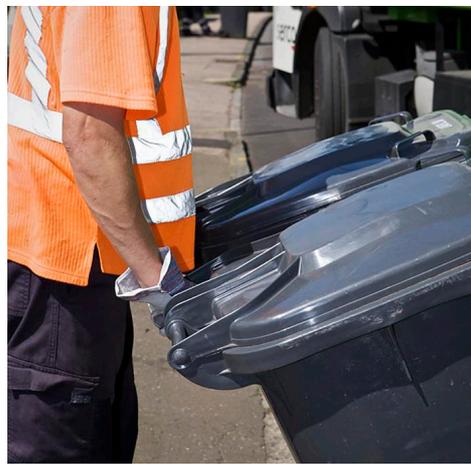
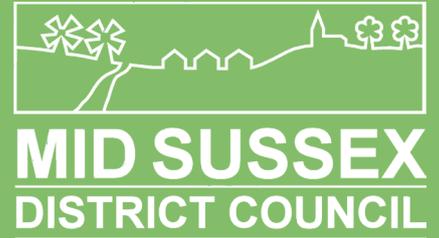


# Mid Sussex Corporate Plan and Budget 2019 - 2020





# THE CORPORATE PLAN AND BUDGET REPORT 2019/20

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**CORPORATE PLAN AND BUDGET 2019/20****SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****1.0 Overall Summary**

- 1.1 The Council has a well-tested and robust Service and Financial planning process that has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We remain prudent in our financial planning and continue to use a combination of income from council tax, business rates, fees and charges and rental income from careful investments to achieve a balanced budget.
- 1.2 This prudence has resulted in the Council being considered 'financially independent' given that Revenue Support Grant no longer factors in our income in 2019/20. While this in itself does not confer any particular financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship that matches the strategic ambition of the Council for the Mid Sussex community.
- 1.3 2019/20 will see the Council continue to work towards its ambitious objectives, not least the comprehensive approach to planning for growth throughout the District. This includes the Burgess Hill Growth Programme which is one of, if not the largest, projects the Council has ever been involved in.
- 1.4 In summary, as in previous years the proposals offer a balanced budget for 2019/20 that:
  - Provides investment to support the Council's ambitious growth programme;
  - Invests in community services and facilities; and
  - Protects key frontline services.

## 2.0 Key Factors taken into consideration

### 2.1 The Council's Corporate Priorities

2.1.1 The Council's corporate priorities and main purpose, last refreshed in 2017, continue to reflect the current challenges and opportunities facing the Council. Of continued importance is the Council's role in supporting economic growth in the District and the need to maintain financial independence. This has been more challenging this year given the delay to the Government settlement announcement and uncertainty surrounding Brexit. Proposals to deliver new housing and infrastructure are progressing at pace, underpinned by the recent adoption of the District Plan & Infrastructure Development Plan. The success of this ambitious programme is reliant on the Council delivering effective and responsive services that can accommodate the projected growth in population. Creating safe and sustainable community spaces that encourage existing and new communities to come together will also be important.

2.1.2 The statement of main purpose and Council priorities are:

### 2.2 Statement of Main Purpose

2.2.1 To be an effective Council delivering value for money services and helping to create a strong economy, environment and community.

### 2.3 Council Priorities

- Effective and responsive services
- Sustainable economic growth
- Strong and resilient communities
- Financial independence

### 2.4 Flagship Activities

2.4.1 The Council will continue its commitment to delivering key "flagship" activities in the year ahead. These will provide a fresh focus for the Council in delivering its priorities, with progress reported in the following year's plan. Progress made against the 2018/19 flagship activities can be found at Paragraph 2.9. Flagship activities for 2019/20 under each of the Council priorities are shown below:

#### 2.5 Effective and responsive services

2.5.1 The Council wishes to build on the performance of all of its services with a particular focus on further improving customer experience. Flagship activities for 2019/20 are:

- Support vulnerable people to maximise take up of Universal Credit and Support, including implementing a simplified Council Tax Support Scheme.
- Reduce residual waste collection and increase recycling (including considering food waste) by working with the West Sussex Waste Partnership.
- Implement the County-wide policy and funding for Disabled Facilities Grant in 2019/20 to enable people to stay in their own homes and return home sooner after a hospital stay.

#### 2.6 Sustainable economic growth

2.6.1 The Council has an important role in supporting businesses, encouraging new ones and attracting inward investment. Flagship activities for 2019/20 are:

- Devise a Strategic Plan for the future development of the Orchards Shopping Centre.
- Refresh the Council's Parking Strategy to support growth and improve the customer experience.

- Deliver the objectives from the Economic Development Strategy and Action Plan – for this year facilitating delivery of full fibre, delivering more electric vehicle charging points, a masterplan for Haywards Heath, a Conservation Area Appraisal and Management Plan for East Grinstead and completing the Shop Front Improvement project.

## 2.7 Strong and resilient communities

2.7.1 Continuing to work with partner organisations to build sustainable communities that will deliver a better quality of life for all. Flagship activities for 2019/20 are:

- Work with Homes England to determine the planning applications and delivery of community infrastructure associated with the Northern Arc Strategic Allocation.
- Prepare the Site Allocations Development Plan to identify new housing sites across the District to ensure a supply of housing to meet the need identified in the District Plan. Identify and safeguard associated community infrastructure needs required to support this level of development, including GP surgeries, schools and community assets and meeting spaces.
- Develop and approve strategies for: investment in Playing Pitches in the District, in the Council's Community Buildings; and in the Council's Playgrounds, Parks and Open Spaces.
- To improve the health of our residents, develop and deliver a comprehensive community Wellbeing programme that meets the requirements of the new three year wellbeing service contract specification from WSCC Public Health.
- Focus on reducing crime and anti-social behaviour on a) public spaces and b) involving and affecting youth by contributing to the development and delivery of partnership projects agreed by the Community Safety Task and Finish Group.
- To get people to start or restart cycling, and scope and develop a Mid Sussex Cycle Network with the involvement of the Mid Sussex Cycle Forum.

## 2.8 Financial Independence

2.8.1 Reduced Government financial support brings the need for robust management of budgets and maximising of income so as to be as financially self-sufficient as possible. Flagship activities for 2019/20 relate to the development of services and assets that will generate revenue for the Council such as:

- Improve the provision of temporary accommodation for homeless households by buying temporary accommodation in the District to meet their housing needs.
- Invest in commercial property to generate a return that can be used to finance services in an era of reducing government subsidy.
- Deliver efficiency savings through the increased use of digital approaches to services by implementing Windows 10, increased use of mobile working and service and reporting apps.
- Invest in our assets to increase their income-earning potential.

## 2.9 **Progress made against 2018/19 Flagship Activities**

2.9.1 The progress made against each of the 2018/19 flagship activities within each corporate priority are summarised as follows;

### 2.10 Effective and responsive services

2.10.1 Increasing levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.

- The pilot project has been completed with 3 waves of collections and a good participation rate.
- Consideration is being given to rolling out the scheme across the District.

2.10.2 Helping our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.

- More people have been helped with grants to make adaptations that allow them to continue to live at home for longer and co-ordinated working with the County Council has considerably reduced delivery times.
- The budget for the year of £1.4 million has been committed and an estimated 120 adaptations will be completed by the end of the year.

2.10.3 Introducing cashless parking as one of an increasing number of digital services.

- Cashless parking machines were introduced across all three towns in July, with all car parks also providing the option to pay by cash.
- 23% of transactions are now cashless, including pay by phone.

2.10.4 Celebrating the quality of our parks and green spaces by achieving Green Flag accreditation for St John's Park, Burgess Hill and work towards accreditation for a site in East Grinstead.

- The Green Flag at Beech Hurst Gardens, Haywards Heath has been retained and a new award received for St John's Park, Burgess Hill.
- East Court and Ashplats in East Grinstead have been identified for the Green Flag application in 2019/20.

2.10.5 Delivering enhancements and new attractions to the Leisure Pool at the Triangle Leisure Centre, to increase the number of visits to our leisure facilities and inspire residents to be more active.

- The first wave of works, including the full refurbishment of the flumes and new interactive water play features for children of all ages, was completed in time for the pool to reopen for the summer holidays.
- The new multi-person family slide has been installed and will be operational shortly.

## 2.11 Sustainable economic growth

2.11.1 Supporting the roll out of Full Fibre ultrafast broadband to homes and businesses in Mid Sussex by working with local and national partners

- The Council was successful in its £2.2 million bid for Local Full Fibre Network for Burgess Hill
- A "dig once" approach is being developed with West Sussex County Council on new sites and infrastructure.

2.11.2 Helping make Mid Sussex a vibrant and attractive place for businesses and people to grow and succeed by establishing an Economy and Inward Investment Team that proactively attracts external investment.

- The Team is in place, has launched the Council's new Economic Development Strategy and 5 Year Action Plan and are leading on its implementation.
- Inward investment has been secured including £6.5 million funding from the Housing Infrastructure Fund for the waste water treatment plant at Goddards Green and £10.9m to improve connectivity with Burgess Hill, aimed at achieving a 15% modal shift.

- The Microbusiness Grant Scheme has assisted 40 small businesses with less than 10 employees, looking to expand or take on an apprentice, with grants amounting to £72,000.
- Independent Retailers have been assisted through the Shopfront Advisory Scheme and training to compete with online retailers to support Mid Sussex high streets.

#### 2.11.3 Supporting Haywards Heath as an attractive retail destination by introducing new management arrangements and improved facilities at the Orchards Shopping Centre

- Investment has been made in the fabric of the centre, including renovation of the flat roofing and planned installation of new changing places public toilet
- Management of the centre has been taken in house.

### 2.12 Strong and resilient communities

#### 2.12.1 Help our communities feel safer and aid the detection of crime by putting in place new and improved CCTV arrangements, in partnership with Sussex Police and the town councils

- All 24 of the CCTV cameras in the District will have been upgraded by April 2019.
- Following consultation, the programme includes the installation of 5 new cameras at locations in Burgess Hill, Haywards Heath and East Grinstead.

#### 2.12.2 Launching the Wellbeing pilot at local GP practices to work with residents who need advice and support to lead and maintain healthier lifestyles

- The Wellbeing Team have been attending regular outreach sessions at Ouse Valley, Handcross; the Dolphin Practice, Haywards Heath and Ship Street Practice, East Grinstead.
- Feedback has been very positive, with the time of primary care professionals freed up and 1-2-1 support provided to clients to take charge of their health and wellbeing.

#### 2.12.3 Engaging and involving our communities in the development and delivery of community facilities and playgrounds, including the Skate Park refurbishment at Victoria Park, Haywards Heath, new community building for the Keymer Brick and Tile development at Burgess Hill; and improving recreational facilities for the Stone Quarry Estate at East Grinstead.

- The Skate Park refurbishment at Haywards Heath has been completed and launched through a programme of arts based activities.
- Consultation has been carried out on the community programme for the Keymer Brick and Tile community building, prior to the commencement of construction.
- Positive discussions with the local residents group, Clarion Futures Housing and the County Council's community development team are developing a proposal for a community recreational space at Spring Copse, Stone Quarry in East Grinstead.
- Construction of the Hurstpierpoint Community Hub building commenced in September to replace the Ex-Serviceman's Club at Court Bushes and consultation has been carried out with residents on the type of activities that it should provide.

#### 2.12.4 Installing new electric vehicle charging points at key community locations, to expand and improve our sustainable transport network in the District.

- Use of the current 6 charging points provided in the Council's car parks has increased by over 400% in the last year.
- Good progress is being made with the provision of additional charging points, with 10 sites providing 20 charging points identified for technical survey.
- All new homes in the Northern Arc development at Burgess Hill will have their own charging point and access to fast charge points.

## 2.13 Financial independence

2.13.1 Generating income from the sale of surplus land for the development of new homes, to support future investment in other community assets and infrastructure;

- Six Council land sites have been identified for disposal.
- Affordable housing at greater than the 30% requirement is being delivered at 2 of the sites (Bolnore Road Depot, Haywards Heath and Imberhorne Lane Car Park, East Grinstead).

2.13.2 Increasing planning fees to provide a more efficient and effective planning service to support economic growth and support financial independence.

- Additional planning staff have been employed, including a dedicated officer to progress the Northern Arc development.
- The speed of processing planning applications has been very good with 97% of major, 96% of minor and 98% of other applications determined within the target times.

## 2.14 **Service Plans and Performance**

2.14.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.

2.14.2 The quarterly service performance statistics and Flagship activity reports received by the Scrutiny Committee have shown for some time that the Council's services are generally performing well and that we do not have any failing services. There continues to be a strong performance culture throughout the Council and particularly amongst the Business Unit Leaders to ensure that when performance levels are not as expected, remedial actions are quickly put in place.

2.14.3 The service plans also show that services continue to improve and deliver many positive initiatives that will benefit local people.

2.15 The next section of the report sets out the key financial information taken into account as part of the budget deliberations.

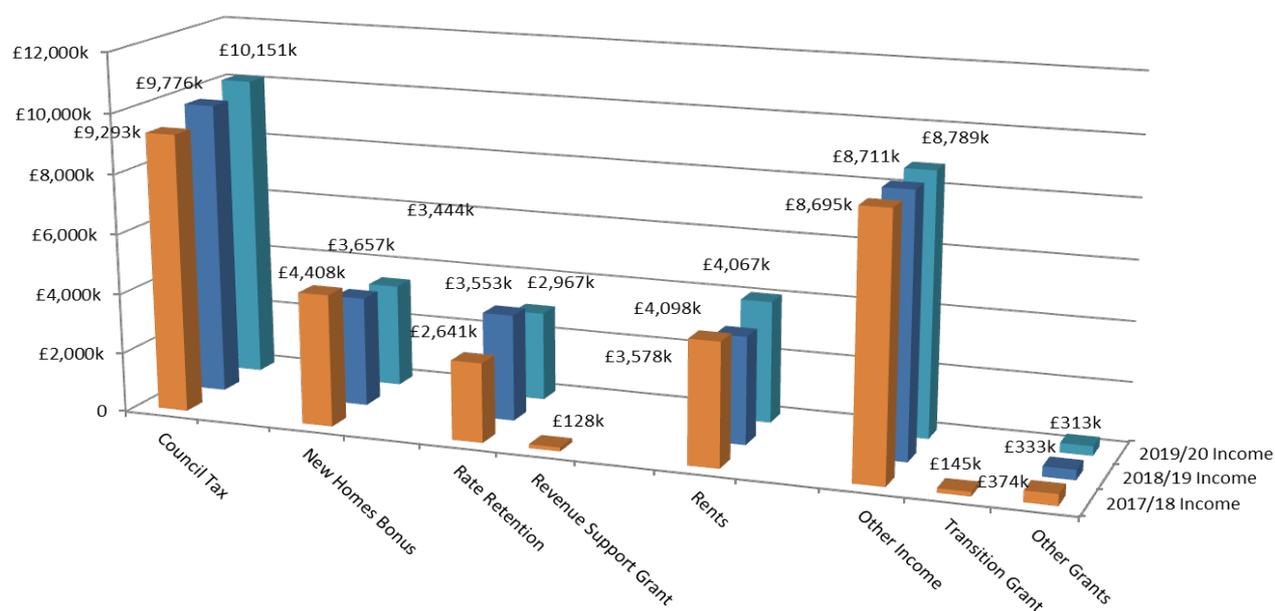
### 3.0 The Financial Outlook for 2019/20

#### (a) Income

#### 3.1 Government Funding

3.1.1 Revenue funding of local government is changing as Revenue Support Grant (RSG) reduces and is phased out by 2020/21, to be replaced by 75% retained Business Rates. Three years ago we signed up to a four-year settlement deal which gives more certainty over RSG, albeit that is less relevant now that we receive no grant..

3.1.2 The Final Settlement announcement on 5<sup>th</sup> February 2019 has given more certainty to the New Homes Bonus scheme, described below. While its long term future is in doubt, for next year the graph below shows the proportion of the different funding sources received:



NB for illustration only; not all income finances the revenue budget.  
Source: Various budgeted and projected as at 19 February 2019

3.1.3 This position continues to change in line with expectations. Revenue Support Grant has ceased to be paid and our own earned income from council tax and the Rate Retention Scheme income increase.

#### Rates Retention Scheme (RRS)

3.1.4 This was a major change to the funding of local authorities in 2013/14 and for Mid Sussex there has been some moderate growth in our Business Rate taxbase. We can forecast income of £2.521m in 2019/20 together with a surplus of £446k as at 31/03/19 and from that include a payment into the RRS reserve (which is there to mitigate potential variations in income from year to year) of £200k.

3.1.5 However, for 2020/21 (i.e. the year after next) we are reducing the forecast net income from RRS by c £1.2m to allow for the effect of the Fair Funding Review. This is described more fully towards the end of the Section.

### Revenue Support Grant (RSG)

3.1.6 RSG is the residual part of Formula Grant under the new financial model; and in common with many other councils, for next year we receive none of this funding. Neither are we having to pay over negative RSG of £737k that was previously forecast, since MHCLG have managed to remove these numbers from the grant system.

### New Homes Bonus (NHB)

3.1.7 As Members are aware, the level of NHB received under the present scheme is dependent on the scale of new housing completed each year. NHB is calculated on net housing developed (i.e. the figure is reduced by demolitions and empty homes). The table below shows the actual funds received to date and the estimated return in future years. While the Final Settlement did not make changes to the scheme, it is widely thought that it will be replaced for 2020/21 and the funding subsumed by the Fair Funding Review. We are therefore not showing any forecast income in that year and thereafter.

Year	2011/12 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
1 <sup>st</sup> actual	360	360	360	360	360	360			
2 <sup>nd</sup> actual		506	506	506	506	506			
3 <sup>rd</sup> actual			735	735	735	735	735		
4 <sup>th</sup> actual				894	894	894	894		
5 <sup>th</sup> actual					761	761	761	761	
6 <sup>th</sup> actual						1,173	1,173	1,173	1,173
7 <sup>th</sup> actual							845	845	845
8 <sup>th</sup> actual								878	878
9 <sup>th</sup> actual									548
<b>Total</b>	360	866	1,601	2,495	3,256	4,429	4,408	3,657	3,444

3.1.8 It is worth restating for clarity that there are no draws on the Bonus within the revenue budget; instead, the income replenishes our general reserve.

### 3.2 Income from Fees, Charges and Rents

- 3.2.1 The Council continues to generate substantial income from charging for a number of its own services. Added together, fees and charges are expected to represent about 30% of the Council's overall income, i.e. a greater proportion than that received in funding from Government. To agree a budget, assumptions have been made about the state of the local economy, particularly the building related sectors that affect income from Land Charges, Building Control and Development Management and the income associated with the management of off-street car parking. We are not expecting any significant variations in any of these markets next year but will of course monitor and report variances to Cabinet in the usual way.
- 3.2.2 For clarity, there are no price rises in any of the main income streams for next year.

### 3.3 Use of Reserves

- 3.3.1 Last year we were able to set up and/or increase the Specific Reserves that are used to finance the project work in various areas. This theme continues next year with transfers to reserves taking place in the following areas..

#### Orchards Reserve

- 3.3.2 The payment into this reserve is there to assist with development opportunities within the centre and to act as a buffer in the event of tenant incentives being needed when leases are renewed etc. Some incentives can be substantial and would otherwise create pressures in the revenue account that would affect core service spending.
- 3.3.3 For 2019/20, we expect to utilise some of the reserve on outline, and then detailed masterplanning and planning design, for a limited development of the centre to accommodate a leisure use and increased and improved car parking.

#### ICT Reserve

- 3.3.4 The payment to this reserve is proposed to be £400k next year and while the individual projects are still being worked up, it is expected that the expenditure is as per the table below:.

Capital Scheme	19/20 budget
Relocation of IDOX Uniform and Northgate software to Oaklands	37,000
Firewall replacement	25,000
Supporting Infrastructure Refresh	30,000
Telephony System Replacement	120,000
Workstation Replacement	50,000
	<b>262,000</b>

- 3.3.5 Capital schemes support the continued disaggregation of the CenSus ICT partnership as contracts come to an end. Capacity is being increased as equipment comes to end of life to future proof the network and support the move to Software as a Service (SaaS) products as part of the agreed digital strategy.
- 3.3.6 Planning for the implementation of Windows 10 and the next phase of Office 365 is underway and additional remedial work is being identified where minor software and/or hardware will need to be replaced to support compatibility. This includes workstations and a number of unsupported mobile devices.

- 3.3.7 The telephony system replacement is a significant undertaking and will be planned outside of the period where we are sending out council tax and rates bills. This will also support more mobile working and allow for reduced call costs through IP (Internet Protocol) Telephony..

#### Development Plan Reserve

- 3.3.8 Adopting the District Plan does not mean that work on the Council's development planning documents is completed. The Plan is underpinned by a raft of supporting documents, such as the Site Allocations Development Plan Document (DPD) and other Supplementary Planning Documents (SPDs)..
- 3.3.9 It is therefore proposed that the Reserve is topped up each year with £100k to fund this workstream. Some years we will spend more, and in some years, less; so a constant funding flow smooths out this irregular expenditure and enables the service to plan ahead with confidence

#### Burgess Hill Growth Reserve

- 3.3.10 This reserve finances the very significant volume of work centred on the projects that make up the programme for the Economic Growth in and around Burgess Hill. We are able to make a small further contribution to this reserve of £60k in 2019/20 but will need to review the use of the reserve in future years.

