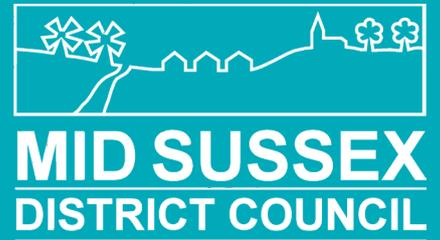


# Mid Sussex Corporate Plan and Budget 2020 - 2021





# THE CORPORATE PLAN AND BUDGET REPORT 2020/21

<b>Contents</b>		<b>Page(s)</b>
<b>Section 1</b>	<b>Overall Summary</b>	<b>3</b>
	<b>Key Factors Taken into Consideration</b>	<b>4 - 6</b>
	<b>The Financial Outlook for 2020/21</b>	<b>7 - 12</b>
	<b>Specific Plans for Service Changes, Income Generation &amp; Efficiency Savings for 2020/21</b>	<b>12 - 15</b>
	<b>S25 Local Government Act 2003</b>	<b>16</b>
	<b>Risk Analysis</b>	<b>16 - 18</b>
<b>Section 2</b>	<b>Revenue Budget</b>	<b>19 - 58</b>
	Contents	19
2a	Summary of Revenue Budget	20
2b	Service Budgets & Service Commentaries	21 - 55
2c	Benefits	56 - 58
<b>Section 3</b>	<b>Capital Programme 2019/20 -2023/24</b>	<b>59 - 90</b>
<b>Section 4</b>	<b>Usable Reserves and Other Balances</b>	<b>91 - 94</b>
<b>Section 5</b>	<b>Financial Strategy</b>	<b>95 - 97</b>
	<b>Medium Term Financial Plan</b>	<b>98 - 99</b>
	<b>Inflation</b>	<b>100 - 102</b>
<b>Section 6</b>	<b>Collection Fund</b>	<b>103 - 104</b>
<b>Section 7</b>	<b>Council Tax Levels</b>	<b>105 - 112</b>



**CORPORATE PLAN AND BUDGET 2020/21****SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****1.0 Overall Summary**

- 1.1 The Council has a robust Service and Financial planning process. This 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 savings, increases in income and careful investments to achieve a balanced budget.
- 1.2 This prudence has resulted in the Council being considered 'financially independent'. This means we will receive no Revenue Support Grant in 2020/21. While this does not confer any financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship and ensures the Council can deliver its strategic ambitions for the residents of Mid Sussex.
- 1.3 The Council has a very ambitious set of priorities, most of which are long term in nature. The work we are committed to for the Burgess Hill Growth Area will take until the early 2030s to complete. It involves the Council not only undertaking many complex, multi-million pound projects/programmes, but also exercising significant leadership and influence with regional and national partners.
- 1.4 In addition, we are refreshing a number of key policies (car parking, the District Plan, homelessness strategy); investing in and (possibly) redeveloping the Orchards Shopping Centre, continuing to acquire assets as investments where prudent; responding to the impact of possible expansion of Gatwick; agreeing further spatial strategies for the District; leading a nationally significant set of projects to implement full fibre connectivity and tackling increasing service pressures.
- 1.5 As we work towards 2020/21 it is essential that we are realistic. We must continue to carefully assess the resource implications of the work we are already committed to and the external environment we are operating in. This is especially important as many of our most demanding programmes of work are long term and complex. Members will be aware that after years of austerity, the Council has a lean officer structure and operates in a highly competitive environment for skills. Therefore, Members and officers need to continue to work closely together to focus effort on priorities. It is crucial that importance is given to the demanding and complex nature of many of the programmes of work the Council already has underway.
- 1.6 In summary, as in previous years the proposals offer a balanced budget for 2020/21 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.
- 2.1.2 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.
- 2.1.3 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 Corporate Priority Projects

- 2.4.1 In the past these have been termed "flagship activities". The slight change in terminology this year does not change the spirit. The Corporate Priority Projects (CPP) are those projects that will receive special oversight through the Scrutiny process. They have been identified because they are largely projects that span several service areas, involve multiple stakeholders, have financial implications and directly support the Council's priorities. They join some existing projects (started in the current year or sometimes before) that are also longer term and complex in nature.
- 2.4.2 The new Corporate Priority Projects for 2020/21 are recommended to be:-

#### (i) Local Plan Review:

Review of the District Plan to ensure:

- A spatial strategy and policies which provide for objectively assessed needs for housing, employment and other necessary land uses;
- Policies which can be used to protect areas and assets of particular importance;
- A robust 5 year housing land supply;
- Policy gaps are addressed.

