b>(389)</b>	<b>(211)</b>
<b>Net Expenditure</b>	<b>503</b>	<b>250</b>	<b>253</b>	<b>0</b>	<b>0</b>
<b>Budget 2008/09</b>	348	271	77	0	0
<b>Change from 2008/09</b>					
£'000 Change	155	(21)	176	0	0
% Change	44%				
<b>Other Items 2009/10</b>					
Capital Financing Costs	0	0	0	0	0
Capital Financing Income	0	0	0	0	0
Specific Items	10	0	0	10	0

<b>FINANCE ACCOUNTANCY BUDGET 2009/10</b>	<b>Budget 2009/10</b> £'000	<b>Accountancy Support</b> £'000
<b>Gross Expenditure</b>		
Employees	590	590
Premises Related Expenditure	0	0
Transport Related Expenditure	0	0
Supplies and Services	90	90
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	104	104
	<u>784</u>	<u>784</u>
<b>Gross Income</b>		
Fees and Charges	0	0
Rents	0	0
Grant Income	0	0
Recharges	(813)	(813)
	<u>(813)</u>	<u>(813)</u>
<b>Net Expenditure</b>	<u><u>(29)</u></u>	<u><u>(29)</u></u>
<b>Budget 2008/09</b>	0	0
<b>Change from 2008/09</b>		
£'000 Change	(29)	(29)
% Change		
<b>Other Items 2009/10</b>		
Capital Financing Costs	29	29
Capital Financing Income	0	0
Specific Items	0	0

## **FINANCE - SUCCESS CRITERIA**

### *Best in Class Services:*

- Complete investigation of project monitoring and roll out of journal entry to budget holders by March 2010, with 80% positive user feedback received
- Liaise with suppliers leading to completion of “punch out” solution by March 2010.
- Reduce number of debtor days by 10%
- 5 year joint Audit contract in place by 1<sup>st</sup> April 2009
- Continued Finance training of Business Unit Leaders and Members with positive feedback received from 80% of customers
- Ensure cross working / skilling of at least two finance staff to minimise risk, strengthen the team and provide individual career development
- Continued development of staff through professional finance training for at least two members of staff leading to a more robust finance function and a resilient service

### *Excellent Customer Services and Satisfaction*

- Support Business Unit Leaders in their new role through monthly meetings with Principal Accountants
- Complete year-end accounts for April to June 2009 for Alternative Leisure Management project by 30<sup>th</sup> September 2009
- Manage Revenues and Benefits supplies and services budget for Census partners by 1<sup>st</sup> April 2009
- Complete Equality/customer impact assessment by March 2010 and produce an action plan on that assessment

### *Sustainable Finances*

- Deliver a balanced budget and on-target outturn in conjunction with Business Unit Leaders
- Achieve £50,000 savings through review of business unit and staff efficiency savings

### *Excellent Reputation*

- Achieve 3 out of 4 score on Use of Resources (with improved scores on individual categories)
- Continue to develop Medium Term Financial Plan and 20-year forecast, through “refreshing” of the plan on a quarterly basis
- Continued improvement in performance of invoice processing, to achieve 97.3% MSPI target for payment of invoices within 30 days



## INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

**Head of Service:** Peter Stuart

**Business Unit Leader:** Paul Constantinou

Service	Direction of Travel	Opportunity for Joint Service Delivery
ICT Priority C	Good level of customer service and all clients well supported. ICT strategy in place with additional clients being brought on board.	Already JV with other councils.

ICT provides an essential support function covering all aspects of implementation and operational support for the information, communication and technology requirements of Mid Sussex District Council. It is responsible for the development, management and support of a secure and robust ICT infrastructure within the authority.

CenSus ICT continues to work well. Developing the CenSus network is a main priority for the year. Work is in progress to extend the capabilities, resilience and sustainability of the infrastructure. This will help accommodate the introduction of additional services such as Outlook email across the partnership and possible introduction of new partners, such as Worthing Borough Council. This needs to be achieved whilst maintaining and developing the Mid Sussex network and bringing on the new projects that service managers have prioritised as being necessary for their services and businesses. An important aspect of this includes working with our customers to agree the 4 year ICT Strategy so that we can help them achieve their Success Criteria.

Specific projects include; the migration of the network to a Microsoft environment, move from GroupWise to Outlook/Exchange e-mail systems, replacement desktop computers and realignment of telecommunications suppliers. In addition, ICT will be providing support for the following projects: the continued roll out of imaging and workflow through Electronic Document Records Management System (EDRMS), Contact Centre Telephony, Lagan Frontline CRM system. These projects will all occupy staff time over and above that of maintaining and running day to day ICT services.

Implementation of the CenSus Service Introduction process will streamline the procedure for the introduction of new systems and wherever possible align and standardise solutions across the CenSus partnership.

It is also intended that the CenSus Management staffing structure will be agreed and put into place early in the new year. This will have major benefits in terms of knowledge management, resilience of both systems and employment.

The introduction of ITIL (Information Technology Information Library) processes through CenSus will enable the service to streamline and standardise the way it delivers ICT for Mid Sussex District Council. ITIL provides a best practice approach to ICT service delivery giving an adaptive and flexible framework for managing ICT services. It will include the introduction of formal support arrangements for current and ongoing systems. This in turn will help to develop and improve the efficiency, reliability and availability of ICT to support public services. Part of the process includes the selection and implementation of a new Service Desk which will provide improved helpdesk support and assist ICT in introducing ITIL best practice processes within the CenSus partnership.

In addition the following projects have been identified:

- Full migration to a Microsoft network environment from Novell Netware. This will simplify support by reducing the number of operating systems and enable introduction of solutions such as Outlook email.
- Desktop computer replacement programme. The council currently has over 470 desktop PCs / laptops. In order to ensure efficiency and reliability a replacement programme is required. With the ever-increasing use of ICT systems in all business areas and the demands of new software the average life of a PC is assumed to be 4 to 5 years. Due to the current financial climate the expected lifetime of a PC has been extended but this should be reviewed in future years to confirm that this is still valid. The programme plans to replace 10% of the PC fleet this year as and when the equipment reaches the end of its useful life.
- Further implementation of virtual server technology (VMware) will, through server consolidation, deliver efficiencies and at the same time assist in decreasing our carbon footprint.
- Census Telecommunication project which will include the consolidation of telecommunications suppliers and all associated maintenance contracts, rationalisation of the CenSus wide area network and voice solutions.
- CenSus Security project which will standardise and align ICT security policies and procedures across the Census partnership. This will further benefit the business by implementing the necessary management controls to reach and sustain the ISO270001 security standard and other applicable standards. This will address any security issues and enable compliance with standards such as Government Connect (secure exchange of messages and files between local and central government) and the Payment Card Industry – Data Security Standard (PCI-DSS, the secure processing of credit and debit card payments).

Some additional business related projects, which have been highlighted, are:

- Contact Centre – Business Continuity;
- Land Charges system;
- Replacement of current Parking Enforcement System;
- Mobile Working Project Development.

All the above is in addition to that of maintaining and running the day-to-day ICT services.

Anticipating the overall efficiency savings to be achieved from the Alternative Leisure Management project, ICT have identified £100k of savings.

ICT is committed to providing a service underpinned by a continual improvement programme. This has been demonstrated by local, CenSus agreed, performance indicators over the last twelve months. Examples are, the speed of resolving help desk problems, the reduction of outstanding help desk calls and results of customer surveys which report a sustained high level of satisfaction with the quality of the service provided. Additional future performance figures may be agreed locally as there are currently no National Performance Indicators.

**INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT) VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Additional pay award 2008/09 (0.45%)	2
Recharges	280
Inflation	20
Corporate printer budget restructure	34
<i>Total</i>	<b>336</b>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of budget to Property	(4)
Central support - savings on infrastructure & running costs	(100)
<i>Total</i>	<b>(104)</b>
<b><i>Total Variation for ICT</i></b>	<b>232</b>

<b>ICT BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Central Computer Costs £'000</b>	<b>Corporate Telephones £'000</b>
<b>Gross Expenditure</b>			
Employees	478	478	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure	3	3	0
Supplies and Services	343	287	56
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	234	227	7
	<b>1,058</b>	<b>995</b>	<b>63</b>
<b>Gross Income</b>			
Fees and Charges	0	0	0
Rents	0	0	0
Grant Income	0	0	0
Recharges	(1,275)	(1,212)	(63)
	<b>(1,275)</b>	<b>(1,212)</b>	<b>(63)</b>
<b>Net Expenditure</b>	<b>(217)</b>	<b>(217)</b>	<b>0</b>
<b>Budget 2008/09</b>	(449)	(449)	0
<b>Change from 2008/09</b>			
£'000 Change	232	232	0
% Change	(52%)		
<b>Other Items 2009/10</b>			
Capital Financing Costs	217	217	0
Capital Financing Income	0	0	0
Specific Items	0	0	0

## **INFORMATION & COMMUNICATIONS TECHNOLOGY - SUCCESS CRITERIA**

### *Best in Class Services:*

- Complete ICT related project work packages within agreed timescales;
- 85% of Helpdesk calls closed within target (increased from 75% in 2007/08);
- Staff in ICT achieve performance levels required by job plans;
- Specific training needs identified for all in team: ITIL Foundation, Manual Handling, Project Management principles.

### *Excellent Customer Services and Satisfaction:*

- 92% of customers “satisfied” or “very satisfied” with the ICT service measured by survey (increased from 90% in 2007/08);
- Review ICT Intranet and self-service pages and on a monthly basis to ensure the content is current and relevant.

### *Sustainable Finances:*

- PC replacement programme to achieve 10% replacement target per annum;
- Achieve £100k of savings related to Alternative Leisure Management project.

### *Excellent Reputation:*

- Assuming full integration of CenSus ICT services, external validation by way of award entries will be progressed. As projects are completed exploit opportunities for promoting success.



**REVENUES & BENEFITS**  
**(Delivering the service for the CenSus partnership)**

These services are delivered by the CenSus Partnership covering Mid Sussex, Horsham and Adur Councils. The management arrangements for the service across the three Councils are:-

**Head of Service:** Tim Delany

**Business Unit Leaders:** Revenues Account Manager - Julie Watts  
 Benefits Manager - Morag Freitas  
 Enforcement Manager - Paul Willard  
 Support Service Manager - John Francis

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Revenues &amp; Benefits</b> Priority B	Further £50k cost reduction in 2008/09 achieved through lower headcount and greatly increased automation. Client based expanded, CharterrMark approved and national award winner.	Already JV with other councils

The focus of the early part of the year will be consolidation of the CenSus Revenues and Benefits organisation across the three CenSus authorities, refining and fine tuning internal processes to maximise efficiency and service delivery.

During the planning period prior to implementation of the organisation, the culture of the CenSus organisation has already had a major impact on both the Revenues and Benefits Service. Revenues collection rates have remained stable during a period of economic downturn and Benefits performance has improved to previously unseen levels; at the same time the cost of service delivery has reduced substantially.

Performance will continue to improve within the Benefits Service, as performance management systems and culture are refined. Assuming that the economic down turn continues we can expect an increase in claims and activity within Benefits. The resilience achieved as a result of the introduction of the CenSus organisation will enable us to react to this swiftly and effectively, containing anything but an unprecedented increase in work within current resources. Revenues will maintain collection levels despite the economic turndown. Income from enforcement will improve as a result of close partnership working with our bailiff partners Rossendales, and the focus that is achieved from the CenSus organisation having a dedicated enforcement service area.

DWP (Department of Work and Pensions) success criteria and inspection have changed radically. In the past 12 months. The majority of national indicators (BVPIs) have been abandoned; the small number of those introduced as replacements (NIs) do not have any targets 'attached' to them as yet. Consequently measuring our performance (both actual and relative) against other authorities in any exact manner will be difficult. Consequently, until the DWP do set targets we will retain past key PIs as local targets (achieving what would have been upper quartile performance) and benchmark against colleagues in surrounding Authorities to gauge our relative performance.

Inspection of the Benefits Service (an element of the CAA) has moved to the Audit Commission. It is clear that criteria have radically changed and 'warnings' have already been given nationally that this change will have a major effect on most Benefit Services' previous 'scores'. The Audit Commission focus is now on the service meeting and being responsive to local customer needs and expectations. Our planning to date, the introduction of the CenSus organisation and our detailed customer focussed review will go a long way towards meeting these requirements.

Six months after implementation of this organisation we will undertake a customer focussed review, which will enable us to (if necessary) reshape our service to meet the need of our customers, both internal and external. This will involve extensive consultation with individual customers by way of satisfaction surveys (written, interview, telephone) and consultation with customer representatives (e.g. CAB) and landlords both private and social. Our internal partners will be consulted to provide input into this process. A report will be produced to detail findings and point the way ahead. The work involved in improving service will be largely dependant on the findings of this project. The report will include an equalities impact assessment.

Concurrently we will undertake a review of front-line service delivery (telephones and face to face contact). A long-term strategy for our phone service will be developed and all options (as now, call centre etc) explored. An implementation plan for delivery of preferred option will be developed during the year and implementation will be underway by the year-end.

We will work with our Customer Service colleagues to provide an improved level of face-to-face service. Information from the customer consultation exercise will be used to develop a clear customer contact strategy. This will be completed by the year-end.

Additionally we will be working with others to improve our service. To achieve these we will be working closely with a number of internal and external partners:

- Our visiting officers will be continuing to advise customers visited on schemes and options available to alleviate fuel poverty;
- We will continue to work closely with the homelessness prevention team to prevent homelessness by maximising the use of Discretionary Housing Payments and encouraging private landlords to accept benefit claimants by fast tracking claims taken by homelessness prevention team staff;
- Similarly we will be working with RSL staff to enable them to take and very claims on our behalf and fast track these claims to benefit;
- In partnership with Rossendales training organisation we will continue to provide extensive training to staff to complement training provided by our own training organisation. In addition to technical training to improve competency and efficiency, customer service training will also be provided.

We will work closely with Capita (our IT partner) and CenSus ICT to prioritise and introduce a number of enhancements to our ICT capabilities; these will improve efficiency and customer service. Key to our long-term strategy will be the introduction of an on-line claim and change of circumstances forms. This will enable us to take benefit claims and changes over the telephone. This will not only speed up the process but enable us to improve the quality and accuracy of our claims with direct staff contact in the vast majority of cases. We will also be able to inform claimants of potential entitlement to a wide range of additional benefits. We anticipate the work on this to continue into 2010/11. Funding for these additional enhancements has been achieved by renegotiating of current contracts and will be met from within budget. The resilience inherent in the CenSus organisation will be reflected in the cessation for the need for Agency staff and continuing performance improvement, at reduced cost at a time of economic downturn. The service will now be cheaper than in 2007/08 in line with targets.

### REVENUES & BENEFITS VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	11
Realignment of budget from Customer Services and Comms.	45
Reduction in Administration Subsidy grant	33
Additional pay award 2008/09 (0.45%)	6
Cabinet approved staffing changes	96
Inflation	33
<i>Total</i>	<b>224</b>
<b><i>Budget Changes - Decreasing</i></b>	
Corporate printer budget restructure	(1)
Magistrate court income - increase in activity	(79)
Recharges	(4)
<i>Total</i>	<b>(84)</b>
<b><i>Total Variation for Revenues &amp; Benefits</i></b>	<b>140</b>

<b>REVENUES &amp; BENEFITS BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Benefits Administration £'000</b>	<b>Revenue Collection £'000</b>
<b>Gross Expenditure</b>			
Employees	1,423	836	587
Premises Related Expenditure	0	0	0
Transport Related Expenditure	34	31	3
Supplies and Services	321	179	142
Third Party Payments	0	0	0
Transfer Payments	71	0	71
Support Services	645	372	273
	<u>2,494</u>	<u>1,418</u>	<u>1,076</u>
<b>Gross Income</b>			
Fees and Charges	(228)	0	(228)
Rents	0	0	0
Grant Income	(764)	(589)	(175)
Recharges	0	0	0
	<u>(992)</u>	<u>(589)</u>	<u>(403)</u>
<b>Net Expenditure</b>	<u>1,502</u>	<u>829</u>	<u>673</u>
<b>Budget 2008/09</b>	1,362	721	641
<b>Change from 2008/09</b>			
£'000 Change	140	108	32
% Change	10%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	0	0	0

## **REVENUES & BENEFITS - SUCCESS CRITERIA**

### *Best in Class Services:*

- Benefits: Local Performance Measures - Claims to benefit processed in average 20 days; change of circumstances processed in 9 days (NI 181 - Right time indicator; average 12 days);
- Revenues: Council Tax and NDR collection rates – 98.5%;
- Skills of staff will be improved by a dedicated CenSus trainer and partnership working with an external training provider. PPPs and 1:1s with staff will evidence training required and subsequently received and training reports will detail efficacy of training received;
- We will achieve our target of 7128 for NI 180 : number of changes of circumstances which affect customers' benefits entitlement within the year (will be evaluated by DWP in due course).

### *Excellent Customer Services and Satisfaction @*

- Customer consultation exercise completed by October 2009;
- Service Improvement plan completed by December 2009;
- On line claim form project plan in place by March 2010.

### *Sustainable Finances:*

- Deliver service plan within budget.

### *Excellent Reputation:*

- The CenSus partnership is acknowledged nationally as being unique; a measure of recognition will be in the number of speaking engagements and requests for advice from other Authorities;
- Benchmarking with othe LAs will take place at regional Revenues and Benefits meetings and IRRV meetings/conferences.



## DEVELOPMENT CONTROL

**Head of Service:** Claire Tester

**Business Unit Leader:** Nick Rogers

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Development Control</b> Priority A	Outstanding customer service, top 25% BVPI performance, very fast service for minor planning applications by March 2008 and maintained thereafter	No

2008-09 was the first year of the four-year service-planning programme. The focus of the Unit was achievement of top quartile planning application performance figures together with a significant focus on customer service. The Unit has consistently performed in the top quartile of Local Authority's nationwide although the cost of the service is middle to lower quartile of similar authorities. A very good value for money service is therefore being provided. Local performance indicators have been introduced aimed at keeping performance at this high level. The Unit has introduced a Development Control news page on the Council's web site and held very successful training events for Parish and Town councillors. The telephone system has been improved and Council decisions relating to the review of planning committees have been implemented. The new standard national planning application form and local and national validation criteria were introduced in time. A survey of applicants has been carried to test satisfaction levels. A creditable 75% satisfaction rate was achieved. An application will be made for RTPI Learning Partner status, which will help in the recruitment and retention of high quality staff.

There is a national shortage of planners, which could have severe implications for the Unit. The Service has however, over recent years, been very successful in 'growing our own' planners through day release and on the job training.

There are significant challenges ahead within the four-year service planning period. There will be a change in emphasis from traditional 'Development Control' to the new concept of 'Development Management'. DM is the end-to-end management of the delivery chain for sustainable development and is key to the 'place shaping' role of the Council. The change to the service will become more marked as progress is made towards the adoption of the spatial Core Strategy but initially the focus will be on pre-application advice, closer working with Policy Officers and contributions to emerging Local Development Framework documents and co-operative working with our partners and other stakeholders. Developers will be encouraged to enter into discussions with Officers from all relevant sections of the Council and our partner organisations before the submission of applications and consult with the local community. The aim is to improve the quality of applications and discourage those that have little chance of success. Benchmarking with other West Sussex authorities will provide up to date and comparative performance data. This will provide an early warning of any downturn in comparative performance.

The Unit is expecting a number of large planning applications to be negotiated and submitted during 2009-10 (Year 2) as a result of the Town Centre Master-planning work. Planning applications are expected for large-scale housing developments emanating from the Core Strategy in 2010/11 (Year 3) and 2011/12 (Year 4). These developments will require negotiating, achievement of planning permissions and delivery on the ground. At the same time, changes to Permitted Development regulations during 2008/9 is likely to result in a reduction in the number of planning applications for householder development. An increase in enforcement complaints and applications for Lawful Development Certificates is expected as a result. The downturn in the economy is likely to reduce the number of planning applications across the board until at least 2010/11.