#### Business Rates Equalisation Reserve

- 3.3.11 This reserve was set up to smooth the possible irregularities in income arising from the scheme, by topping up income in years when appeals or extraordinary events (such as a large organisation closing and their business rates being lost) create a deficit. For 2019/20 we are forecasting a contribution of £200k, but this is subject to change in future years as a result of the Fair Funding Review described elsewhere in this report..

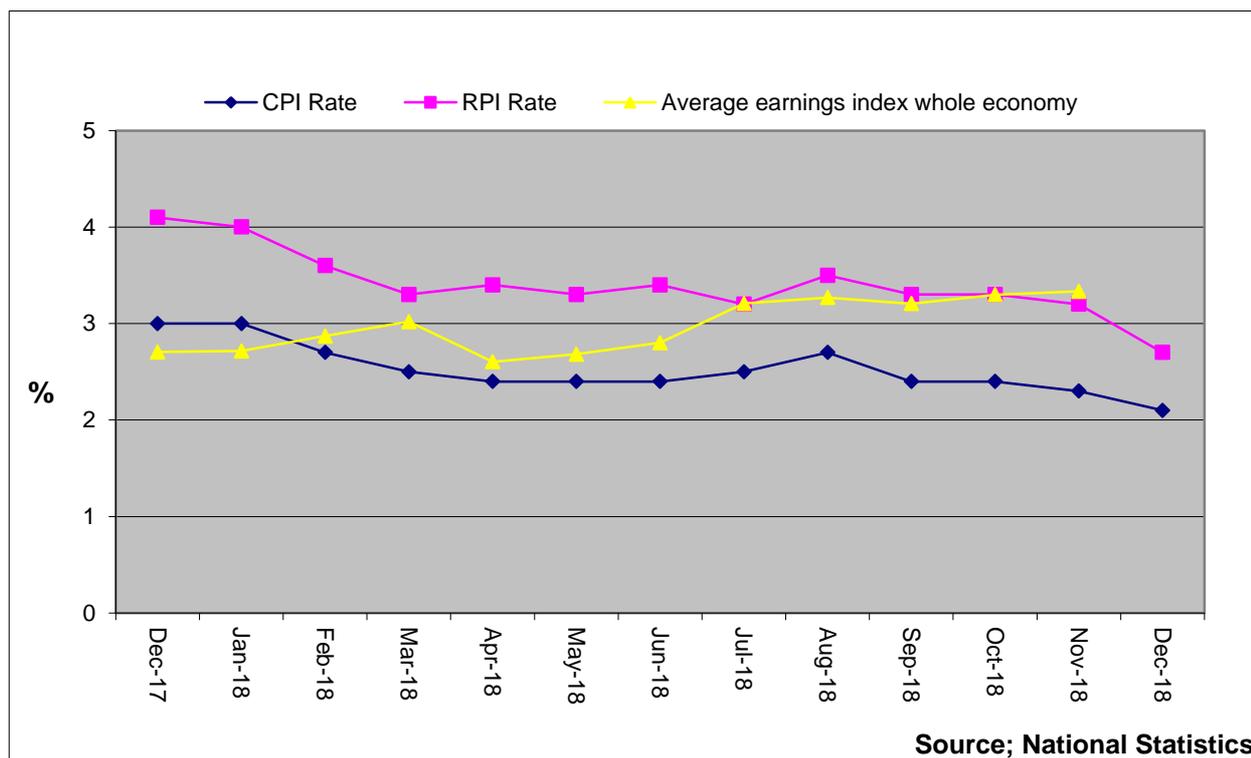
### **3.4 Council Tax**

- 3.4.1 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the single largest proportion of the Council's income, expected to be equivalent to 34% in 2019/20.
- 3.4.2 For next year Members have informally indicated that a modest rise of 3.1% (the maximum is £5.00 or 3%, whichever is higher) should be budgeted in order that the tax keeps up with inflation, given that most other income sources (such as car parking charges and green waste fees) are being frozen.
- 3.4.3 This provides an extra £417k whilst increasing the tax at Band D by £4.95. Recipients of the Council Tax Reduction Scheme are not affected by this increase due to the scheme parameters being appropriately updated.

### **(b) Expenditure**

#### **3.5 Inflation and Staff Salaries**

- 3.5.1 The Consumer Price Index measure of inflation fell to 2.1% in the year to December 2018 down from 2.3% in November as the chart below shows:



3.5.2 The inflation index is important to us, since it is used to calculate price increases on contracts and gives an indication of the general level of price increases that the Council should apply to its expenditure figures. Overall, net inflation relating to contracts and other expenditure is expected to be **£522k** in 2019/20. The details of this calculation are set out in Section 5. The principal increase is in relation to contracts £141k, other supplies and services £67k and maintenance £47k. The inflation figure assumes a 2% pay increase for staff in 2019/20, which equates to £229k.

### 3.6 Council Tax Collection Fund Surplus/Deficit

3.6.1 At this stage, we are forecasting a surplus on the Mid Sussex part of the Collection Fund of £103k by the end of the year. This most likely arises as a result of increased house building leading to more tax being billed, rather than an improvement to our collection rate which is being kept at 99.4%.

### 3.7 Council Tax Support Scheme

3.7.1 Members will recall that the Council agreed and implemented a new local Council Tax Support Scheme in 2013/14. Given its policy success, it is proposed that the Council retains this scheme for 2019/20 with the accompanying financial factors unchanged. We will be consulting on a simpler scheme in the year, with a view to implementing that scheme in 2020/21.

### 3.8 Housing Benefit Administration Grant /Local Council Tax Support Grant (LCTS)

3.8.1 This shows a net reduction of £20k this year.

### **3.9 Tax Base**

3.9.1 The tax base for the year was set at Council on 12 December 2018. For this year we are predicting growth of 1.21% which reflects the increased level of house building in the district, along with a reduced level of exemptions and discounts.

### **3.10 Balance Unallocated**

3.10.1 This forms a contingency for the year and has been kept low for the last few years. In effect, we accurately balance the budget by appropriately varying this figure by small amounts, and for 2019/20 we need to set it at £62k.

### **3.11 Capital Programme**

3.11.1 The proposed Capital Programme is set out in Section 4. It comprises a reasonable range of projects to be delivered although Members should note that more projects are in the pipeline and will come forward to start during the year..

### **3.12 Land and Property Specific Reserve**

3.12.1 Members will know that we have now invested £6m in the Local Authorities Property Fund and that this is generating a dividend of around 4% annually. We also now own the Wickes property in Burgess Hill that provides a yield of just over 5%. All of this income goes into providing services in a time of reducing government support to local government.

3.12.2 We look forward to continuing to invest in very high quality assets in order to further our self- sufficiency.

### **3.13 Fair Funding Review**

3.13.1 The government is considering a wide range of options for developing an updated funding formula by looking again at the factors that drive costs for local authorities. The review is intended to ensure that all authorities are appropriately funded.

3.13.2 The review will set new baseline funding allocations for local authorities by delivering an up-to-date assessment of their relative needs and resources, using the best available evidence.

3.13.3 It has been evident recently that the tiers of local authority that deal with Adult and Children's Social Care are finding that demand for services outstrips the financial resources to deal with them; some are ceasing or at least delaying expenditure on all non-statutory services in an effort to bring overall spending under control. Members will be aware of the very significant financial issues being faced by a number of upper tier Councils nationally including West Sussex County Council.

3.13.4 There is a widespread view that some financial rebalancing between the tiers of local authority is necessary and that the Fair Funding Review will be the mechanism by which this happens. As a Shire District, Mid Sussex can expect to see adjustments to its non-domestic rates baseline that will have the effect of reducing funding to the authority

3.13.5 We are therefore taking the opportunity to model the possible outcome of the Review by showing a significant reduction in our income from the Rate Retention Scheme in 2020/21. Formerly we were showing £2.7m of income with £200k being placed in the Scheme Reserve; i.e. a net £2.5m. In a 'worst case scenario' this could be reduced by £1m to £1.5m, albeit it would be likely to be damped in a real implementation.

3.13.6 The Provisional Settlement contained a consultation paper on the Review and the extent to which a new formula could be simple yet accurately estimate an authority's financial need. These two aims are often mutually exclusive and one can imagine that the outcome will necessarily be a compromise. Members will be kept informed of the progress of this Review but evidently, scenarios will need some careful consideration over the coming months and may also guide decisions to be taken in the short to medium term

### 3.14 Four Year Position

3.14.1 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) in Section 5 of this report. It is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change - particularly after the Fair Funding Review described above.

3.14.2 We are able to forecast that the gap / (surplus) in the Council's budget over the next 4 years is predicted to be:

<b>Year 1 2019/20</b>	<b>£0k (balanced)</b>
<b>Year 2 2020/21</b>	<b>£1,425k</b>
<b>Year 3 2021/22</b>	<b>£1,555k</b>
<b>Year 4 2022/23</b>	<b>£1,856k</b>

## 4.0 Specific Plans for Service Changes, Income Generation and Efficiency Savings for 2019/20

### 4.1 Introduction

4.1.1 As in previous years the plans described below have been carefully developed to ensure that services for residents and service users are not affected by the financial challenges facing the Council.

4.1.2 The service changes described below are a mixture of:

- in-year savings from 18/19 carried forward into 2019/20;
- increased service expenditure where demand for services has increased by way of economic or demographic growth.

4.1.3 It is important to note that while this Council continues to focus on finding ways of doing more for less and increasing efficiency, we still deliver new and innovative projects aimed at improving services for the residents of Mid Sussex.

4.1.4 The budget is now balanced as set out in the following paragraphs which contain some of the more significant changes.

## 5.0 Pressures

### 5.1 Pressures arising from Service Planning

#### Burgess Hill Programme

5.1.1 The Strategic Growth Programme for Burgess Hill is the most ambitious growth programme in the sub-region and it is a priority site for Government. It will transform the local economy, creating thousands of new high value jobs in technology-led industries, and will make Burgess Hill one of the most attractive places in the region in which to live and to do business.

- 5.1.2 The programme will deliver up to 5,000 new homes, over 15,000 jobs (including construction jobs), major improvements to key roads, new primary and secondary schools, increased capacity at GP practices, new and improved leisure facilities, and full-fibre digital infrastructure.
- 5.1.3 This land use has a significant effect on the workload in the Corporate Estates Business Unit due to the need to advise on the various sub projects that make up the programme, and it is therefore proposed that we increase the team by one 'Development Surveyor' post at a budgeted total cost of £65k. This post would deal with all the issues arising from the Burgess Hill Northern Arc development, whether that be land adoptions, development of associated land in our ownership or agreeing detailed iterations of the masterplans.
- 5.1.4 Approval of this post would then act to free up the surveyors to complete the other projects approved within the Corporate Plan this year and next.
- 5.1.5 Members will also be aware that in Burgess Hill, the library will close in its location next to the now empty Martlets Hall, and reopen in a new location within a converted empty shop in the centre itself. Unfortunately this results in a loss of rental income to this Council of £15k each year.

#### Wellbeing Team

- 5.1.6 The Wellbeing Team provides a valued service in preventative health and while external funding is not assured into the future, longer serving members of staff accrue full employment rights. It is therefore prudent to budget for the posts. This year, one post becomes permanent, costing £28k pa.

#### Environmental Health

- 5.1.7 Environmental Health require a new post to manage the process to license Homes of Multiple Occupation for which a fee is payable. While this post will cost £40k pa, this should be met from license fees thereby making the proposal cost-neutral..

#### Housing and Homelessness Prevention

- 5.1.8 The Housing service is experiencing cost pressures this year and next. In April 2018 the Government introduced the Homeless Reduction Act which places greater responsibilities on the Council to assist homeless persons. This combined with welfare reforms has placed additional pressures on the service and Temporary Accommodation expenditure. It is proposed that three new posts are required to meet the increased demand for services. Two new posts will be created to ensure the Council meets its statutory responsibilities under the new Act and the other will manage the newly acquired Temporary Accommodation.
- 5.1.9 Members will recall that the Council agreed to acquire 20 properties to use as temporary accommodation as an alternative to using Bed & Breakfast properties to improve the service for homeless households and to reduce expenditure on Bed and breakfast accommodation. We are therefore showing both the cost of the new posts and a prudent £135k in rental income for the first year to make the proposal cost neutral.
- 5.1.10 As Members know the Bed & Breakfast budget is demand led so it is difficult to predict spend. This year it has proven even more difficult as the impact of the new Act is still emerging. Welfare reforms, the County Council's proposed budget savings and economic conditions will also have an impact on demand for temporary accommodation. Officers will carefully monitor the situation throughout the year.

Landscapes

- 5.1.11 Members will be aware that the SANG (Suitable Alternative Natural Greenspace) has been adopted by the Council to offset the impact of development on the Ashdown Forest. Whilst the Council receives some commuted sums that indirectly pay for its upkeep, we need to make provision for this within the revenue account. This amounts to £28k each year from next year, which is offset by the commuted sums.

Training and Development

- 5.1.12 We are seeking to invest in our staff through increased training and professional development at a cost of £21k. This also includes the cost of an improved learning portal used by both staff and Members.

Cleansing

- 5.1.13 As the number of new homes increases, the Waste Contract will grow along with the taxbase. As new properties are built and occupied, thresholds are met for increased contract payments. It is predicted that this equates to £14k next year and £28k the year after. We also need to add indexation to contract payments. The indices have increased faster than budgeted, adding a further pressure of £40k to next year's budget.
- 5.1.14 Similarly, the cost of collecting garden waste is increasing and the contractor has reverted to the contract sums rather than the one-off rate that was agreed as a one off to enable the service to grow. This adds £47k to the Council's costs next year.
- 5.1.15 In the same service, WSCC are reverting to the national statutory default rate of recycling credit rather than the higher figure that has been applied over the last few years. Whilst this forms part of the WSCC savings programme designed to save £6.6m next year overall, it does have the effect of increasing the Council's costs by £52k. This affects all the Councils in West Sussex, though others are facing much larger increases.

Legal Services

- 5.1.16 There is also an increasing amount of work in Legal that arises from the upturn in work volumes in other business units – particularly in Corporate Estates and Development Management. It is proposed that a new post of Trainee Solicitor be accommodated within the establishment at a cost of £40k. This also assists with workforce planning when turnover arises.

**5.2 Pressures arising from Service Enhancement**Development Management and Economic Growth

- 5.2.1 Last year the Council established the Economic Development Team and adopted the Economic Development Strategy and Action Plan.
- 5.2.2 In 2019/20 the Council will need to set a budget to deliver the Action Plan. It is anticipated that £200k will be required. This will be used to deliver the Plan which will promote the district, analyse skills, carry out town and village centre health checks, support feasibility work for Business Improvement Districts, carry out a programme of events and training for local businesses and to support full fibre rollout for Burgess Hill.

## 6.0 Savings

6.0.1. While we will always seek value for money, the growth of the district as a place to live, work and do business is such that the tenor of the Corporate Plan this year, continuing from last year, is that of investment in services.

6.0.2 That being so, there is a lesser level of savings to be included in our Plan this year, but the most significant are shown below.

## 6.1 Savings arising from Service Planning

6.1.1 As noted above, the closure of the loss-making Martlets hall reduces the cost of the leisure contract with Places for People Ltd by £81k each year. This is then passed to us as a contract variation.

## 6.2 Savings arising from Service Enhancements

### Investment income

6.2.1 Members will be aware that we have recently purchased the freehold property in London Road, Burgess Hill that is currently let to Wickes. This generates £325k pa (with 5-yearly rent reviews) and is shown as income to the general fund.

6.2.2 It is our intention to continue this programme of prudent investments to generate income that then supports services – as part of local financial independence and sustainability.

### Temporary Accommodation

6.2.3 As set out above and the subject of previous reports, we are implementing the business plan agreed by Council to acquire and manage our own properties. This will improve the quality of services for homeless families whilst reducing our revenue expenditure on the service by being our own landlord.

6.2.4 This reduction in expenditure may be masked by the significant increase in demand for the service, but the fundamentals of the business plan will remain true in that expenditure on a like for like basis will reduce.

6.2.5 To demonstrate that commitment, and being prudent to allow for a slow start to the project (given that properties have to be acquired, improved and altered etc) we are proposing that the savings budget be £135k in the year – a betterment of £100k.

6.2.6 This will of course be closely monitored through the year and reported on in the usual way. This is a statutory, demand-led service and it is therefore very difficult to predict expenditure on temporary accommodation. This is particularly difficult this year, as the impact of welfare reforms, the Homeless Reduction Act and the proposed budget cuts by WSCC on supported housing are all emerging.

6.2.7 In summary the key strategic characteristics of the proposals outlined above are

- Positive and prudent planning for the delivery of significant housing and economic growth in the district, and particularly in Burgess Hill
- Providing expanded services where demand exists
- Providing expanded services where demand exists
- Keeping taxation at realistic levels and relative to national inflation
- Building on our financial independence to support valued services

## 7.0 S25 Local Government Act 2003

7.1 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."*

7.2 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 2019/20 ensure that the net budget can be financed from Council Tax income, RRS, Housing Benefit Administration Grant and a collection fund surplus.. This budget has been compiled in close consultation and agreement with the 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 Section and each Head of Service. The Head of Corporate Resources 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.

7.3 There are risks associated with any estimate and the main risks are explained below. It should be noted though, that 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 previous years where Budget Management reports have continually adjusted the budget to ensure spending remains broadly on target.

## 8.0 Risk Analysis

8.1 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 risks that need to be acknowledged. For 2019/20, the risks of adverse variances can be considered minimal because there are only a small number of minor changes proposed to service budgets.

8.2 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. In addition, we have a record of prudently forecasting income which usually manifests as overachievement of income by the end of the year.

### Inflation

8.3 It is necessary to budget for 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 an economy where because of the UK desire to leave the EU, confidence is less certain than 12 months ago. Foreign exchange rates have proved to be volatile which has affected imported goods prices. Inflation is therefore difficult to predict but we have forecast that inflation will increase in the future but level off in the latter years to reflect the Bank of England inflation target of 2%. There is of course a risk that we have under-budgeted for expenditure in the medium term. This will be managed through our usual reports to the Executive.

- 8.4 Any adverse increase in prices, particularly on our contracts, could be contained by better procurement and energetic negotiation and we therefore consider this risk to be of minor significance compared to the overall budget.

#### Cost Control – 2018/19 net savings made permanent

- 8.5 These are net savings arising from the budget preparation process. Some are budget reductions, whilst some relate to small increases in income. These latter increases 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, 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.

#### Income Budgets

- 8.6 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 2019/20 prudent assumptions are made, particularly around areas such as land charges and building control income. Our in-year monitoring shows that these are realistic figures to use.
- 8.7 There are two areas of income where, once again, some fluctuation can be expected; car parking and development management income.
- 8.8 The car park income budget has been kept broadly at 2017/18 levels. While there is some increased income this is offset by the forecast costs of adding cashless payment to give an overall neutral effect. There is little risk of a significant movement here.
- 8.9 Development Management income has continued to show some growth – but this is mainly due to the delay in the adoption of the District Plan. Now that we have a Plan we can expect the income to stabilise. However, the prospect is that the larger developments coming forward will manifest as somewhat ‘lumpy’ income figures over the year.
- 8.10 One of the main risks to our income budget arises from the introduction of the Rate Retention Scheme. This firmly puts the risk of income shortfall with the local authority, whether that derives from a downturn in business rate collection from economic reasons, the outflow of cash for backdated Rateable Value appeals or a loss of a key business to another district. We are liable to the extent of the safety net i.e. after a drop of 7.5% from the baseline. To mitigate this risk we established an Equalisation Reserve (to which we have since added) which can be drawn on to enable spending on services to continue were our income to reduce for any one year. This also enables us to budget at an expenditure level and be certain that we can finance the budget overall. The risk is therefore mitigated given that we will have adequate funds to balance any shortfall in year.

It should be noted however, that a sustained downturn in business rates income does leave us vulnerable, and were this to happen, our choices would be to either reduce our expenditure to suit, or to draw on the general reserve in the event that the RRS reserve were depleted.

Expenditure budgets

- 8.11 Most expenditure budgets can be effectively controlled by management. The experience of controlling previous years' budgets is that it is most effective when the budget is considered as a whole by the Management Team and the Chief Executive and the Heads of Service as a group own the need to aim for a nil overspend. This approach will be used again in 2019/20 and can be expected to rigorously control costs.

Reserves

- 8.12 The total of the Council's non-earmarked General Reserves as at 1<sup>st</sup> April 2018 were £6.372m and projected to be just under £6.996m at 1<sup>st</sup> April 2019. The financial strategy includes that the target for the minimum level of total unearmarked reserves is £1.5m. The estimated positions at the start and end of the year demonstrate that this minimum level will be exceeded. 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 whilst allowing the Council the scope to invest in new capital projects over the forecast period.

Capital Programme

- 8.13 All the projects in the Programme are supported by existing or projected funding and reserves. There is no reliance on capital receipts being received in order to finance the programme.



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## SUMMARY OF REVENUE BUDGET 2019/20

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.

**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 2019 /20 Summary**

Notes	Budget 2019/20 £'000	Budget 2018/19 £'000
<b>1 Council Service Net Expenditure</b>	<b>12,486</b>	<b>11,847</b>
Contribution to Development Plan Reserve	100	n/a
Contribution to Rate Retention Scheme Equalisation Reserve	200	817
Contribution to ICT Reserve	400	400
Contribution to Burgess Hill Growth Reserve	60	304
Contribution to Orchards Reserve	425	425
Provision for Pay Award over 1%	0	109
<b>Total Revenue Spending</b>	<b>13,671</b>	<b>13,902</b>
<b>2 Capital Charges</b>	<b>2,083</b>	<b>2,183</b>
<b>3 Specific Items</b>	<b>2,810</b>	<b>2,280</b>

### Notes:

1. The total of net expenditure is the responsibility of the individual Business Unit Leaders and Heads of Service.
2. 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 total revenue spending.
3. Specific Items are one-off items of revenue expenditure financed from reserves and hence not included within total revenue spending.