The project targets adoption of a new local plan in 2023.

**(ii) Household Waste Recycling:**

Delivery of trial food waste and absorbent hygiene products collection during 2020/21, funded by West Sussex County Council. The trial will enable the Council to:

- Use the learning to consider longer term change to household waste collection services including expansion of green waste;
- Redesign services for implementation in 2021/22.

**(iii) The Orchards Shopping Centre:**

A three year project of modernisation, regeneration and a repositioning of the Orchards Shopping Centre to:

- Enhance future viability and income generation, in a challenging commercial environment;
- Explore options to diversify the centre, including provision of a leisure facility;
- Support Haywards Heath master plan and policy objectives to enhance the town centre economy through collaborative working to improve The Orchards and its catchment.

**(iv) Enabling Full Fibre Infrastructure**

Provision of digital connectivity through a full fibre network in Burgess Hill, designed to support local business growth in its construction and commercialisation. This is a long term project, with its first phase due to complete by March 2021. It has been shaped to use the opportunity of growth in Burgess Hill and beyond, alongside the increasing demand for high capacity 'backhaul' fibre infrastructure to accelerate the provision of digital infrastructure. It supports the objectives of:

- Developing the economy;
- Transforming public services;
- Giving residents access to opportunities to develop skills to succeed.

**(v) Sustainability Action Plan:**

Delivery of a comprehensive programme of activities arising from the sustainability strategy and complementing the work being undertaken at county and regional level to deliver against new policy and guidance from central government.

This will include a project to deliver a network of electric vehicle charging points in town and village locations across Mid Sussex to encourage residents, businesses and visitors to switch to electric vehicles.

**(vi) Parks Investment:**

The investment programme will provide a range of projects which will:

- Shape a five to ten year strategy for the provision of parks and open spaces;
- Plan and deliver improvement in support of the strategy for six key parks, while having a clear proposal for future improvements and investment required in the lifetime of the strategy and a sustainable plan for the management and maintenance of park assets;
- Plan and deliver seven improved playgrounds by March 2021.

**(vii) Provision of Sites for Gypsies & Travellers:**

This project will continue the Council's work to develop options to ensure a supply of gypsy

and traveller accommodation to meet the identified need of this community to 2031.

**(viii) Temporary Accommodation:**

This project will consider the impact of the Council's work to secure its own temporary accommodation and, in the light of that, consider options to expand the provision of temporary accommodation for homeless households in the district.

- 2.4.3 Projects do not always fit into planning cycles. Therefore, these projects are a good reflection of the CPPs at this time. Officers operate a gateway approval process which allows them to bring projects forward formally and to be resourced effectively for delivery. This means that the list of CPPs will change and develop over time, including in-year as new projects are proposed or their priority raised, and as projects are completed.
- 2.4.4 As outlined above, the Council already has a number of complex and long running projects that will continue to absorb significant resources during 2020/21. Many of these centre on the Burgess Hill Growth Area and include multi agency projects like Goddards Green sewerage work improvements, A2300 dualling, Place and Connectivity work and continuing work on the Northern Arc. All these projects are included within the Capital Programme with the appropriate detail provided when this becomes available.
- 2.4.5 Progress with the CPPs, together with any update on projects in the pipeline, will be reported to Scrutiny and Cabinet during the year.

**2.5 Service Plans and Performance**

- 2.5.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.
- 2.5.2 The quarterly service performance statistics received by the Scrutiny Committee have shown for some time that the Council's services continue to perform strongly and that we do not have any failing services, despite challenges in some service areas. 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.
- 2.5.3 The service plans also show that services continue to improve and deliver many positive initiatives that will benefit local people.

### **3.0 The Financial Outlook for 2020/21**

#### **(a) Income**

#### **3.1 Government Funding**

3.1.1 The contents of the Settlement were made public by Written Statement on 6<sup>th</sup> February, following the provisional figures being announced prior to Christmas. There were no changes affecting this authority and so the Corporate Plan and Budget is unchanged since its earlier publication as a draft. This, of course, finalises only the 2020/21 financial year and there is much trepidation over future years.