If the Unit is to continue to perform at a high level and meet the challenges posed by significant new developments then it is particularly important that the Unit 'gears-up' by building the capacity of existing staff to handle large, complex proposals through increased training and experience. An example would be allocating each major planning application to a lead officer and an assistant officer, to make best use of the experience of senior planners and develop the knowledge and confidence of junior officers.

The Unit recognises that planning is not just about speed of decision making. The quality of the outcome on the ground is also important. Sustainable, well-designed development can enhance the environment of the District for all residents. As such, as well as continuing to focus on performance it is intended to run a Mid Sussex Design Awards event in partnership with the Mid Sussex Architects Panel.

Customer service is a priority and technology is at the hub of potential improvements. The Council has invested heavily in its EDRMS system, which allows planning applications and associated information to be displayed online. Issues of capacity have however emerged which will need to be resolved by ICT colleagues if the system is to be used to its maximum potential and enable better accessibility for customers. The use of the e-planning service will also be extended through the wider use of e-consultation with stakeholders.

Some service improvements are simpler and the Unit will pilot the concept of 'Brilliant Basics', focusing on issues such as answering telephone calls and letters promptly, treating customers as individuals and having a 'can do' approach to resolving problems. This will be included in a new systematic scheme of induction and training and will be supported by the Customer Services and Communications Team. A survey of applicants will measure satisfaction levels compared to 2007/08 and 2008/09

The Unit recognises that its recent success is built upon good working relationships between Officers and Members. It wishes to improve on these relationships and increase officers' understanding of local issues and Members' understanding of the objectives and constraints of the planning system. The Unit will pilot the concept of 'Ward Walks' where the Development Control Manager and relevant Area Team Leader meet with Ward Members to discuss topical issues. This might be used by other services if successful.

### DEVELOPMENT CONTROL VARIATION TABLE

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	5
Additional pay award 2008/09 (0.45%)	5
Realignment of budget to Land Charges	8
Uniform planning software maintenance	10
Impact of economic downturn on income	74
Inflation	30
Recharges	36
<i>Total</i>	<b>168</b>
<b><i>Budget Changes - Decreasing</i></b>	
Corporate printer budget restructure	(4)
Planning fee increase from April 2008	(76)
Payback to reserves - fully repaid	(18)
Pre planning advice - fee & customer increase from April 2009	(25)
Staff savings to offset economic downturn in income	(21)
<i>Total</i>	<b>(144)</b>
<b><i>Total Variation for Development Control</i></b>	<b>24</b>

<b>DEVELOPMENT CONTROL BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Development Control £'000</b>	<b>Development Control Staff Cont £'000</b>
<b>Gross Expenditure</b>			
Employees	997	997	0
Premises Related Expenditure	1	1	0
Transport Related Expenditure	67	67	0
Supplies and Services	186	186	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	361	361	0
	<u>1,612</u>	<u>1,612</u>	<u>0</u>
<b>Gross Income</b>			
Fees and Charges	(731)	(731)	0
Rents	0	0	0
Grant Income	0	0	0
Recharges	0	0	0
	<u>(731)</u>	<u>(731)</u>	<u>0</u>
<b>Net Expenditure</b>	<u><u>881</u></u>	<u><u>881</u></u>	<u><u>0</u></u>
<b>Budget 2008/09</b>	857	857	0
<b>Change from 2008/09</b>			
£'000 Change	24	24	0
% Change	3%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	40	40	0
Capital Financing Income	0	0	0
Specific Items	47	47	0

## DEVELOPMENT CONTROL - SUCCESS CRITERIA

### *Best in Class Services:*

- For NI 157 'Processing of planning applications against targets for 'major' 'minor' and 'others', we will aim to achieve the following targets:
  - Majors - 79% in 13 weeks (*provisional pending receipt of top quartile figs for 2008/09*);
  - Minors - 83.5% in 8 weeks;
  - Others - 92% in 8 weeks.
- Run a Mid Sussex Design Awards event in partnership with the Mid Sussex Architects Panel to recognise quality of outcomes from the Service;
- Introduce a systematic scheme of induction and continued training for all new staff to enhance both the professional and generic skill base of the Unit, and promote a customer service focus;
- Planning staff to achieve Chartered Town Planner status through membership of the Royal Town Planning Institute by resourcing post-graduate planning courses where appropriate and providing continuing professional development;
- Develop junior planning officers by providing opportunities for them to be involved in larger, more complex applications and attend planning committees when relevant;
- Develop senior planning officers by increasing their mentoring role with junior planning officers, and their leading role at Planning Committees;
- Staff in "talent pool" will achieve the projected performance levels and successors will be identified for all key posts.

### *Excellent Customer Services and Satisfaction:*

- Achieve increased customer satisfaction compared to the results of the survey carried out in 2008/9 (*75% satisfaction rate*);
- Achieve improved capacity of the Web Site by summer 2009 so that all plans are available to view online through 'public access' (in partnership with ICT and CenSus);
- Achieve 100% use of e-consultation with stakeholders (excluding Town and Parish Councils).

### *Sustainable Finances:*

- Achieve efficiency savings of £74,000 to offset impact of economic downturn on income.

### *Excellent Reputation:*

- Aim to achieve top quartile performance for 2009/10 for processing of planning applications;

To achieve a national accreditation by 2011/12 (Year 4).



## PLANNING POLICY

**Head of Service:** Claire Tester

**Business Unit Leader:** Steve Tilbury

Service	Direction of Travel	Opportunity for Joint Service Delivery
<b>Planning Policy</b> Priority: A	Excellent customer service with milestones in the Local Development Scheme achieved on time. The Local Development Framework is an on-going portfolio of documents that will be continually added to and updated.	Consider partnerships with other authorities beyond current service plan period.

Over the next three years our work will focus on preparing a sound planning policy framework that will help to shape the future of Mid Sussex. We will achieve this by preparing the Local Development Documents set out in the approved Local Development Scheme. The focus of our activity will be the preparation of the Core Strategy, which will set out the Council's development strategy for the period up to 2026. In 2009/10 we will submit the Core Strategy to the Secretary of State for examination. We intend that the Core Strategy will be adopted by late 2010. Over the three year service plan period we will also make significant progress on town wide plans for the three main towns, including updates to the Town Centre Master-plans, which are a key feature of the Better Mid Sussex initiative; a site allocations document; and updated guidance relating to development and infrastructure. The Council will then have in place a complete and up to date policy framework that will provide the basis for the future development of the District, in particular the delivery of housing, including affordable homes, and infrastructure provision.

Other activities in 2009/10 and beyond will include work associated with infrastructure provision including the Community Infrastructure Levy, Master-planning the strategic development locations, the potential designation of the South Downs National Park and increased involvement in the Gatwick Diamond initiative.

Conservation of the built and natural environment is a key issue in Mid Sussex. Conservation Area Appraisals are highly valued by our local communities and we will continue our programme, aiming to complete three each year.

We will refocus our economic development activity on to broader based projects such as those relating to the Gatwick Diamond, which is a key initiative for safeguarding and enhancing the economic health of the sub-region, and the Better Mid Sussex initiative. The future direction of such activity will, however, depend on the outcome of the current review of economic development.

We will also address emerging issues relating to the Council's future overall performance including sustainability; customer engagement in decision-making; and for the health of the local economy. These are already key elements in the work of the Planning Policy section. Sustainability is at the heart of the planning process, and emerging policies already address issues such as the provision of eco-homes and the reduction of the carbon footprint. Consultation and engagement with the local community and other stakeholders is already a vital part of planning in Mid Sussex, and we will develop this further. We will develop our role in a range of partnerships including those seeking to improve the local economy. The Council will play a leading role in the implementation of the strategy for the Gatwick Diamond, including through the Multi Area Agreement.

We already place great importance on partnership working and we will develop this further in all areas of activity. We will enhance our current joint working within the Council, taking into account other strategies and plans, including in particular the Sustainable Communities Strategy, which is closely linked to and influenced by the Core Strategy. We will also develop and build on existing external partnerships such as those with Town and Parish Councils, neighbouring local authorities and local organisations and interest groups. Due to the importance of enhancing the economic health of the area we will continue to work in partnership with business organisations and, in some cases such as the Gatwick Diamond initiative, with neighbouring authorities, in order to maximise the effectiveness of economic development initiatives. There will also be greater integration of the section with the development control business unit. This will reflect the close relationship between the work of the two units, particularly as we move towards the principle of development management in the planning system.

As part of the broader objective of enhanced consultation and engagement we will revise the Statement of Community Involvement. This will introduce improved methods of consultation on planning policy documents and address issues of engagement with the community, including with 'hard to reach' groups.

We have already used electronic communications extensively, and previous success criteria relating to the increased use of e-mails, electronic engagement and consultation, website updates and LDF newsletters have all been achieved. While it is important to retain other forms of communication and engagement, we will continue to expand the use of electronic communications and consultation in 2009/10. We will also aim to introduce other enhancements such as new on-line mapping facilities, which will greatly improve access to information by the community.

We will continue to develop and maximise the skills of the section in order to meet the challenges of the new planning system and the development pressures on the area. Staff will be supported in securing recognised professional qualifications and, where appropriate, will be encouraged to acquire relevant management skills. All staff will take part in an expanding in-house programme of continuous professional development, which will also build on existing external training and skill-sharing networks. Some more formal external training will also be required and the section will aim to increase the use of training opportunities as they arise during the year. A succession plan is already in place that enables officers to learn skills from one another, and this will help to achieve a smooth transfer of responsibilities as officers continue to advance in their professional careers.

**PLANNING POLICY VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Additional pay award 2008/09 (0.45%)	2
Inflation	15
Recharges	95
<i>Total</i>	<u>112</u>
<b><i>Budget Changes - Decreasing</i></b>	
Effect of salary increments	(2)
Realignment of costs to Strategic Management	(68)
Corporate printer budget restructure	(1)
Payback to reserves - fully repaid	(4)
Staff savings to offset economic downturn in Development Control Income	(53)
<i>Total</i>	<u>(128)</u>
<b><i>Total Variation for Planning Policy</i></b>	<u><u>(16)</u></u>

<b>PLANNING POLICY BUDGET 2009/10</b>	<b>Budget 2009/10 £'000</b>	<b>Planning Policy £'000</b>	<b>Economic Development Promotion £'000</b>
<b>Gross Expenditure</b>			
Employees	400	393	7
Premises Related Expenditure	1	1	0
Transport Related Expenditure	18	18	0
Supplies and Services	223	192	31
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	290	234	56
	<b>932</b>	<b>838</b>	<b>94</b>
<b>Gross Income</b>			
Fees and Charges	(0)	(0)	0
Rents	0	0	0
Grant Income	0	0	0
Recharges	0	0	0
	<b>(0)</b>	<b>(0)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>932</b>	<b>838</b>	<b>94</b>
<b>Budget 2008/09</b>	948	857	91
<b>Change from 2008/09</b>			
£'000 Change	(16)	(19)	3
% Change	(2%)		
<b>Other Items 2009/10</b>			
Capital Financing Costs	22	22	0
Capital Financing Income	0	0	0
Specific Items	85	85	0

## **PLANNING POLICY - SUCCESS CRITERIA**

### *Best in Class Services:*

- Achieve milestones in Local Development Scheme;
- Publish an updated Strategic Housing Land Availability Assessment;
- Achieve at least 50% new homes on previously developed land;
- Complete three Conservation Area Appraisals;
- Maintain a 5 year supply of deliverable housing sites (NI159);
- Monitor the net number of additional homes provided (NI154);
- Monitor housing commencements and completions (MSPI 30 and 30a);
- Monitor the re-use of previously developed land that has been vacant or derelict for over 5 years (NI170);
- Monitor the rate of overall employment growth (NI151);
- Monitor the rates of new business registration and the percentage of small businesses showing employment growth (NI171 and NI172);
- All staff members to be involved in an ongoing programme of Continuous Professional Development;
- All eligible staff to achieve full membership of RTPi;
- Two members of staff to undertake MA/MSc course in Town Planning;
- One member of staff to undertake management diploma course.

### *Excellent Customer Services and Satisfaction:*

- Enhance community consultation and engagement through publication of a revised Statement of Community Involvement;
- Increase the number of electronic responses to Development Plan Document consultations from 40% to 50% of the total received;
- Increase the use of electronic engagement with stakeholders and consultees to 75%;
- Update the MSDC website within 24 hours of Local Development Documents reaching any public stage and within 3 days of new studies or evidence becoming publicly available;
- Improve customer accessibility to information through the introduction of an enhanced on-line mapping capability.

### *Sustainable Finances:*

- Deliver service plan within budget.

### *Excellent Reputation:*

- Use and develop recognised best practice in the preparation of a sound Core Strategy document in 2010/11.



## **BETTER MID SUSSEX**

**Head of Service:** Tim Barkley

The partnership intends to submit two planning applications in 2009/2010 in respect of schemes in East Grinstead Town Centre and Olympos Burgess Hill. A concept scheme for Haywards Heath Town Centre will be submitted to the Council. A further response from our development partner will be received concerning Haywards Heath Station Quarter.

Development Agreements will be negotiated for the schemes in Burgess Hill Town Centre and Haywards Heath Town Centre.

Governance arrangements will be reviewed with the prime aim to improve service delivery as well as increased support for the partnership and enhanced standing within the community.

The BMS Annual Report will be prepared for consideration by Performance & Scrutiny and Council.

Member engagement will continue via briefing meetings, site inspections and learning lessons from other schemes around the country.

**BETTER MID SUSSEX VARIATION TABLE**

Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget

<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Realignment of budgets from Strategic Core	104
Additional pay award 2008/09 (0.45%)	1
Recharges	2
Inflation	2
<i>Total</i>	<u><b>109</b></u>
<b><i>Budget Changes - Decreasing</i></b>	
<i>Total</i>	<u><b>0</b></u>
<b><i>Total Variation for Better Mid Sussex</i></b>	<u><u><b>109</b></u></u>

<b>BETTER MID SUSSEX BUDGET 2009/10</b>		<b>Budget 2009/10</b>	<b>Better Mid Sussex</b>
		£'000	£'000
<b>Gross Expenditure</b>			
Employees	108	108	
Premises Related Expenditure	0	0	
Transport Related Expenditure	2	2	
Supplies and Services	2	2	
Third Party Payments	0	0	
Transfer Payments	0	0	
Support Services	4	4	
	<b>116</b>	<b>116</b>	
<b>Gross Income</b>			
Fees and Charges	0	0	
Rents	0	0	
Grant Income	0	0	
Recharges	0	0	
	<b>0</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>116</b>	<b>116</b>	
<b>Budget 2008/09</b>	7	7	
<b>Change from 2008/09</b>			
£'000 Change	109	109	
% Change	1557%		
<b>Other Items 2009/10</b>			
Capital Financing Costs	0	0	
Capital Financing Income	0	0	
Specific Items	0	0	

## **BETTER MID SUSSEX - SUCCESS CRITERIA**

### *Best in Class Services:*

- Individual projects in the town centres advanced to either concept scheme submission, or negotiations commenced to secure Development Agreement;
- Planning applications prepared for two partnership schemes;
- Land assembly negotiations commenced to support the revitalisation of East Grinstead Town Centre;
- Governance of partnership reviewed;
- Procurement of appropriate external support and advice.

### *Excellent Customer Services and Satisfaction:*

- Website maintained and updated on a regular basis;
- Regular updates via press / Mid Sussex Matters;
- Planning applications prepared following public consultation;
- Individual scheme websites in place.

### *Sustainable Finances:*

- Deliver service plan within budget.

### *Excellent Reputation:*

- Promotion of partnership via regional and national professional trade press;
- Use of acknowledged professional consultants;
- Partnership invited to address seminars / events.

## STRATEGIC CORE

**Services covered:** Chief Executive, Deputy Chief Executive and Strategic Management

**Head of Service:** Deputy Chief Executive

### Key areas for 2009/10

The budget growth arises from Strategic Management costs being realigned from other business units into this area.

<b>STRATEGIC CORE VARIATION TABLE</b>	
Analysis of changes in budget between 2008/09 original budget, and 2009/10 budget	
<i>Description</i>	<i>Variation £'000</i>
<b><i>Budget Changes - Increasing</i></b>	
Effect of salary increments	17
Additional pay award 2008/09 (0.45%)	5
Inflation	23
Realignment of costs to Strategic Core	645
Cabinet approved staffing changes	12
<i>Total</i>	<b>702</b>
<b><i>Budget Changes - Decreasing</i></b>	
Realignment of budget to Better Mid Sussex	(104)
Recharges	(572)
Corporate printer budget restructure	(1)
<i>Total</i>	<b>(677)</b>
<b><i>Total Variation for Strategic Core</i></b>	<b>25</b>

<b>Strategic Core Budget 2009/10</b>	<b>Budget 2009/10</b> £'000	<b>Strategic Core</b> £'000
<b>Gross Expenditure</b>		
Employees	1,440	1,440
Premises Related Expenditure	0	0
Transport Related Expenditure	18	18
Supplies and Services	17	17
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	1,571	1,571
	<b><u>3,046</u></b>	<b><u>3,046</u></b>
<b>Gross Income</b>		
Fees and Charges	0	0
Rents	0	0
Grant Income	0	0
Recharges	(1,330)	(1,330)
	<b><u>(1,330)</u></b>	<b><u>(1,330)</u></b>
<b>Net Expenditure</b>	<b><u><u>1,716</u></u></b>	<b><u><u>1,716</u></u></b>
<b>Budget 2008/09</b>	1,691	1,691
<b>Change from 2008/09</b>		
£'000 Change	25	25
% Change	1%	
<b>Other Items 2009/10</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

## Forecast of Benefits Costs 2009/2010

	2007/08 Accounts	2008/09 Budget	2008/09 Current	2009/10 Forecast	
<b>Non HRA Rent Rebates</b>					
	£'000	£'000	£'000	£'000	
gross expenditure	124	115	89	89	
net expenditure at standard subsidy					
effect of reduced subsidy	6	7	4	4	
effect of overpayments	(7)	(7)	(5)	(5)	
Total Rent Rebates	(1)	0	(1)	(1)	
<b>Rent Allowances</b>					
	£'000	£'000	£'000	£'000	
gross expenditure	19,424	18,926	20,374	20,374	
net expenditure at standard subsidy	0	0	0	0	
effect of reduced subsidy	387	433	314	314	
effect of overpayments	(452)	(508)	(387)	(367)	1
Total Rent Allowances	(65)	(75)	(73)	(53)	
<b>Council Tax Benefit</b>					
	£'000	£'000	£'000	£'000	
gross expenditure	5,817	5,693	5,848	5,848	
net expenditure at standard subsidy	0	0	0	0	
effect of reduced subsidy	0	0	0	0	
effect of overpayments	(83)	(82)	(85)	(85)	
Total Council Tax Benefit	(83)	(82)	(85)	(85)	
<b>Discretionary Local Scheme</b>					
Council Tax Benefit					
Rent Allowances	46	47	76	76	
Subsidy 75%	(35)	(35)	(57)	(57)	
Total Discretionary scheme	11	12	19	19	
<b>Total Support</b>	<b>(138)</b>	<b>(145)</b>	<b>(140)</b>	<b>(120)</b>	
Add : Previous Year Adjustment					
Less : LA Error subsidy	(82)	(79)	(30)	(30)	2
Adjustment for 2006/07 claim	(4)	0	0	0	
Transfer to Benefits Equalisation Reserve	0	0	0	0	
(Less)/Add : Funding (from)/to Benefits Equalisation Reserve	(40)	(40)	(94)	(74)	3
<b>Cost to MSDC</b>	<b>(264)</b>	<b>(264)</b>	<b>(264)</b>	<b>(224)</b>	

(1) The introduction of Local Housing Allowance in 2008/2009 is likely to reduce collection rates. This is due to proposed payment of Housing Benefits directly to Benefit recipients rather than the previous system of payments to Landlords. This is gradual process with approximately 20% of payments forecast to transfer to tenants each year. The forecast therefore includes a further reduction of £20,000 to allow for lower collection rates in 2009/10 as more benefits payments are made to tenants. In addition to this, volumes of Overpayments attracting subsidy are decreasing, resulting in lower than budgeted income.