## SERVICE BUDGETS

1. Budgets for 2019/20 for each Business Unit are shown on the next pages. There is a section for each containing :
  - a) an introduction by the Head of Service for 2019/20;
  - b) tables showing the variation for each Business Unit between 2018/19 and 2019/20 budgets, and
  - c) a budget summary including an analysis by type of spending which shows data for 2017/18 outturn (objective analysis only), original budget 2018/19 and budget 2019/20. Also included are figures to show the amount and percentage change between 2018/19 and 2019/20.

(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
- Licenses
- Postage, telephones and communications
- Computer costs
- Expenses
- Grants and subscriptions
- Miscellaneous expenses

**Third party payments**

- Private contractor payments

**Transfer Payments**

- Homelessness
- Funeral costs
- Housing benefits

**Support Services**

- Central support recharges
  - Finance
  - Legal
  - Human Resources and Payroll
  - Customer Services and Communications
  - Corporate Health and Safety
  - Democratic Services
  - Contract Support
  - Strategic Management
  - Strategic Core

- Office accommodation recharges

- Computer recharges

**Income**

- Customer and client receipts
- Rents
- Specific Government grants
- Other grants / reimbursements and contributions
- Recharges to other divisions and services

## Revenue Budget Summary 2019/20

Actual 2017/18 £'000		Budget 2019/20 £'000	Budget 2018/19 £'000	Change from 2018/19 £'000	%
1,203	Housing	1,231	1,242	(11)	(1%)
612	Planning Policy & Economic Development	1,079	831	248	30%
393	Development Management	650	663	(13)	(2%)
(1,268)	Parking Services	(1,127)	(1,176)	49	(4%)
2,643	Cleansing Services	3,105	2,738	367	13%
909	Landscapes and Leisure	1,049	947	102	11%
1,115	Community Services Policy and Performance	1,261	1,197	64	5%
(1,413)	Corporate Estates and Facilities	(2,426)	(2,012)	(414)	21%
(43)	Finance Accountancy	0	0	0	
1,479	Finance Corporate	1,505	1,507	(2)	(0%)
1,970	Revenues & Benefits	2,394	2,426	(32)	(1%)
5	Customer Services & Communications	0	0	0	
(16)	ICT	129	12	117	975%
25	Human Resources & Payroll	0	0	0	
(48)	Legal Services	0	0	0	
919	Democratic Services	981	951	30	3%
113	Land Charges	143	152	(9)	(6%)
(15)	Planning & Building Control Service Support	0	0	0	
993	Environmental Health	1,122	1,079	43	4%
291	Building Control	298	250	48	19%
1,134	Strategic Core	1,148	1,131	17	2%
(119)	Benefits	(119)	(119)	0	
1	Drainage Levies	1	1	0	
0	Balance Unallocated	62	27	35	130%
<b>10,883</b>	<b>Council Net Expenditure</b>	<b>12,486</b>	<b>11,847</b>	<b>639</b>	
200	Contribution to Rate Relief Equ. reserve	200	817	(617)	(76%)
600	Contribution to ICT reserve	400	400	0	
0	Contribution to Orchards growth reserve	425	425	0	
0	Contribution to Development Plan reserve	100	0	100	
500	Contribution to Burgess Hill growth reserve	60	304	(244)	(80%)
0	Provision for Pay Award over 1%	0	109	(109)	(100%)
50	Contribution to Reserves - Employees	0	0	0	
220	Contribution to Economic & Community Development Reserve	0	0	0	
100	Contribution to Asset Management Reserve	0	0	0	
200	Contribution to Job Evaluation Reserve	0	0	0	
40	Contribution to A23 Highway Cleansing Reserve	0	0	0	
22	Contribution to Leisure reserve	0	0	0	
<b>12,815</b>	<b>Total Revenue Spending</b>	<b>13,671</b>	<b>13,902</b>	<b>(231)</b>	

## Gross Expenditure and Income Budget Summary 2019/20

	Budget 2019/20 £'000	Budget 2018/19 £'000	Change from 2018/19 £'000      %	
<b>Gross Expenditure</b>				
Employees	13,523	12,887	636	5%
Premises Related Expenditure	2,807	2,765	42	2%
Transport Related Expenditure	316	304	12	4%
Supplies and Services	5,844	6,432	(588)	(9%)
Third Party Payments	5,270	4,953	317	6%
Transfer Payments	33,032	33,732	(700)	(2%)
Support Services	6,102	6,341	(239)	(4%)
	<b>66,895</b>	<b>67,413</b>	<b>(518)</b>	<b>(1%)</b>
<b>Gross Income</b>				
Customer and Client Receipts	(8,549)	(8,470)	(79)	1%
Rents	(4,067)	(3,578)	(489)	14%
Government Grants	0	0	0	
Other Grants and Contributions	(34,506)	(35,122)	617	(2%)
Recharges	(6,102)	(6,341)	239	(4%)
	<b>(53,224)</b>	<b>(53,512)</b>	<b>288</b>	<b>(1%)</b>
<b>Net Expenditure</b>	<b>13,671</b>	<b>13,902</b>	<b>(231)</b>	

### Specific Items Summary 2019/20

	<b>Budget 2019/20 £'000</b>	Budget 2018/19 £'000
<b>Business Unit</b>		
Housing	187	56
Planning Policy	1,618	1,587
Parking Services	85	0
Cleansing Services	105	141
Landscapes and Leisure	287	0
Community Services Policy and Performance	126	150
Finance Accountancy	9	0
ICT	150	162
Human Resources & Payroll	6	7
Democratic Services	211	41
Land Charges	0	2
Planning Service Support	25	25
Corporate Funds	0	109
	<b>2,810</b>	<b>2,280</b>

### Capital Charges Summary 2019/20

	<b>Budget 2019/20 £'000</b>	Budget 2018/19 £'000
<b>Business Unit</b>		
Housing	24	0
Parking Services	18	5
Cleansing Services	139	135
Landscapes and Leisure	1,388	1,519
Corporate Estates and Facilities	281	285
Revenues & Benefits	7	16
ICT	183	192
Democratic Services	14	14
Land Charges	28	18
	<b>2,083</b>	<b>2,183</b>

## Assistant Chief Executive

**Business Units:     Housing  
                          Planning Policy & Economic Development  
                          Development Management  
                          Commercial Services and Contracts**

### Housing

Throughout 2018/19, Housing Services continued to see increased demand for affordable housing. As a result, the Council continued to experience high numbers of homeless households in temporary accommodation (TA). At April 2018, there were 49 households in TA and it is anticipated this will be at least 60 by the end of March 2019.

The length of time households are spending in TA has also increased largely as a result of the new responsibilities placed on the Council in April 2018 by the Homeless Reduction Act. To help reduce the Council's reliance on bed and breakfast, and to provide an improved service during 2018/19, the Council agreed the business case for £6.5m and in 2018/19 set aside £4m, to acquire 20 units of accommodation within the District, either through acquisition or lease.

It is anticipated that this will have an impact during 2019/20 on the numbers of households in TA with a corresponding reduction in the amount the Council spends on bed and breakfast accommodation. However, it is difficult to quantify this because the service is demand led and trends demonstrate increasing demand.

Work continues to improve the pace at which new affordable housing is delivered by S106. However, this is dependent on developers and market flux. In order to boost delivery we are seeking to increase the amount of affordable housing provided on our own sites, identified for disposal, by increasing the percentage of affordable housing where possible to above policy compliant levels. In 17/18 the Council secured 97 affordable homes and anticipates 100 in 18/19.

In response to increased demand, in 2018/19, the Council has employed two additional housing officers to focus on homelessness prevention and managing the new temporary accommodation. In 2019/20, further investments in staff are also planned..

### Planning Policy and Economic Development

The Council adopted a District Plan in March 2018, and Development Infrastructure Contributions Supplementary Planning Document and Affordable Housing Supplementary Planning Document in July 2018. These have changed the nature of planning in the District by enabling the Council to take a robust approach to development and to how it collects contributions from developers, in particular, affordable housing contributions.

Burgess Hill Area is an ambitious programme which comprises of 33 projects. To date, the Council has secured £61.4m of inward investment from the Public Sector, including the Government to support delivery of growth. Significant achievements in 2018/19 were:

- decontamination and remediation of the former sewage treatment works site at Fairbridge Way and commencement of roadworks;
- completion of the DPD warehouse at the Hub;
- decontamination and remediation of the former Gas Holder at Leylands Road;
- secured £10.5m HIF and LGF funding for Goddard's Green Waste Water Treatment Works; This initiative will enable delivery of 256 additional new homes;
- secured £10.9m of LGF funds to develop and deliver the Place and Connectivity Project which will support improvements to sustainable transport, public realm and gateways improvements.

Burgess Hill Growth Area received a significant boost in summer 2018 when Homes England acquired the 200 hectare Northern Arc site, thereby bringing certainty and pace to delivery of infrastructure and homes. Following this, the Council has adopted a Masterplan and Infrastructure Delivery Plan for the Northern Arc and in autumn 2018 permitted the first phase of the development at Freeks Farm, which will see delivery of 460 new homes, new play area and open spaces. It is anticipated that the outline planning permission for the remainder will be presented to the District Planning Committee in summer 2019. In total, this will secure up to 3,500 homes, significant infrastructure including a link road between Issacs Lane and the A2300, 3 schools, a centre for community sports and other community facilities including a surgery.

In April 2018, the Council adopted an Economic Development Strategy. During the first year, the following activities have been achieved or started:

- 6 training events to help support our independent retailers;
- 40 Micro business grants worth £70,825, and attracting almost £160,000 in match funding to support the success of small businesses;
- Open 4 Business Event, focused on skills and apprenticeships
- A Masterplan for Haywards Heath to help guide and shape future development;
- Delivery of Martells redevelopment scheme in East Grinstead

In 2019/20, key outputs from the programme will include:

- Work will begin on the LGF-funded A2300 corridor improvements for Burgess Hill
- Delivery of full fibre network for Burgess Hill underway

During 2019/20, the following will be delivered:

- A new Lidl Store in Burgess Hill;
- Sustainable transport improvements to ensure integration of new developments with Burgess Hill

During 2019/20, work will continue on the Site Allocations Development Plan document and it is anticipated that consultation will take place during the summer 2019.

### **Development Management**

The role of Development Management is key to delivery of the District Plan and maintaining the Council's 5 year Housing Land Supply. To achieve this, the Planning team works closely with developers. The Developers Liaison Group has met quarterly and is instrumental to improving working relations with developers.

Over 2,700 planning and related applications were received during 2017/18, and 62 appeals against the refusal of planning permission.

97% of 'major' applications, 96% of 'minor' applications and 98% of 'other' applications were determined within the target period. Performance levels all exceeded our local targets.

36% of appeals were allowed, which was marginally in excess of the local target of 33% allowed.

Mid Sussex Design Awards, celebrating the best new architectural projects in the area and acknowledging the importance that high quality design plays in enhancing Mid Sussex, was held in the Autumn.

### **Commercial Services and Contracts Division**

This new division has now been fully established. The Council continues to enjoy good working relationships with its contractors, and work will continue to explore ways to ensure we are fully

exploiting the potential synergies between the contracts to ensure a joined up and cohesive approach to improve the customers experience.

### Parking

During 2018/19, the Council successfully introduced cashless parking in all town centre car parks, which provides more choice for our customers. The Council's car parks retained their Park Mark status and sixteen of those car parks also achieved Disabled Parking Accreditation awarded by the British Parking Association providing customers with confidence of safe and accessible car park provision.

In 2018, in partnership with WSCC, the Council commissioned two road space audits in Burgess Hill and East Grinstead. A road space audit in Haywards Heath will be commissioned in 2019/20. These audits provide an important evidence base to inform the refresh of the Council's Car Parking Strategy which will be a significant priority for the Council in 2019/20.

### Waste

The Divisional Leader for Commercial Services and Contracts Division Chairs the West Sussex Waste Partnership Officers' Group and is working closely with the other authorities in West Sussex to ensure recycling targets are achieved. The partnership will explore initiatives to increase the amount of waste recycled such as piloting the provision of food waste.

During 2018/19, the Council piloted the collection of small waste electrical goods and textiles with the British Heart Foundation, which proved extremely successful and resulted in just over 47 tonnes collected for reuse and recycling. During 2019/20, the Council will work to explore an expansion of this scheme across the District. The Council should achieve a recycling rate of 43.5% for 2018/19 and these key projects, along with some smaller scale service improvements, should increase the Council's recycling rate towards 45%, the target for 2019/20.

### Landscapes

During 2018/19, the Council successfully retained a Green Flag at Beech Hurst Gardens in Haywards Heath and secured a new green flag at St John's Park in Burgess Hill. During 2019/20, it is working with IdVerde to retain both Green Flags and to secure a new Green Flag for East Court and Ashplats Wood in East Grinstead, in partnership with the Town Council.

In 2019/20, the Council is proposing to invest £375k in its parks. This will enable extensive master planning and remodeling in some of the Council's key parks to improve the facilities for all users.

As the Northern Arc is brought forward Homes England will transfer 84 hectares of open space on the Northern Arc to the Council. This will significantly increase the amount of open space for our residents to enjoy

### Leisure

Attendance and membership at the Leisure Centres continues to grow and during 2018/19 the Council saw an upgrade of the leisure pool at the Triangle. Additional car parking spaces will be available at the Dolphin and a padel tennis facility will be introduced at the Triangle for summer 2019.

A key priority for the service in 2019/20 will be working with Homes England and specialist advisers to bring forward plans for the new Centre for Community Sports at the Northern Arc. This will provide a new facility for our residents which will complement the Triangle.

## Housing Budget 2019/20

	Budget 2018/19 £'000	Budget 2019/20 £'000	Housing Needs £'000	Other Council Property £'000	Housing Enabling £'000	Temporary Accommodation Asset Management £'000
<b>Gross Expenditure</b>						
415 Employees	524	314	0	113	96	
2 Premises Related Expenditure	2	0	2	0	0	
12 Transport Related Expenditure	12	9	0	3	0	
249 Supplies and Services	263	259	0	4	0	
0 Third Party Payments	0	0	0	0	0	
618 Transfer Payments	618	618	0	0	0	
221 Support Services	220	144	0	76	0	
<b>1,518</b>	<b>1,639</b>	<b>1,345</b>	<b>2</b>	<b>196</b>	<b>96</b>	
<b>Gross Income</b>						
(4) Customer and Client Receipts	(4)	(4)	0	0	0	
0 Rents	(135)	0	0	0	(135)	
0 Government Grants	0	0	0	0	0	
(272) Other Grants and Contributions	(269)	(269)	0	0	0	
0 Recharges	0	0	0	0	0	
<b>(276)</b>	<b>(408)</b>	<b>(273)</b>	<b>0</b>	<b>0</b>	<b>(135)</b>	
<b>1,242</b>	<b>1,231</b>	<b>1,072</b>	<b>2</b>	<b>196</b>	<b>(39)</b>	
<b>Net Expenditure</b>						
<b>Budget 2018/19</b>	<b>1,242</b>	<b>1,050</b>	<b>2</b>	<b>190</b>	<b>0</b>	
<b>Change from 2018/19</b>						
£'000 Change	(11)	22	0	6	(39)	
% Change	(1%)					
<b>Other Items 2019/20</b>						
Capital Financing Costs	24	0	0	0	24	
Capital Financing Income	0	0	0	0	0	
Specific Items	187					

## HOUSING VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	17
Salary adjustments *	3
Pressure - Temporary Accommodation Staffing	94
Pressure - Choice Base Lettings Contract	10
<b>Total</b>	<b>124</b>
<b>Budget Changes - Decreasing</b>	
Saving - Rental income from homes purchased for Temporary Accommodation	(135)
<b>Total</b>	<b>(135)</b>
<b>Total Variation for Housing</b>	<b>(11)</b>

\* Includes salary increments and approved establishment changes.

## Planning Policy & Economic Development Budget 2019/20

Budget 2018/19 £'000	Budget 2019/20 £'000	Planning Policy £'000	Economic Development £'000
<b>Gross Expenditure</b>			
525	525	317	208
0	0	0	0
13	13	8	5
58	262	47	215
0	0	0	0
0	0	0	0
251	303	217	85
<b>847</b>	<b>1,103</b>	<b>590</b>	<b>514</b>
<b>Gross Income</b>			
(15)	(24)	(24)	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>(15)</b>	<b>(24)</b>	<b>(24)</b>	<b>0</b>
<b>831</b>	<b>1,079</b>	<b>565</b>	<b>514</b>
<b>Net Expenditure</b>			
	831	538	293
<b>Change from 2018/19</b>			
	248	27	221
	30%		
<b>Other Items 2019/20</b>			
	0	0	0
	0	0	0
	1,618		

### PLANNING POLICY & ECONOMIC DEVELOPMENT VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	13
Recharges	59
Pressure - Economic Development Strategy	200
Salary adjustments *	2
<b>Total</b>	<b>274</b>
<b>Budget Changes - Decreasing</b>	
Ongoing 2017/18 Saving - S106 Monitoring fee income	(9)
Saving - Staffing	(17)
<b>Total</b>	<b>(26)</b>
<b>Total Variation for Planning Policy &amp; Economic Development</b>	<b>248</b>

\* Includes salary increments and approved establishment changes

## Development Management Budget 2019/20

DEVELOPMENT MANAGEMENT VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	25
Salary adjustments *	31
Pressure - Production of a Design Guide	16
<b>Total</b>	<b>72</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(48)
Saving - Staffing	(31)
Saving - Development Management Adverts	(6)
<b>Total</b>	<b>(85)</b>
<b>Total Variation for Development Management</b>	<b>(13)</b>

\* Includes salary increments and approved establishment changes.

Budget 2018/19 £'000	Budget 2019/20 £'000	Development Management £'000
<b>Gross Expenditure</b>		
1,251	1,277	1,277
0	0	0
45	46	46
195	206	206
0	0	0
625	574	574
<b>2,116</b>	<b>2,103</b>	<b>2,103</b>
<b>Gross Income</b>		
(1,454)	(1,454)	(1,454)
0	0	0
0	0	0
0	0	0
<b>(1,454)</b>	<b>(1,454)</b>	<b>(1,454)</b>
<b>663</b>	<b>650</b>	<b>650</b>
<b>Net Expenditure</b>		
	663	663
<b>Change from 2018/19</b>		
	(13)	(13)
	(2%)	
<b>Other Items 2019/20</b>		
	0	0
	0	0
	0	0

## Parking Services Budget 2019/20

Budget 2018/19 £'000	Budget 2019/20 £'000	Car Parks £'000	Parking Enforcement £'000
<b>Gross Expenditure</b>			
647	676	91	585
487	491	482	10
26	29	2	27
185	227	172	55
4	4	4	0
205	207	207	0
<b>1,553</b>	<b>1,635</b>	<b>958</b>	<b>676</b>
<b>Gross Income</b>			
(2,545)	(2,576)	(2,085)	(491)
0	0	0	0
(184)	(185)	0	(185)
0	0	0	0
<b>(2,729)</b>	<b>(2,761)</b>	<b>(2,085)</b>	<b>(676)</b>
<b>(1,176)</b>	<b>(1,127)</b>	<b>(1,127)</b>	<b>0</b>
<b>Net Expenditure</b>			
<b>Budget 2018/19</b>	<b>(1,176)</b>	<b>(1,176)</b>	<b>0</b>
<b>Change from 2018/19</b>			
£'000 Change	49	49	0
% Change	(4%)		
<b>Other Items 2019/20</b>			
Capital Financing Costs	18	18	0
Capital Financing Income	0	0	0
Specific Items	85		

### PARKING SERVICES VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustments *	17
Inflation	12
Recharges	5
Pressure - Parking Strategy	40
<b>Total</b>	<b>74</b>
<b>Budget Changes - Decreasing</b>	
Saving - New Car Park following Martlets Hall Demolition	(25)
<b>Total</b>	<b>(25)</b>
<b>Total Variation for Parking Services</b>	<b>49</b>

\* Includes salary increments and approved establishment changes.

## Cleansing Services Budget 2019/20

CLEANSING SERVICES VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustments *	8
Inflation	146
Recharges	38
Ongoing pressure - Waste contract variation - Growth in properties	17
A23 Clearance	20
Pressure - Waste contract indexation	40
Pressure - Waste contract variation - Growth in properties	14
Pressure - Garden Waste contract variation	47
Pressure - Recycling credit income	52
<b>Total</b>	<b>382</b>
<b>Budget Changes - Decreasing</b>	
Saving - Staffing	(15)
<b>Total</b>	<b>(15)</b>
<b>Total Variation for Cleansing Services</b>	<b>367</b>

\* Includes salary increments and approved establishment changes.