3.1.2 Members will be aware that in the medium term, the funding outlook for shire authorities in the south east, like Mid Sussex, is poor. The Fair Funding Review is very likely to see rebalancing of funding between the tiers of local government to favour those with the primary responsibility for children and adult social care. In addition, the general election result may also precipitate a further shift of resources to northern authorities. The Conservative Manifesto offered few spending plans for local government and certainly little for authorities like Mid Sussex. Therefore, we must plan on the onus being on this Council to continue to be as independent financially as it can.

#### **Rates Retention Scheme (RRS)**

3.1.3 This was a major change to the funding of local authorities in 2013/14 with the tenet being that authorities can 'earn' increased funding by developing their business rate base and keeping a proportion of the income.

3.1.4 In Mid Sussex there has been some moderate growth in our Business Rate taxbase since the scheme started. We can therefore forecast income of £3.4m in 2020/21 whilst keeping our RRS reserve to cover income shortfalls where these arise.

3.1.5 However, for 2021/22 (i.e. the year after next) we are reducing the forecast net income from RRS by approx. £800k to allow for the effect of the Fair Funding Review which will redistribute income across the local government sector. This is described more fully towards the end of this 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 funds due.

However, as part of the Final Settlement a consultation on the future of a housing bonus was announced. It seems likely to continue in some form to encourage housebuilding across the country.

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	2020/21 £000s
1	360	360	360	360	360	360				
2		506	506	506	506	506				
3			735	735	735	735	735			
4				894	894	894	894			
5					761	761	761	761		
6						1,173	1,173	1,173	1,173	
7							845	845	845	845
8								878	878	878
9									548	548
10										996
<b>Total</b>	360	866	1,601	2,495	3,256	4,429	4,408	3,657	3,444	3,267

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. 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 Members should note that we are proposing a price rise in our green waste service that is forecast to increase income by £100k per annum. This is described later in this paper.

3.2.3 Similarly, we are also proposing to more closely recover our costs in providing pre-application advice within the planning service. This is also described later in this paper.

### **3.3 Use of Reserves**

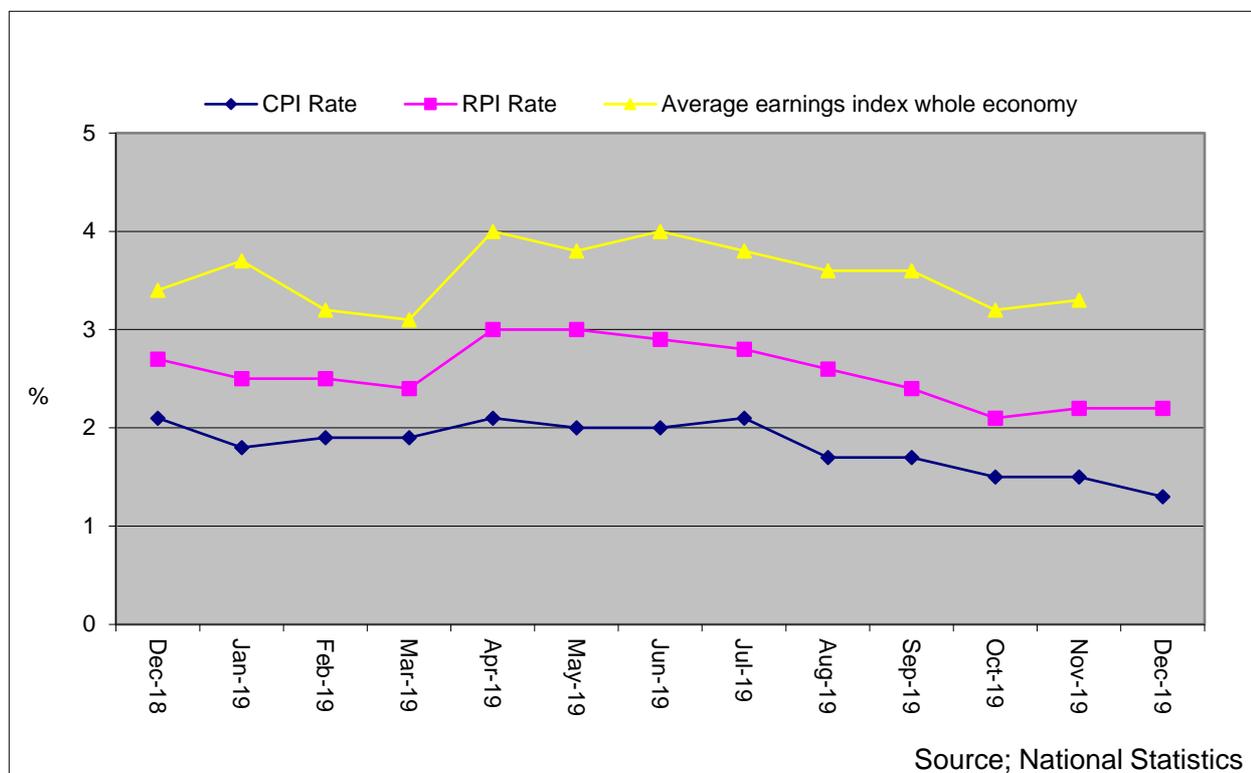
- 3.3.1 Last year we were able to set up and/or increase the Specific Reserves that are used to finance the project work in various areas. This theme continues next year with transfers to reserves taking place in the following areas.
- 3.3.2 Adopting the District Plan does not mean that work on the Council's development planning work 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). In order to meet the Government's requirement in 2020/21, the Council will need to start the review of the District Plan for adoption in 2023.
- 3.3.3 It is therefore proposed that the Development Plan Reserve is topped up next year with £436k to fund this workstream. For future years this becomes £300k each year and while some years we will spend more, and in some years, less; the availability of funds means that the service can plan ahead with confidence.
- 3.3.4 Similarly, the Waste Reserve is proposed to be topped up with £40k as described below in para 6 (xiii).
- 3.3.5 Finally, Para 5.1 (ii) below describes our need to fund the cost of Job Evaluation in the coming year. As it is not possible at this point to accurately allocate this across the services, the financing will be held in a Specific Reserve and released when needed.