(2) LA error volumes for 08/09 are lower than expected. Maximum subsidy is only achieved when volumes are as close to the lower threshold as possible without exceeding it.

(3) The amount budgeted to be drawn from or transferred to the Benefits Equalisation Reserve is calculated to bring the final figure back to the required budget. The Benefits Equalisation reserve was set up from the previous years surplus.



## CAPITAL PROGRAMME 2008/13

### 1.0 Background

- 1.1 This section sets out a proposed Capital Programme and Capital Strategy. It also outlines the Council's approach to capital investment ensuring that such investment is directed to the Council's corporate priorities.
- 1.2 Each year, the Council sets out its capital programme for the forthcoming year. Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year programme. On this basis, this section sets out, in Tables 1 and 2, the overall core capital programme summary for the next four years together with its financing. In addition to this, the section details:
- A list of all projects contained in the current Capital Programme including scheme slippage from previous years, and capital variations approved by Members during 2008/09;
  - A detailed list of the proposed projects for 2009/10 together with financing;

### 2.0 Capital Strategy: General Principles

- 2.1 The current strategy for capital spending is detailed within the Financial Strategy 2004/05 –2009/10 presented to Members as part of last year's Corporate Plan and budget report. The general principles of the Capital Strategy are outlined below for Members information:
- The expenditure for any particular year to be based only on previous years cumulative receipts plus use of interest. This is to prevent cashflow problems developing if expenditure is incurred before receipts are received.
  - All Affordable Housing grant aid is financed from S106s and there is no use of capital or revenue reserves for this purpose.
  - The Council will use Prudential borrowing only for investments with a proven business case. Under this system, the Council will be able to borrow money on the strength of its resources, to pay for capital projects on an 'Invest to Save' basis and satisfying affordability criteria.
  - Unearmarked revenue reserves are kept above minimum of £1.5m.
  - All capital projects should be subject to the Council's priority scoring mechanism, which is aligned to its corporate priorities.
  - Capitalised salaries to be permitted where appropriate but kept to a minimum to ease pressure on capital reserves.
  - Council must approve the Capital Programme as part of the Corporate Plan and Budget exercise.
- 2.2 The adoption of the foregoing results in a modest capital programme for 2009/10, as detailed further in the paragraphs below.

### 3.0 Financial Position: Current and Medium Term

- 3.1 Whilst the Council's current position is satisfactory in that it can finance a capital programme in 2009/10, the outlook further forward is bleak. As Members will note from the reserves position in Section 4, the minimum level of reserves is reached by the end of the 2010/11 financial year. This has been caused by a combination of two factors; a reduction in the level of interest earnings on cash and balances held – which is directly attributable to the government's fiscal policy of reducing Base Rate as a stimulus to the economy; and the forecasting of no capital receipts in the medium term.
- 3.2 Mid Sussex is not alone in being in this position; many other Councils are having to adjust their spending plans as a direct consequence of the recession, even though one of the central drivers to stimulate the economy is to continue or even to enhance by bringing forward future spending plans.
- 3.3 **The effect of this on the medium term capital programme is that the years from 2011 onwards cannot be financed from reserves.** If spending plans are to continue as set out, some alternative method of financing must be sought. This might include borrowing or financing the capital programme from revenue spending – i.e. from the council tax setting account. This then would have an impact upon service spending plans and may lead to a reduction in services.
- 3.4 This is evidently a serious situation. Members can expect an update on the position in the summer of 2009 as the Council considers its strategic spending plans for the next decade.

### 4.0 Proposed Projects for 2009/10

- 4.1 In light of the comments above, the capital projects that have come forward for 2009/10 are as follows:
- i) **Major Capital Renewals**  
This is the cost of maintaining our assets and is detailed the table of proposed projects set out overleaf.
  - ii) **Affordable Housing**  
This is the contribution to Registered Social Landlords to provide new affordable housing and is financed wholly from S106 contributions.
  - iii) **ICT**  
There are now just two schemes identified here – a minimal PC replacement programme at £25k and the contribution towards the Census infrastructure at £75k. This latter scheme will drive savings in 2010/11 of 10% of the overall Census ICT revenue budget.
  - iv) **Housing Renewal Assistance Grants**  
As Members know, this is a mandatory scheme and is funded 60% from Government grant and 40% from our own reserves.
  - v) **Playground Improvements**  
These are funded wholly from S106s and a successful application to the Big Lottery Fund.

- 4.2 The proposed capital projects to be included in the 2009/10 Capital Programme are set out below.

<i>Title</i>	<i>Project Cost £'000</i>	<i>Project Cost £'000</i>	<i>Revenue Implications £'000</i>
<b>Service Projects</b>			
<i>ICT:</i>			
Census ICT Strategy	75		
PC Replacement programme	25		
<i>Total ICT</i>		100	
<i>S106 Fully Funded Schemes:</i>			
Improvement works to HH Rec ground playground	75		
Bolnore Leisure Site (£50k 09/10; £750k 10/11)	50		
Improvement works Burners Close playground BH	56		
Improvement works Denham Rd playground BH	15		
Improvements Victoria Park Skate Park*	17		
Additional path works to Green Crescent	30		
Improvement to path network at Beech Hurst Gdns	13		
<i>Total S106 Schemes</i>		256	
<i>Others:</i>			
Upgrade to DC Public Access software \$	16		
East Court–Development of new Natural Play Area“	50		
Choice-Based lettings – part 1 #	23		
Improvements Victoria Park Skate Park *#	15		
<i>Total Others</i>		104	
<b>Additional Funding:</b>			
<i>Major Capital Renewals (MCR):</i>			
Clair Hall	8		
Martlets Hall	8		
Olympos Haywards Heath	120		
Olympos Burgess Hill	169		
Kings & Jester & Noddy	17		
Oaklands campus	30		
Beech Hurst Yard	15		
Whitemans Green Pavilion	38		
Streams&Watercourses	30		
Energy efficiency	30		
Car parks	35		
<i>Total MCR:</i>		500	
Capitalised Salaries (BMS)		150	
<i>Housing</i>			
Housing Renewal Assistance grants	650		
Affordable Housing	500		
<i>Total Housing</i>		1,150	
<b>Total proposed Capital Projects for 2009/10</b>		<b>2,260</b>	

- 4.3 Each project has a full accompanying justification statement, and has been the subject of Ward and Cabinet Member consultation. The justification proformas for all service projects are included at the end of this section.
- 4.4 It is proposed that the capital projects set out in 4.2 above are financed by a variety of means as follows:

	<i>£'000</i>	<i>£'000</i>
Capital Grants		
(re. Housing Renewal Assistance (of which the Disabled Facilities Grants portion is 60% financed from central govt)		348
S106 Agreements		256
S106s Housing		500
Housing and Planning Delivery Grant \$		16
Third Party contributions #		33
Big Lottery fund "		50
Revenue Reserves / use of interest		1,057
<b>Total Capital Spending 2009/10</b>		<u>2,260</u>

### **Background Papers**

Report to Performance and Scrutiny Committee on 7<sup>th</sup> January 2009.

Budget Report and Council Tax 2008/09

Budget working papers

### Capital Programme 2008/09 - 2012/13 Programming Summary

Total Costs £'000	Scheme Description	Payments* to 31/3/2008 £'000	Payments*				
			2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
<b>Service Programme</b>							
7,239	Schemes in Progress	3,723	2,493	<b>1,023</b>	0	0	0
2,733	Starts List	0	0	<b>1,110</b>	1,044	313	266
<u>9,972</u>		<u>3,723</u>	<u>2,493</u>	<u><b>2,133</b></u>	<u>1,044</u>	<u>313</u>	<u>266</u>
<b>Additional Funding</b>							
1,506	Unallocated Funding - Future Projects	0	6	0	500	500	500
<u>1,506</u>		<u>0</u>	<u>6</u>	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>
<u><b>11,478</b></u>	<b>Total Service Programme</b>	<u><b>3,723</b></u>	<u><b>2,499</b></u>	<u><b>2,133</b></u>	<u><b>1,544</b></u>	<u><b>813</b></u>	<u><b>766</b></u>
			<----- £7,755,000 ----->				
<b>Housing Services Programme</b>							
6,250	Housing Renewal Assistance	2,700	650	<b>650</b>	750	750	750
2,167	Affordable Housing	966	169	<b>500</b>	532	0	0
<u>8,417</u>	<b>Total Housing Services Programme</b>	<u>3,666</u>	<u>819</u>	<u><b>1,150</b></u>	<u>1,282</u>	<u>750</u>	<u>750</u>
			<----- £4,751,000 ----->				
<u><b>19,895</b></u>	<b>Total Programme</b>	<u><b>7,389</b></u>	<u><b>3,318</b></u>	<u><b>3,283</b></u>	<u><b>2,826</b></u>	<u><b>1,563</b></u>	<u><b>1,516</b></u>
			<----- £12,506,000 ----->				

### Capital Programme Financing Schedule

Description	Notes					
		2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Capital Grants - Housing Renewal Assistance Grants	1	348	<b>348</b>	325	325	325
S106s Housing	2	169	<b>500</b>	532	0	0
S106s/ Capital Receipts	3	1,833	<b>256</b>	794	63	16
Loan	4	91	<b>0</b>	0	0	0
Contrib.from Third Party / PDG / DEFRA / Big Lottery Fund	5	399	<b>99</b>	0	0	0
Use of Revenue Reserves	6	478	<b>2,080</b>	1,175	1,175	1,175
Total Programme		<u>3,318</u>	<u><b>3,283</b></u>	<u>2,826</u>	<u>1,563</u>	<u>1,516</u>

Notes:

1. Government grant received for Housing Renewal Assistance.
2. S106 monies, which may be used for Affordable Housing capital expenditure.
3. Capital contributions from partners / capital receipts from asset disposals.
4. Amounts borrowed will only be those necessary if other forms of finance are not reasonably available.
5. Capital part of the DEFRA grant (50% of total grant awarded), capital element of Housing and Planning Delivery Grant (i.e. 25% of total grant awarded), and Big Lottery Fund award for Playgrounds Strategy.
6. Financing from General Reserve including the use of interest.

## Capital Programme 2008/09 - 20012/13

<i>Scheme Description</i>	<i>Total</i> £'000	<i>Pre 1/4/2008</i> £'000	<i>2008/2009</i> £'000	<i>2009/2010</i> £'000	<i>2010/2011</i> £'000	<i>2011/2012</i> £'000	<i>2012/2013</i> £'000
<b><i>Housing, Env Health &amp; Building Control</i></b>							
Choice Based Lettings	23	0		23			
<i>Total Housing, Env Health &amp; Building Control</i>	23	0	0	23	0	0	0
<b><i>District Planner</i></b>							
EDRMS Scanning Equipment	12	0	12				
Purchase of Local View Software	20	0	20				
Upgrade to DC Public Access	16	0		16			
<i>Total District Planner</i>	48	0	32	16	0	0	0
<b><i>Leisure &amp; Environment</i></b>							
Corporate Grants / RCP & Capital Grants*	305	101	204				
Triangle Flumes and Refurbishment	90	42	48				
Work to Bowls Green, Beech Hurst Gardens	25	8	17				
Informal youth facility, Lingfield Rd Recreation Ground, EG	30	1	29				
Replacement of Parking machines East Grinstead	48	0	48				
Hollands Way Playground	67	22	45				
Sidney West	698	317	381				
London Road Pavilion Modifications	34	30	4				
Freeks lane remedial works	63	0	63				
Lindfield Play Area Refurbishment	137	130	7				
Leylands Park Car Park Link Road	43	42	1				
Mobile Working solution	31	22	9				
Waste & Recycling Wheely Bins	1,711	1,664	47				
Green Crescent New footpaths*	30	0	30				
Skate Park Haven Field Crawley Down*	36	0	36				
Playground Strategy ( Big lottery Fund) Unallocated*	0	0	0				

## Capital Programme 2008/09 - 20012/13

<i>Scheme Description</i>	<i>Total</i> £'000	<i>Pre 1/4/2008</i> £'000	<i>2008/2009</i> £'000	<i>2009/2010</i> £'000	<i>2010/2011</i> £'000	<i>2011/2012</i> £'000	<i>2012/2013</i> £'000
<b><i>Leisure &amp; Environment Contd</i></b>							
Whitemans Green Skatepark	65	0	65				
Oaklands Audio Visual System*	65	0	65				
Ashplatts Wood Adventure Playground	50	0		50			
Imps to Victoria Park Skatepark	32	0		32			
Imps to Haywards Heath Rec Ground Playground	75	0		75			
Bolnore Leisure Site	800	0		50	750		
Imps to Burners Close Playground B Hill	56	0		56			
Imps to Playground at London Road Hassocks	11	0			11		
Imps to Playground at King Georges Field East Grinstead	51	0				51	
Imps to Denham Road Playground B Hill	15	0		15			
Further Path & Access Works on the Green Crescent	30	0		30			
Improvement to Path Network at Beech Hurst Gardens	13	0		13			
Imps to Playground at Lingfield Rd Rec E Grinstead	33	0			33		
Imps to Playground at Court Bushes Hurstpierpoint	12	0				12	
Imps to Playground at Forest Fields H Heath	0	0					16
<i>Total Leisure &amp; Environment</i>	4,656	2,379	1,099	321	794	63	16
<b><i>Corporate Systems</i></b>							
<b><i>Infrastructure</i></b>							
Network Upgrade	171	141	30				
Central Server Replacement*	119	91	28				
PC Replacement programme*	155	105	50				
PC Replacement programme*	100	0		25	25	25	25
Census ICT strategy*	249	20	129	100			
Census ICT strategy*	300	0		75	75	75	75
<i>Total Corporate Systems</i>	1,094	357	237	200	100	100	100

## Capital Programme 2008/09 - 2012/13

<i>Scheme Description</i>	<i>Total</i> £'000	<i>Pre 1/4/2008</i> £'000	<i>2008/2009</i> £'000	<i>2009/2010</i> £'000	<i>2010/2011</i> £'000	<i>2011/2012</i> £'000	<i>2012/2013</i> £'000
<b>Legal Services</b>							
East Grinstead Resource Centre	(5)	(5)					
Computerisation of Land Charges	108	83	25				
Replacement of Corporate Geographical Information System	51		51				
<i>Total Legal Services</i>	154	78	76	0	0	0	0
<b>Organisational Development</b>							
Sussex e-recruitment portal	9	0	9				
Oaklands Office accommodation phase 2*	132		132				
<i>Total Organisational Development</i>	141	0	141	0	0	0	0
<b>Finance</b>							
Town Centre Revitalisation	2,096	881	315	900			
<b>Town Centre Revitalisation</b>	600	0		150	150	150	150
Upgrade of Asset Manager*	15	0	15				
<i>Total Finance</i>	2,711	881	330	1,050	150	150	150
<b>Total schemes</b>	8,827	3,695	1,915	1,610	1,044	313	266
<b>Major Capital Renewals ( MCR)</b>							
Martlets Hall	10	0	10				
Clair Hall	10	2	8				
Car Park Ticket Machines	55	0	55				
Playgrounds	39	26	13				

## Capital Programme 2008/09 - 20012/13

<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2008</i>	<i>2008/2009</i>	<i>2009/2010</i>	<i>2010/2011</i>	<i>2011/2012</i>	<i>2012/2013</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<b><i>Major Capital Renewals(MCR) Contd</i></b>							
Clair Hall	2	0	2				
Martlets Hall *	5	0	5				
Olympos - Haywards Heath*	144	0	144				
Olympos - East Grinstead*	5	0	5				
Olympos - Burgess Hill*	183	0	160	<b>23</b>			
Oaklands Campus - Roof Works & Boilers*	26	0	26				
Beech Hurst Yard*	15	0	15				
Streams & Watercourses Culvert Hurstpierpoint*	15	0	15				
Moat Pond East Grinstead*	25	0	25				
Playgrounds- Safety Surface works*	40	0	40				
Car Park Ticket Machines*	50	0	50				
Oaklands Campus - Drainage Works	5	0	5				
Martlets Hall	8	0		<b>8</b>			
Clair Hall	8	0		<b>8</b>			
Olympos - Haywards Heath*	120	0		<b>120</b>			
Olympos - East Grinstead*	17	0		<b>17</b>			
Olympos - Burgess Hill*	169	0		<b>169</b>			
Oaklands Campus - Roof Works & Boilers*	30	0		<b>30</b>			
Beech Hurst Yard*	15	0		<b>15</b>			
Whitemans Green Pavilion	38	0		<b>38</b>			
Streams & Watercourses	30	0		<b>30</b>			
Energy Efficiency	30	0		<b>30</b>			
Car Parks	35	0		<b>35</b>			
Major Capital Renewals Unallocated Funding	1,500	0	0		500	500	500
Additional Funding	6	0	6				
<b><i>Total Major Capital Renewals ( MCR)</i></b>	<b>2,635</b>	<b>28</b>	<b>584</b>	<b>523</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b><i>Total Service Programme</i></b>	<b>11,462</b>	<b>3,723</b>	<b>2,499</b>	<b>2,133</b>	<b>1,544</b>	<b>813</b>	<b>766</b>

## Capital Programme 2008/09 - 20012/13

<i>Scheme Description</i>	<i>Total</i> £'000	<i>Pre 1/4/2008</i> £'000	<i>2008/2009</i> £'000	<i>2009/2010</i> £'000	<i>2010/2011</i> £'000	<i>2011/2012</i> £'000	<i>2012/2013</i> £'000
<b><i>Housing Services</i></b>							
<i>SHG Programme</i>							
Housing Renewal Assistance*	6,250	2,700	650	<b>650</b>	750	750	750
Affordable Housing*	2,167	966	169	<b>500</b>	532		
	<u>8,417</u>	<u>3,666</u>	<u>819</u>	<u><b>1,150</b></u>	<u>1,282</u>	<u>750</u>	<u>750</u>
<b><i>Total Housing Services Programme</i></b>	<u>8,417</u>	<u>3,666</u>	<u>819</u>	<u><b>1,150</b></u>	<u>1,282</u>	<u>750</u>	<u>750</u>
<b><i>Grand Total</i></b>	<u><u>19,879</u></u>	<u><u>7,389</u></u>	<u><u>3,318</u></u>	<u><u><b>3,283</b></u></u>	<u><u>2,826</u></u>	<u><u>1,563</u></u>	<u><u>1,516</u></u>

## Project Justification Details

### CenSus I.C.T. Strategy

#### Purpose of project:

As part of the ongoing delivery of CenSus ICT services and its infrastructure, a 5 year strategy document was drawn up and accepted by the CenSus Joint Steering group. This strategy document outlined estimated costings for both capital investment and revenue expenditure during its lifetime.

This bid is for the capital investment identified as being required in 2009/10 and follows on from the past investment made. Without the capital investment in the CenSus ICT infrastructure the long-term efficiencies cannot be fully realised across the CenSus partnership.

#### Total Amount: £75,000

*Capitalised Salaries included in the project total:* None

*Other sources of funding:* None

*Revenue Implications:* £0

#### Value For Money Assessment:

One of the cornerstones of the CenSus partnership is to deliver long-term value for money.

a) *Current practice / doing nothing:*

This bid represents the continuation of the Capital investments already made during the past years. To progress the CenSus partnership and to realise the long-term efficiencies it is necessary to invest in the ICT infrastructure.

b) *Other alternative approaches*

To deliver the same services outside of CenSus would not deliver the long-term efficiencies and may lead to increased costs.

**Business Unit/Service:** CenSus ICT

**Head of Service:** Peter Stuart

**Project Manager:** Graham Crossingham – CenSus ICT Operations Manager

Graham is trained in PRINCE Lite.

CenSus ICT operates projects under PRINCE Lite methodology.

Over all CenSus ICT Strategy is managed by the CenSus Programme Management Board.

**Cabinet Members:** Cllr Sue Seward

**Ward Members:** Not applicable

#### This project contributes to achieving the Corporate Plan in the following ways:

- The CenSus ICT infrastructure forms the basis upon which long-term efficiencies may be gained across the partnership.
- Consolidation on to common systems allows for more efficient support and better customer service.
- Investing in shared, newer and more power efficient, technologies will help towards reducing the partnerships carbon footprint by maximising the usage of resources.
- Joint procurement will deliver economy of scale efficiencies when compared to unilateral procurement.