Budget 2018/19 £'000	Budget 2019/20 £'000	Refuse Collection £'000	Recycling £'000	Highway Cleansing £'000	Highway Maintenance £'000
	<b>Gross Expenditure</b>				
335	Employees	141	63	97	35
30	Premises Related Expenditure	0	15	0	15
17	Transport Related Expenditure	9	3	4	1
90	Supplies and Services	56	36	1	0
4,263	Third Party Payments	3,326	0	1,232	0
235	Support Services	166	49	40	13
<b>4,989</b>		<b>3,698</b>	<b>166</b>	<b>1,374</b>	<b>65</b>
	<b>Gross Income</b>				
(1,354)	Customer and Client Receipts	(1,354)	0	0	0
(896)	Other Grants and Contributions	(15)	(813)	(17)	0
<b>(2,250)</b>		<b>(1,369)</b>	<b>(813)</b>	<b>(17)</b>	<b>0</b>
<b>2,738</b>	<b>Net Expenditure</b>	<b>2,330</b>	<b>(647)</b>	<b>1,357</b>	<b>65</b>
<b>2,738</b>	<b>Budget 2018/19</b>	2,113	(714)	1,281	59
	<b>Change from 2018/19</b>				
	£'000 Change	367	67	76	6
	% Change	13%			
	<b>Other Items 2019/20</b>				
	Capital Financing Costs	139	0	0	0
	Capital Financing Income	0	0	0	0
	Specific Items	105			



## Head of Corporate Resources

**Business Units:      Community Services, Policy & Performance  
                              Corporate Estates and Facilities  
                              Finance  
                              Revenues and Benefits**

### **Community Services, Policy and Performance**

The year ahead promises to be very busy with a large range of projects to be delivered. Firstly, we aim to adopt the Strategies that we started creating last year; a new Playing Pitch Strategy, Play and Open Space Strategy and Community Asset Strategy. These will last from 2018 to 2031 and are designed to guide the development of the district in tandem with the housebuilding set out within the District Plan. These strategies are used by developers to steer them on the level and extent of the community infrastructure required to accompany new developments and should be adopted in the first part of the new year.

Next, we will be developing & delivering a comprehensive community Wellbeing programme that meets the requirements of the new three year wellbeing service contract specification from WSCC Public Health. Prevention rather than cure is increasingly important to the government.

We plan to expand the delivery of the Playdays in the school holidays. These have been really successful with many thousands of children benefitting from attending. We shall be varying the locations and timings of these to maximise take-up and will consider a mobile service being added on. Generally, we'd like to work with the Clinical Commissioning Group on addressing preventative community-based approaches to services which may mean exploring funding options with Public Health beyond March 2019.

As the towns grow larger we would also like to improve the uptake of cycling in the district and will be working on a Mid Sussex Cycle Network with the aim of consulting with residents in March 2020.

Finally, amongst the other Sustainability work (including implementing the Sustainability Strategy action plan), we plan to help with delivering Affordable Warmth for certain groups of people and to promote low carbon transport by way of Sustainable Travel events and the upgrading of the electrical vehicle charging infrastructure in key community locations.

### **Corporate Estates and Facilities**

The year ahead looks to be very busy as the activity in the property market continues to show no signs of abating just yet. The focus next year will be to finish a number of projects and make effective starts on a number of others whilst continuing to deliver the business as usual across the existing portfolio.

We will be bringing forward a masterplan for the development of the Orchards Shopping Centre to increase its leisure use and to diversify the tenant mix, this will of course involve community consultation over the summer.

We will continue to purchase property to provide temporary accommodation to use instead of bed and breakfast rooms and we will also try and maximise the delivery of affordable housing through the use of council owned sites and by going beyond policy numbers.

We aim to produce a 20 year planned maintenance strategy; to guide capital and revenue spending across the district and ensure that our assets and facilities remain up to date and properly maintained.

We will also be delivering the capital projects set out within the capital programme for the year – renewing a range of playgrounds and replacing the windows and the heating in Oaklands. We should also be improving the democratic spaces on campus and adding a lift to make the building compliant with the Equality Act 2010.

### **Finance**

The theme this year is ensuring that the new Financial Management System.(FMS) is properly tested and training completed before the 'Go-Live' date later in the year on 2<sup>nd</sup> September. This date has been put back once due to competing demands on the staff resource with both Business as Usual and the FMS project requiring significant time input. Members will recall that the new system will be Cloud-based and available on mobile devices, and means we can reduce our ICT estate in line with the corporate priority

After a successful earlier closedown for 2017/18 this regime continues in 2018/19 and subsequent years. Between closedown, regular management accounting and the FMS project the year is completely taken up.

### **Revenues and Benefits**

This will be the first full year when Mid Sussex runs its own service and some time will be spent simply consolidating our organisation's staffing, training and processes and procedures. There are also some key projects to be delivered as set out next.

During the year we will explore the options for a simplified replacement for the Council Tax Reduction Scheme, modelling of options and analysis of outcomes, and agreement of the preferred way ahead. This is a project deferred from 2018/19 due to pressure of work. Once a preference has been identified, a thorough impact assessment will be undertaken during the summer of 2019 and consultation undertaken during the autumn of 2019 with a view to implementation for 2020/21.

We will also be procuring an Imaging and Workflow system during the year and then retendering our 'virtual mailroom' service that feeds the data into the Workflow; we expect to implement this in July 2019.

Finally, we need to ensure that the Managed Migration of Universal Credit is successful across the district and help our Housing Benefits customers accordingly.

## Community Services Policy and Performance Budget 2019/20

COMMUNITY SERVICES, POLICY AND PERFORMANCE VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £000
<b>Budget Changes - Increasing</b>	
Inflation	20
Salary adjustments *	8
Recharges	2
Pressure - Staffing	28
Pressure - Not in Education or Training project (NEETs)	6
<b>Total</b>	<b>64</b>
<b>Budget Changes - Decreasing</b>	
<b>Total</b>	<b>0</b>
<b>Total Variation for Policy &amp; Performance</b>	<b>64</b>

\* Includes salary increments and approved establishment changes.

Budget 2018/19 £'000	Budget 2019/20 £'000	Sustainability Climate Change £'000	Community Services £'000	Partnership Funding £'000	Corporate Improvement £'000	Grants to Orgs £'000	Community Leisure & Dev £'000
585	634	42	165	231	99	27	70
1	1	0	0	0	1	0	0
21	21	2	6	5	5	1	3
429	441	8	74	36	16	250	59
0	0	0	0	0	0	0	0
2	2	0	0	0	0	0	2
289	291	24	64	51	71	30	51
<b>1,325</b>	<b>1,390</b>	<b>76</b>	<b>309</b>	<b>322</b>	<b>191</b>	<b>307</b>	<b>185</b>
(122)	(22)	0	0	(22)	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
(6)	(106)	0	(6)	(100)	0	0	0
0	0	0	0	0	0	0	0
<b>(128)</b>	<b>(128)</b>	<b>0</b>	<b>(6)</b>	<b>(122)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,197</b>	<b>1,261</b>	<b>76</b>	<b>303</b>	<b>199</b>	<b>191</b>	<b>307</b>	<b>185</b>
	1,197	73	292	153	191	321	166
	64	3	11	46	0	(14)	19
	5%						
	0	0	0	0	0	0	0
	126						



## Finance Accountancy Budget 2019/20

FINANCE ACCOUNTANCY VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustments*	5
Inflation	13
Pressure - Software licence - TechnologyOne	53
<b>Total</b>	<b>71</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(24)
Saving - Software licence - Civica	(47)
<b>Total</b>	<b>(71)</b>
<b>Total Variation for Finance Accountancy</b>	<b>0</b>

\* Includes salary increments and approved establishment changes.

	Budget 2018/19 £'000	Budget 2019/20 £'000	Accountancy Support £'000
<b>Gross Expenditure</b>			
485 Employees		502	502
0 Premises Related Expenditure		0	0
1 Transport Related Expenditure		1	1
120 Supplies and Services		130	130
0 Third Party Payments		0	0
127 Support Services		129	129
<b>733</b>		<b>761</b>	<b>761</b>
<b>Gross Income</b>			
0 Customer and Client Receipts		0	0
0 Other Grants and Contributions		0	0
(733) Recharges		(761)	(761)
<b>(733)</b>		<b>(761)</b>	<b>(761)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2018/19</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Change from 2018/19</b>			
£'000 Change		0	0
% Change			
<b>Other Items 2019/20</b>			
Capital Financing Costs		0	0
Capital Financing Income		0	0
Specific Items		9	

## Finance Corporate Budget 2019/20

Budget 2018/19 £'000	Budget 2019/20 £'000	Other Corp Democratic Core £'000	Non Distributed Costs £'000	Insurance £'000	Finance Control Support £'000
<b>Gross Expenditure</b>					
1,323	1,332	32	1,318	(18)	0
17	19	0	0	19	0
0	0	0	0	0	0
203	202	134	0	6	62
0	0	0	0	0	0
39	26	20	0	0	6
<b>1,581</b>	<b>1,580</b>	<b>186</b>	<b>1,318</b>	<b>7</b>	<b>69</b>
<b>Gross Income</b>					
0	0	0	0	0	0
(7)	(7)	0	0	(7)	0
(68)	(69)	0	0	0	(69)
<b>(74)</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>(69)</b>
<b>1,507</b>	<b>1,505</b>	<b>186</b>	<b>1,318</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>					
	1,507	189	1,318	0	0
<b>Change from 2018/19</b>					
	(2)	(3)	0	0	0
	(0%)				
<b>Other Items 2019/20</b>					
	0	0	0	0	0
	0				

## FINANCE CORPORATE VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	19
2017/18 Ongoing pressure - Apprenticeship Levy	5
<b>Total</b>	<b>24</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(26)
<b>Total</b>	<b>(26)</b>
<b>Total Variation for Finance Corporate</b>	<b>(2)</b>

## Revenues &amp; Benefits Budget 2019/20

REVENUES & BENEFITS VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	38
Salary adjustments *	14
<b>Total</b>	<b>52</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(74)
Saving - Bank charges	(10)
<b>Total</b>	<b>(84)</b>
<b>Total Variation for Revenues and Benefits</b>	<b>(32)</b>

\* Includes salary increments and approved establishment changes

Budget 2018/19 £'000	Budget 2019/20 £'000	Benefits Admin £'000	Revenue Collection £'000
<b>Gross Expenditure</b>			
1,528	1,553	668	885
0	0	0	0
20	25	13	12
376	403	144	258
0	0	0	0
0	0	0	0
912	855	490	365
<b>2,836</b>	<b>2,835</b>	<b>1,316</b>	<b>1,520</b>
<b>Gross Income</b>			
(235)	(266)	(1)	(265)
0	0	0	0
(175)	(175)	0	(175)
0	0	0	0
<b>(410)</b>	<b>(441)</b>	<b>(1)</b>	<b>(440)</b>
<b>2,426</b>	<b>2,394</b>	<b>1,314</b>	<b>1,080</b>
<b>Net Expenditure</b>			
<b>Budget 2018/19</b>		1,286	1,140
<b>Change from 2018/19</b>			
£'000 Change		28	(60)
% Change		(1%)	
<b>Other Items 2019/20</b>			
Capital Financing Costs		0	7
Specific Items		7	0

## **Head of Digital, Customer Services, ICT, Communications & HR**

**Business Units:     Customer Services and Communications  
                          ICT & Digital Services  
                          Human Resources & Payroll**

### **Customer Services & Communications**

The Council's Customer Services and Communications teams will continue to support and provide the first point of contact for the majority of Council customers. This will be delivered through the Council's main reception at Oaklands, the Contact Centre, the internet and social media. Where possible we will provide a single point of contact for all Council services, including planning and building control.

During the year the Customer Services team will be capitalising on continued improvements to the Customer Relationship Management system (CRM). Efficiencies that have delivered additional capacity within the team will increasingly be used to transfer more services to the team. For example, Garden Waste subscriptions will move to the team later this year. New queuing software for the reception at Oaklands now provides management information on service requests, wait times and we will adjust cover to ensure it effectively meets customer needs. We will become more proactive, developing additional capabilities to provide notifications to customers and residents with information about our services so that they do not need to contact us.

The Communications team will focus on understanding the Council's audiences and their preferred means of contact. Communications and Social Media monitoring is in place, providing analysis of the effectiveness of our work. This in turn will help identify communities so that we can better understand resident and customer needs. In 2019/20 the team will continue to offer campaign, marketing and communications support to business units.

The Communications team will continue to ensure the Council's publications are of appropriate quality and will monitor the spend and continued need for these. Mid Sussex Matters (MSM) magazine and Mid Sussex Matters More the online magazine will be enhanced to provide options for readers who wish to share articles and information with others.

### **ICT & Digital**

The Digital team will build on its work in redesigning the Council's web presence working with customers to ensure transactions and journeys facilitate a faster and improved customer experience. This work will support the work of the Customer Services team, ensuring our residents and customers have as positive an experience when they call us as when they use online services.

The Digital and ICT teams will focus on delivering the next phase of the Council's Digital Strategy. This will include exploiting existing software to retire, older, more expensive, software and hardware. The team will also focus on the Council's data architecture ensuring data is categorised to aid security, significantly reducing duplication and managing risk associated with data retention and access. This will include measures to use single data sets as sources of information for all systems, for example address data in the gazetteer system. Technologies will be introduced to support staff and contractors working predominantly in the field, reducing administration time and offering an improved customer experience. The teams will also support colleagues in developing digital skills to enable more effective working practices that reflect changing customer needs and expectations.

### **Human Resources & Payroll**

The key aim for Human Resources (HR) will be to increasingly support managers and employees to maximise their productivity and flexibility to reflect the changing demands on the Council. Building on the introduction of a more flexible HR and Payroll system integrating timesheets and expenses, the team will support managers to focus on employee development and productivity. This will include job design to ensure people have the skills for the future and not the past.

## Customer Services &amp; Communications Budget 2019/20

CUSTOMER SERVICE AND COMMUNICATIONS VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	9
Salary adjustments*	4
Pressure - Printing - Mid Sussex Matters	5
<b>Total</b>	<b>18</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(18)
<b>Total</b>	<b>(18)</b>
<b>Total Variation for Customer Service and Communications</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

Budget 2018/19 £'000	Budget 2019/20 £'000	Customer Service and Comms £'000
<b>Gross Expenditure</b>		
374	387	387
0	0	0
1	1	1
98	100	100
0	0	0
203	183	183
<b>676</b>	<b>671</b>	<b>671</b>
<b>Gross Income</b>		
0	0	0
(7)	(4)	(4)
0	0	0
(669)	(667)	(667)
<b>(676)</b>	<b>(671)</b>	<b>(671)</b>
<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		
	<b>0</b>	<b>0</b>
<b>Budget 2018/19</b>		
<b>Change from 2018/19</b>		
£'000 Change	0	0
% Change		
<b>Other Items 2019/20</b>		
Capital Financing Costs	0	0
Specific Items	0	0



## Human Resources &amp; Payroll Budget 2019/20

Budget 2018/19 £'000	Budget 2019/20 £'000	Personnel and Payroll £'000
<b>Gross Expenditure</b>		
353	385	385
0	0	0
0	0	0
102	119	119
0	0	0
104	106	106
<b>559</b>	<b>611</b>	<b>611</b>
<b>Gross Income</b>		
0	0	0
0	0	0
(559)	(611)	(611)
<b>(559)</b>	<b>(611)</b>	<b>(611)</b>
<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		
<b>0</b>	<b>0</b>	<b>0</b>
<b>Change from 2018/19</b>		
£'000 Change	0	0
% Change		
<b>Other Items 2019/20</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	6	

## HUMAN RESOURCES AND PAYROLL VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	8
Salary adjustments *	3
Pressure - HR and Payroll system	40
Pressure - Internal training	15
Pressure - Training - Continuing Professional Development	6
<b>Total</b>	<b>72</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(48)
HR & Payroll System - Pressure for 2018/19 only	(24)
<b>Total</b>	<b>(72)</b>
<b>Total Variation for Human Resources and Payroll</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

## **Head of Regulatory Services (and Monitoring Officer)**

**Business Units:**     **Legal Services**  
                               **Democratic Services**  
                               **Land Charges and Planning Support**  
                               **Environmental Health**  
                               **Building Control**

### **Legal**

The legal team will continue to support all Business Units across the Council. There will continue to be a growing demand to secure high volumes of planning obligations including the infrastructure required to support the Northern Arc Strategic Allocation. The team will continue to assist the delivery of the Temporary Accommodation Project working with Housing and Estates. Property work relating to the Council's land holdings and new acquisitions to facilitate sustainable growth in the District will play a highly important role.

In addition, the legal team is an integral part of the Council's community work and charity matters.

The legal team has retained the Lexcel accreditation which is a quality mark for excellence in legal practice, management and client care. This facilitates the development of practices and procedures to deliver efficiencies and improve customer service. The legal team will seek to ensure commercial and other third parties pay appropriate fees in any recharge situation.

### **Democratic Services**

The Democratic Services team will continue to service meetings of the Council and committees. They also deal with other member issues including member development and member allowances.

There are District wide elections scheduled in 2019/20 and the team will ensure a readiness to deliver any election called at short notice as well as any Neighbourhood Plan Referendum.

Preparations are already underway to deliver the local elections in May 2019 to include an electoral integrity pilot.

The team support the Chairman and Vice Chairman in their Civic roles which include a wider role at times of National or local events affecting the public mood.

### **Land Charges**

As the District population increases the work of the Land Charges and the Planning and Building Control support teams increases. A new contract will be procured for the scanning of data as the need for scanning falls as more applications are submitted on line. Land charges records continue being accurately digitized to improve efficiency and additional resources have been added to this team to ensure this project is completed by 2020. The total land charges system will be installed mid 2019 so the electronic data can start being fully used when responding to land charges search requests.

### **Environmental Health**

Additional resources have been added to the team to meet the demands of a growing District and the new houses in multiple occupation registration requirements and animal registration responsibilities. Private housing conditions are an important part of the teams work.

The team is working to further digitize processes to improve efficiency.

The team is implementing a County wide discretionary disabled facilities policy which is seeing a lot more people supported by enhanced central government funding.

Food safety remains an important area of work for that part of the team.

Licensing policies will be kept under review with a new gambling policy recently adopted.

### **Building Control**

There remains plenty of activity in the building market and the team will be kept busy with fee producing work. They look to market their services to attract better paid work.

To assist with recruitment the team have trained from within and this process is continuing in 2019/20 as part of the enhanced apprenticeship scheme.

## Legal Services Budget 2019/20

LEGAL SERVICES VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustment *	2
Inflation	10
Pressure - Staffing restructure	40
<b>Total</b>	<b>52</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(37)
Saving - Increased income	(15)
<b>Total</b>	<b>(52)</b>
<b>Total Variation for Legal Services</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

Budget 2018/19 £'000	Budget 2019/20 £'000	Legal Support Costs £'000
<b>Gross Expenditure</b>		
363	415	415
0	0	0
1	1	1
44	45	45
0	0	0
0	0	0
105	102	102
<b>512</b>	<b>564</b>	<b>564</b>
<b>Gross Income</b>		
(108)	(123)	(123)
0	0	0
(404)	(441)	(441)
<b>(512)</b>	<b>(564)</b>	<b>(564)</b>
<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		
	0	0
<b>Change from 2018/19</b>		
£'000 Change	0	0
% Change		
<b>Other Items 2019/20</b>		
Specific Items	0	0

## Democratic Services Budget 2019/20

DEMOCRATIC SERVICES VARIATION TABLE	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £000
<b>Budget Changes - Increasing</b>	
Salary adjustments*	3
Inflation	20
Pressure - Member Allowances - New Cabinet Member	8
<b>Total</b>	<b>31</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(1)
<b>Total</b>	<b>(1)</b>
<b>Total Variation for Democratic Services</b>	<b>30</b>
* Includes salary increments and approved establishment changes	

Budget 2018/19 £'000	Budget 2019/20 £'000	Elections and Registration £'000	Members Services £'000
<b>Gross Expenditure</b>			
271	268	157	111
4	4	3	1
20	21	2	19
623	646	186	460
0	0	0	0
242	242	124	117
<b>1,160</b>	<b>1,180</b>	<b>472</b>	<b>708</b>
<b>Gross Income</b>			
(4)	(4)	(2)	(2)
0	0	0	0
0	0	0	0
0	0	0	0
(205)	(196)	0	(196)
<b>(209)</b>	<b>(199)</b>	<b>(2)</b>	<b>(198)</b>
<b>951</b>	<b>981</b>	<b>470</b>	<b>511</b>
<b>Net Expenditure</b>			
	951	464	487
<b>Change from 2018/19</b>			
	30	6	24
	3%		
<b>Other Items 2019/20</b>			
	14	14	0
	211		

## Land Charges Budget 2019/20

	Budget 2018/19 £'000	Budget 2019/20 £'000	Local Land Charges £'000
<b>Gross Expenditure</b>			
120 Employees		125	125
0 Premises Related Expenditure		0	0
0 Transport Related Expenditure		0	0
23 Supplies and Services		21	21
0 Third Party Payments		0	0
161 Support Services		149	149
<b>305</b>		<b>296</b>	<b>296</b>
<b>Gross Income</b>			
(153) Customer and Client Receipts		(153)	(153)
0 Government Grants		0	0
0 Recharges		0	0
<b>(153)</b>		<b>(153)</b>	<b>(153)</b>
<b>152 Net Expenditure</b>		<b>143</b>	<b>143</b>
<b>Budget 2018/19</b>		<b>152</b>	<b>152</b>
<b>Change from 2018/19</b>		<b>(9)</b>	<b>(9)</b>
£'000 Change		(9)	(9)
% Change		(6%)	
<b>Other Items 2019/20</b>			
Capital Financing Costs		28	28
Capital Financing Income		0	0
Specific Items		0	0

## LAND CHARGES VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	4
<b>Total</b>	<b>4</b>
<b>Budget Changes - Decreasing</b>	
Salary adjustments*	(1)
Recharges	(12)
<b>Total</b>	<b>(13)</b>
<b>Total Variation for Land Charges</b>	<b>(9)</b>

\* Includes salary increments and approved establishment changes

**Planning and Building Control Service Support Budget 2019/20**

<b>PLANNING &amp; BUILDING CONTROL SUPPORT VARIATION TABLE</b>	
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	5
<b>Total</b>	<b>5</b>
<b>Budget Changes - Decreasing</b>	
Salary adjustments *	(5)
<b>Total</b>	<b>(5)</b>
<b>Total Variation for Planning &amp; Building Control Support</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

	Budget 2018/19 £'000	Budget 2019/20 £'000	Planning Services Support £'000
<b>Gross Expenditure</b>			
0 Employees	0	0	0
0 Transport Related Expenditure	0	0	0
0 Supplies and Services	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Gross Income</b>			
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>			
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2018/19</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Change from 2018/19</b>			
£'000 Change	0	0	0
% Change			
<b>Other Items 2019/20</b>			
Specific items	0	25	0



## Building Control Budget 2019/20

<b>BUILDING CONTROL VARIATION TABLE</b>		
Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget		
Description	Variation £'000	
<b>Budget Changes - Increasing</b>		
Inflation	10	
2017/18 Ongoing pressure - Building Control Income	29	
Salary adjustments *	14	
Pressure - Scanning of data	8	
<b>Total</b>	<b>61</b>	
<b>Budget Changes - Decreasing</b>		
Recharges	(13)	
<b>Total</b>	<b>(13)</b>	
<b>Total Variation for Building Control</b>	<b>48</b>	

\* Includes salary increments and approved establishment changes.