**Summary of discussions with Cabinet Member:**

Cllr Seward chairs the Census Joint Steering Group and recognises that partnerships only work through shared aims and effort. To that extent she is supportive both of our reduced contribution for 2009/10 (matched by Horsham and Adur councils) and the real, cashable, efficiency savings that such an investment will bring for 2010/11.

**Risk Analysis:**

The main risks for this project are:

- a) One or more of the CenSus Partners withdrawing from the partnership
- b) Sufficient budget not being made available by all partners.
- c) Sufficient resources not being made available by all partners

The likelihood, severity, financial impact (rated low, medium, high)

- a) Low, high, high
- b) Medium, high, low
- c) Medium, medium, low

Mitigation actions:

- a) A 2-year notice period and financial penalties apply to any partner wishing to withdraw.
- b) Slip programme completion in to next FY or reorder \ prioritise programme list in conjunction with relevant business unit(s).
- c) Slip programme completion in to next FY or reorder \ prioritise programme list in conjunction with relevant business unit(s).

## Project Justification Details

### PC Replacement Programme

#### Purpose of project:

The council currently has approximately 470 desktop PCs / Laptops and to ensure efficiency and reliability a replacement programme is required. With the ever-increasing use of ICT systems in all business areas and the demands of new or upgraded systems the average life of a PC is 4-5 years.

This project forms part of the ongoing PC replacement programme and represents the monies required to replace approximately 5% of the PC fleet (which have been deemed to have reached the end of their useful life).

#### Total Amount: £25,000

*Capitalised Salaries included in the project total:£0*

*Other sources of funding: None*

*Revenue Implications: None*

#### Value For Money Assessment:

Due to the increasing use of ICT in all areas of the Council's Business and the increased demands made by new systems the average lifespan of a PC is assumed to be 4-5 years. Due to the current financial climate the expected lifetime of a PC has been extended but this should be reviewed in future years to make sure that this is still valid. To ensure value for money, purchases will be made via either the CBC or OGC contract routes.

*a) Current practice / doing nothing:*

The rolling programme presented here is the current practice and doing nothing would have a negative impact in the efficient working of the council.

*b) Other alternative approaches*

Due to the increasing demands placed upon the desktop PC's a rolling replacement programme is the most appropriate way forward.

**Business Unit/Service:** ICT Services

**Head of Service:** Peter Stuart

**Project Manager:** Paul Constantinou

Paul is both PRINCE and PRINCE2 trained.

Has already run CenSus projects under PRINCE Lite methodology.

**Cabinet Members:** Cllr Sue Seward

**Ward Members:** Not applicable

#### This project contributes to achieving the Corporate Plan in the following ways:

- By maintaining the rolling replacement programme it ensures that PCs are have sufficient processing power to enable business units to work efficiently and provide an effective service to customers.

**Summary of discussions with Cabinet Member:**

Cllr Seward recognises that some desktop computers will need replacing but is supportive of the reduced programme for the forthcoming year in light of the Council's overall financial position.

**Risk Analysis:**

The main risks for this project are:

- a) Sufficient resources not being made available
- b) Change of PC specification by Supplier / Manufacturer / MSDC

The likelihood, severity, financial impact (rated low, medium, high)

- a) Medium, low, low
- b) Medium, low, low

Mitigation actions:

- a) Slip project completion in to next FY
- b) Slip project, while new hardware \ software image built and tested.

## Project Justification Details

<b>Improvement Works to Haywards Heath Recreation Ground Playground</b>	
<b>Purpose of project:</b>	
To upgrade the equipped playground in Haywards Heath Recreation Ground so as to make the play area a more enjoyable, challenging, yet safe place to visit.	
<b>Amount : £75,154</b>	
1. P35/338	£13,288
2. P35/339*	£7,092
3. P35/351	£3,080
4. P35/434	£10,982
5. P35/494	£16,400
6. P35/558	£5,400
7. P35/597	£1,936
8. P35/505	£5,294
9. P35/669	£7,254
10. P35/611B	£4,428
<b>Total</b>	<b>£75,154</b>
<i>Capitalised Salaries included in the project total :: None included</i>	
<i>Revenue Implications : expect reduction in revenue costs of c.£300 pa for first 3 years)</i>	
<b>Value For Money Assessment :</b>	
This will reduce future maintenance costs and provide a safer and more exciting play experience for children. It could also save on potential accident claims.	
<b>Business Unit/Service :</b> Leisure and Sustainability	
<b>Head of Service :</b> Mark Fisher	
<b>Project Manager :</b> Rupert Browning	
Attended MSDC one day project management course	
<b>Cabinet Member :</b> Cllr G Wall	
<b>Ward Member :</b> Cll. Margaret Baker, Cll. Jonathan Ash-Edwards	
<b>This project contributes to achieving the Corporate Plan in the following ways :</b>	
BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex.	
BL 1.4 – Improve the District 's parks and open spaces for the benefit and health of the community.	
<b>Summary of discussions with Cabinet Member :</b> Cll. Gary Wall is supportive of the need to enhance this playground so as to provide a better play experience for the local residents and visitors to this park	
<b>Risk Analysis :</b>	
The project is not likely to involve any undue risk to the Council. The Contractor installing the play improvements will ensure that the work is done in as risk-free a way as possible and most probably the whole site will be fenced off for the duration of the works.	

## Project Justification Details

### Bolnore Leisure Site

#### **Purpose of project :**

The Council is due to adopt the Bolnore Leisure Site from the developers in the early spring of 2009. A Masterplan is currently being worked up to identify the built facilities required on site. This could be a pavilion, athletics track and young peoples facilities as well as the ancillary facilities including car park and access route. The design fees of £50,000 are scheduled for early 2009/10 to draw up detailed plans and the potential undertaking of some infrastructure works later in the year with major works in 2010/11.

The actual building costs to the Council are likely to be made by way to a grant as it is expected that a community sports group will be set up to oversee the project which will be able to apply for external national funding more easily than the Council.

#### **Total Amount : c£800,000**

*Capitalised Salaries included in the project total:* None

*Other sources of funding:* – Whilst the final design and therefore budget estimate is not yet available there is already some £450,000 in the S106 pot specifically ring fenced for the site with a further £350,000 expected from further development of Phase 4/5 and additional sums negotiated with the developer.

P35/ 520 £451,219

*Revenue Implications:* None

#### **Value For Money Assessment:**

Ideally this facility will be operated by a local community group to aid external funding for its construction and ongoing revenue savings of NNDR etc.

**Business Unit/Service:** Community Services & Culture

**Head of Service:** Mark Fisher

**Project Manager:** Simon Hady

**Cabinet Members:** Cllr Garry Wall

**Ward Members:** Cllr J Keel and Cllr J Belsey

#### **This project contributes to achieving the Corporate Plan in the following ways:**

Better Lives – Healthy Lifestyles, Improved quality of Life for all

Better Services – Effective use of resources by supporting Voluntary organisations

#### **Summary of discussions with Cabinet Member:**

The Cabinet member as well as local ward members have been heavily involved with discussions so far and support the development of this site for Bolnore Village residents

#### **Risk Analysis:**

The Council are attempting to lever in further funding from external sources – The athletics track is a key cost, and will require significant input from external funders. This is a risk as well as access into the site from the relief road, which could result in a significant cost to the project. Establishment of a local group to see through the project is also a key factor.

## Project Justification Details

<b>Improvement Works To Burners Close Playground Burgess Hill</b>	
<b>Purpose of project:</b>	
To re-design and upgrade the equipped playground in Burners Close so as to make the play area a more enjoyable, challenging, yet safe place to visit.	
<b>Amount : £56,293</b>	
1. P35/453 - £3,784	
2. P35/543 - £52,509	
<b>Total</b>	<b>£56,293</b>
<i>Capitalised Salaries included in the project total :: None included</i>	
<i>Revenue Implications : expect reduction in revenue costs of c.£200 pa for first 3 years)</i>	
<b>Value For Money Assessment :</b>	
This will reduce future maintenance costs and provide a safer and more exciting play experience for children. It could also save on potential accident claims by having new equipment made to exacting safety standards.	
<b>Business Unit/Service :</b> Leisure and Sustainability	
<b>Head of Service :</b> Mark Fisher	
<b>Project Manager :</b> Rupert Browning	
Attended MSDC one day project management course	
<b>Cabinet Member :</b> Cllr G Wall	
<b>Ward Members :</b> Cll. Heather Ross, Cll. Julian Thorpe	
<b>This project contributes to achieving the Corporate Plan in the following ways :</b>	
BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex.	
BL 1.4 – Improve the District 's parks and open spaces for the benefit and health of the community.	
<b>Summary of discussions with Cabinet Member :</b> Cll. Gary Wall is supportive of the need to enhance this playground so as to provide a better play experience for the local residents and visitors to this open space and will fulfill MSDC obligations to Crest re : providing good off site play facilities for the new Folders lane Development	
<b>Risk Analysis :</b>	
The project is not likely to involve any undue risk to the Council. The Contractor installing the play improvements will ensure that the work is done in as risk-free a way as possible and most probably the whole site will be fenced off for the duration of the works.	

## Project Justification Details

<b>Improvement Works To Denham Road Playground Burgess Hill</b>
<p><b>Purpose of project:</b></p> <p>To carry out a modest upgrade of the equipped playground in Denham Road, Burgess Hill so as to make the play area a more enjoyable, challenging, yet safe place to visit.</p> <p><b>Amount: £15,121</b></p> <p style="padding-left: 20px;">S106 receipts:</p> <p style="padding-left: 40px;">P35/451      - £8,668 P35/618B    - £6,453</p> <p><b>Total    £15,121</b></p> <p style="padding-left: 20px;"><i>Capitalised Salaries included in the project total:: None included</i></p> <p style="padding-left: 20px;"><i>Revenue Implications:    expect reduction in revenue costs of c.£200 pa for first 3 years)</i></p> <p><b>Value For Money Assessment:</b></p> <p>This will reduce future maintenance costs and provide a safer and more exciting play experience for children. It could also save on potential accident claims</p> <p><b>Business Unit/Service:</b> Leisure and Sustainability</p> <p><b>Head of Service:</b> Mark Fisher</p> <p><b>Project Manager:</b> Rupert Browning</p> <p>Attended MSDC one day project management course</p> <p><b>Cabinet Member:</b> Cllr G Wall</p> <p><b>Ward Members:</b> Victoria Ward - Cll. E. Balsdon, Cll. M. Thomas-Atkin</p> <p><b>This project contributes to achieving the Corporate Plan in the following ways:</b></p> <p>BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex. BL 1.4 – Improve the District 's parks and open spaces for the benefit and health of the community.</p> <p><b>Summary of discussions with Cabinet Member:</b> Cll. Gary Wall is supportive of the need to enhance this playground so as to provide a better play experience for the local residents and visitors to this open space.</p> <p><b>Risk Analysis:</b></p> <p>The project is not likely to involve any undue risk to the Council. The Contractor installing the play improvements will ensure that the work is done in as risk-free a way as possible and most probably the whole site will be fenced off for the duration of the works.</p>

## Project Justification Details

### Improvement Works To Victoria Park Skatepark

**Purpose of project:**

To replace old and install new skateboard equipment and to install floodlights to meet the demand for this type of facility in the Haywards Heath area.

**Amount: £32,100**

c.£7k for floodlights and c. £25k - for new and replacement equipment  
 NB – Floodlights for this facility are required so it would need to go through the planning process. If unsuccessful then this £7k would be used instead on additional equipment.

WSCC Contribution – Bid for and won by the youth group supporting the project –  
**£15,600** (3 sums - £5k, £9.5k, £1.1k)

Plus two S106 contributions: Totalling **£16,510**

P35/552B - £3,823

P35/504 - £12,687

**Total of £32,100**

*Capitalised Salaries included in the project total: None included*

*Revenue Implications: c. £400 pa*

**Value For Money Assessment:**

This will reduce future maintenance costs and provide a more exciting wheeled sport experience for children. It could also save on potential accident claims. The site will be re-developed in the medium term under the Haywards Heath masterplan proposals but it is believed the equipment could be re-located if still serviceable. It will assist in helping reduce petty vandalism in other parts of the park and town by keeping the youth better occupied. This will have a knock on effect in terms of savings on repair and maintenance budgets.

**Business Unit/Service:** Leisure and Sustainability

**Head of Service:** Mark Fisher

**Project Manager:** Rupert Browning

Attended MSDC one day project management course

**Cabinet Member:** Cllr G Wall

**Ward Member:** Cll. Richard Bates, Cll. Brian Hall

**This project contributes to achieving the Corporate Plan in the following ways:**

BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex.

BL 1.4 – Improve the District's parks and open spaces for the benefit and health of the community.

**Summary of discussions with Cabinet Member:** Cll. Gary Wall is supportive of the need to enhance this skatepark so as to provide a better wheeled sport experience for the local youth of Haywards Heath and young visitors to the town.

**Risk Analysis:**

The project is not likely to involve significant risk to the Council. The Contractor installing the skatepark equipment will ensure that the work is done in as risk-free a way as possible and most probably the whole site will be fenced off for the duration of the works.

## Project Justification Details

### Further Path And Access Works On The Green Crescent

#### Purpose of project:

To continue the on-going project to provide a footpath, cycleway and path suitable for horses around the Green Crescent (now being re-badged as part of the Green Circle network). The proposed works will build on path construction works carried out in previous years and will link sections of path constructed in 2008/09. It will also add an important link in the northern section of this scheme project. The project will enhance the opportunities for a more sustainable form of transport as well as the local sporting potential for running and cycling in particular.

**Amount: £30,000**

*Capitalised Salaries included in the project total :: None included*

Section 106 monies to allocate to project :

P35/604	-	£14,056
P35/445B	-	£13,106
P35/622	-	£ 2,838

**Total £30,000**

*Revenue Implications c. £200 pa.*

#### Value For Money Assessment:

The path works will provide considerable benefits to the local population in terms of physical and mental health improvements and will also provide value in helping to protect the local wildlife as will direct people pressure in one area (the northern part of the crescent has good populations of great crested newts). There is considerable local interest in the sports of running (track and cross country) and especially cycling at present and this work will provide very safe cycling facilities for those both taking up the sport and already engaged in it. It will also benefit the sport of orienteering in the locality. The project will encourage more sustainable forms of getting about such as walking and cycling. Although there is no income generation there are very considerable hidden benefits to this on-going project.

**Business Unit/Service:** Leisure and Sustainability

**Head of Service:** Mark Fisher

**Project Manager:** Rupert Browning

Attended MSDC one day project management course

**Cabinet Member:** Cllr G Wall

**Ward Members:** Gina Field, Susanna Kemp (part), Brenda Binge and Edward King (part)  
Jack Callaghan

#### This project contributes to achieving the Corporate Plan in the following ways:

BL1.2: Deliver further improvements to leisure facilities in Mid Sussex.

BL1.4: Improve the District's parks and open spaces for the benefit and health of the community.

#### Summary of discussions with Cabinet Member:

Cll. Gary Wall is supportive of the need to provide additional recreational opportunities in this part of the District. This work provides better opportunities for users to walk, jog, bike and horse-ride and will enhance the leisure opportunities for the land west and north of Burgess Hill.

#### Risk Analysis:

The project is straightforward and will not involve any undue risk to the Council. The Contractor installing the paths and bridge/culvert will ensure that the work is done in as risk-free a way as possible. The path surface and bridge/culvert will also be constructed in such a way as to minimise any future risks of claims against the Council as a result of possible user injuries.

## Project Justification Details

<b>Improvement To Path Network Beech Hurst Gardens</b>
<p><b>Purpose of project:</b></p> <p>To provide an improved path network to the gardens as set out in the park masterplan so as to improve access to the varied formal sporting activities available.</p> <p><b>Amount: £13,472</b></p> <p>Three S106 contributions have been identified:</p> <p>P35/328 - £11,063 P35/276 - £2,409</p> <p><b>Total of £13,472</b></p> <p><i>Capitalised Salaries included in the project total :: None included</i></p> <p><i>Revenue Implications : c. £100 pa</i></p> <p><b>Value For Money Assessment:</b></p> <p>The paths will provide better access for users of the formal sports facilities and spectators alike and will assist in generating greater footfall into the gardens resulting in greater spend and therefore income to the Council. The paths will assist in directing customers to the new Petanque facility constructed in 2008 and to the bowls, tennis and golf. Improvement works to existing paths will reduce future maintenance costs for those paths.</p> <p><b>Business Unit/Service:</b> Leisure and Sustainability</p> <p><b>Head of Service:</b> Mark Fisher</p> <p><b>Project Manager:</b> <b>Rupert Browning</b></p> <p>Attended MSDC one day project management course</p> <p><b>Cabinet Member:</b> Cllr Garry Wall</p> <p><b>Ward Member (Lucastes):</b> Cll. John Belsey, Cll. Jane Keel</p> <p><b>This project contributes to achieving the Corporate Plan in the following ways:</b></p> <p>BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex. BL 1.4 – Improve the District 's parks and open spaces for the benefit and health of the community.</p> <p><b>Summary of discussions with Cabinet Member:</b> Cll. Gary Wall is supportive of the need to enhance the footpath network within the gardens to allow greater access for all users especially those using the formal sports facilities and to further the aims of the park masterplan.</p> <p><b>Risk Analysis:</b></p> <p>The project is not likely to involve significant risk to the Council. The Contractor installing the paths will ensure that the work is done in as risk-free a way as possible and will fence off as necessary during the works.</p>

## Project Justification Details

### Upgrade Public Access Software For Development Control

**Purpose of project:**

Development Control has, since 2004, provided a very successful service through its Public Access for Planning software. With the addition of scanned plans and documentation in 2007 this site is now one of the most visited parts of the Council's website. The system suppliers (IDOX) will be releasing upgraded software in 2009 that will significantly enhance the appeal of this software to customers, enabling the Council to further improve service to the customers of the planning service. It is proposed to purchase the upgraded module for Development Control.

**Total Amount: £16,000**

*Capitalised Salaries included in the project total: NONE*

*Other sources of funding:* This scheme can be fully funded from the balance remaining of the 2008/09 Housing & Planning Delivery Grant capital allocation.

*Revenue Implications:* There will be a £500 per year increase in revenue costs resulting from this implementation. This cost relates to the increased maintenance charges payable to IDOX.

**Value For Money Assessment:**

The software upgrade offers a much enhanced experience to users. Specific additional functionality is offered:

- Users can create a user profile to manage their areas of interest.
- Proactively track planning applications.
- Improved search and consultation functionality, and enhanced mapping interface.
- View associated documents within a single window.
- Improve browser support (Firefox, Safari etc)
- Enhanced configuration to maintain same appearance of corporate website

Feedback from customers has indicated that they value the service already offered, but wish to see further improvements such as support for browsers other than Internet Explorer, and the ability to track specific applications. As a shop window onto our planning service it is important that we keep this site up to date and refresh it on a periodic basis to retain customer confidence.

**Business Unit/Service:** Development Control

**Head of Service:** Claire Tester

**Project Manager:** Nick Rogers.

**Cabinet Members:** Cllr Susanna Kemp

**Ward Members:** Not applicable

**This project contributes to achieving the Corporate Plan in the following ways:**

The proposed implementation contributes directly to the service plan of the Development Control section. Additionally as a high profile part of the Council's overall service it will contribute to the Corporate Plan by clearly demonstrating our continuing commitment to service improvements based on customer feedback.

**Summary of discussions with Cabinet Member:**

Councillor Kemp was provided with the papers on 18th August and talked through their implications. She was content for these proposals to be put forward.

**Risk Analysis:**

Not implementing upgrade – Medium Risk

IDOX have advised us that the existing Public Access module will continue to be supported for the foreseeable future (12-18 months). We could choose not to implement the improved module during 2009. **MITIGATION:** Provision would have to be made in the 2010 budget as an essential upgrade.

Cost increase – Medium Risk

Costs have been derived from advanced papers provided by IDOX. Firm quotations will not be sort until proposal is agreed and implementation dates are scheduled. There is a possibility that costs may increase over time. **MITIGATION:** Any variance in costs will be reported to Head of Service and Cabinet Member as appropriate prior to any commitment to purchase.

## Project Justification Details

<b>East Court – Development of a New Natural Play Area with some fixed equipment in 2009/10</b>
<p><b>Purpose of project:</b></p> <p>The East Court project was identified through the development of the East Court Masterplan. The funding for this project will enable the clearance of some of the fringe of the woods adjacent to the lower car park and enable a development of a natural play area with some fixed equipment.</p> <p>What the project will achieve:</p> <ol style="list-style-type: none"> <li>1) Provide free informal incidental play opportunities to support a diverse range of leisure opportunities available at East Court.</li> <li>2) Promote the old 'sticks and stone' play concept set in an informal wooded area.</li> <li>3) Provide a welcome local informal play opportunity for children where their parents/carers can also join in and not feel any restrictions.</li> <li>4) Increase the numbers of users of the East Court Estate.</li> <li>5) The new play equipment and layout will be designed to promote inclusiveness and encourage a wider range of children to undertake physical exercise and test their physical abilities. Most of this equipment will also be suitable for access by disabled children, which will increase their opportunities for play and exercise.</li> <li>6) East Court is seen as a key area of green open space adjacent to the town, which will support young families moving into new properties within in the area. This proposed play area will assist support this expanding population.</li> </ol> <p><b>Total Amount: £50,000</b></p> <p><i>Capitalised Salaries included in the project total :: None included</i></p> <p><i>Revenue Implications : c. £3-500 pa. For on-going inspections and maintenance</i></p> <p><b>Value For Money Assessment:</b></p> <p>The project is being funded by the Big Lottery Fund to enhance Play Opportunities within the East Grinstead Area. There is no capital cost to the Council. The only cost to the Council through the development of the play area will be the officer time used in its planning and delivery.</p> <p><b>Business Unit/Service:</b> Community Services and Culture Unit and Landscapes Unit</p> <p><b>Head of Service:</b> Mark Fisher</p> <p><b>Project Manager(s):</b> Rupert Browning: Landscapes Manager Steven Trice: Community leisure Officer</p> <p><b>Cabinet Member:</b> Cllr Gary Wall</p> <p><b>Ward Members:</b> Cllr Liz Bennett and Cllr Peter Reed</p>

**This project contributes to achieving the Corporate Plan in the following ways:**

BL 1.2 – Deliver further improvements to leisure facilities in Mid Sussex.

BL 1.4 – Improve the District 's parks and open spaces for the benefit and health of the community.

**Summary of discussions with Cabinet Member:**

This project forms part of the Council's Big Lottery Childrens Play Programme, which forms part of Mid Sussex's Play Strategy. The Strategy was adopted at a meeting of Cabinet dated 09/10/06. The Cabinet Member at the time signed off the Strategy before it went to Cabinet and was fully briefed and agreeable to all of the projects included in the resulting application to the Big Lottery Fund.

**Risk Analysis:**

The project is to be totally funded by the Big Lottery Fund so there is no financial risk to the District Council financially.

The project construction is not likely to involve any undue risk to the Council. The Contractor installing the play improvements will ensure that the work is done in as risk-free a way as possible and most probably the whole site will be fenced off for the duration of the works.

## Project Justification Details

### Choice-Based Lettings

#### Purpose of project :

The project will enable the Council to meet the Government's target that 100% of local authorities will be operating choice-based lettings by 2010. Choice-based lettings allow people to apply for vacancies in affordable housing which are widely advertised, usually on an interactive website and through a paper-based magazine. Applicants can see the full range of available properties and apply for any home to which they are matched. The successful applicant for a particular property is the one who has expressed an interest in it and who has the highest priority under the approved Council's Allocation Scheme. This new way of allocating affordable housing will introduce greater transparency and allow personal involvement and choice in where people are housed. It will turn previously passive housing applicants into active home seekers. Choice-based letting schemes are now widespread and have proved popular with the public both in areas where affordable housing is in short supply as well in areas where it is less so. The customer benefits are well documented and convincing, although the cost of providing such schemes is usually higher than with the traditional form of allocation.

The project is to develop a choice-based lettings scheme in Mid Sussex during 2009/10 with an implementation date of 1<sup>st</sup> April 2010 by becoming a member of the existing sub-regional "Sussex Homemove" scheme, which is now established in all but 5 authorities in East and West Sussex. The remaining 5, including Mid Sussex, are all actively considering joining. Sub-regional schemes substantially reduce development, implementation and annual running costs compared with a stand alone scheme and are favoured by the Government.

The Sussex Homemove scheme subscribes to Locata, which is a not-for-profit organisation developed in London with Government funding and leading provider of on-line choice-based lettings systems. The Locata system incorporates an automatic production of the paper-based magazine, which advertises the properties available.

**Total Amount : £23,000**

Broken down as follows:

Locata set-up fee	£9,000
On-line application form	£7,300
Downland Housing Association CRM Link	£1,500
<u>Homemove project management fee</u>	<u>£5,200</u>
<b>Total Amount :</b>	<b>£23,000</b>

#### **Capitalised Salaries included in the project total:**

None (the project management fee is to fund external project management support)

#### **Other sources of funding:**

Communities and Local Government – £13,800

The project has recently secured external funding as a result of a successful bid for 60% of the total development cost of the project from the CLG's 'Fund for the Development of Regional and Sub-regional Choice Based Lettings Schemes'.

Downland Housing Association - £4,600

Downland Housing Association have agreed to fund half of the remaining 40% of the development cost of the project, leaving £4,600 to be funded by the Council.

**Revenue Implications:**

There will be on-going annual Revenue implications for this project, which Downland HA have agreed to split equally with the Council:

**Revenue costs 2009/10:**

Rebanding costs	£5,000
Printing costs	£3,000
Consultation	£3,600
Training (Locata)	£3,000
Training (internal)	£1,900
Less grant from CLG	-£9,900
<u>Less contribution from Downland HA</u>	<u>-£3,300</u>
Net revenue cost 09/10	£3,300

**Revenue costs 2010/11 and onwards:**

Locata annual membership fee	£19,000
Annual advertising costs	£12,000
<u>Less contribution from Downland HA</u>	<u>-£15,500</u>
Net revenue cost 10/11 onwards	£15,500

**Value For Money Assessment:**

The Government expects all local authorities to have Choice-Based Lettings schemes in place by April 2010, and to achieve this deadline it is necessary to begin project implementation over the next year. The Government has advised that this is the last opportunity to bid for help with set-up costs.

We have carefully investigated other alternatives to joining 'Sussex Homemove', such as joining other existing neighbouring sub-regional schemes; developing a new sub-regional scheme with Crawley BC and/or Horsham DC or both; or even developing a scheme on our own, which would be much more costly. The alternatives are set out and discussed in the report to the Better Lives Advisory Group of 29 July 2008 which recommends joining the existing 'Sussex Homemove' scheme.

The resulting asset from this project will be an on-line database of people in housing need which will be owned by the Council.

**Business Unit/Service:** Housing Needs

**Head of Service :** Lynne Standing

**Project Manager:** Julian Till

Julian Till will project manage for the Council and liaise with a nominated project manager from Downland Housing Association, which currently administers the Common Housing Register under contract with the Council. Julian will be assisted by the Sussex Homemove project manager employed by Brighton & Hove City Council.

Julian Till has attended a project management course in the last five years.

**Cabinet Members :** Cllr Snowling

**Ward Members :** Not applicable.

**This project contributes to achieving the Corporate Plan in the following ways :**

The development of a choice-based lettings scheme is a key project in the 2009-10 Housing Services Service Plan. It will also support the Council's drive to improve customer service, providing the customer with greater choice and with improved access to services, including on-line.

**Summary of discussions with Cabinet Member :**

The Better Lives Advisory Group advised the Cabinet Member for Health and Community that they would like to see the adoption of the Sussex Homemove Choice-Based Lettings Scheme. The Cabinet member received a report to this effect and gave his approval on 18 August 2008. The decision is to be published in MIS on 28 August.

**Risk Analysis :**

If funding for the scheme is approved, the risk of not implementing it is small because implementation will be closely assisted by the experienced project manager of Sussex Homemove who has successfully seen through the implementation of the scheme with a number of other East and West Sussex authorities in the past two years.

Should funding not be made available, so that the Council is unable to implement choice-based letting in Mid Sussex, we would have failed to meet a key Government target and this is likely to impact on future assessments of the Council's performance.

## RESERVES AND OTHER BALANCES

1. This part of the report considers the Council's reserves and other cash balances. These are amounts held for future revenue or capital expenditure and to ensure the Council has sufficient cash resources for any unforeseen demands.
2. Details are set out in table 1 overleaf which shows that overall balances held at 1st April 2008 were £11.857m and, with the estimated changes, the current expectation is that some £5.386m will be held at 31st March 2013. Brief notes explaining each item are given after the table. Please note that the figures contained within the table are displayed to the nearest thousand pounds. Consequently, the sum of individual figures may not necessarily agree with the totals displayed due to roundings.
3. Estimated interest received on investing surplus balances is based on rates averaging 5.44% for 2008/09 but only 2% for the period 2009/10; 1% in 2010/11 and 2.00% for 2011/12, and 2012/13. Members will appreciate that this greatly reduces the interest receipts that are expected and jeopardises our ability to finance the capital programme in future years. This is briefly set out in the appropriate section of this report and will be the subject of further reports to Council as the calendar year progresses.
4. This Council classifies its reserves as follows:

### **Revenue reserves** comprise:

- The **General reserve** which includes amounts earmarked for the Capital Programme and amounts provided by developers as commuted sums in lieu of future maintenance. It also includes the non-earmarked element.
- The **Specific Reserve** which contains amounts for particular purposes and for which Member authorisation has been obtained as to how these may be applied.

### **Capital reserves** comprise:

- **Usable capital receipts** from the sale of assets

### **Unapplied grants and contributions** comprise:

- **S106s Contributions from developers** which may be used for capital expenditure purposes.
- **Capital Grants** e.g. unapplied Housing and Planning Delivery Grant and Big Lottery Fund Grant.

Table 1: Reserves and other Balances for Council 4th March 2009

	Note	Balance 01/04/2008 £'000	Receipts 2008/2009 £'000	Utilisation £'000	Balance 31/03/2009 £'000	Receipts 2009/2010 £'000	Utilisation £'000	Balance 31/03/2010 £'000	Receipts 2010/2011 £'000	Utilisation £'000	Balance 31/03/2011 £'000	Receipts 2011/2012 £'000	Utilisation £'000	Balance 31/03/2012 £'000	Receipts 2012/2013 £'000	Utilisation £'000	Balance 31/03/2013 £'000
<b>Revenue Reserves</b>																	
<b>Earmarked General Reserve</b>																	
Maintenance/Commutated Sums	1	84	0	0	84	0	0	84	0	0	84	0	0	84	0	0	84
Car Loans		7	0	0	7	0	0	7	0	0	7	0	0	7	0	0	7
Demolition PCs		0	236	0	236	0	236	0	0	0	0	0	0	0	0	0	0
Public Works Loan Board		91	0	91	0	0	0	0	0	0	0	0	0	0	0	0	0
Repairs & Renewals		0	250	250	0	0	0	0	0	0	0	0	0	0	0	0	0
Historic Buildings Loan	2	15	0	0	15	0	0	15	0	0	15	0	0	15	0	0	15
<b>Total Earmarked Reserves</b>		<b>198</b>	<b>486</b>	<b>341</b>	<b>343</b>	<b>0</b>	<b>236</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>107</b>
Paybacks to Reserves		(396)	188	34	(242)	53	20	(209)	45	0	(164)	45	0	(120)	32	0	(87)
Interest / Earmarked for Capital Programme	3	966	730	480	1,216	269	2,089	(604)	136	1,184	(1,652)	253	1,183	(2,582)	252	1,183	(3,513)
-Balance		2,888	337	215	3,010	183	119	3,074	36	0	3,110	6	0	3,116	(0)	0	3,116
<b>Non-Earmarked General Reserve</b>	4	<b>3,457</b>	<b>1,255</b>	<b>729</b>	<b>3,983</b>	<b>505</b>	<b>2,228</b>	<b>2,260</b>	<b>217</b>	<b>1,184</b>	<b>1,293</b>	<b>304</b>	<b>1,183</b>	<b>414</b>	<b>284</b>	<b>1,183</b>	<b>(484)</b>
<b>General Reserve Total</b>		<b>3,655</b>	<b>1,741</b>	<b>1,070</b>	<b>4,326</b>	<b>505</b>	<b>2,464</b>	<b>2,367</b>	<b>217</b>	<b>1,184</b>	<b>1,400</b>	<b>304</b>	<b>1,183</b>	<b>521</b>	<b>284</b>	<b>1,183</b>	<b>(377)</b>
<b>Specific Reserve :</b>																	
Corporate Improvement Specific Reserve		0	0	0	0	40	0	40	40	0	80	40	0	120	0	0	120
Finance Specific Reserve		0	200	200	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Specific Reserve		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal & Property Specific Reserve		102	0	23	79	0	10	69	0	0	69	0	0	69	0	0	69
Leisure & Wellbeing Specific Reserve		0	336	234	102	70	20	152	0	0	152	0	0	152	0	0	152
Organisational Development Specific Reserve		3	2	3	3	9	12	(0)	9	9	(0)	8	8	(0)	8	8	(0)
Outdoor Business Specific Reserve		12	0	0	12	0	0	12	0	0	12	0	0	12	0	0	12
Planning Policy Specific Reserve		182	50	58	173	50	77	146	50	75	121	50	0	171	50	0	221
Revs & Bens Specific Reserve		168	0	94	74	47	74	47	0	0	47	0	0	47	0	0	47
Environment Specific Reserve		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leisure Development Control Specific Reserve		163	0	68	95	0	55	40	0	0	40	0	0	40	0	0	40
Housing Environmental Health & Building Control		15	0	11	4	0	4	(0)	0	0	(0)	0	0	(0)	0	0	(0)
Strategic Core		3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
General		95	389	435	48	24	0	72	0	0	72	0	0	72	0	0	72
<b>Specific Reserve Total</b>	5	<b>742</b>	<b>978</b>	<b>1,129</b>	<b>590</b>	<b>240</b>	<b>252</b>	<b>578</b>	<b>99</b>	<b>84</b>	<b>593</b>	<b>98</b>	<b>8</b>	<b>683</b>	<b>58</b>	<b>8</b>	<b>733</b>
<b>Total Revenue Reserves</b>		<b>4,397</b>	<b>2,719</b>	<b>2,200</b>	<b>4,917</b>	<b>745</b>	<b>2,716</b>	<b>2,946</b>	<b>316</b>	<b>1,268</b>	<b>1,993</b>	<b>402</b>	<b>1,191</b>	<b>1,204</b>	<b>342</b>	<b>1,191</b>	<b>355</b>
<b>Capital Reserves</b>																	
Usable Capital Receipts	6	1,708	14	1,708	14	11	0	25	7	0	32	7	0	39	7	0	45
<b>Total Capital Reserves</b>		<b>1,708</b>	<b>14</b>	<b>1,708</b>	<b>14</b>	<b>11</b>	<b>0</b>	<b>25</b>	<b>7</b>	<b>0</b>	<b>32</b>	<b>7</b>	<b>0</b>	<b>39</b>	<b>7</b>	<b>0</b>	<b>45</b>
<b>Total Reserves Exc. Unapplied Grant &amp; Cont Section 106s</b>		<b>6,106</b>	<b>2,733</b>	<b>3,908</b>	<b>4,931</b>	<b>756</b>	<b>2,716</b>	<b>2,971</b>	<b>323</b>	<b>1,268</b>	<b>2,025</b>	<b>408</b>	<b>1,191</b>	<b>1,242</b>	<b>348</b>	<b>1,191</b>	<b>401</b>
<b>Total Unapplied Grant &amp; Contributions</b>																	
Section 106s / Gov grants / Capital HPDG	7	5,751	607	812	5,545	583	955	5,173	500	1,426	4,247	500	163	4,584	500	100	4,984
<b>Total Reserves inc. Unapplied Grant &amp; Cont. / Section 106s</b>		<b>11,857</b>	<b>3,340</b>	<b>4,720</b>	<b>10,476</b>	<b>1,339</b>	<b>3,671</b>	<b>8,144</b>	<b>823</b>	<b>2,694</b>	<b>6,273</b>	<b>908</b>	<b>1,354</b>	<b>5,828</b>	<b>848</b>	<b>1,291</b>	<b>5,386</b>

NB. Figures to nearest £'000 therefore totals subject to rounding variations

Notes:

1. Received from developers in respect of land adoptions in lieu of maintenance.
2. An amount set aside to lend to owners of historic buildings to assist in keeping properties in good repair.
3. This represents the amount of the General Reserve necessary to be earmarked to finance the Capital Programme (in addition to other sources approved).
4. Total available to provide additional finance for day-to-day services and/or capital expenditure.
5. Representing a number of balances held for specific purposes for which a decision has previously been taken of how to apply.
6. Accumulated proceeds from asset disposals and from the repayment of long term loans.
7. S106 contributions received from developers for which there are agreements defining the purpose for which the sums are to be applied, and which may only be used for capital expenditure. Also included in unapplied grants and contributions are grants received from Central Government such as Housing and Planning Delivery Grants. This amount also includes the receipt from Thornfield and the Big Lottery Fund Grant.



## FINANCIAL STRATEGY, MEDIUM TERM FINANCIAL PLAN AND INFLATION

This section sets out the current position with regard to the revenue position within the plan and outlines some assumptions made in its preparation. Whilst it is a legal requirement to draw up such a plan it also forms part of the 'Sustainable Finances' workstream which aims to achieve financial equilibrium in the medium term.

The last position adopted by Council was reported 27<sup>th</sup> February 2008 as part of the Corporate Plan. A feature of that position is that efficiency savings were to be made each year and for the foreseeable future. Without major shifts in policy that position was looking increasingly unlikely to be achieved over the medium term.

The events in the world financial markets, the 'credit crunch' and now the current recession have made setting a strategy a difficult task. Hardly a week has gone by without some new development appearing that challenges the assumptions made in the previous week. It should come as no surprise that the Council is not immune from such turbulence. As a major organisation that relies heavily on income from both service users, the government and from interest earnings, any lack of consumer confidence that affects their spending does, eventually, have a knock-on effect on the Council's financial position.

Officers are therefore planning with this in mind. Over the summer of 2008, work commenced on updating the four year financial plan. Research concentrated on the major factors that influence the Council's financial position such as inflation, pensions, the financial settlement etc but also examined housing benefits, Planning Development Grant, Dolphin payback and other influences. This culminated in a budget 'guidelines' report that set a direction of travel for the Council, which simply put, attempted to preserve services, protected reserves, sought efficiency savings and kept Council tax increases within the government imposed capping limit.

In tandem with this, we have also been keen to develop a long term view of potential trends in the Council's finances and have updated the 20 year view mentioned in last year's report. Now, more than ever, there are serious constraints on our ability to forecast 20 years into the future; yet it is considered that it is still necessary to model long term trends and the anticipated shortfall between income and expenditure, beyond the five year period we have been concentrating on to date.

Over the next year, Members will again be invited to familiarise themselves with the financial outlook for the authority and offer views on its associated direction of travel. The theme running through this year's Corporate Plan is that action will be necessary in the short term if the Council is to stave off the effects of the recession over the next year or two. Such action, when taken, will lead to a stronger and more financially independent Council emerging into the next decade.

## FINANCIAL STRATEGY 2009/10 – 2012/13

### Main Principles

1. The Council's spending priorities to be formulated after consultation with the community in line with the Council's consultation strategy.
2. All expenditure decisions to be led by the Council's priorities, in particular, the Corporate Plan.
3. The Financial Strategy will provide the framework for the Medium Term Financial Plan. The Medium Term Financial Plan will cover a rolling five year period and will include all commitments and the estimated effect of significant future changes for the Council.
4. Annual budget guidelines will be formulated to provide a framework for the annual budget to ensure it is prepared in accordance with the Financial Strategy.
5. The Financial Strategy may be reviewed at this time to ensure it maintains its relevance to the circumstances at the time.