Budget 2018/19 £'000	Budget 2019/20 £'000	Building Control £'000
<b>Gross Expenditure</b>		
608 Employees	633	633
0 Premises Related Expenditure	0	0
31 Transport Related Expenditure	31	31
28 Supplies and Services	36	36
0 Third Party Payments	0	0
161 Support Services	148	148
<b>827</b>	<b>847</b>	<b>847</b>
<b>Gross Income</b>		
(578) Customer and Client Receipts	(549)	(549)
0 Recharges	0	0
<b>(578)</b>	<b>(549)</b>	<b>(549)</b>
<b>250</b>	<b>298</b>	<b>298</b>
<b>Net Expenditure</b>		
	250	250
<b>Change from 2018/19</b>		
£'000 Change	48	48
% Change	19%	
<b>Other Items 2019/20</b>		
	0	0
Specific Items	0	0

### Strategic Core

This section covers those costs that are related to the strategic management of the Authority and cannot be allocated to the specific service areas set out in the previous tables. It includes various items of expenditure including the cost of the Chief Executive, Heads of Service and the Council's share of the shared procurement service.

#### STRATEGIC CORE VARIATION TABLE

Analysis of changes in budget between 2018/19 original budget, and 2019/20 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	20
Salary adjustments *	24
Total	<u>44</u>
<b>Budget Changes - Decreasing</b>	
Recharges	(27)
Total	<u>(27)</u>
<b>Total Variation for Strategic Core</b>	<u><u>17</u></u>

\* Includes salary increments and approved establishment changes

## Strategic Core Budget 2019/20

	Budget 2018/19 £'000	Budget 2019/20 £'000	Strategic Core £'000	Balance Unallocated £'000
<b>Gross Expenditure</b>				
1,129 Employees	1,129	1,165	1,165	0
0 Premises Related Expenditure	0	0	0	0
9 Transport Related Expenditure	9	11	11	1,247
74 Supplies and Services	74	82	82	1
0 Third Party Payments	0	0	0	1
1,057 Support Services	1,057	1,018	1,018	32,410
	<b>2,269</b>	<b>2,276</b>	<b>2,276</b>	<b>33,658</b>
<b>Gross Income</b>				
0 Customer and Client Receipts	0	0	0	0
0 Other Grants and Contributions	0	0	0	(32,529)
(1,139) Recharges	(1,139)	(1,128)	(1,128)	(32,529)
	<b>(1,139)</b>	<b>(1,128)</b>	<b>(1,128)</b>	<b>(32,529)</b>
<b>Net Expenditure</b>	<b>1,131</b>	<b>1,148</b>	<b>1,148</b>	<b>1,129</b>
<b>Budget 2018/19</b>	<b>1,131</b>	<b>1,131</b>	<b>1,131</b>	<b>1,963</b>
<b>Change from 2018/19</b>				
£'000 Change	17	17	17	(834)
% Change	2%			(42%)
<b>Other Items 2019/20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Specific Items	0	0	0	0

## Corporate Funds Budget 2019/20

	Budget 2018/19 £'000	Budget 2019/20 £'000	Balance Unallocated £'000
<b>Gross Expenditure</b>			
0 Employees	0	0	0
2,082 Supplies and Services	2,082	1,247	1,247
1 Third Party Payments	1	1	1
33,110 Transfer Payments	33,110	32,410	32,410
	<b>35,192</b>	<b>33,658</b>	<b>33,658</b>
<b>Gross Income</b>			
0 Customer and Client Receipts	0	0	0
(33,229) Other Grants and Contributions	(33,229)	(32,529)	(32,529)
	<b>(33,229)</b>	<b>(32,529)</b>	<b>(32,529)</b>
<b>Net Expenditure</b>	<b>1,963</b>	<b>1,129</b>	<b>1,129</b>
<b>Budget 2018/19</b>	<b>1,963</b>	<b>1,963</b>	<b>1,963</b>
<b>Change from 2018/19</b>			
£'000 Change	(834)	(834)	(834)
% Change	(42%)	(42%)	(42%)
<b>Other Items 2019/20</b>	<b>0</b>	<b>0</b>	<b>0</b>
Specific Items	0	0	0

## Forecast of Benefits Costs 2019/20

	2017/18 Accounts	2018/19 Estimate	2018/19 Forecast	2019/20 Estimate	
<b>Non HRA Rent Rebates</b>					
	£'000	£'000	£'000	£'000	
gross expenditure	160	163	446	446	
net expenditure at standard subsidy					
effect of reduced subsidy	20	17	270	270	
effect of overpayments	(19)	(15)	(37)	(37)	
<b>Total Rent Rebates</b>	<b>1</b>	<b>2</b>	<b>233</b>	<b>233</b>	<b>1</b>
<b>Rent Allowances</b>					
	£'000	£'000	£'000	£'000	
gross expenditure	32,685	32,947	31,964	31,964	
net expenditure at standard sut	0	0	0	0	
effect of reduced subsidy	878	945	824	824	
effect of overpayments	(1,208)	(1,109)	(982)	(982)	
<b>Total Rent Allowances</b>	<b>(330)</b>	<b>(164)</b>	<b>(158)</b>	<b>(158)</b>	<b>2</b>
<b>Discretionary Local Scheme</b>					
Council Tax Benefit					
Rent Allowances	25	27	17	17	
Subsidy 75%	(19)	(20)	(13)	(13)	
<b>Total Discretionary scheme</b>	<b>6</b>	<b>7</b>	<b>4</b>	<b>4</b>	
<b>Total Support</b>	<b>(323)</b>	<b>(155)</b>	<b>79</b>	<b>79</b>	
Add : Previous Year Adjustment					
Less : LA Error subsidy	(81)	(83)	(95)	(95)	2
Adjustment for 2016/17 claim	(5)	0	0	0	
Expenditure above the cap recoverable from Housing Services (cells 13 &15)		0	(227)	(227)	1
DHP Subsidy Effect of Overpayments	2			0	
(Less)/Add : Funding (from)/to Benefits					
Equalisation Reserve	288	119	124	124	3
<b>Cost to MSDC</b>	<b>(119)</b>	<b>(119)</b>	<b>(119)</b>	<b>(119)</b>	

**Reasons for Variation from 2018/19 Estimate:**

(1) In an effort to maximise the amount of government subsidy received for Temporary Accommodation cases, from 1st April 2018, the Benefits team have been using the full rent to assess the claim rather than the previous calculation based on the Local Housing Allowance(LHA) rate. Non-HRA expenditure has therefore increased to reflect the full rent, of which expenditure above the cap(LHA rate) is identified, and is recoverable internally from Housing Services, who manage the Temporary Accommodation service. Housing Services are forecasting a net benefit from this change of £12,000 per annum as reported to Cabinet on 24th September 2018.

(2) Rent Allowances Subsidy allows for a percentage of overpayments to be claimed back from Central Government in the form of Benefits Subsidy, as well as the recovery of these overpayments from benefits recipients, resulting in a net income for the council. The volume of overpayments has decreased since the last budget, whilst the percentage of Local Authority error overpayments has increased, but remains below the lower threshold, allowing for the level of Local Authority error subsidy to be retained.

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

## CAPITAL PROGRAMME 2018/19 - 2022/23

### 1.0 Background

- 1.1 This section sets out a proposed Capital Programme and Capital Strategy. (Members should note that due to new guidance the Audit Committee will consider a fuller format of this strategy at their meeting of 25<sup>th</sup> February).
- 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 timeline. On this basis, this section sets out an overall Programme for the next four years.

### 2.0 Capital Strategy

- 2.1 The current strategy for capital spending is outlined below:
- a) The Capital Projects will contribute to achieving the Corporate Plan and must further the Council's corporate priorities. This will be the means that objectively selects, ranks, and recommends projects for inclusion in the Capital Programme, regardless of the source of the funding for the projects.
  - b) The affordability of capital projects must be determined in the context of the Strategy for Revenue Spending and the Strategy for Reserves and Cash Balances and will be governed by the provisions of the Prudential Code.
  - c) The Capital Programme will be financed by the most appropriate mix of:
    - interest;
    - contributions from the Revenue Budget;
    - loan;
    - contributions from stakeholders (including s106 agreements);
    - capital grants;
    - other grants;
    - proceeds from the sale of assets;
    - external funding from partners in both the public and private sectors, which is consistent with this Financial Strategy
    - Use of Revenue Reserves.
  - d) The use of borrowing as a means of financing capital expenditure will be consistent with the Prudential Code and with the Strategy for Revenue Spending.
  - e) The Council will continually review the financial and service benefits of existing assets and, in accordance with prudent asset management best practice, draw up a schedule of those which could be disposed of and the timescale for disposal in accordance with the Asset Management Plan.
  - f) The Council will make every effort to generate funding for capital projects from partners and other sources (including Section 106 agreements). Negotiations on the sources of funding must focus on the Council's priorities at the time.
  - g) The asset base will be continually reviewed to maximise financial benefits including income whilst ensuring the Council, as a local authority, does not compromise its fiduciary duty to the Council Tax payers.

- h) Projects that can be supported by a business case may be financed from reserves subject to a payback within an appropriate and specified period but subject to the Council's capacity to allow such a commitment.
- i) Council must approve the Capital Programme as part of the Corporate Plan and Budget exercise.

2.2 The adoption of the foregoing principles results in a modest Capital Programme for 2019/20, as detailed further in the paragraphs below.

### 3.0 Proposed Projects for 2019/20

3.1 In light of the comments above, the capital projects that have come forward are as follows:

**i) ICT**

These relate to a workstation replacement programme at £50k, and projects designed to upgrade our capabilities whilst moving us towards being infrastructure free in the longer term.

**ii) Other Schemes**

This project is the first of a three year programme for Oaklands Window Replacements. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan. It may be possible to achieve the whole programme in one year and make a saving – this will be investigated.

**iii) Major Capital Renewals**

This is the cost of maintaining our assets and is detailed below.

**iv) Disabled Facility Grants**

This is a mandatory scheme and is currently fully funded from a WSCC grant contribution.

**v) Pavilions**

These are funded wholly or mainly from S106 contributions.

3.2 The proposed capital projects to be included in the 2019/20 Capital Programme are set out on the next page. In addition the current Starts List for 2019/20-2020/21 is detailed below: The Starts List are projects that are being put forward for approval subject to a future business case.

<b>Proposed Starts List - 2019/20 - 2020/21</b>			
<b>Project</b>	<b>2019/20</b>	<b>2020/21</b>	
	<b>£'000s</b>	<b>£'000s</b>	
<i>Parks Improvements</i>			
Victoria Park- Haywards Heath	7 *	270	
Brooklands Park- East Grinstead	7 *	324	
Mount Noddy- East Grinstead	7 *	270	
Helmsley Meadow/ Finches Field- Pease Pottage	15 *	810	
<i>Playground Improvements 2019/20:</i>			
- Bolney Recreation Ground	tbc		
- John Pears Recreation Ground (Ashhurst Wood)	tbc		
- Twineham Recreation Ground	tbc		
<i>Playground Improvements 2020/21</i>			
		240	
* Revenue costs met from Parks Improvement Specific Reserve			

Proposed New Projects - Capital Programme 2019/20 - 2022/23						
	Project Justification	Total 2019/20	Total 2020/21	Total 2021/22	Total 2022/23	Revenue Implications
Project		£'000s	£'000s	£'000s	£'000s	£'000s
<b>ICT Projects/ CenSus ICT</b>						
Workstation Replacement	Yes	50	50	50	50	
Relocation of IDOX Uniform and Northgate software to Oaklands	Yes	37				5
Firewall replacement	Yes	25				
Supporting Infrastructure Refresh	Yes	30				
Telephony System Replacement	Yes	120				
<b>Total ICT Projects:</b>		<b>262</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>
<b>Others:</b>						
Oaklands Window Replacement	Yes	183	177	234		
<b>Total Others:</b>		<b>183</b>	<b>177</b>	<b>234</b>	<b>0</b>	<b>0</b>
<b>Major Capital Renewals</b>						
<u>Oaklands:</u>						
Refurbish West Wing Grd Floor Gents W011	n/a	20				
Refurbish East Wing Kitchen E104	n/a	15				
Refurbish East Wing Gents	n/a	20				
Refurbish IT Suite	n/a	20				
Intruder Alarm Upgrade	n/a	30				
<u>Pavilions:</u>						
Cuckfield Rec Pavilion Refurbishment - Capital	n/a	57				
<u>Car Parks:</u>						
Tolgate Car Park Upgrade - Lindfield	n/a	22				
Trinity Road Car Park Upgrade- Hurstpierpoint	n/a	45				
Unallocated funding for future years	n/a		179	271	444	
<b>Total Major Capital Renewals</b>	n/a	<b>229</b>	<b>179</b>	<b>271</b>	<b>444</b>	<b>0</b>
<b>Housing</b>						
Affordable Housing	n/a		1,083			
<b>Total Housing</b>		<b>0</b>	<b>1,083</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>						
Disabled Facility Grants	n/a	900	900	900		
<b>Total Environmental Health</b>		<b>900</b>	<b>900</b>	<b>900</b>	<b>0</b>	<b>0</b>
<b>S106 Partly Funded Schemes:</b>						
<u>Pavilions:</u>						
Cuckfield Rec Pavilion Refurbishment -community funding	n/a	27				
<b>Total S106 Partly Funded Schemes:</b>		<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Capital Projects</b>		<b>1,601</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>	<b>0</b>
<b>Financed By:</b>						
Grant Contributions WSCC		900	900	900	0	
S106 Agreements -time limited		27	0	0	0	
S106 Agreements -non time limited		0	0	0	0	
S106 Housing - non time limited		0	1,083	0	0	
Met from Revenue Contributions (for MCR)		229	179	271	444	
General Reserve		183	177	234	0	
Specific Reserve		262	50	50	50	
<b>Total Financed:</b>		<b>1,601</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>	<b>0</b>

- 3.3 Each project (excluding Major Capital Renewals, Affordable Housing and Disabled Facility Grants) 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.

**Background Papers**

Report to Scrutiny Committee for Leader, Resources and Economic Growth on 16 January 2019.

Draft Corporate Plan and Budget for 2019/20 report to Cabinet 11 February 2019.

Budget working papers.

<b>Capital Programme 2018/19 - 2022/23</b>								
<b>Programming Summary</b>								
<i>Total Costs £'000</i>	<i>Scheme Description</i>	<i>Payments to 31/3/2018 £'000</i>						
			<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>	<i>2021/22 £'000</i>	<i>2022/23 £'000</i>	
13,670	Schemes in Progress	700	12,145	825	0	0	0	
1,262	New Projects	0	0	701	227	284	50	
894	Unallocated Funding - Future Projects	0	0	0	179	271	444	
4,802	Disabled Facility Grants	714	1,388	900	900	900	0	
1,088	Affordable Housing	5	0	0	1,083	0	0	
<b>21,716</b>	<b>Total Programme</b>	<b>1,419</b>	<b>13,533</b>	<b>2,426</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>	
			<----- £20,297,000 ----->					

<b>Capital Programme 2018/19 - 2022/23</b>								
<b>Financing Schedule</b>								
<i>Description</i>	<i>Notes</i>							
		<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>	<i>2021/22 £'000</i>	<i>2022/23 £'000</i>		
<b>Grant Contributions from WSCC-Disabled Facility Grants</b>	1	1,388	900	900	900			
<b>Grant Contributions from Lewes DC</b>	2	362						
<b>Capital Grants &amp; Contributions Reserve :</b>	3							
: - S106 Contributions -non time limited		179	112	0	0			
: - S106 Contributions - Housing -non time limited			0	1,083	0			
<b>Capital Grants &amp; Contributions - Receipts in Advance :</b>	4							
: - S106 Contributions -time limited		1,088	72	0	0			
<b>Loan</b>	5	0	0	0	0			
<b>Capital Receipts</b>	6	1,269	0	0	0			
<b>Use of General Reserves /Specific Reserves / Revenue Contributions</b>	7	9,247	1,342	406	555	494		
<b>Total Programme</b>		<b>13,533</b>	<b>2,426</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>		

## Notes for Financing Schedule:

1. West Sussex County Council grant received for Disabled Facility Grants.
2. Grant received from Lewes DC.
3. Capital grants, capital contributions and S106 contributions from developers with no conditions to repay.
4. Capital grants and S106 contributions from developers with conditions to repay if not used within a specified time limited.
5. Financed from internal and external borrowing.
6. Financed from Capital Receipts.
7. Financing from General Reserve and Specific Reserve including the use of revenue contributions.

<b>Capital Programme 2018/19 - 2022/23</b>							
<i>Scheme Description</i>	<i>Total £'000</i>	<i>Pre 1/4/18 £'000</i>	<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>	<i>2021/22 £'000</i>	<i>2022/23 £'000</i>
<b>Housing</b>							
Affordable Housing	1,088	5		0	1,083	0	0
TA Project - Mocatta Way	284	0	284				
TA Project - Rushy Grove	300	0	300				
TA Project - Bowden Way	322	0	322				
TA Project - Woodvale Lane	295	0	295				
<b>Total Housing</b>	<b>2,289</b>	<b>5</b>	<b>1,201</b>	<b>0</b>	<b>1,083</b>	<b>0</b>	<b>0</b>
<b>Commercial Services and Contracts</b>							
Expansion of Green waste service	80	77	3				
Expansion of Green waste service (18/19)	20		20				
Padel Tennis Court at the Triangle leisure Centre	110		0	110			
<b>Total Commercial Services and Contracts</b>	<b>210</b>	<b>77</b>	<b>23</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parking Services</b>							
Extension to Heath Road Car Park Haywards Heath	40	39	1				
Upgrade pay and display machines	169	0	169				
<b>Total Parking Services</b>	<b>209</b>	<b>39</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Estates &amp; Facilities</b>							
Council Chamber Modernisation	300	0	0	300			
Drainage capital works	155	76	79				
Drainage works (18/19)	50	0	50				
Roof Light Replacements, Oaklands	135	57	78				
Upgrade Council Chamber toilets & Reception area, Oaklands	81	0	0	81			
Resurfacing of Victoria Park Tennis Courts	38	0	38				
Resurfacing of Lindfield Common Car Park	14	0	14				
Mount Noddy Pavilion – extension and alterations	357	0	357				
Hurst Farm Development Costs	200	125	75				
Upgrading Play Equipment at Ansty Playground	13	0	13				
Upgrading Play Equipment at Dolphin Centre Playground HH	21	0	0	21			
Upgrading Play Equipment at Priory Way Playground HH	19	0	19				
Upgrading Play Equipment at St. John's Playground Bhill	30	0	0	30			
Upgrading Play Equipment at Kitty Lane Playground, Bolnore HH	11	0	11				
Christopher Road Car Park EG	18	0	18				
Fairfield Rec HPP	11	0	11				
Resurface St Wilfrid's service road	37	0	37				
Refurbishment of Poynings Pavilion	35	0	35				

<b>Capital Programme 2018/19 - 2022/23</b>							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Resurfacing of Dale Avenue Car Park, Hassocks	26	0	26				
Replacement heating distribution system, Oaklands	190	0	190				
Window replacements (North Wing), Oaklands	100	0	100				
Resurface Queensway car park, East Grinstead	41	0	0	41			
Resurface St Wilfrid's Way top car park	14	0	14				
Major Capital Renewals Unallocated Funding	894	0			179	271	444
Improvement works to Open Space at Spring Copse EG	30	16	14				
Finches Field Community Building Pavilion & Car Park	840	81	759				
Bedelands Farm - improvement to paths	80	8	72				
Worlds End Recreation Ground Play Improvements	199	0	199				
Worlds End Recreation Ground Football Pitches	15	0	15				
Worlds End Recreation BHTC projects -streetscene	16	0	16				
Changing Place Toilet Facility at Jane's Lane Pavilion, BH	81	0	81				
Scaynes Hill Millennium Hall Car Parl Extension	25	0	25				
Flat 10 St Josephs Way Acquisition	180	0	180				
255-269 London Rd BHill (Wickes) Land Acquisition	6,605	0	6,605				
Flat 7 St Josephs Way Acquisition	170	0	170				
Installation of vertical drainage system Fairfield Rec Ground, Hurstpierpoint	24	0	24				
Orchards Roof works	340	0	340				
Replacement of CCTV system at Oaklands, Haywards Heath	20	0	20				
Refurbishment works and alteration works on Court Bushes Pavilion	410	0	410				
upgrade of St. John's skate Park	15	0	15				
Martlet's Hall demolition and car park creation	180	0	180				
Oaklands Window Replacement	594	0		183	177	234	
Refurbish West Wing Grd Floor Gents W011	20	0		20			
Refurbish East Wing kitchen E104	15	0		15			
Refurbish East Wing Gents	20	0		20			
Refurbish IT Suite	20	0		20			
Intruder Alarm Upgrade	30	0		30			
Cuckfield Rec Pavilion Refurbishment	84	0		84			
Tolgate Car Park Upgrade - Lindfield	22	0		22			
Trinity Road Car Park Upgrade - Hurstpierpoint	45	0		45			
<b>Total Corporate Estates &amp; Facilities</b>	<b>12,870</b>	<b>363</b>	<b>10,290</b>	<b>912</b>	<b>356</b>	<b>505</b>	<b>444</b>
<b>Revenues and Benefits</b>							
Information at work EDRMS system migration to MSDC servers	25	0	25				
<b>Total Revenues and Benefits</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Capital Programme 2018/19 - 2022/23</b>							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<b>ICT</b>							
PC replacement programme (18/19)	25	0	25				
PC replacement programme (future years)	200	0		50	50	50	50
Switch Replacements	60	0	60				
Storage Area Network (SAN) Replacement	65	0	0	65			
New Remote Access	10	4	6				
Relocation of IDOX UNiform software to Oaklands	68	0	68				
Relocation of IDOX UNiform software to Oaklands (19/20)	37			37			
Edge Switch	50	0	50				
Firewall replacement	25	0		25			
Supporting Infrastructure Refresh	30	0		30			
Windows 10 update	208	0	130	78			
Telephony System replacement (hardware)	120	0		120			
<b>Total ICT</b>	<b>898</b>	<b>4</b>	<b>339</b>	<b>405</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>Land Charges</b>							
Modernisation of corporate records	226	217	9				
Modernisation of corporate records	187	0	88	99			
<b>Total Land Charges</b>	<b>413</b>	<b>217</b>	<b>97</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>							
Disabled Facility Grants	4,802	714	1,388	900	900	900	0
<b>Total Environmental Health</b>	<b>4,802</b>	<b>714</b>	<b>1,388</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>0</b>
<b>Grand Total</b>	<b>21,716</b>	<b>1,419</b>	<b>13,533</b>	<b>2,426</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>

## PROJECT JUSTIFICATION DETAILS

### PC Replacement Programme

**Purpose of project :**

The Council currently has approximately 400 workstations and to ensure efficiency and reliability a replacement programme is required. At present the workstations are bought with an extended 5 year warranty and ideally they should be replaced when this expires. Service areas with aging non-compatible workstations are disadvantaged when looking to improve their work process by leveraging modern digital tools and workflows. The present 10% replacement programme is insufficient to ensure staff have the best tools to improve efficiency, reliability and compatibility with the Digital Programme.

**Total Amount : £50,000**

Capitalised Salaries included in the project total: None

Other sources of funding: N/A

Revenue Implications: None

**Value For Money Assessment:**

The present replacement budget of £25,000 only replaces approximately 10% of all workstations. This has resulted in a major financial cost in 2017/18 to upgrade and replace workstations incompatible with installation of the Windows10 operating system before our present Windows7 operating system becomes unsupported in January 2020. To avoid this expense in future and to ensure service area have the best tools to deliver their workload the replacement budget needs to be sufficient to replace nearer 20% of workstations on a rolling basis.

**Business Unit/Service:** Digital and Customer Services

**Head of Service :** Simon Hughes

**Project Manager:** Julie Simpson

**Cabinet Members :** Cllr Mandy Thomas-Atkin

**Ward Members :** Not applicable

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

Efficient and Responsive Services

As detailed above this readjusts the workstation replacement programme timescales. Workstations include any equipment for staff to use digital technologies, for example laptops, tablets and peripherals. Workstations for many staff are the tools of their trade, enabling communication with colleagues, partners and customers. Increasing automation and improvement of line of business systems means that hardware must be able to keep up with service demands. As the Council moves to cloud based systems, while this reduces the need for powerful workstations this would move the replacement programme to a 5-year cycle within the lower end (i.e. longer) of the industry standard.

**Summary of discussions with Cabinet Member:**

The Cabinet Member has been consulted and has confirmed their support for this bid.

**Previous Consideration at Scrutiny Committee:**

N/A

**Risk Analysis:**

Service areas unable to realise efficiencies from digitising their services due to workstations being incompatible to system requirements.

## PROJECT JUSTIFICATION DETAILS

### Relocation of IDOX UNIFORM and Northgate software to Oaklands

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

The service plan for 2017/18 included a capital allocation of £68,000 for the migration of the IDOX UNIFORM system back from the CENSUS partnership. Due to issues that arose at a wider level in connection with the disbandment of the partnership arrangements, this project was not carried out. With the process for disbandment of the partnership now agreed, it has been decided to resurrect the postponed IDOX migration project and additionally include the associated Northgate Information@Work document management system that is also hosted on the CENSUS network, finally severing the Council's dependency on the CENSUS partnership for these critical software systems.

Coupled with the disbandment of the partnership, the pending obsolescence of the hardware and database software currently employed on the CENSUS network must also be taken into account. Officers are therefore of the opinion that the time has come to migrate both systems back to the Council's own datacentre.

Although the original migration project was suspended, the project budget remained allocated and has been carried over into the subsequent 2018/19 year. It is proposed that this form the base funding for the enhanced project and this capital proposal seeks 'top up' funding to complete the transition of both systems.

#### Background

The IDOX UNIFORM system is one of the big three software systems operated by the Council alongside the Academy Revenues & Benefits system and Civica Financial Management System. The IDOX UNIFORM system provides an application and case management platform for the majority of the Council's regulatory functions, including Planning, Building Control, Environmental Health and Licensing. It additionally hosts the core Local Land and Property Gazetteer (LLPG) that is used to power other systems such as the Electoral Registration, Waste Management and Customer Contact Centre operations.

The Northgate Information@Work document management system is used across the same service areas as the IDOX system for storage and management of the associated case files and paperwork. The system is also connected to the Council's highly popular Online Planning and Licensing Register, allowing the public and parish council's to download and view current and historic planning and licensing history.

#### **Costs:**

Total Amount : £37,500

Total project cost will be £105,500. To comprise £68,000 from the existing budget allocation plus £37,500 from this capital bid.

Capitalised Salaries included in the project total : None.

Other sources of funding : None

**Revenue implications:**

The immediate revenue implication of migrating the UNiform system back to MSDC is an increase of £5,000 per annum related to the database platform licensing cost. This will be added to the existing UNiform software maintenance cost of £35,000 per annum.

**Value for money assessment:**

It has not been possible to make a direct comparison between the costs of the current CENSUS shared service arrangement and the proposed migration; partly due to the fact that payments to CENSUS for the various services that it provides are aggregated together, but also because the hardware and software licensing requirements of the shared service arrangement are different to those required by a single point installation. In migrating the infrastructure back to Mid Sussex, councillors can be certain that there will be far greater transparency to the operating costs of both systems.

**Alternative options considered:**

Officers have looked at the option of moving to alternative providers, but concluded that the complexity of migrating the extensive datasets across to a new provider, coupled with the known time constraints on the existing CENSUS arrangements mean that undertaking a transition to an unknown replacement system would be a high risk option for critical council functions at this time. For this reason, officers have concluded that the only reliable path at this point is to progress the migration of the existing systems to the Council's datacentre.

**Business Unit/Service:** Digital and Customer Services

**Head of Service:** Simon Hughes

**Project Manager:** Keith Stanton

**Cabinet Member:** Mandy Thomas-Atkin

**Ward Member:** Not applicable

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

BS 2.1 - Better Services.

**Summary of discussions with Cabinet Member:**

The Cabinet member has confirmed agreement with the capital bid and is supportive of the continued move to disaggregate the census ICT partnership and legacy infrastructure.

**Risk Analysis:**

The proposal intends to make sensible provision for support of the UNiform system for the next 4-5 years. There are no specific risks that arise from the decision to migrate the UNiform system back to the Council's own datacentre. It is intended that significant stages of the work will be carried out at weekends in order to minimise disruption to services during the working week.

## PROJECT JUSTIFICATION DETAILS

### Firewall Replacement

**Purpose of project :**

Part of the firewall infrastructure installed in 2012 as part of PSN security requirements is coming to end of life support and will no longer receive updates leaving the council vulnerable to emerging threats, so needs replacing. An up-to-date Next Generation Firewall will enhance the level of security to better deal with emerging threats, support the growing number of cloud-based systems (both MSDC and 3<sup>rd</sup> party), and enable more diverse monitoring and analysis of network traffic.

**Total Amount : £25,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

**Value For Money Assessment:**

Out of date Firewall needs to be replaced to ensure ongoing security of the MSDC network and continual compliance with the PSN/PCI DSS security requirements. A new firewall will give us additional functionality to manage all web traffic through the firewall to enable more efficient network traffic flow.

**Business Unit/Service :** Digital and Customer Services

**Head of Service :** Simon Hughes

**Project Manager:** Howard Knowelden

**Cabinet Members :** Cllr Mandy Thomas-Atkin

**Ward Members :** N/A

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

**Efficient and Responsive Services**

The support required for maintaining the functioning of the existing firewalls diverts ICT staff from developing services that will contribute to efficiencies in more customer facing services.

**Financial Independence**

This will rationalise and significantly simplify the legacy firewall arrangements from the CenSus ICT partnership. This means that the Council will be able to either exploit the market to deliver reduced maintenance and support costs or bring administration in house.

**Summary of discussions with Cabinet Member :**

The Cabinet Member has been consulted and has confirmed their support for this bid.

**Previous Consideration at Scrutiny Committee :** No

**Risk Analysis :**

An out of support firewall is a very high cyber-security risk which opens up the MSDC network to vulnerabilities and attacks. The present firewall infrastructure is over complicated with different inconsistent management systems for each part, due to the heavy management overhead there is an increased reliance on 3<sup>rd</sup> party support and increased risk of inadvertent misconfiguration thus increasing the security risks.

## PROJECT JUSTIFICATION DETAILS

### Supporting Infrastructure Refresh

**Purpose of project :**

With the introduction of the Digital Programme, new network switches, cloud migrations and desktops upgrading to Windows10 network cabling and supporting equipment will need replacement. This is to meet the additional requirements of new hardware and software, for example to avoid bottle necks for the network traffic which can cause significant delays in login on to systems of performing complex functions. This will also provide an opportunity to exploit the market in delivering reduce support and maintenance costs for network hardware. The expected benefits and efficiencies will not be realised if the network is unable to support the up-to-date systems running across it.

**Total Amount : £30,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

**Value for Money Assessment:**

The benefits and efficiencies expected from the digital programme will be degraded due to some of the older network cabling and supporting equipment not meeting the requirements to support the modern systems and the increasing traffic demands placed upon them.

**Business Unit/Service :** Digital & Customer Services

**Head of Service :** Simon Hughes

**Project Manager:** Howard Knowelden

**Cabinet Members :** Cllr Mandy Thomas-Atkin.

**Ward Members :** Not applicable

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

Efficient and Responsive Services:

The support required for maintaining the functioning of the existing network hardware diverts ICT staff from developing services that will contribute to efficiencies in more customer facing services.

Financial Independence:

This will rationalise and significantly simplify the legacy network hardware from the CenSus ICT partnership. This means that the Council will be able to either exploit the market to deliver reduced maintenance and support costs and bring administration in house.

**Summary of discussions with Cabinet Member :**

The Cabinet Member has been consulted and has confirmed their support for this bid.

**Previous Consideration at Scrutiny Committee :** No

**Risk Analysis :**

Network traffic bottlenecks due to incompatible infrastructure leading to slower connections to service areas and/or the inability to deploy new systems under the Digital Programme due technological blockers.

## PROJECT JUSTIFICATION DETAILS

### Telephony System Replacement

**Purpose of project :**

Our current telephony system is over 15 years old and comes to end of life soon and is no longer be developed by its manufacturer. The system is reliable, but its inflexibility and limited/aging functionality now restricts what we can do with it and we are falling behind customer expectation.

Our Customer Services team is being adversely affected by these restrictions. A modern telephony system would enable us to:

- Move away from expensive channels of communication such as voice and offer our customers more efficient channels such as email and chat.
- Prioritise incoming communications based upon the channel being used enabling us to interact with our Customers the way they want.
- Evaluate Customer preferences from the full reporting functionality
- More tightly integrate into back office digital systems.
- Support more flexible ways of working.

**Total Amount : £120,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

**Value For Money Assessment:**

The existing system reaches end of life in December 2019 where it is no longer supported. This means if there is a hardware failure it would not be replaced resulting in the Council being unable to make or receive calls. This would represent a significant service failure and reprourement of a service following failure could take a matter of weeks and incur significant costs in order to meet an 'emergency' timescale.

A new telephony system will leverage efficiencies from the extra functionality available for staff in performance of their duties, giving better support to our customers. For example,

Modern business telephone systems offer an extensive range of features that can bring greater efficiency and productivity.

**Call Routing**

Automated call routing software allows the system to direct calls to the most appropriate team or customer service officer. It does this by detecting caller information such as familiar numbers or the information given by the caller. Intelligent call routing can help to streamline the flow of communication through the Council, increasing call handling efficiency and reducing costs. It also provides callers with a better service, removing the need for them to be put on hold and transferred until they reach an appropriate person or service.

**Mobile Twinning**

Mobile twinning allows calls to be forwarded to mobile devices, to be answered by staff working remotely or on the go. This significantly reduces the chances of important calls being missed, as staff will be able to answer them whenever and wherever they are. Mobile twinning can also be set up to ensure that specific telephone numbers are automatically redirected to a mobile device. This will significantly simplify the technical support required for out of hours arrangements.

**Multi-site Networking**

This allows staff to contact colleagues free of charge, regardless of their location. Whether employees are working from home or a different branch, all calls between them will effectively be internal as if they were working in the same building.

**Call Management**

Call management software provides a real-time view of all call activity and produces useful reports which analyse call activity. These can be used to compare the performance monitor call waiting times across all numbers, the length of calls and how long callers are waiting before hanging up. This will enable the Council to target specific areas for training and improvement in order to increase efficiency and productivity.

**Computer Telephony Integration (CTI)**

This links the telephone and computer systems, so that staff can dial a telephone number with one click. Customer Services staff will also be able to see who's calling and enhanced CIT features will allow "screen popping" of a record on the CRM database triggered by an incoming call. This will give you great productivity benefits and help the Council improve customer service by greeting people by name and quickly having their account / call details in front of them.

**Unified Messaging**

This can display voice and email messages in one inbox. Messages can then be accessed by telephone, mobile device or PC.

As part of the procurement suppliers will be required to investigate efficiencies across the Council by deploying particular features and this will form the detailed business case prior to award.

**Business Unit/Service** : Digital & Customer Services

**Head of Service** : Simon Hughes

**Project Manager**: Julie Simpson

**Cabinet Members** : Cllr Mandy Thomas-Atkin

**Ward Members** : Not applicable

**This project contributes to achieving the Corporate Plan in the following ways :****Efficient and Responsive Services:**

As detailed above a replacement telephony solution will ensure significant costs are avoided as the existing technology moves beyond end of life and therefore has no hardware support. New functionality will provide the opportunity to respond to customer contacts more effectively, increasing both the speed of response and reduce the time per call as details will be presented on screen simultaneously. For field staff this will also enable simpler telephony arrangements reducing workflows.

**Financial Independence:**

A replacement system is unlikely to deliver significant savings to the telephony costs (hardware and software costs) but will enable delivery of cashable and non-cashable efficiencies as it will enable workflows in services to be redesigned.

**Summary of discussions with Cabinet Member :**

The Cabinet Member has been consulted and has confirmed their support for this bid.

**Previous Consideration at Scrutiny Committee : No****Risk Analysis :**

Present system is coming to end of life for maintenance and support, a system fault could result in a complete telephony failure of the MSDC contact centres and all desk phones.

Insufficient resources from Service Areas to configure and test in a timely manner.

## PROJECT JUSTIFICATION DETAILS

### Oaklands Windows Replacement

**Purpose of project :**

To replace the existing uPVC windows to the East Wing, Front Elevation, Front of Main Building and the Courtyard area. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan, these have the backing of the Council and Management Team respectively. The existing windows are structurally unsound and are showing signs of deformity. This has resulted in poorly fitting casements which allows excessive draughts. The standard glazing system contributes to the overall discomfort to office occupants by allowing excessive solar gains during the summer months and allowing excessive heat loss during the heating season.

**Total Amount : £594,000.00 Proposed to be split over the following Phases**

**PHASE I – East Wing – 2019/20 - £183,000.00**

**PHASE II – Front Elevation – 2020/21 - £177,000.00**

**PHASE III – Main Building & Courtyard – 2021/22 - £234,000.00**

The project includes for access scaffolding and the provision of aluminium powder coated windows which, to minimise disruption of council services, will need to be installed out of hours and the premium for this is included above. Where there would be benefit to do so (i.e any South or West facing Windows), the glazing is to reduce light transmission and solar gain into the office spaces preventing undue warming through the summer months, whilst retaining more heat within the offices and reducing draughts during the winter months.

Capitalised Salaries included in the project total: N/A

Other sources of funding: (ie s106/) NA

Revenue Implications: Improvements to these windows will reduce ongoing maintenance costs, will provide the benefit of reduced heating bills through improved thermal properties as well as having a positive effect on the working environment in the summer months.

**Value For Money Assessment:**

A do nothing approach will result in increased maintenance costs as the windows age and deteriorate further. Energy usage will continue to rise whilst providing no further comfort to building users.

**Business Unit/Service :** Corporate Estates and Facilities Business Unit

**Head of Service :** Peter Stuart

**Project Manager:** Darren Prior

**Cabinet Members:** Cllr Jonathan Ash Edwards

**Ward Members :** Haywards Heath - Heath

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

Enhancing the thermal properties of the campus.  
 Reducing ongoing Maintenance Costs.  
 Improving the working environment for users.

**Summary of discussions with Cabinet Member:** The proposal has been discussed with Cllr Jonathan Ash Edwards and he is supportive of the project.

**Risk Analysis :**

The main risks of the project and the likelihood, severity and financial impact (rated low, medium, high) of each of these risks are:

<b>Risk</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Financial impact</b>
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements. Window installation to be undertaken outside of normal working hours to ensure office staff are not exposed to the works.