### Strategy for Revenue Spending

6. The Council will continue to adopt a prudent approach to financing the Budget Requirement which will, in the main be financed by the council tax and Formula Grant, but will be supported from other sources as necessary to maintain a level of council tax considered, at the time of setting, to be in the best interests of the community as a whole.
7. All payments forming pension contributions will be paid from the revenue budget. The deficit on the Council's element of the pensions fund will be paid from the revenue budget but spread over the maximum period the Actuary advises.
8. The budget will include an allowance for inflation that is considered realistic at the time it is estimated.
9. Income estimates which include volume (rather than price) increases must be the subject of detailed risk and sensitivity analysis in conjunction with the Head of Finance to ensure they are realistic and robust.
10. A fundamental and detailed examination of the Council's budget will be undertaken to ensure all aspects contribute to the Council's priorities. Savings that are identified as a result of this process will be used to further the Council's priorities and the decision on how to apply these savings will be taken corporately.
11. Income that arises which is unbudgeted will be made available for corporate use in achieving the Council's priorities.
12. The Council will aim to achieve net expenditure reductions by exploring alternative ways to deliver existing services.
13. Every effort will be made to explore sources of alternative financing with the aim of releasing existing resources to be applied to other priorities.

14. Opportunities for charging for services under powers provided by the Local Government Act 2003 will be maximised. The Council should make such decisions in the light of the best information available to it at the time.
15. The Medium Term Financial Plan will show the difference between projected net spending and income from the council tax and government grant and Cabinet will recommend how this is to be managed in a way that is consistent with this Financial Strategy.

#### **Strategy for Capital Spending**

16. The Strategy for Capital Spending is contained within Section 3. Members should note the caveat within that section in respect of future spending plans.

#### **Strategy For Reserves And Cash Balances**

17. The target for the total level of unearmarked reserves will be a minimum of £1,500,000. This is equivalent to approximately 10% of the Net Revenue Budget and is an amount held which can, legally, be used for any purpose. However, the reason for its being held is to act as a buffer, and a source of ready cash, were the need to arise. It is there to financially protect the Council were the unexpected to happen, and it cannot therefore be earmarked for any particular purpose or form part of any budget plans. Holding such a sum represents good governance on the part of the Council and is a direct recommendation of the Head of Finance; Members will appreciate that it also represents good financial management on behalf of the community they serve.
18. The Treasury Management Policy Statement will determine the investment of cash balances. The Council as a whole will plan and decide how interest from all sources is applied. The target for the generation of interest will be shown in the Medium Term Financial Plan.

## SUMMARY MEDIUM TERM FINANCIAL PLAN

The Budget forecast summarises projected changes in the Council's finances over a five year timescale, the current period for which is 2009/10 to 2012/13. This is shown on the next two pages with explanatory comments and the key assumptions made in the projections below :

The expenditure and income projections in the Medium Term Financial Plan are based on likely commitments apparent at the present time. It is important to note that they do not dictate the estimate for any particular year. Their purpose is to provide a view of the Council's likely financial position for the period of the plan. The figures making up the plan will need to be analysed further and approved when the annual budget for each year is prepared.

Similarly the council tax figures are purely indications of increases in future years. They are not intended to show the amounts that will be approved. That will be for the Council to decide in relation to the circumstances and budget decisions for the particular year.

### a) Revenue Spending

- Increases in net expenditure are based on commitments known at the present time.
- Inflation on Head of Service Net Expenditure has been estimated using varying rates according to the type of expenditure.

### b) Council tax calculations

- This section shows the effect on council tax at band D as a result of projected increases in Revenue Spending, but having regard to council tax capping.
- Increases in Formula Grant (AEF) are based on the three-year settlement and a prudent increase in the fourth year.
- Increases in council tax base are a prudent view to reflect the increase in properties in the district.

### c) Capital Spending

- This section is a summary of the programme shown in detail in section 3

### d) Receipts and Contributions

- The amount for Housing Renewal Assistance Grants is the average 50% grant from government on mandatory awards relating to the expenditure shown in the programme in the above section.
- Capital receipts take account of asset disposals known at the present time, and include projected repayments of mortgage loans.
- The level of contributions is a view of payments from developers.

### e) Interest

- Projected interest rates used in estimating interest receipts are a combination of rates; 5.44% for 2008/09 followed by 2% in 2009/10; 1% in 2010/11 with 2% after that.

### f) Cash Balances

- The total of cash balances is detailed in Section 4. The amount of cash balances is determined by the assumptions made in the rest of the forecast.

**Medium Term Financial Plan as at Council 4th March 2009**

**Revenue Spending**

	<u>Year 0</u> 2008/09 £'000	<u>Year 1</u> 2009/10 £'000	<u>Year 2</u> 2010/11 £'000	<u>Year 3</u> 2011/12 £'000	<u>Year 4</u> 2012/13 £'000
<b>Base Revenue Spending</b>	14,645	15,097	15,345	15,457	15,520
Balance Unallocated	14	31	20	20	20
<b>Council Net Expenditure</b>	<b>14,659</b>	<b>15,128</b>	<b>15,365</b>	<b>15,477</b>	<b>15,540</b>
Procurement savings	(133)	0	0	0	0
Pensions 1% increase				90	90
Efficiency savings -Alternative Leisure management arrangements	0	(500)	(500)	(500)	(500)
Balance of efficiency savings in support services	0	(42)	(42)	(42)	(42)
Capital schemes to be financed from revenue		100	100	100	100
Provision for pay award 08/09 settlement at 2.75% (only 2.45% built in base)		45	45	45	45
Payback to reserves for Alternative Leisure Management procurement		100			
Net General inflation	0		427	854	1,281
Better Mid Sussex capitalised salaries	(306)	(150)	(150)	(150)	(150)
Payback to reserves - Dolphin Refurbishment	100				
<b>Total Revenue Spending</b>	<b>14,320</b>	<b>14,681</b>	<b>15,245</b>	<b>15,874</b>	<b>16,364</b>
Contribution to Repairs and Renewals Reserve	250				
<b>Budget Requirement before use of interest</b>	<b>14,570</b>	<b>14,681</b>	<b>15,245</b>	<b>15,874</b>	<b>16,364</b>
Use of interest to meet contribution to Repairs & Renewals Reserve	(250)				
<b>Budget Requirement after use of interest</b>	<b>14,320</b>	<b>14,681</b>	<b>15,245</b>	<b>15,874</b>	<b>16,364</b>
Formula Grant	(6,403)	(6,435)	(6,468)	(6,468)	(6,468)
Council tax income @3.5% 2009/10 and 2.5% from 2010/11 onwards	(7,956)	(8,295)	(8,555)	(8,824)	(9,101)
Collection Fund deficit / (surplus)	40	49	-	-	-
<b>Balance deficit; / (surplus)</b>	<b>0</b>	<b>0</b>	<b>222</b>	<b>582</b>	<b>795</b>

**Financing the Budget Requirement**

	2007/08	<u>Year 0</u> 2008/09	<u>Year 1</u> 2009/10	<u>Year 2</u> 2010/11	<u>Year 3</u> 2011/12	<u>Year 4</u> 2012/13
Council Taxbase	56,013	<b>56,447</b>	56,855	57,196	57,539	57,884
Change in Taxbase		<b>0.77%</b>	<b>0.72%</b>	<b>0.60%</b>	<b>0.60%</b>	<b>0.60%</b>
		£'000	£'000	£'000	£'000	£'000
Budget Requirement (before use of interest)		14,570	14,681	15,245	15,874	16,364
% change in Formula Grant		<b>1.0%</b>	<b>0.5%</b>	<b>0.5%</b>	0.0%	0.0%
Formula Grant		(6,403)	(6,435)	(6,468)	(6,468)	(6,468)
Council Tax Income		(7,956)	<b>(8,295)</b>	(8,555)	(8,824)	(9,101)
Collection Fund deficit / (surplus)		<b>40</b>	<b>49</b>	-	-	-
Use of interest		<b>(250)</b>				
Total Financing		(14,569)	<b>(14,681)</b>	(15,023)	(15,292)	(15,569)
<b>Balance [(deficit); /surplus]</b>			<b>(0)</b>	(222)	(582)	(795)
		(14,569)	(14,682)	(15,245)	(15,874)	(16,364)
<b>Council Tax at Band D</b>	£	<b>140.94</b>	£ <b>145.89</b>	£ <b>149.58</b>	£ <b>153.36</b>	£ <b>157.23</b>
Change from previous year		<b>4.50%</b>	<b>3.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>

### Medium Term Financial Plan as at Council 4th March 2009

#### Capital Spending

	Total £'000	<u>Year 1</u> 2008/09 £'000	<u>Year 2</u> 2009/10 £'000	<u>Year 3</u> 2010/11 £'000	<u>Year 4</u> 2011/12 £'000	<u>Year 5</u> 2012/13 £'000
<b>Service projects</b>						
Schemes in Progress	3,516	2,493	1,023	-	-	-
New Projects	2,733	-	1,110	1,044	313	266
	6,249	2,493	2,133	1,044	313	266
<i>Additional funding</i>						
Unallocated Funding -future projects	1,506	6	-	500	500	500
	7,755	2,499	2,133	1,544	813	766
<b>Housing Services</b>						
Housing Renewal Assistance	3,550	650	650	750	750	750
Affordable Housing	1,201	169	500	532	-	
	4,751	819	1,150	1,282	750	750
<b>Total Programme</b>	12,506	3,318	3,283	2,826	1,563	1,516

#### Receipts and Contributions

	Total £'000	<u>Year 1</u> 2008/09 £'000	<u>Year 2</u> 2009/10 £'000	<u>Year 3</u> 2010/11 £'000	<u>Year 4</u> 2011/12 £'000	<u>Year 5</u> 2012/13 £'000
Capital Grants (Housing Renewal Assistance Grants)	1,671	348	348	325	325	325
Capital Receipts	46	14	11	7	7	7
Contributions	2,500	500	500	500	500	500
<b>Total</b>	4,217	862	859	832	832	832

#### Interest

	Total £'000	<u>Year 1</u> 2008/09 £'000	<u>Year 2</u> 2009/10 £'000	<u>Year 3</u> 2010/11 £'000	<u>Year 4</u> 2011/12 £'000	<u>Year 5</u> 2012/13 £'000
<b>Interest</b>	1,890	980	269	136	253	252

#### Reserves & Other Balances

	Base 31.03.08 £'000	31.3.09 £'000	31.3.10 £'000	31.3.11 £'000	31.3.12 £'000	31.3.13 £'000
General Reserve	3,655	4,326	2,367	1,400	521	(377)
Specific Reserve	742	590	578	593	683	733
Capital (Usable capital receipts)	1,709	14	25	32	39	45
Unapplied grants & S106s	5,751	5,546	5,174	4,248	4,585	4,985
<b>Total</b>	11,857	10,476	8,144	6,273	5,828	5,386

NB. Figures to nearest £'000 therefore totals subject to rounding variations

## NET INFLATION

1. For a realistic budget to be set, it is necessary to recognise that there will be price increases in the following year.
2. This section of the report explains the detailed inflation calculation for 2008/09, based on the latest information.
3. As background information, inflation for the whole economy for the past year has been running as shown in the table below:

<b>Inflation Rates 2008/09</b>			
<i>Retail price index</i>			
	<i>Headline</i>	<i>Underlying</i>	<i>Average earnings index,</i>
	<i>Rate</i>	<i>Rate (RPIX)</i>	<i>whole economy</i>
	%	%	%
November 2007	4.2	3.1	3.9
December	4.0	3.1	3.8
January 2008	4.1	3.4	3.8
February	4.1	3.6	3.4
March	3.8	3.5	4.6
April	4.2	4.0	3.6
May	4.3	4.3	3.4
June	4.6	4.8	3.5
July	5.0	5.3	3.6
August	4.8	5.2	3.4
September	5.0	5.5	3.8
October	4.2	4.7	3.3
November	3.0	3.8	3.0
December	0.9	2.8	3.2

4. After examining each type of expenditure and income in more detail, and in the light of indications for future inflation, the inflation allowance has been recalculated at £651,000. The table below shows the suggested inflation rate to be applied to each element of the budget. It is important to note that the largest unavoidable inflation allowances are for employees, and contracts.

<b>Inflation Calculation for 2009/10 Budget</b>		
<i>Item</i>	<i>Inflation</i>	
	<i>% age</i>	<i>£'000</i>
<i>Employees</i>		
<b>Pay</b>		
The latest information about the inflation increase for Local Government staff for 2009/10.	2.25	351
<b>Other employee costs</b>		
Estimated inflation of 2.0%	2	5
<i>Buildings and Premises</i>		
<b>Maintenance</b>		
A part of maintenance expenditure is tied to specific contracts which provide a formula for indexation for payments to contractors. In the main these formulae are in two parts, 60% derived from the average earnings index and 40% from RPI.	3.98	70
For other maintenance costs 3.00 % has been used.	3	12
<b>Fuel</b>		
The majority of our fuel supplies are arranged through the Kent CC administered Laser arrangement. There are a variety of contracts, different contract anniversary dates and prices within this arrangement that depend on site consumption.		99
<b>NNDR</b>		
The increase in Rate Poundage will be reported in the Settlement, is based on the estimated annual November RPI	5	47
<b>Water</b>		
An estimate of the inflation increase for both metered water and sewerage for 2009/10 is 5.0%.	5	12
<i>Transport</i>		
<b>Car Allowances</b>		
Increases follow nationally agreed National Joint Council (NJC) figures - no increases have been notified.	0	0
<i>Supplies and Services</i>		
<b>Postage</b>		
An estimate of the likely increase for 2009/10	6.25	8
<b>Telephones</b>		
An estimate of the likely increase for 2009/10	2.7	3

<i>Supplies and Services Contd.</i>		<i>Inflation</i>	
		<i>% age</i>	<i>£'000</i>
<b>Contracts</b>			
The contract terms for refuse collection, street sweeping and highway maintenance are subject to increases relating to NJC Labour rates for Local Government (60%), price adjustment formulae for construction contracts civil engineering, Index No 2 plant and road vehicles (10%), price adjustment formulae for construction contracts civil engineering, Index No 10 derv fuel (5%) and National Statistics index 18.3 RPI all items (25%).		3.33	116
<b>Insurance</b>			
An early indication suggests that premiums could increase by 4.0% in 2009/10. This will be kept under review.		4	14
<b>Grants</b>			
Grants for CAB etc		3	10
<b>Other Supplies and Services</b>			
A 'basket' of items which will increase, remain static or, in some cases, fall in price. Included within this is expenditure relating to catering supplies and equipment, IT maintenance, consultancy fees, audit costs and members' allowances.		2.5	124
<i>Fees and Charges</i>			
<b>Discretionary charges</b>			
An allowance for a 3% increase in discretionary charges (car park fees are excluded) has been made.		3	(220)
From 1st April 1999 the Building (Local Authority Charges) Regulations have been in operation. These give LA's the power to set their own charges, within a LGA framework. The fee earning account is expected to break-even in 2007/2008 and there is no need to increase charges.		0	0
<b>Mandatory Charges</b>			
No further increases have been announced.			0
<i>Rents</i>			
Increases in rents are dependent on the review of individual leases.			0
<i>Government Grants</i>			
<b>Subsidies</b>			0
<b>Total</b>			651



## COLLECTION FUND

1. The latest Collection Fund estimates are shown below:

<b>Collection Fund</b>				
	<i>2008/09 Original Estimate £'000</i>	<i>2008/09 Revised Estimate £'000</i>	<i>2009/10 Original Estimate £'000</i>	<i>Note</i>
<b>Income</b>				
Council Taxpayers	(74,830)	(75,381)	(78,067)	
Council Tax Benefit	(5,693)	(5,041)	(5,848)	
	<hr/>	<hr/>	<hr/>	
Total Council Tax	(80,523)	(80,422)	(83,915)	<i>a</i>
Business Ratepayers	(39,433)	(39,433)	(39,249)	<i>b &amp; c</i>
Contribution to estimated CF (deficit)/surplus for previous year	(293)	(293)	(364)	<i>Para 2</i>
	<hr/>	<hr/>	<hr/>	
	(120,249)	(120,148)	(123,528)	
<b>Expenditure</b>				
West Sussex County Council	61,979	61,979	64,453	
Sussex Police Authority	7,265	7,265	7,660	
Mid Sussex District Council	10,833	10,833	11,336	
	<hr/>	<hr/>	<hr/>	
Total "precepts"	80,077	80,077	83,449	
Contribution to NNDR Pool	39,258	39,258	39,073	<i>b</i>
Cost of collection (NNDR)	175	175	176	
Prov. for Bad & Doubtful Debts - Council Tax	446	443	466	
	<hr/>	<hr/>	<hr/>	
	119,956	119,953	123,164	
	<hr/>	<hr/>	<hr/>	
<b>Movement on Fund Balance</b>	(293)	(195)	(364)	
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	
<b>Collection Fund Balance</b>				
At the beginning of the year	293	559	364	
Movement on Fund Balance	(293)	(195)	(364)	
	<hr/>	<hr/>	<hr/>	
<b>Deficit/(Surplus) at Year End</b>	0	364	0	
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	

## Notes:

- a. For 2009/10, total Council Tax, less provision for bad debts of 0.6%, totals £83,449m - the amount required to meet the "precepts" of WSCC, Sussex Police Authority, MSDC and the parish/town councils.
- b. The revised estimate includes changes in income due from ratepayers, resulting in a corresponding change in the amount of the contribution to be paid to the National Non-Domestic Rate Pool.
- c. For 2009/10, the amounts are taken from CLG NNDR1 return. These are derived from the number of hereditaments 3,803, and the total rateable value of £96m as at 31st December 2008. An allowance of 0.4% for losses on collection has been specified by the CLG.

2. In accordance with legislation, the estimated balance as at 31st March 2009 on the Collection Fund is £364,000 deficit and both the County Council and Police Authority have been notified. This deficit is deducted from the contribution from each of these principal authorities in proportion to their Council Tax for the current year.

	%	£
West Sussex CC	77.40	281,740
Sussex Police Authority	9.07	33,020
MSDC	13.53	49,240
	<hr/> 100.00	<hr/> 364,000

## COUNCIL TAX LEVELS

1. The basic amount of Council Tax for this Council is calculated as shown below:

Table 1: Council Tax Calculation		
	£	£
Budget Requirement		
Mid Sussex District Council	14,680,780	
Parish/Town Council precepts	3,041,810	
		17,722,590
National Non-Domestic Rates	(5,228,636)	
Revenue Support Grant	(1,206,837)	
Collection Fund Deficit	49,240	
		(6,386,233)
Collection Fund Requirement		11,336,357
		199.39
	Divided by 56,854.8 (tax base)	

This represents the *average* Council Tax for a dwelling in valuation band D in respect of District and Parish/Town Council requirements.

2. From the average council tax calculated in paragraph 1, Parish and Town Council precepts are removed to give a Council Tax at band D of £145.89 for this Council's Budget Requirement. For each parish area a sum is added to this amount being the relevant precept divided by the parish tax base. The results of these calculations for each parish area are set out in table 4 overleaf.
3. The method of calculation of the tax base is laid down in the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003.
4. The starting point is the actual number of properties within each tax band as shown on the Council's Valuation List as at 30th November 2008 (the "Relevant Day") less the actual number of exemptions and discounts at that time. The resulting figures are adjusted to take account of estimated movements within and between bands affecting 2009/10 (i.e. changes from 1st December 2008 to 31st March 2010) to arrive at the number of chargeable properties within each band for the year.
5. The numbers of chargeable properties within each tax band are expressed as band D equivalents. The aggregate of all bands is multiplied by the estimated collection rate to determine the tax base for the area. The collection rate represents the effect of losses on collection due to non-payment. For 2009/10 the rate has been set at 99.4%.
6. The calculations referred to in the previous paragraphs are shown in table 2 below, together with tax base figures for each of the twenty-four parish areas, which are shown in table 3 overleaf.