## USABLE RESERVES AND OTHER BALANCES

1. This part of the report considers the Council's usable 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 1<sup>st</sup> April 2018 were £41.456m and with the estimated changes, the expectation is that £46.007m will be held at 31<sup>st</sup> March 2023. 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 0.96% for 2018/19, increasing to 1.15% for the year 2019/20 and 1.5% in 2020/21. The rate rises again to 1.75% in 2021/22 and 2022/23. Rates are forecast to rise gently over the medium term as a result of the Government's quantitative easing regime coming to an end and uncertainty over the performance of the world and European economy.
4. As was the case last year, further details relating to the management of the Council's daily cash balances and the borrowing limits will be set out in the Treasury Management Strategy Statement and Annual Investment Strategy 2019/20 to 2021/22 report. This is a stand-alone report that will be considered by Audit Committee on 25 February 2019 before Council on 27 February 2019.
5. This Council classifies its Usable Reserves as follows:
  - **General Reserve:** This Reserve includes amounts earmarked for the Capital Programme. It also includes the non-earmarked element.
  - **Earmarked Specific Reserve:** This contains amounts for particular purposes and for which Member authorisation has been obtained as to how these may be applied.
  - **Usable Capital Receipts Reserve:** This represents the capital receipts from the sale of assets that are available to finance future capital expenditure.
  - **Capital Grants Unapplied Account:** This comprises capital grants and S106s contributions from developers with no conditions to repay.
6. This Council also holds other balances as follows:
  - **Capital Grants & Contributions receipts in advance:** This comprises capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

**Table 1: Usable Reserves and other balances - Council 27 February 2019**

		Balance 31/03/18 £'000	Balance 31/03/19 £'000	Balance 31/03/20 £'000	Balance 31/03/21 £'000	Balance 31/03/22 £'000	Balance 31/03/23 £'000
	<i>Note</i>						
<b>Usable Reserves</b>							
<b>General Reserve:</b>							
Non-Earmarked General Reserve	1	6,372	6,996	10,130	12,819	14,557	15,868
Total Earmarked General Reserve	2	482	754	713	713	713	713
<b>Total General Reserve:</b>		<b>6,854</b>	<b>7,750</b>	<b>10,843</b>	<b>13,532</b>	<b>15,270</b>	<b>16,581</b>
<b>Specific Reserve :</b>							
Housing		4,410	324	136	126	119	119
Planning Policy & Economic Development		2,315	2,587	1,133	1,133	1,133	1,133
Development Management		21	0	0	0	0	0
Parking Services		54	86	0	0	0	0
Cleansing Services		190	105	0	0	0	0
Landscapes and Leisure		556	290	3	0	0	0
Community Services, Policy & Performance		410	212	86	50	25	0
Corporate Estates and Facilities		5,311	5,210	5,635	6,060	6,485	6,910
Finance Accountancy		6	11	6	11	15	20
Finance Corporate		4,575	128	128	128	128	128
Revenues & Benefits		246	129	129	129	129	129
ICT		333	267	112	112	112	112
Human Resources & Payroll		3	3	3	3	3	3
Democratic Services		176	205	39	82	126	170
Land Charges		2	0	0	0	0	0
Planning and Building Control Service Support		25	25	0	0	0	0
Environmental Health		0	0	0	0	0	0
Corporate Funds	3	2,082	3,278	3,602	3,602	3,602	3,602
<b>Total Specific Reserve:</b>	4	<b>20,714</b>	<b>12,860</b>	<b>11,014</b>	<b>11,438</b>	<b>11,879</b>	<b>12,327</b>
<b>Total Revenue Reserves</b>		<b>27,568</b>	<b>20,610</b>	<b>21,857</b>	<b>24,970</b>	<b>27,149</b>	<b>28,908</b>
<b>Total Usable Capital Receipts Reserve</b>	5	<b>1,323</b>	<b>854</b>	<b>16,854</b>	<b>2,854</b>	<b>2,854</b>	<b>2,854</b>
<b>Total Capital Grants Unapplied Account</b>	6	<b>5,324</b>	<b>5,697</b>	<b>6,335</b>	<b>6,002</b>	<b>6,752</b>	<b>7,502</b>
<b>Total Usable Reserves</b>		<b>34,215</b>	<b>27,161</b>	<b>45,046</b>	<b>33,826</b>	<b>36,756</b>	<b>39,265</b>
<b>Other Balances</b>							
<b>Total Capital Grants &amp; Contributions -Receipts in Advance</b>		<b>7,241</b>	<b>6,815</b>	<b>6,743</b>	<b>6,743</b>	<b>6,743</b>	<b>6,743</b>
<b>Total Other Balances</b>	7	<b>7,241</b>	<b>6,815</b>	<b>6,743</b>	<b>6,743</b>	<b>6,743</b>	<b>6,743</b>
<b>Total Reserves and Other Balances</b>		<b>41,456</b>	<b>33,976</b>	<b>51,789</b>	<b>40,569</b>	<b>43,498</b>	<b>46,007</b>

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

## Notes:

1. Total available to provide additional finance for day-to-day services and/or additional capital expenditure (after financing the current capital programme). Included in this total are planned contributions to reserves from revenue, windfall income and non-ring fenced grants received in 2018/19, amounts received from developers in respect of land adoptions in lieu of maintenance (e.g. culvert commuted sums), interest receipts forecast for the period, and New Homes Bonus monies.
2. It includes an amount set aside to lend to owners of historic buildings to assist in keeping properties in good repair and SANG Investment Fund in perpetuity.
3. Corporate Funds' includes the Rate Retention Scheme Reserve (£1,007k @31/3/18), Benefits Equalisation Reserve (£975k @31/3/18 and the Council Tax Reduction Scheme Equalisation Reserve (£100k @31/3/18).
4. Representing a number of balances held for specific purposes for which a decision has previously been taken of how to apply.
5. Accumulated proceeds from asset disposals.
6. This comprises capital grants and S106s contributions from developers with no conditions to repay.
7. This comprises third party contributions, capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.



## **FINANCIAL STRATEGY, MEDIUM TERM FINANCIAL PLAN AND INFLATION**

### **1.0 Introduction**

- 1.1 This section sets out the plan for revenue spending and outlines some assumptions made in its preparation.
- 1.2 The last position adopted by Council was reported in September 2018 as part of the budget-setting guidelines report. A feature of that position was that the focus was on a controlled expansion of our operations; particularly around economic growth, but that caution was needed due to the Fair Funding Review and financial position of West Sussex County Council who needed to make significant savings over the next few years. It was felt that this would manifest as cost-shunting to the districts and boroughs in the County but this could not yet be quantified.
- 1.3 Officers have therefore been working throughout 2018 to update the four-year financial plan as set out at the end of this section. Caution should be exercised regarding 2020/21 onwards as the result of the Fair Funding Review has the potential to negatively affect the Rate Retention Scheme baseline and the Council's overall finances.

### **2.0 FINANCIAL STRATEGY 2019/20 – 2022/23**

#### **2.1. Main Principles**

- 2.1.1. The Council's spending priorities to be formulated after consultation with the community in line with the Council's consultation strategy.
- 2.1.2. All expenditure decisions to be led by the Council's priorities, in particular, the Corporate Plan.
- 2.1.3. 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.
- 2.1.4. 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.
- 2.1.5. The Financial Strategy may be reviewed at this time to ensure it maintains its relevance to the circumstances at the time.

#### **2.2. Strategy for Revenue Spending**

- 2.2.1. The Council will continue to adopt a prudent approach to financing the Council Tax Requirement which will, in the main be financed by council tax, Business Rate Retention and service income including investment property rents.
- 2.2.2. 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 (usually 20 years).
- 2.2.3. The budget will include an allowance for inflation that is considered realistic at the time it is estimated.

- 2.2.4. 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 Corporate Resources to ensure they are realistic and robust.
- 2.2.5. 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.
- 2.2.6. Income that arises which is unbudgeted will be made available for corporate use in achieving the Council's priorities.
- 2.2.7. The Council will aim to achieve efficiency savings by exploring alternative ways to deliver existing services.
- 2.2.8. Opportunities for charging for services under powers provided by the Local Government Act 2003 (and later such legislation) will be maximised. The Council should make such decisions in the light of the best information available to it at the time.
- 2.2.9. The Medium Term Financial Plan will show the difference between projected net spending and income from the council tax and other sources and Cabinet will recommend how this is to be managed in a way that is consistent with this Financial Strategy.

### **2.3. Strategy for Capital Spending**

- 2.3.1. The Strategy for Capital Spending is contained within Section 3.

### **2.4. Strategy for Reserves and Cash Balances**

- 2.4.1. The target for the total level of unearmarked reserves will be a minimum of £1,500,000. This is equivalent to approximately 11% of the Total Revenue Spending 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 Corporate Resources; Members will appreciate that it also represents good financial management on behalf of the community they serve.
- 2.4.2. The Treasury Management Strategy 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.

## **3.0 SUMMARY MEDIUM TERM FINANCIAL PLAN**

- 3.1 The Budget forecast summarises projected changes in the Council's finances over a five-year timescale, the current period for which is 2018/19 to 2022/2023. This is shown on the next two pages with explanatory comments and the key assumptions made in the projections below:
- 3.2 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.

- 3.3 Similarly the council tax figures are purely indications of increases in future years beyond the current 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.
- 3.4 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.
- 3.5 Council Tax calculations
- This section shows the effect on council tax at Band D as a result of projected changes in Revenue Spending, but having regard to Council Tax 'capping'.
  - Increases in the council taxbase are a prudent view to reflect the increase in properties in the district. For 2019/20 the taxbase has increased relatively significantly at +1.2% mainly as a result of new housebuilding.
- 3.6 Capital Spending
- This section is a summary of the programme shown in detail in section 3.
- 3.7 Receipts and Contributions
- The amount for Disabled Facility Grants is the grant from government via WSCC on mandatory awards relating to the expenditure shown in the capital programme in the above section.
  - Capital receipts take account of asset disposals known at the present time,
  - The level of contributions is a view of payments from developers.
  - Anticipated New Homes Bonus is also shown as an annual receipt in line with our housing projections.
- 3.8 Interest
- Projected interest rates used in estimating interest receipts are a combination of rates averaging 0.96% for 2018/19, increasing to 1.15% for the year 2019/20, and 1.5% in 2020/21. It then rises to 1.750% in 2021/22 and 2022/23.
- 3.9 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  
Council 27 February 2019**

	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
<b>Revenue Spending</b>					
<b>Base Net Expenditure</b>	12,048	12,543	12,603	12,645	12,866
Benefits	(119)	(119)	(119)	(119)	(119)
<b>Base Revenue Spending</b>	11,929	12,424	12,484	12,526	12,747
Balance Unallocated	27	62	19	19	19
<b>Council Net Expenditure</b>	11,956	12,486	12,503	12,545	12,766
Contribution to Rate Retention Scheme Equalisation Reserve	817	200	-	-	-
Additional Contribution to ICT Reserve (Digital)	400	400	400	400	400
Contribution to Burgess Hill Growth Reserve	304	60	-	-	-
Contribution to Development Plan Reserve		100	100	100	100
Contribution to Orchards Reserve	425	425	425	425	425
Net General inflation			522	1,044	1,566
<b>Total Revenue Spending</b>	13,902	13,671	13,950	14,514	15,257
External Funding (RSG)	-	-	-	-	-
Rates Retention Scheme (RRS) funding	(2,818)	(2,521)	(1,500)	(1,500)	(1,500)
HB Admin Grant / LCTS Grant	(333)	(313)	(313)	(313)	(313)
<b>Council Tax Requirement @ 3.1% in 19/20</b>	<b>(9,631)</b>	<b>(10,048)</b>	<b>(10,472)</b>	<b>(10,906)</b>	<b>(11,348)</b>
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(145)	(103)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(695)	<b>(446)</b>	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(40)	-	-	-	-
<b>Cumulative Balance deficit; / (surplus)</b>	<b>0</b>	<b>0</b>	<b>1,425</b>	<b>1,555</b>	<b>1,856</b>
<b>Difference year on year</b>		0	1,425	130	301

<b>Financing Revenue Spending</b>	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Council Taxbase	59,983.3	60,707.5	61,436	62,173	62,919
Change in Taxbase	1.65%	1.21%	1.20%	1.20%	1.20%
Revenue Budget	13,902	13,671	13,950	14,514	15,257
% change in Formula Grant /External Funding	-100.0%				
External Funding (RSG)	0	0	0	0	0
Rates Retention Scheme (RRS) funding	(2,818)	(2,521)	(1,500)	(1,500)	(1,500)
HB Admin Grant / LCTS Grant	(333)	(313)	(313)	(313)	(313)
<b>Council Tax Requirement</b>	<b>(9,631)</b>	<b>(10,048)</b>	<b>(10,472)</b>	<b>(10,906)</b>	<b>(11,348)</b>
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(145)	(103)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(695)	(446)	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(40)	-	-	-	-
Total Financing	(13,902)	(13,671)	(12,525)	(12,959)	(13,401)
Balance [(deficit); /surplus]	0	(0)	(1,425)	(1,555)	(1,856)
	(13,902)	(13,671)	(13,950)	(14,514)	(15,257)
<b>Council Tax at Band D</b>	<b>£ 160.56</b>	<b>£ 165.51</b>	<b>£ 170.46</b>	<b>£ 175.41</b>	<b>£ 180.36</b>
Change from previous year	<b>3.20%</b>	<b>3.10%</b>	<b>3.00%</b>	<b>2.90%</b>	<b>2.80%</b>

## Medium Term Financial Plan as at Council 27 February 2019

<b>Capital Spending</b>						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	2018/19	2019/20	2020/21	2021/22	2022/23	
	£'000	£'000	£'000	£'000	£'000	£'000
Schemes in Progress	12,970	12,145	825	-	-	-
New Projects	1,262	-	701	227	284	50
Unallocated Funding -future projects	894	-	-	179	271	444
Disabled Facility Grants	4,088	1,388	900	900	900	-
Affordable Housing	1,083	-	-	1,083	-	-
<b>Total Programme</b>	<b>20,297</b>	<b>13,533</b>	<b>2,426</b>	<b>2,389</b>	<b>1,455</b>	<b>494</b>
<b>Receipts and Contributions</b>						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	2018/19	2019/20	2020/21	2021/22	2022/23	
	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facility Grants	3,727	1,027	900	900	900	-
Capital Receipts	30,800	800	30,000	0	0	0
New Homes Bonus	11,346	3,657	3,444	2,271	1,426	548
Other Third Party Contributions (including S106s)	4,936	1,936	750	750	750	750
<b>Total</b>	<b>50,809</b>	<b>7,420</b>	<b>35,094</b>	<b>3,921</b>	<b>3,076</b>	<b>1,298</b>
<b>Interest</b>						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	2018/19	2019/20	2020/21	2021/22	2022/23	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Interest</b>	<b>2,391</b>	<b>357</b>	<b>358</b>	<b>595</b>	<b>546</b>	<b>535</b>
<b>Usable Reserves &amp; Other Balances</b>						
	Base					
	31.03.18	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserves</b>						
General Reserve	6,854	7,750	10,843	13,532	15,270	16,581
Specific Reserve	20,714	12,860	11,014	11,438	11,879	12,327
Usable Capital Receipts Reserve	1,323	854	16,854	2,854	2,854	2,854
Capital Grants Unapplied Account	5,324	5,697	6,335	6,002	6,752	7,502
<b>Total Usable Reserves</b>	<b>34,215</b>	<b>27,161</b>	<b>45,046</b>	<b>33,826</b>	<b>36,755</b>	<b>39,264</b>
<b>Other balances</b>						
Capital Grants & Contributions -Receipts in Advance	7,241	6,815	6,743	6,743	6,743	6,743
<b>Total Usable Reserves &amp; Other Balances</b>	<b>41,456</b>	<b>33,976</b>	<b>51,789</b>	<b>40,569</b>	<b>43,498</b>	<b>46,007</b>

#### **4.0 Net Inflation**

- 4.1. A realistic budget needs to take account of price increases in the year. The net inflation allowance set out in the Budget Forecast for 2019/20 in the Medium Term Financial Plan to Council on 28 February 2018 was £393,000.
- 4.2. 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 and the overall total has increased to £522,000. The table below shows the inflation rate to be applied to each element of the budget. The inflation figures assumes a 2% pay increase for staff in 2019/20.

<b>Inflation Calculation for 2019/20 Budget</b>		
Item	Inflation	
	%	£'000
	age	
<i>Employees</i>		
<b>Pay</b>		
Salaries have been forecast to increase by 2% in 2019/20 to allow for the second year of a two year pay settlement.	2.0	229
<b>Other employee costs</b>		
The inflationary percentage on this category is linked to the pay award for 2019/20 of 2.0%.	2.0	2
<i>Buildings and Premises</i>		
<b>Maintenance</b>		
An estimate of the increase for 2019/20 is based on the CPI index for September 2018.	2.4	47
<b>Energy</b>		
An estimate of the increase for 2019/20 is based on the RPI index for September 2018.	3.3	5
<b>NNDR</b>		
Price increase for NNDR (Previously based on September RPI), now based on CPI for 2019/20 following budget announcement .	2.4	12
<b>Water</b>		
This increase is based on the CPI index for September 2018 for both metered water and sewerage as no notifications of alternative increases have been received.	2.4	1
<i>Transport</i>		
<b>Travel Allowances</b>		
The inflationary percentage on this category is based on the CPI index for September 2018	2.4	4
<i>Supplies and Services</i>		
<b>Postage</b>		
An estimate of the increase for 2019/20 is based on the CPI index for September 2018	2.4	5
<b>Subscriptions</b>		
An estimate of the increase for 2019/20 is based on the CPI index for September 2018	2.4	2
<b>Telephones</b>		
An estimate of the increase for 2019/20 is based on the CPI index for September 2018.	2.4	2

<b>Inflation Calculation for 2019/20 Budget</b>			
	Item	Inflation	
		% age	£'000
<b>Insurance</b>			
	An estimate of the increase for 2019/20 is based on the weighted average of property and other insurances where property premiums correlate to property values.	5.00	14
<b>Grants</b>			
	An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2018.	2.4	5
<b>Other Supplies and Services</b>			
	A 'basket' of items which will increase by different allowances, or remain static.	2.4	67
<i>Third Party Payments</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 RPI all items (25%).	3.33	141
<i>Fees and Charges</i>			
<b>Discretionary Charges</b>			
	An allowance based on the CPI index for September 2018 has not increased discretionary charges (car park fees excluded).	2.4	(1)
<b>Mandatory Charges</b>			
	No further increases have been announced.	-	-
<b>Rents</b>			
	Increases of rents are currently dependent on the review of individual leases rather than annual growth. Therefore rental income streams are not inflated but are reported as corporate savings if applicable.	-	-
<i>Recharges</i>			
<b>CPE</b>			
	The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.		(13)
<b>Total</b>			<b>522</b>

## COLLECTION FUND

The latest Collection Fund estimates are shown below:

<b>Collection Fund</b>				
	2018/19 Original Estimate £'000	2018/19 Revised Estimate £'000	2019/20 Original Estimate £'000	<i>Note</i>
<b>Council Tax Income</b>				
Council Taxpayers	(103,406)	(103,794)	(110,441)	
Contribution to estimated deficit for previous year	0	0	0	
<b>Total Council Tax</b>	<u>(103,406)</u>	<u>(103,794)</u>	<u>(110,441)</u>	<i>a</i>
<b>Council Tax Expenditure</b>				
West Sussex County Council	79,045	79,045	83,993	<i>b</i>
Sussex Police & Crime Commissioner	9,952	9,952	11,529	<i>b</i>
Mid Sussex District Council	13,792	13,792	14,260	
Contribution paid for estimated C Fund surplus for previous year	1,079	1,079	771	<i>c</i>
Allowance for Bad & Doubtful Debts	617	613	659	
	<u>104,485</u>	<u>104,481</u>	<u>111,212</u>	
<b>Movement on Fund Balance for Council Tax</b>	<u>1,079</u>	<u>687</u>	<u>771</u>	
<b>Business Ratepayers Income</b>				
Business Ratepayers	(48,186)	(47,316)	(47,438)	<i>d</i>
Contribution to estimated deficit for previous year	0	0	0	<i>e</i>
	<u>(48,186)</u>	<u>(47,316)</u>	<u>(47,438)</u>	
<b>Business Rates Expenditure</b>				
Rate Retention Scheme to Central Govt	22,656	22,656	11,148	
Rate Retention Scheme to WSCC	4,531	4,531	24,526	
Rate Retention Scheme MSDC	18,125	18,125	8,918	
Cost of collection	173	173	172	
Allowance for Bad & Doubtful Debts and Appeals Provision	2,701	307	2,674	
Contribution paid for estimated surplus for previous year	1,737	1,737	1,116	<i>e</i>
	<u>49,923</u>	<u>47,529</u>	<u>48,554</u>	
<b>Movement on Fund Balance for RRS</b>	<u>1,737</u>	<u>213</u>	<u>1,116</u>	
<b>Total Movement on Fund Balance</b>	<u>2,816</u>	<u>900</u>	<u>1,887</u>	
<b>Collection Fund Balance</b>				
At the beginning of the year	(2,816)	(2,787)	(1,887)	
Total Movement on Fund Balance	<u>2,816</u>	<u>900</u>	<u>1,887</u>	
<b>Total Deficit/(Surplus) at Year End</b>	<u>0</u>	<u>(1,887)</u>	<u>0</u>	

## Notes

**Council Tax**

- a. For 2019/20, total Council Tax, less allowance for bad debts of 0.6%, totals £110,441m - the amount required to meet the “precepts” of WSCC, Sussex Police & Crime Commissioner, MSDC and the parish/town councils. The effect of the local Council Tax Support Scheme (CTSS) is that Council Tax Benefit is given as a discount to the council tax bill.
- b. The precept for WSCC will be set on 15 February 2019 and the precept for Sussex Police & Crime Commissioner will be set on 8 February 2019.
- c. In accordance with legislation, the estimated balance as at 31 March 2019 on the Council Tax Collection Fund is (£771,000) surplus and both the County Council and Police Crime Commissioner have been notified. This surplus is paid to each of these principal authorities in proportion to their Council Tax for the current year.

	%	£
West Sussex CC	76.90	(592,900)
Sussex Police & Crime Commissioner	9.68	(74,650)
MSDC	13.42	(103,450)
	<hr/>	<hr/>
Total Council Tax Estimated Surplus	100.00	(771,000)
	<hr/>	<hr/>

**Business Rates**

- d. For 2019/20, the amounts are taken from the MHCLG NNDR1 return. These are derived from the number of hereditaments 4,364, and the total rateable value of £119.4m as at 31 December 2018. An allowance of 1.0% for losses on collection has been made.
- e. The Rate Retention Scheme (RRS) was introduced as part of the Finance Act 2012. The RRS sets a target for the collection of business rates. For 2019/20, MSDC is part of the WSCC Business Rates Pool. In the pool, the net yield is paid 25% to central government, 55% to WSCC leaving 20% as the estimate of funding to be retained by MSDC, which can be compared to the Business Rates Baseline. The estimated balance as at 31 March 2019 on the Collection Fund for RRS is a surplus of £1,115,570, although this will be monitored and adjusted at the end of the financial year, by way of the NNDR3 form for 2018/19. The estimated surplus is shared as shown below in the current year split.

	%	£
Central Government	50	(557,785)
MSDC	40	(446,228)
West Sussex CC	10	(111,557)
	<hr/>	<hr/>
Total Business Rates Estimated Surplus	100	(1,115,570)
	<hr/>	<hr/>

## COUNCIL TAX LEVELS

1. The basic amount of Council Tax for this Council is calculated as shown below:

<b>Table 1: Council Tax Calculation</b>		
	£	£
Mid Sussex DC Net Revenue Spending	13,670,748	
Town and Parish Council precepts	4,211,979	
		17,882,727
Council Tax Support Grant	(89,324)	
Housing Benefit Admin Grant	(223,602)	
Dividend Income Local Authority Property Fund	(240,000)	
Rate Retention Scheme (RRS)	(2,520,444)	
Collection Fund Estimated Surplus 18-19(Business Rates)	(446,228)	
Collection Fund Estimated Surplus 18-19(Council Tax)	(103,450)	
		(3,623,048)
Mid Sussex DC Council Tax Requirement	10,047,700	
Town and Parish Council Tax Requirement	4,211,979	
Total Council Tax Requirement for 2019-20		14,259,679
		£234.89
Divided by 60,707.5 (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 £165.51 for this Council's Council Tax 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 2012.
4. The starting point is the actual number of properties within each tax band as shown on the Council's Valuation List as at 30 November 2018 (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 2019/20 (i.e. changes from 1 December 2018 to 31 March 2020) 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 2019/20 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 2019/20 - Analysed by Chargeable dwellings**

	band A	band B	band C	band D	band E	band F	band G	band H	Total
<b>No of dwellings</b>									
Property equivalents*	2,142.45	6,751.07	13,748.33	16,787.87	11,117.30	8,330.81	4,529.79	396.87	63,804.49
Exemptions (various classes)	-110.00	-141.00	-153.00	-147.00	-76.00	-64.00	-27.00	-1.00	-719.00
Disabled reductions	7.00	33.00	40.00	-22.00	-5.00	-28.00	-5.00	-20.00	0.00
<b>Chargeable</b>	<b>2,039.45</b>	<b>6,643.07</b>	<b>13,635.33</b>	<b>16,618.87</b>	<b>11,036.30</b>	<b>8,238.81</b>	<b>4,497.79</b>	<b>375.87</b>	<b>63,085.49</b>
Single discounts	1,166.00	3,978.00	5,000.00	4,548.00	2,431.00	1,289.00	598.00	45.00	19,055.00
Two discounts	4.00	2.00	10.00	5.00	7.00	14.00	26.00	10.00	78.00
Council Tax Support Scheme Discounts**	299.47	1,126.08	1,209.81	664.43	149.32	39.07	13.54	0.63	3,502.35
<b>Net chargeable</b>									
	<b>1,446.48</b>	<b>4,521.49</b>	<b>11,170.52</b>	<b>14,814.94</b>	<b>10,275.73</b>	<b>7,870.49</b>	<b>4,321.75</b>	<b>358.99</b>	<b>54,780.39</b>
Ratio to Band D	6/9ths	7/9ths	8/9ths	9/9ths	11/9ths	13/9ths	15/9ths	18/9ths	
<b>Band D equivalent</b>	<b>964.32</b>	<b>3,516.71</b>	<b>9,929.35</b>	<b>14,814.94</b>	<b>12,559.23</b>	<b>11,368.49</b>	<b>7,202.92</b>	<b>717.98</b>	<b>61,073.9</b>
<b>Total multiplied by Collection Rate of 99.4%</b>									<b>60,707.5</b>

\* Includes estimates of effect of new dwellings and other changes to the valuation list, and increases for local premiums for long-term empty dwellings.

\*\* Reductions under the local council tax support scheme.

7. The 2019/20 tax base so calculated for the whole district is 60,707.5 which represents an increase of 724.2 (1.21%) on the tax base for the current year. The effect at parish area level ranges from a decrease of -3.5 to an increase of 184.9 and in percentage terms from -1.17% to +4.78%.

**Table 3: Mid Sussex Tax Base 2019/20 - Analysed by Parish Area**

Parish area	band A	band B	band C	band D	band E	band F	band G	band H	Total
Albourne	3.0	6.8	32.0	72.3	37.4	42.0	101.1	11.4	<b>306.0</b>
Ansty & Staplefield	12.9	19.1	80.3	142.0	196.4	185.9	315.0	58.6	<b>1,010.2</b>
Ardingly	14.5	19.2	77.7	183.2	151.5	166.0	107.7	19.4	<b>739.2</b>
Ashurst Wood	6.6	17.4	94.6	181.6	155.6	132.8	163.7	2.0	<b>754.3</b>
Balcombe	12.2	38.3	73.7	140.6	118.4	229.4	204.7	22.4	<b>839.7</b>
Bolney	15.5	19.6	15.4	83.0	87.5	143.5	223.7	49.2	<b>637.4</b>
Burgess Hill	146.8	687.1	2,812.8	3,581.1	2,455.9	1,604.3	608.8	19.9	<b>11,916.7</b>
Cuckfield	23.3	44.3	184.1	216.1	400.5	298.8	464.2	48.2	<b>1,679.5</b>
East Grinstead	274.4	729.5	2,028.0	2,517.6	2,547.1	2,344.0	937.2	40.7	<b>11,418.5</b>
Fulking	4.0	5.0	15.5	15.9	26.7	19.7	48.5	11.4	<b>146.7</b>
Hassocks	23.5	200.7	407.0	949.7	999.8	452.3	333.0	23.9	<b>3,389.9</b>
Haywards Heath	128.3	1,128.9	2,512.9	3,085.2	1,759.2	2,138.2	1,146.4	41.7	<b>11,940.8</b>
Horsted Keynes	5.2	16.0	71.4	119.7	108.8	162.0	176.7	32.8	<b>692.6</b>
Hurstpierpoint and Sayers Common	48.6	117.1	376.4	700.8	798.8	449.8	512.5	45.9	<b>3,049.9</b>
Lindfield	7.6	149.0	201.4	552.7	538.3	779.3	565.4	47.7	<b>2,841.4</b>
Lindfield Rural	15.0	43.7	126.8	241.3	349.4	406.2	215.0	58.1	<b>1,455.5</b>
Newtimber	0.5	5.3	13.8	6.7	3.4	1.4	9.1	2.0	<b>42.2</b>
Poynings	4.3	14.1	28.0	13.4	20.3	15.0	31.1	7.9	<b>134.1</b>
Pyecombe	2.5	3.8	7.0	26.0	17.0	29.8	41.0	0.0	<b>127.1</b>
Slaugham	36.9	105.4	207.8	279.3	207.2	259.3	149.9	51.7	<b>1,297.5</b>
Turners Hill	128.2	25.7	102.5	113.8	73.5	84.3	61.7	7.4	<b>597.1</b>
Twineham	4.0	1.2	9.3	17.4	27.0	18.7	41.8	19.4	<b>138.8</b>
West Hoathly	16.8	20.7	104.2	181.4	219.3	165.8	173.5	53.1	<b>934.8</b>
Worth	23.9	77.7	287.4	1,305.1	1,184.9	1,171.7	528.0	38.9	<b>4,617.6</b>
<b>Total</b>	<b>958.5</b>	<b>3,495.6</b>	<b>9,870.0</b>	<b>14,725.9</b>	<b>12,483.9</b>	<b>11,300.2</b>	<b>7,159.7</b>	<b>713.7</b>	<b>60,707.5</b>

**Table 4: Basic Tax**

Parish area	Tax base	Precept		MSDC	Basic
		Precept	band D	band D	Tax
		£	£	£	£
Albourne	306.0	15,022	49.09	165.51	<b>214.60</b>
Ansty & Staplefield	1,010.2	67,660	66.98	165.51	<b>232.49</b>
Ardingly	739.2	84,486	114.29	165.51	<b>279.80</b>
Ashurst Wood	754.3	68,000	90.15	165.51	<b>255.66</b>
Balcombe	839.7	70,000	83.36	165.51	<b>248.87</b>
Bolney	637.4	35,877	56.29	165.51	<b>221.80</b>
Burgess Hill	11,916.7	801,093	67.22	165.51	<b>232.73</b>
Cuckfield	1,679.5	210,247	125.18	165.51	<b>290.69</b>
East Grinstead	11,418.5	949,667	83.17	165.51	<b>248.68</b>
Fulking	146.7	8,950	61.01	165.51	<b>226.52</b>
Hassocks	3,389.9	280,545	82.76	165.51	<b>248.27</b>
Haywards Heath	11,940.8	608,025	50.92	165.51	<b>216.43</b>
Horsted Keynes	692.6	48,872	70.56	165.51	<b>236.07</b>
Hurstpierpoint & Sayers Common	3,049.9	218,788	71.74	165.51	<b>237.25</b>
Lindfield	2,841.4	156,000	54.90	165.51	<b>220.41</b>
Lindfield Rural	1,455.5	57,770	39.69	165.51	<b>205.20</b>
Newtimber	42.2	225	5.33	165.51	<b>170.84</b>
Poynings	134.1	5,200	38.78	165.51	<b>204.29</b>
Pyecombe	127.1	9,000	70.81	165.51	<b>236.32</b>
Slaugham	1,297.5	95,000	73.22	165.51	<b>238.73</b>
Turners Hill	597.1	72,182	120.89	165.51	<b>286.40</b>
Twineham	138.8	8,250	59.44	165.51	<b>224.95</b>
West Hoathly	934.8	66,120	70.73	165.51	<b>236.24</b>
Worth	4,617.6	275,000	59.55	165.51	<b>225.06</b>
<b>Total</b>	<b>60,707.5</b>	<b>4,211,979</b>	<b>69.38</b>	<b>165.51</b>	<b>234.89</b>

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 3.3.3(g).

9. The Council Tax amounts to be set for 2019/20 are determined by adding to the amounts calculated for District, Parish and Town Council requirements, the amounts calculated by West Sussex County Council(WSCC) and Sussex Police and Crime Commissioner(SPCC) in respect of their precepts for the year.
10. For illustrative purposes *average* Council Tax figures for each valuation band are shown below:

	Parish/Town				Total £
	WSCC £	SPCC £	MSDC £	Councils £	
<b>band A</b>	922.38	126.61	110.34	46.25	1,205.58
<b>band B</b>	1,076.11	147.71	128.73	53.96	1,406.51
<b>band C</b>	1,229.84	168.81	147.12	61.67	1,607.44
<b>band D</b>	<b>1,383.57</b>	<b>189.91</b>	<b>165.51</b>	<b>69.38</b>	<b>1,808.37</b>
<b>band E</b>	1,691.03	232.11	202.29	84.80	2,210.23
<b>band F</b>	1,998.49	274.31	239.07	100.22	2,612.09
<b>band G</b>	2,305.95	316.52	275.85	115.63	3,013.95
<b>band H</b>	2,767.14	379.82	331.02	138.76	3,616.74

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:

<b>Parish</b>	<b>Council Tax £</b>
Newtimber (minimum)	1,744.32
Cuckfield (maximum)	1,864.17

12. The percentage increase in the actual band D Council Tax within each parish area of Mid Sussex ranges from:

<b>Parish</b>	<b>Increase/ (Decrease) on 2018/19 %</b>
Burgess Hill (increase)	4.9
Slaugham (increase)	6.3

## Analysis of Council Tax set for 2019/20 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	32.73		38.18		43.64		49.09	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,192.06</b>	1,223.82	<b>1,390.73</b>	1,398.65	<b>1,589.41</b>	1,573.48	<b>1,788.08</b>
Ansty & Staplefield	parish	44.65		52.10		59.54		66.98	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,203.98</b>	1,223.82	<b>1,404.65</b>	1,398.65	<b>1,605.31</b>	1,573.48	<b>1,805.97</b>
Ardingly	parish	76.19		88.89		101.59		114.29	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,235.52</b>	1,223.82	<b>1,441.44</b>	1,398.65	<b>1,647.36</b>	1,573.48	<b>1,853.28</b>
Ashurst Wood	parish	60.10		70.12		80.13		90.15	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,219.43</b>	1,223.82	<b>1,422.67</b>	1,398.65	<b>1,625.90</b>	1,573.48	<b>1,829.14</b>
Balcombe	parish	55.57		64.84		74.10		83.36	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,214.90</b>	1,223.82	<b>1,417.39</b>	1,398.65	<b>1,619.87</b>	1,573.48	<b>1,822.35</b>
Bolney	parish	37.53		43.78		50.04		56.29	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,196.86</b>	1,223.82	<b>1,396.33</b>	1,398.65	<b>1,595.81</b>	1,573.48	<b>1,795.28</b>
Burgess Hill	town	44.81		52.28		59.75		67.22	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,204.14</b>	1,223.82	<b>1,404.83</b>	1,398.65	<b>1,605.52</b>	1,573.48	<b>1,806.21</b>
Cuckfield	parish	83.45		97.36		111.27		125.18	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,242.78</b>	1,223.82	<b>1,449.91</b>	1,398.65	<b>1,657.04</b>	1,573.48	<b>1,864.17</b>
East Grinstead	town	55.45		64.69		73.93		83.17	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,214.78</b>	1,223.82	<b>1,417.24</b>	1,398.65	<b>1,619.70</b>	1,573.48	<b>1,822.16</b>
Fulking	parish	40.67		47.45		54.23		61.01	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,200.00</b>	1,223.82	<b>1,400.00</b>	1,398.65	<b>1,600.00</b>	1,573.48	<b>1,800.00</b>
Hassocks	parish	55.17		64.37		73.56		82.76	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,214.50</b>	1,223.82	<b>1,416.92</b>	1,398.65	<b>1,619.33</b>	1,573.48	<b>1,821.75</b>
Haywards Heath	town	33.95		39.60		45.26		50.92	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,193.28</b>	1,223.82	<b>1,392.15</b>	1,398.65	<b>1,591.03</b>	1,573.48	<b>1,789.91</b>
Horsted Keynes	parish	47.04		54.88		62.72		70.56	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,206.37</b>	1,223.82	<b>1,407.43</b>	1,398.65	<b>1,608.49</b>	1,573.48	<b>1,809.55</b>
Hurstpierpoint & Sayers Common	parish	47.83		55.80		63.77		71.74	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,207.16</b>	1,223.82	<b>1,408.35</b>	1,398.65	<b>1,609.54</b>	1,573.48	<b>1,810.73</b>
Lindfield	parish	36.60		42.70		48.80		54.90	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,195.93</b>	1,223.82	<b>1,395.25</b>	1,398.65	<b>1,594.57</b>	1,573.48	<b>1,793.89</b>
Lindfield Rural	parish	26.46		30.87		35.28		39.69	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,185.79</b>	1,223.82	<b>1,383.42</b>	1,398.65	<b>1,581.05</b>	1,573.48	<b>1,778.68</b>
Newtimber	parish	3.55		4.15		4.74		5.33	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,162.88</b>	1,223.82	<b>1,356.70</b>	1,398.65	<b>1,550.51</b>	1,573.48	<b>1,744.32</b>
Poynings	parish	25.85		30.16		34.47		38.78	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,185.18</b>	1,223.82	<b>1,382.71</b>	1,398.65	<b>1,580.24</b>	1,573.48	<b>1,777.77</b>
Pyecombe	parish	47.21		55.07		62.94		70.81	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,206.54</b>	1,223.82	<b>1,407.62</b>	1,398.65	<b>1,608.71</b>	1,573.48	<b>1,809.80</b>
Slaugham	parish	48.81		56.95		65.08		73.22	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,208.14</b>	1,223.82	<b>1,409.50</b>	1,398.65	<b>1,610.85</b>	1,573.48	<b>1,812.21</b>
Turners Hill	parish	80.59		94.03		107.46		120.89	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,239.92</b>	1,223.82	<b>1,446.58</b>	1,398.65	<b>1,653.23</b>	1,573.48	<b>1,859.88</b>
Twineham	parish	39.63		46.23		52.84		59.44	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,198.96</b>	1,223.82	<b>1,398.78</b>	1,398.65	<b>1,598.61</b>	1,573.48	<b>1,798.43</b>
West Hoathly	parish	47.15		55.01		62.87		70.73	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,206.48</b>	1,223.82	<b>1,407.56</b>	1,398.65	<b>1,608.64</b>	1,573.48	<b>1,809.72</b>
Worth	parish	39.70		46.32		52.93		59.55	
	district	110.34		128.73		147.12		165.51	
	wsc/pcc	1,048.99	<b>1,199.03</b>	1,223.82	<b>1,398.87</b>	1,398.65	<b>1,598.70</b>	1,573.48	<b>1,798.54</b>

## Analysis of Council Tax set for 2019/20 in each parish area (bands E to H)

band E		band F		band G		band H		Parish area
£	£	£	£	£	£	£	£	
60.00		70.91		81.82		98.18		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,185.43</b>	2,272.80	<b>2,582.78</b>	2,622.47	<b>2,980.14</b>	3,146.96	<b>3,576.16</b>	wsccl/pcc
								Albourne
81.86		96.75		111.63		133.96		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,207.29</b>	2,272.80	<b>2,608.62</b>	2,622.47	<b>3,009.95</b>	3,146.96	<b>3,611.94</b>	wsccl/pcc
								Ansty & Staplefield
139.69		165.09		190.48		228.58		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,265.12</b>	2,272.80	<b>2,676.96</b>	2,622.47	<b>3,088.80</b>	3,146.96	<b>3,706.56</b>	wsccl/pcc
								Ardingly
110.18		130.22		150.25		180.30		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,235.61</b>	2,272.80	<b>2,642.09</b>	2,622.47	<b>3,048.57</b>	3,146.96	<b>3,658.28</b>	wsccl/pcc
								Ashurst Wood
101.88		120.41		138.93		166.72		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,227.31</b>	2,272.80	<b>2,632.28</b>	2,622.47	<b>3,037.25</b>	3,146.96	<b>3,644.70</b>	wsccl/pcc
								Balcombe
68.80		81.31		93.82		112.58		town
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,194.23</b>	2,272.80	<b>2,593.18</b>	2,622.47	<b>2,992.14</b>	3,146.96	<b>3,590.56</b>	wsccl/pcc
								Bolney
82.16		97.10		112.03		134.44		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,207.59</b>	2,272.80	<b>2,608.97</b>	2,622.47	<b>3,010.35</b>	3,146.96	<b>3,612.42</b>	wsccl/pcc
								Burgess Hill
153.00		180.82		208.63		250.36		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,278.43</b>	2,272.80	<b>2,692.69</b>	2,622.47	<b>3,106.95</b>	3,146.96	<b>3,728.34</b>	wsccl/pcc
								Cuckfield
101.65		120.13		138.62		166.34		town
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,227.08</b>	2,272.80	<b>2,632.00</b>	2,622.47	<b>3,036.94</b>	3,146.96	<b>3,644.32</b>	wsccl/pcc
								East Grinstead
74.57		88.13		101.68		122.02		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,200.00</b>	2,272.80	<b>2,600.00</b>	2,622.47	<b>3,000.00</b>	3,146.96	<b>3,600.00</b>	wsccl/pcc
								Fulking
101.15		119.54		137.93		165.52		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,226.58</b>	2,272.80	<b>2,631.41</b>	2,622.47	<b>3,036.25</b>	3,146.96	<b>3,643.50</b>	wsccl/pcc
								Hassocks
62.24		73.55		84.87		101.84		town
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,187.67</b>	2,272.80	<b>2,585.42</b>	2,622.47	<b>2,983.19</b>	3,146.96	<b>3,579.82</b>	wsccl/pcc
								Haywards Heath
86.24		101.92		117.60		141.12		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,211.67</b>	2,272.80	<b>2,613.79</b>	2,622.47	<b>3,015.92</b>	3,146.96	<b>3,619.10</b>	wsccl/pcc
								Horsted Keynes
87.68		103.62		119.57		143.48		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,213.11</b>	2,272.80	<b>2,615.49</b>	2,622.47	<b>3,017.89</b>	3,146.96	<b>3,621.46</b>	wsccl/pcc
								Hurstpierpoint & Sayers Common
67.10		79.30		91.50		109.80		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,192.53</b>	2,272.80	<b>2,591.17</b>	2,622.47	<b>2,989.82</b>	3,146.96	<b>3,587.78</b>	wsccl/pcc
								Lindfield
48.51		57.33		66.15		79.38		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,173.94</b>	2,272.80	<b>2,569.20</b>	2,622.47	<b>2,964.47</b>	3,146.96	<b>3,557.36</b>	wsccl/pcc
								Lindfield Rural
6.51		7.70		8.88		10.66		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,131.94</b>	2,272.80	<b>2,519.57</b>	2,622.47	<b>2,907.20</b>	3,146.96	<b>3,488.64</b>	wsccl/pcc
								Newtimber
47.40		56.02		64.63		77.56		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,172.83</b>	2,272.80	<b>2,567.89</b>	2,622.47	<b>2,962.95</b>	3,146.96	<b>3,555.54</b>	wsccl/pcc
								Poynings
86.55		102.28		118.02		141.62		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,211.98</b>	2,272.80	<b>2,614.15</b>	2,622.47	<b>3,016.34</b>	3,146.96	<b>3,619.60</b>	wsccl/pcc
								Pyecombe
89.49		105.76		122.03		146.44		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,214.92</b>	2,272.80	<b>2,617.63</b>	2,622.47	<b>3,020.35</b>	3,146.96	<b>3,624.42</b>	wsccl/pcc
								Slaugham
147.75		174.62		201.48		241.78		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,273.18</b>	2,272.80	<b>2,686.49</b>	2,622.47	<b>3,099.80</b>	3,146.96	<b>3,719.76</b>	wsccl/pcc
								Turners Hill
72.65		85.86		99.07		118.88		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,198.08</b>	2,272.80	<b>2,597.73</b>	2,622.47	<b>2,997.39</b>	3,146.96	<b>3,596.86</b>	wsccl/pcc
								Twineham
86.45		102.17		117.88		141.46		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,211.88</b>	2,272.80	<b>2,614.04</b>	2,622.47	<b>3,016.20</b>	3,146.96	<b>3,619.44</b>	wsccl/pcc
								West Hoathly
72.78		86.02		99.25		119.10		parish
202.29		239.07		275.85		331.02		district
1,923.14	<b>2,198.21</b>	2,272.80	<b>2,597.89</b>	2,622.47	<b>2,997.57</b>	3,146.96	<b>3,597.08</b>	wsccl/pcc
								Worth