Table 2: Mid Sussex Tax Base 2009/10 - Analysed by Chargeable dwellings

	<i>band A</i>	<i>band B</i>	<i>band C</i>	<i>band D</i>	<i>band E</i>	<i>band F</i>	<i>band G</i>	<i>band H</i>	<i>Total</i>
<b>No of dwellings</b>									
Property equivalents*	1,855.00	5,721.00	12,263.00	15,590.00	10,152.00	7,568.00	4,011.00	326.00	57,486.00
Exemptions (various classes)	-157.00	-256.00	-325.00	-277.00	-151.00	-87.00	-50.00	-4.00	-1,307.00
Disabled reductions	13.00	15.00	38.00	-20.00	-11.00	-5.00	-12.00	-18.00	0.00
<b>Chargeable</b>	<b>1,711.00</b>	<b>5,480.00</b>	<b>11,976.00</b>	<b>15,293.00</b>	<b>9,990.00</b>	<b>7,476.00</b>	<b>3,949.00</b>	<b>304.00</b>	<b>56,179.00</b>
Single discounts	1,012.00	3,410.00	4,648.00	4,381.00	2,184.00	1,128.00	485.00	29.00	17,277.00
Two discounts	2.00	3.00	7.00	8.00	6.00	24.00	22.00	5.00	77.00
10% discounts	46.00	49.00	62.00	70.00	55.00	28.00	29.00	11.00	350.00
<b>Net chargeable</b>	<b>1,452.40</b>	<b>4,621.10</b>	<b>10,804.30</b>	<b>14,186.75</b>	<b>9,435.50</b>	<b>7,179.20</b>	<b>3,813.85</b>	<b>293.15</b>	<b>51,786.25</b>
<i>Ratio to Band D</i>	<i>6/9ths</i>	<i>7/9ths</i>	<i>8/9ths</i>	<i>1</i>	<i>11/9ths</i>	<i>13/9ths</i>	<i>15/9ths</i>	<i>18/9ths</i>	
<b>Band D equivalent</b>	<b>968.27</b>	<b>3,594.19</b>	<b>9,603.82</b>	<b>14,186.75</b>	<b>11,532.28</b>	<b>10,369.96</b>	<b>6,356.42</b>	<b>586.30</b>	<b>57,198.00</b>
<b>Total multiplied by Collection Rate of 99.4%</b>									<b>56,854.80</b>

\* Includes estimates of new dwellings and other changes to the valuation list.

7. The 2009/10 tax base so calculated for the whole district is 56,854.8 which represents an increase of 407.8 (+0.72%) on the tax base for the current year. The effect at parish area level ranges from a decrease of 6.0 to an increase of 132.1 and in percentage terms from -4.02% to +3.16%.

Table 3: Mid Sussex Tax Base 2009/10 - Analysed by Parish Area

<i>Parish area</i>	<i>band A</i>	<i>band B</i>	<i>band C</i>	<i>band D</i>	<i>band E</i>	<i>band F</i>	<i>band G</i>	<i>band H</i>	<i>Total</i>
Albourne	3.6	10.6	35.6	70.8	25.5	36.3	91.8	9.5	<b>283.7</b>
Ansty & Staplefield *	15.5	16.9	68.4	122.2	132.6	135.2	232.1	47.8	<b>770.7</b>
Ardingly	14.8	30.7	79.1	189.2	139.6	150.4	91.2	19.4	<b>714.4</b>
Ashurst Wood	7.3	22.3	89.9	200.8	153.3	141.4	153.9	2.0	<b>770.9</b>
Balcombe	13.6	42.5	80.3	150.6	112.8	218.3	187.6	17.7	<b>823.4</b>
Bolney	11.7	18.0	21.0	87.5	79.0	145.5	211.1	44.9	<b>618.7</b>
Burgess Hill	151.2	733.9	2,757.5	3,466.4	2,392.4	1,400.8	546.2	16.4	<b>11,464.8</b>
Cuckfield	36.0	57.8	192.4	229.3	358.7	269.6	422.3	31.8	<b>1,597.9</b>
East Grinstead	222.3	598.9	1,913.3	2,393.2	2,428.7	2,208.8	873.5	41.1	<b>10,679.8</b>
Fulking	2.3	6.6	15.2	17.5	27.2	16.2	42.5	10.9	<b>138.4</b>
Hassocks	27.9	236.7	390.0	876.7	919.0	388.6	266.3	21.7	<b>3,126.9</b>
Haywards Heath	163.4	1,124.8	2,364.7	2,850.1	1,431.8	1,979.7	1,001.8	30.3	<b>10,946.6</b>
Horsted Keynes	3.5	21.5	92.2	122.8	108.3	153.7	177.5	24.9	<b>704.4</b>
Hurstpierpoint and Sayers Common	50.8	137.6	392.9	677.6	760.2	385.4	410.9	33.8	<b>2,849.2</b>
Lindfield	6.5	162.6	210.9	528.3	498.3	732.9	555.5	43.5	<b>2,738.5</b>
Lindfield Rural	11.9	32.9	92.9	222.4	235.9	372.4	176.9	45.5	<b>1,190.8</b>
Newtimber	0.7	6.0	13.3	3.7	4.8	1.1	9.1	2.0	<b>40.7</b>
Poynings	3.8	15.6	31.3	12.7	16.1	17.1	33.5	3.0	<b>133.1</b>
Pyecombe	2.5	4.4	7.3	23.6	15.2	22.6	26.1	0.0	<b>101.7</b>
Slaugham	24.0	123.5	210.6	252.7	157.6	167.8	115.1	44.7	<b>1,096.0</b>
Turners Hill	149.7	37.9	119.3	113.8	70.5	79.3	63.0	9.9	<b>643.4</b>
Twineham	4.2	2.5	10.8	26.4	23.1	17.2	38.8	13.9	<b>136.9</b>
West Hoathly	16.1	22.0	117.7	187.3	223.9	166.4	165.1	35.8	<b>934.3</b>
Worth	19.3	106.2	239.6	1,276.1	1,148.7	1,100.8	426.6	32.3	<b>4,349.6</b>
<b>Total</b>	<b>962.6</b>	<b>3,572.4</b>	<b>9,546.2</b>	<b>14,101.7</b>	<b>11,463.2</b>	<b>10,307.5</b>	<b>6,318.4</b>	<b>582.8</b>	<b>56,854.8</b>

\* the parish of Cuckfield Rural has been renamed Ansty & Staplefield

Table 4: **Basic Tax**

			<i>Precept</i>	<i>MSDC</i>	<i>Basic</i>
<i>Parish area</i>	<i>Tax base</i>	<i>Precept</i>	<i>band D</i>	<i>band D</i>	<i>Tax</i>
		£	£	£	£
Albourne	283.7	14,400	50.76	145.89	196.65
Ansty & Staplefield *	770.7	33,664	43.68	145.89	189.57
Ardingly	714.4	78,869	110.40	145.89	256.29
Ashurst Wood	770.9	36,400	47.22	145.89	193.11
Balcombe	823.4	48,000	58.29	145.89	204.18
Bolney	618.7	5,070	8.19	145.89	154.08
Burgess Hill	11,464.8	728,882	63.58	145.89	209.47
Cuckfield	1,597.9	134,820	84.37	145.89	230.26
East Grinstead	10,679.8	682,300	63.89	145.89	209.78
Fulking	138.4	5,776	41.73	145.89	187.62
Hassocks	3,126.9	175,830	56.23	145.89	202.12
Haywards Heath	10,946.6	428,337	39.13	145.89	185.02
Horsted Keynes	704.4	23,500	33.36	145.89	179.25
Hurstpierpoint & Sayers Common	2,849.2	170,171	59.73	145.89	205.62
Lindfield	2,738.5	158,246	57.79	145.89	203.68
Lindfield Rural	1,190.8	47,941	40.26	145.89	186.15
Newtimber	40.7	180	4.42	145.89	150.31
Poynings	133.1	2,879	21.63	145.89	167.52
Pyecombe	101.7	4,508	44.33	145.89	190.22
Slaugham	1,096.0	45,000	41.06	145.89	186.95
Turners Hill	643.4	54,655	84.95	145.89	230.84
Twineham	136.9	3,000	21.91	145.89	167.80
West Hoathly	934.3	35,382	37.87	145.89	183.76
Worth	4,349.6	124,000	28.51	145.89	174.40
	<b>56,854.8</b>	<b>3,041,810</b>	<b>53.50</b>	<b>145.89</b>	<b>199.39</b>

\*the parish of Cuckfield Rural has been renamed Ansty & Staplefield

8. The above amounts represent the level of Council Tax to be set for a dwelling within band D in respect of the requirements of this Council and the appropriate Parish/Town Council. These amounts are used to determine the Council Tax for each valuation band in the area by applying the following proportions:

band A	6/9ths
band B	7/9ths
band C	8/9ths
band D	9/9ths
band E	11/9ths
band F	13/9ths
band G	15/9ths
band H	18/9ths

The amounts so calculated are set out in recommendation 8(i).

9. The Council Tax amounts to be set for 2009/10 are determined by adding to the amounts calculated for District, Parish and Town Council requirements, the amounts calculated by West Sussex County Council and Sussex Police Authority in respect of their precepts for the year.
10. For illustrative purposes *average* Council Tax figures for each valuation band are shown below:

	WSCC	SPA	MSDC	Parish/ Town Councils	Total
	£	£	£	£	£
band A	755.76	89.82	97.26	35.67	978.51
band B	881.72	104.79	113.47	41.61	1,141.59
band C	1,007.68	119.76	129.68	47.56	1,304.68
band D	1,133.64	134.73	145.89	53.50	1,467.76
band E	1,385.56	164.67	178.31	65.39	1,793.93
band F	1,637.48	194.61	210.73	77.28	2,120.10
band G	1,889.40	224.55	243.15	89.17	2,446.27
band H	2,267.28	269.46	291.78	107.00	2,935.52

An analysis of the actual amounts of tax for each parish area is shown on the following pages.

11. The actual band D Council Tax within each parish area of Mid Sussex ranges from:

Parish	Council Tax £
Newtimber (minimum)	1,418.68
Ardingly (maximum)	1,524.66

12. The percentage increase in the actual band D Council Tax within each parish area of Mid Sussex ranges from:

Parish	Increase on 2008/09 %
Bolney (minimum)	0.5
Lindfield (maximum)	4.9

Analysis of Council Tax set for 2009/10 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	33.84		39.48		45.12		50.76	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>976.68</b>	986.51	<b>1,139.46</b>	1,127.44	<b>1,302.24</b>	1,268.37	<b>1,465.02</b>
Ansty & Staplefield	parish	29.12		33.97		38.83		43.68	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>971.96</b>	986.51	<b>1,133.95</b>	1,127.44	<b>1,295.95</b>	1,268.37	<b>1,457.94</b>
Ardingly	parish	73.60		85.87		98.13		110.40	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>1,016.44</b>	986.51	<b>1,185.85</b>	1,127.44	<b>1,355.25</b>	1,268.37	<b>1,524.66</b>
Ashurst Wood	parish	31.48		36.72		41.97		47.22	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>974.32</b>	986.51	<b>1,136.70</b>	1,127.44	<b>1,299.09</b>	1,268.37	<b>1,461.48</b>
Balcombe	parish	38.86		45.34		51.82		58.29	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>981.70</b>	986.51	<b>1,145.32</b>	1,127.44	<b>1,308.94</b>	1,268.37	<b>1,472.55</b>
Bolney	parish	5.46		6.37		7.28		8.19	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>948.30</b>	986.51	<b>1,106.35</b>	1,127.44	<b>1,264.40</b>	1,268.37	<b>1,422.45</b>
Burgess Hill	town	42.38		49.45		56.51		63.58	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>985.22</b>	986.51	<b>1,149.43</b>	1,127.44	<b>1,313.63</b>	1,268.37	<b>1,477.84</b>
Cuckfield	parish	56.25		65.62		75.00		84.37	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>999.09</b>	986.51	<b>1,165.60</b>	1,127.44	<b>1,332.12</b>	1,268.37	<b>1,498.63</b>
East Grinstead	town	42.59		49.69		56.79		63.89	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>985.43</b>	986.51	<b>1,149.67</b>	1,127.44	<b>1,313.91</b>	1,268.37	<b>1,478.15</b>
Fulking	parish	27.82		32.46		37.10		41.73	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>970.66</b>	986.51	<b>1,132.44</b>	1,127.44	<b>1,294.22</b>	1,268.37	<b>1,455.99</b>
Hassocks	parish	37.49		43.74		49.98		56.23	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>980.33</b>	986.51	<b>1,143.72</b>	1,127.44	<b>1,307.10</b>	1,268.37	<b>1,470.49</b>
Haywards Heath	town	26.09		30.43		34.78		39.13	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>968.93</b>	986.51	<b>1,130.41</b>	1,127.44	<b>1,291.90</b>	1,268.37	<b>1,453.39</b>
Horsted Keynes	parish	22.24		25.95		29.65		33.36	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>965.08</b>	986.51	<b>1,125.93</b>	1,127.44	<b>1,286.77</b>	1,268.37	<b>1,447.62</b>
Hurstpierpoint & Sayers Common	parish	39.82		46.45		53.09		59.73	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>982.66</b>	986.51	<b>1,146.43</b>	1,127.44	<b>1,310.21</b>	1,268.37	<b>1,473.99</b>
Lindfield	parish	38.52		44.94		51.37		57.79	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>981.36</b>	986.51	<b>1,144.92</b>	1,127.44	<b>1,308.49</b>	1,268.37	<b>1,472.05</b>
Lindfield Rural	parish	26.84		31.31		35.79		40.26	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>969.68</b>	986.51	<b>1,131.29</b>	1,127.44	<b>1,292.91</b>	1,268.37	<b>1,454.52</b>
Newtimber	parish	2.95		3.44		3.93		4.42	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>945.79</b>	986.51	<b>1,103.42</b>	1,127.44	<b>1,261.05</b>	1,268.37	<b>1,418.68</b>
Poynings	parish	14.42		16.82		19.23		21.63	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>957.26</b>	986.51	<b>1,116.80</b>	1,127.44	<b>1,276.35</b>	1,268.37	<b>1,435.89</b>
Pyecombe	parish	29.55		34.48		39.40		44.33	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>972.39</b>	986.51	<b>1,134.46</b>	1,127.44	<b>1,296.52</b>	1,268.37	<b>1,458.59</b>
Slaugham	parish	27.37		31.93		36.50		41.06	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>970.21</b>	986.51	<b>1,131.91</b>	1,127.44	<b>1,293.62</b>	1,268.37	<b>1,455.32</b>
Turners Hill	parish	56.63		66.07		75.51		84.95	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>999.47</b>	986.51	<b>1,166.05</b>	1,127.44	<b>1,332.63</b>	1,268.37	<b>1,499.21</b>
Twineham	parish	14.61		17.04		19.48		21.91	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>957.45</b>	986.51	<b>1,117.02</b>	1,127.44	<b>1,276.60</b>	1,268.37	<b>1,436.17</b>
West Hoathly	parish	25.25		29.45		33.66		37.87	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>968.09</b>	986.51	<b>1,129.43</b>	1,127.44	<b>1,290.78</b>	1,268.37	<b>1,452.13</b>
Worth	parish	19.01		22.17		25.34		28.51	
	district	97.26		113.47		129.68		145.89	
	wsccl/spa	845.58	<b>961.85</b>	986.51	<b>1,122.15</b>	1,127.44	<b>1,282.46</b>	1,268.37	<b>1,442.77</b>

Analysis of Council Tax set for 2009/10 in each parish area (bands E to H)

band E		band F		band G		band H		Parish area
£	£	£	£	£	£	£	£	
62.04		73.32		84.60		101.52		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,790.58</b>	1,832.09	<b>2,116.14</b>	2,113.95	<b>2,441.70</b>	2,536.74	<b>2,930.04</b>	wsccl/spa
Albourne								
53.39		63.09		72.80		87.36		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,781.93</b>	1,832.09	<b>2,105.91</b>	2,113.95	<b>2,429.90</b>	2,536.74	<b>2,915.88</b>	wsccl/spa
Ansty & Staplefield								
134.93		159.47		184.00		220.80		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,863.47</b>	1,832.09	<b>2,202.29</b>	2,113.95	<b>2,541.10</b>	2,536.74	<b>3,049.32</b>	wsccl/spa
Ardingly								
57.71		68.20		78.70		94.44		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,786.25</b>	1,832.09	<b>2,111.02</b>	2,113.95	<b>2,435.80</b>	2,536.74	<b>2,922.96</b>	wsccl/spa
Ashurst Wood								
71.25		84.20		97.16		116.59		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,799.79</b>	1,832.09	<b>2,127.02</b>	2,113.95	<b>2,454.26</b>	2,536.74	<b>2,945.11</b>	wsccl/spa
Balcombe								
10.02		11.84		13.66		16.39		town
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,738.56</b>	1,832.09	<b>2,054.66</b>	2,113.95	<b>2,370.76</b>	2,536.74	<b>2,844.91</b>	wsccl/spa
Bolney								
77.70		91.83		105.96		127.15		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,806.24</b>	1,832.09	<b>2,134.65</b>	2,113.95	<b>2,463.06</b>	2,536.74	<b>2,955.67</b>	wsccl/spa
Burgess Hill								
103.12		121.87		140.62		168.75		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,831.66</b>	1,832.09	<b>2,164.69</b>	2,113.95	<b>2,497.72</b>	2,536.74	<b>2,997.27</b>	wsccl/spa
Cuckfield								
78.08		92.28		106.48		127.77		town
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,806.62</b>	1,832.09	<b>2,135.10</b>	2,113.95	<b>2,463.58</b>	2,536.74	<b>2,956.29</b>	wsccl/spa
East Grinstead								
51.01		60.28		69.56		83.47		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,779.55</b>	1,832.09	<b>2,103.10</b>	2,113.95	<b>2,426.66</b>	2,536.74	<b>2,911.99</b>	wsccl/spa
Fulking								
68.73		81.22		93.72		112.46		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,797.27</b>	1,832.09	<b>2,124.04</b>	2,113.95	<b>2,450.82</b>	2,536.74	<b>2,940.98</b>	wsccl/spa
Hassocks								
47.83		56.52		65.22		78.26		town
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,776.37</b>	1,832.09	<b>2,099.34</b>	2,113.95	<b>2,422.32</b>	2,536.74	<b>2,906.78</b>	wsccl/spa
Haywards Heath								
40.78		48.19		55.60		66.72		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,769.32</b>	1,832.09	<b>2,091.01</b>	2,113.95	<b>2,412.70</b>	2,536.74	<b>2,895.24</b>	wsccl/spa
Horsted Keynes								
73.00		86.27		99.54		119.45		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,801.54</b>	1,832.09	<b>2,129.09</b>	2,113.95	<b>2,456.64</b>	2,536.74	<b>2,947.97</b>	wsccl/spa
Hurstpierpoint & Sayers Common								
70.63		83.47		96.31		115.57		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,799.17</b>	1,832.09	<b>2,126.29</b>	2,113.95	<b>2,453.41</b>	2,536.74	<b>2,944.09</b>	wsccl/spa
Lindfield								
49.21		58.15		67.10		80.52		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,777.75</b>	1,832.09	<b>2,100.97</b>	2,113.95	<b>2,424.20</b>	2,536.74	<b>2,909.04</b>	wsccl/spa
Lindfield Rural								
5.41		6.39		7.37		8.85		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,733.95</b>	1,832.09	<b>2,049.21</b>	2,113.95	<b>2,364.47</b>	2,536.74	<b>2,837.37</b>	wsccl/spa
Newtimber								
26.44		31.24		36.05		43.26		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,754.98</b>	1,832.09	<b>2,074.06</b>	2,113.95	<b>2,393.15</b>	2,536.74	<b>2,871.78</b>	wsccl/spa
Poynings								
54.18		64.03		73.88		88.65		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,782.72</b>	1,832.09	<b>2,106.85</b>	2,113.95	<b>2,430.98</b>	2,536.74	<b>2,917.17</b>	wsccl/spa
Pyecombe								
50.18		59.31		68.43		82.12		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,778.72</b>	1,832.09	<b>2,102.13</b>	2,113.95	<b>2,425.53</b>	2,536.74	<b>2,910.64</b>	wsccl/spa
Slaugham								
103.82		122.70		141.58		169.89		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,832.36</b>	1,832.09	<b>2,165.52</b>	2,113.95	<b>2,498.68</b>	2,536.74	<b>2,998.41</b>	wsccl/spa
Turners Hill								
26.78		31.65		36.52		43.83		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,755.32</b>	1,832.09	<b>2,074.47</b>	2,113.95	<b>2,393.62</b>	2,536.74	<b>2,872.35</b>	wsccl/spa
Twineham								
46.29		54.70		63.12		75.74		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,774.83</b>	1,832.09	<b>2,097.52</b>	2,113.95	<b>2,420.22</b>	2,536.74	<b>2,904.26</b>	wsccl/spa
West Hoathly								
34.84		41.18		47.51		57.02		parish
178.31		210.73		243.15		291.78		district
1,550.23	<b>1,763.38</b>	1,832.09	<b>2,084.00</b>	2,113.95	<b>2,404.61</b>	2,536.74	<b>2,885.54</b>	wsccl/spa
Worth								



## TREASURY MANAGEMENT

### 1.0 Introduction

This section of the report deals with the management of the Council's daily cash balances and the borrowing limits required to be set by law. It also sets out the Prudential Code indicators to 2011/12.

### 2.0 Treasury Management for the Year 2009/10

2.1 Members will recall that the current Treasury Management Policy Document incorporates the Code of Practice for Treasury Management in the Public Services, issued by CIPFA.

2.2 Within the Code is a requirement for the Chief Finance Officer to report to Members before the start of the coming financial year on the strategy proposed to be adopted during the year.

2.3 Accordingly it is proposed that the following strategy be adopted for 2009/10:

- a. To ensure a sufficient cash flow from revenue income, capital receipts and maturing deposits to cover all known capital and revenue payments;
- b. All funds moving into and out of the Council's bank accounts are monitored on a daily basis, and either placed in or withdrawn from the investment portfolio to produce a small overnight credit balance at the bank;
- c. Cash flows are prepared for 5 years forward, the first year on a month-by-month basis, thereafter annually. Details are taken from known income and expenditure, e.g. precept, council tax, contract payments, Government funding, and projected forward;
- d. To ensure adequate liquidity to cover any temporary cash flow shortage, approximately £1 million will be invested at call or notice whenever possible;
- e. Investments are to be by cash deposits with permitted counterparties;
- f. Whilst the Council is empowered to lend for periods up to 5 years, all current lending is within 1 year. The review of how the Council finances capital expenditure in the future, however, may dictate the optimum period for medium term investments;
- g. Investments are spread between banks, building societies, money market funds and local authorities, such that there is no undue concentration in any one sector. Likewise maturity dates are spread to avoid bunching on any one date and where possible coincide with known expenditure;
- h. All dealings are through either the London Money Market or directly with a permitted counterparty at the best possible rates of interest. Investment and borrowing periods are to be commensurate with the cash flow forecast. At all times, however, the security of each investment will be the prime consideration;

- i. When longer term interest rates are higher than short term rates the opportunity may be taken to lengthen investment periods in order to maximise returns. If the opposite is the case, investments will be placed short term, although in both cases liquidity will take precedence over the interest rate available, i.e. cash will not be invested long term until short term liabilities have been covered;
- j. The average rate of interest projected to be achieved over this period is more than usually difficult to predict given the current economic climate. At the time of writing (10<sup>th</sup> February 2009) Base Rate is at 1.00%. It is anticipated that new lending during 2009/10 will be at rates around 1.00%, although the benefit of existing investments placed at rates above 6.00% - before the steep decline began - will continue to be felt. Interest income for 2009/10 is therefore estimated to be around £250,000, at an average interest rate of 2.00%;
- k. The whole subject of lending by Local Authorities is currently under review by the DCLG, Audit Commission and CIPFA, so it was considered prudent to take a view that may prove to be overcautious;
- l. All transactions are to be in accordance with the Treasury Management Policy Document approved by Cabinet;
- m. Under the Prudential Indicators, deposits for more than one year should not exceed 20% of the average outstanding investments.

### **3.0 Borrowing Limits**

- 3.1 Before the beginning of each financial year, full Council must determine for that year an overall borrowing limit together with a limit at variable interest rates. Full Council can amend the limits at any time.
- 3.2 The borrowing limits approved by the Council for the 2008/09 financial year are shown below:
  - Overall borrowing limit                    £5m
  - Short term borrowing limit                £5m
  - Borrowing at variable rates               £5m
- 3.3 In March 2008, £1,700,000 was borrowed from the Public Works Loan Board to meet capital expenditure in respect of the purchase of wheeled refuse bins. Borrowing was for a period of 15 years; therefore approximately 14 years remain. At the time of writing, this is the Council's only borrowing. Further temporary borrowing may be necessary at any time in order to meet revenue expenditure pending the receipt of income.
- 3.4 Members are recommended to keep the limits at £5m and approve them for the 2009/10 financial year.

### PRUDENTIAL CODE INDICATORS

	<b>Actual 2007/08 £000</b>	<b>Estimate 2008/09 £000</b>	<b>Estimate 2009/10 £000</b>	<b>Estimate 2010/11 £000</b>	<b>Estimate 2011/12 £000</b>
Capital Expenditure	4,854	3,318	3,283	2,826	1,563
Capital Financing Requirement	0	1,700	1,619	1,534	1,445
Effect on council tax band D	0	2.4%	2.6%	1.9%	1.8%
Capital financing to Revenue Stream	N/a	1.0%	1.1%	1.1%	1.0%
Authorised Borrowing limit	5,000	5,000	5,000	5,000	5,000
Maximum % Lending at Fixed Rates	95%	95%	95%	95%	95%
Maximum % Lending at Variable Rates	25%	25%	25%	25%	25%
Maximum Invested for a year or longer	20%	20%	20%	20%	20%
Compliance with CIPFA Code of Practice	YES	YES	YES	YES	YES

The capital finance regulations 2008, which came into force in March 2008, state that 'a local authority shall calculate for the current financial year an amount of minimum revenue provision which it considers to be prudent'.

Local authorities are required by Regulation to have regard to the Prudential Code under Part 1 of the Local Government Act 2003. The key objectives of the code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability. The Prudential Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal.

To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. The above table shows the indicators relating to Mid Sussex District Council.



## GLOSSARY OF TERMS

**Aggregate External Finance (AEF)** - the total of support for local authorities' revenue spending from government grants and business rates. It includes revenue support grant and certain specific grants. The total is fixed as part of the revenue support grant settlement.

**Area Cost Adjustment (ACA)** - the scaling factor applied to Formula Grant to reflect higher costs – mostly pay – in some council areas.

**Assumed National Council Tax (ANCT)** - the difference between Total Assumed Spending and Aggregate External Finance is approximately the amount that would be raised in Council Tax if local authorities as a whole spent at the level of their Formula Spending Shares. Dividing this total amount by the total Council Tax base produces an assumed national tax rate. This then gives the standard level of Council Tax for a band D property if all authorities spent at the level of their Formula Spending Share. This amount is used to work out how the Revenue Support Grant should be shared between authorities. Formerly known as '*Council Tax for Standard Spending*'.

**Balances** - in general, the surplus or deficit on any account at the end of the year. A General Fund balance is required to meet unexpected expenditure or a shortfall in income and to finance expenditure pending receipt of income. An authority may also use its revenue balances to reduce the requirement from the Council Tax.

**Balance Unallocated** - The term used by MSDC to denote a part of the budget for Net Expenditure which is not allocated to a service at the time the budget is prepared. It has been practice in recent years to use this facility to accrue budget reductions and to meet budget increases (other than new proposals) as a result of revenue budget management during the year. A Balance Unallocated can, however, be earmarked for a purpose but subject to further consideration before being applied.

**Band D Equivalent** - the weighted number of properties subject to council tax in a local authority's area, calculated on the basis of prescribed proportions in relation to Band D.

**Benefits** - Council Tax Benefit plus Housing Benefit (see Housing Benefit).

**Billing Authority** - the local authority responsible for the billing and collection of the council tax from all properties in their area. In shire areas the district councils are the billing authorities.

**Budget** - a statement defining the Council's policies over a specified period of time in terms of finance. Budgets usually include statements about the use of other resources (e.g. numbers of staff) and provide some information on performance measures.

**Budget Guideline** - the term used by MSDC to describe the framework within which future years' budgets should be prepared. Budget Guidelines would be set by the Cabinet.

**Budget Requirement** - sum of money including parish and town council precepts required to be met from local taxpayers, revenue support grant, redistributed NNDR and any share of the estimated collection fund balance.

**Business Rates** - see National Non-Domestic Rates.

**Capital** - see Capital Expenditure.

**Capital Accounting** - the recording in local authority balance sheets of the value of all capital assets and the use of these values to charge services with capital charges.

**Capital Charges** - charges to service revenue accounts to reflect the cost of fixed assets used in the provision of services.

**Capital Expenditure (see also Capital Spending)** - spending on the acquisition of assets either directly by the Council or indirectly in the form of grants to other persons or bodies. Section 40 of the Local Government and Housing Act 1989 defines "expenditure for capital purposes". Expenditure which does not fall within the definition must be charged to a revenue account.

**Capital Expenditure Charged To Revenue Account** - the financing of capital expenditure from revenue.

**Capital Programme** - an authority's plan for capital projects and spending over future years. Included in this category are the purchase of land and buildings, the erection of new buildings, design fees and the acquisition of vehicles and major items of equipment.

**Capital Receipts** - income received from the sale of land or assets, which is available to finance other items of capital (but not revenue) spending, or to repay debt on assets originally financed from loan.

**Capital Spending** - the acquisition of assets which have a long-term value to the authority in the provision of its services (e.g. land) purchasing existing buildings or erecting new ones, purchasing furniture, equipment, etc.

**Central Support (or Administration Charges)** - the cost of central administrative departments, e.g. Finance and Legal Divisions apportioned to services.

**CERA** - Capital Expenditure Charged To Revenue Account.

**Certificate of Deposit** - is a certificate evidencing title to the placing of a sum of money with a fixed maturity date and rate of interest.

**CIPFA** - The Chartered Institute of Public Finance and Accountancy. This is the professional body for accountants working in local government and public bodies and is a Member of the Consultative Committee of Accounting Bodies. The Institute provides financial and statistical information services for local government and advises central government and other bodies on local government and public finance matters. Members of the Institute are entitled to use the letters CPFA after their names, and membership is by examination. CIPFA is an entirely privately funded body.

**Collection Fund** - a fund administered by each billing authority (the District Council in shire areas). The council tax, business rate income and the community charge are paid into the fund whilst the net revenue spending of the county, district and parishes are met from the fund.

**Commuted Sum** - a one-off payment to the Council as a settlement intended for a specific purpose such as the continued maintenance of an open space.

**Comprehensive Performance Assessment (CPA)** – a process of inspection carried out by the Audit Commission which brings together evidence from a range of sources to assess the quality of councils' performance.

**Contingencies** - money set aside in the estimates to pay for inflation (and sometimes unforeseen events).

**Contributions / Commuted Sums** - sums received from individuals and developers in lieu of future maintenance costs on land adoptions and contributions under Section 106 Agreements whereby Developers make payments to the Council in lieu of provision of e.g. recreational

facilities, playspaces, car parking spaces. The Council will utilise these moneys to maintain assets adopted and provide the facilities subject to S106 agreements within certain time limits.

**Council Tax** - the local tax payable on most residential properties in a local authority's area. Properties are valued within eight valuation bands (A-H).

**Council Tax base** – is equal to the number of band D equivalent properties. One band H property is equivalent to two band D properties, as it pays twice as much tax.

**Council Tax Benefit** - an allowance to persons on low income (or none) to meet in whole or part their Council Tax. Benefit is allowed or paid by local authorities but central government refunds part of the cost of the benefits and of the running costs of the service to local authorities.

**Damping** – This is a method of ensuring that Councils get a reasonable grant increase every year. Each year the Government sets a minimum increase, this is known as the “floor”. Authorities are grouped with regard to the services they provide, and grant “floors” are calculated for each grouping.

**Debt Free** - this indicates that all external loan debt has been repaid to borrowers. The advantage of being debt free is the ability to use all capital receipts to finance new capital spending. The exception is the use of receipts from SHG payments which may not be reused for the same purpose. (Temporary borrowing for revenue cash flow purposes does not negate debt free status.)

**DEFRA** – Department for Environment, Food and Rural Affairs

**Depreciation** - the measure of the wearing out, consumption, or other reduction in the useful economic life of a fixed asset, whether arising from use, effluxion of time or obsolescence through technological or other changes.

**Distributable Amount** - this is the estimated total amount in the business rate pool that is available to be distributed to local authorities. The business rates are collected by local authorities and paid into a national pool and then redistributed to all authorities.

**EPCS** - Environmental, Protective and Cultural Services. This terminology is derived from the expenditure blocks used in the Formula Spending Share calculation that relates to district council services.

**Fees and Charges** - income arising from the provision of services, e.g. leisure facilities, car parks.

**Financial Regulations** - a formal code of procedures to be followed in the financial management of the Council. Within this Council's constitution these are the Financial Procedure Rules.

**Floors and ceilings** - a method by which stability in funding is protected through limiting the effect of wide variations in grant increase. A floor guarantees a fixed level of increase in grant and a ceiling results in no authority getting more than a certain level of increase. The grant increases of authorities who are neither at the floor or the ceiling are scaled back by a fixed proportion to help pay for the floor.

**Forecast Budget** - created by adding variations to existing budgets in order to predict what a budget may be a number of years from now.

**Formula Grant** – comprises Revenue Support Grant and redistributed business rates.

**General Fund** - the main revenue fund of a billing authority. Day-to-day spending on services is met from the fund.

**General Grant** – a grant to local authorities which has no restrictions on how it may be spent. It is divided into formula grants such as Revenue Support Grant, and targeted grant such as the Neighbourhood Renewal Fund.

**General Reserve** - referred to under Provisions and Reserves and further described in the Accounts Report and Statement of Accounts. It is this Council's reserve that is not earmarked for any specific purpose.

**Gross Expenditure** - the cost of providing the Council's services before deduction of government grants or other income.

**Growth** - increases in expenditure from one year to another, excluding the effects of inflation.

**Guideline** - see Budget Guideline

**Housing Benefit** - an allowance to persons on low income (or none) to meet in whole or part their rent. Benefit is allowed or paid by local authorities but central government refunds part of the cost of the benefits and of the running costs of the service to local authorities. Benefit paid to the authority's own tenants is known as "rent rebate" and that paid to private sector tenants as "rent allowance".

**ICT** – Information Communication Technology

**Interest on Revenue Balances (or Interest receipts)** - the day-to-day cash flow of the authority is invested when it is in surplus, and borrowing is required when it is in deficit. The interest earned on any net surplus over the year is given one or other of these names.

**LIBID** - is the rate at which the London Reference Banks will *bid for* funds from the London Money Market

**LIBOR** - is the rate at which the London Reference Banks will *offer* funds to the London Money Market.

**Local Government Finance Settlement** - the Local Government Finance Settlement is the annual determination of formula grant distribution as made by the Government and debated by Parliament. It includes:

- the totals of formula grant;
- how that grant will be distributed between local authorities; and
- the support given to certain other local government bodies.

**MSDC** – Mid Sussex District Council

**National Non-Domestic Rates (NNDR)** - nationally set tax charged on the rateable value of non-domestic properties (also known as business rates). The rate is set by the Chancellor of the Exchequer. The proceeds are pooled nationally and redistributed as a fixed amount per head of resident population.

**Net Expenditure (gross expenditure less income)** - the term used by MSDC to describe net revenue expenditure for all Services less Capital Charges and Specific Items and excluding Benefits and revenue projects in the Programme of Revenue and Capital Projects.

**NNDR** - see National Non-Domestic Rates.

**Out-turn prices** - the actual price levels at the time the money is spent.

**Overspending/Underspending** - extent to which the actual net expenditure for the year varies from the latest budget for the same period.

**PCT** - Primary Care Trust

**Pension Fund** - an employees' pension fund maintained by an authority, or group of authorities, in order to make pension payments on retirement of participants; it is financed from contributions from the employing authority, the employee and investment income. This Council contributes to the West Sussex Pension Fund.

**Positive Yield Curve** - exists where various quoted interest rates show a continuous increase.

**Precept** - the levy made by the county, police authority, parish and town councils on the Collection Fund for their net expenditure requirements.

**Precepting Authorities** - those authorities which are not billing authorities, i.e. do not collect the council tax and non-domestic rate. County councils and joint authorities are "major precepting authorities" and parish, community and town councils are "local precepting authorities".

**Provision for Bad and Doubtful Debts** - the amount set aside in the Council's accounts to cover debts which may be uncollectable and written off.

**Provisions and Reserves** - amounts set aside in one year to cover expenditure in the future. Provisions are for liabilities or losses which are likely or certain to be incurred, but the amounts or the dates on which they will arise are uncertain. Reserves are amounts set aside which do not fall within the definition of provisions and include general reserves (or "balances") which every authority must maintain as a matter of prudence.

**Prudential Code** - The Prudential Code, which came into force on 1st April 2004, replaces the complex regulatory frameworks that have governed local authority capital expenditure. The new system is based largely on self-regulation by local authorities themselves. The basic principles of the code are that authorities are free to invest so long as their capital spending plans are affordable, prudent and sustainable.

**Reserves** - these are created for specific or general purposes to meet future expenditure.

**Revenue Budget** - the estimate of annual income and expenditure requirements for all services, which sets out the financial implications of the Council's policies and provides the basis of the calculation of the annual requirement from the Collection Fund.

**Revenue Expenditure** - this is expenditure on day-to-day running costs and consists principally of salaries and wages and general running expenses.

**Revenue Spending** - term used by MSDC to refer to Council Net Expenditure plus expenditure/savings on items not at this time specifically allocated to an individual service.

**Revenue Support Grant (RSG)** - a grant paid by central government in aid of local authority services in general as opposed to specific grants, which may only be used for a specific purpose.

**Reverse Yield Curve** - exists where there is a higher rate of interest for short periods as opposed to long term (i.e. the reverse of a positive yield curve).

**RSG** – see Revenue Support Grant

**Section 137 Expenditure** - under Section 137 of the Local Government and Housing Act 1972 local authorities were allowed to spend a limited amount to do things they were not otherwise empowered to do, but which they considered to be in the interests of their area or its inhabitants, and which would produce a benefit commensurate with the expenditure involved. However, the power of a local authority to incur expenditure given by Section 137 of the Local Government Act 1972 has now been repealed. This has been replaced by Part 1, Section 2 of the Local Government Act 2000 which came into force on 18<sup>th</sup> October 2000. The Act creates a new discretionary power for local authorities in England and Wales allowing them to incur expenditure which in their opinion, is in the interests of, and will bring direct benefit to, their area or any part of it or to all or some of its inhabitants without limit.

**Service Support** - the cost of administration sections in the Service Departments apportioned to the services of that department.

**Settlement** – see Local Government Finance Settlement.

**Slippage** - where a revenue or, more typically, a capital scheme, does not progress at the rate of physical progress or spending originally forecast.

**Specific Grants** - government grants to local authorities in aid of particular project or services, e.g. housing benefits.

**Specific Item** - the term used by MSDC to denote an item of expenditure to be financed from the Specific Reserve.

**Specific Reserve** - a reserve maintained by MSDC containing sums which are mostly identified for specific purposes.

**Specified Capital Grants** - certain government grants towards capital spending e.g. house renovation grants. Local authorities must apply a special accounting treatment to these grants, i.e. reduce their credit approvals by the amount of the grant received. SCGs all relate to housing.

**Taxbase** -The tax base is the divisor used to convert the total net amount required for local authority spending in the area to a level of council tax due for a band D property.

**Unallocated Funding** - The term used by MSDC to denote a part of the Programme of Revenue and Capital Projects, which is not identified to specific projects.

**Underspending/Overspending** - see Overspending/Underspending.

**Virement** - the permission to spend more on one budget head when this is matched by a corresponding reduction on some other budget head, i.e. a switch of resources between budget heads.