### **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.
- 3.4.2 For next year Members have formally indicated that a modest rise of £4.95 (the maximum is £5.00 or 2%, whichever is higher) should be budgeted in order that the Council keeps up with inflation.
- 3.4.3 This provides an extra £306k 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 is 1.3% for the year to December 2019 down from 1.5% 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 **£475k** in 2020/21. The details of this calculation are set out below. The principal increase is in relation to contracts £129k, other supplies and services £45k and maintenance £37k. The inflation figure assumes a 2% pay increase for staff in 2020/21, which equates to £250k.

**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 £162k by the end of the year. This arises from increased house building leading to more tax being billed than forecast, 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 broadly retains this scheme for 2020/21 but with the income parameters being banded rather than directly assessed on a £ for £ basis. Council agreed this scheme in December but its financial significance to the revenue budget is very minor, as the report outlines.

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

3.8.1. This shows a net increase of £2k this year, an immaterial figure but with the potential to change in future years.

### **3.9 Tax Base**

3.9.1 The tax base for the year was set at Council on 18 December 2019. For this year we are predicting growth of 1.65% 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 2020/21 we need to set it at £28k.

### **3.11 Capital Programme**

3.11.1 The proposed Capital Programme is set out in Section 3. It comprises a reasonable range of projects to be delivered although Members should note that we have moved away from a single 'bidding round' and anticipate that more projects in the pipeline will come forward to be approved and start during the year.

### **3.12 Fair Funding Review**

3.12.1 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.

3.12.2 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.

3.12.3 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.

3.12.4 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.

3.12.5 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 2021/22. We are reducing our forecast by some £800k in that year which we hope is a 'worst case scenario'. It is possible that this could be 'damped' in any implementation although this is not certain.

3.12.6 The consultation paper on the Review asked for views on 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.

3.12.7 Of course it is also possible that the new government quickly acts to make the funding of local government more certain; there is an aspiration to revive 100% retention of business rates for example, and to increase devolution of functions away from central government.

3.12.8 For now though, these remain aspirations, with the main focus of the government to deal with the exit from the European Union. Members will of course be updated were these financial issues to change.

### 3.13 Four Year Position

3.13.1 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.

3.13.1 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 2020/21</b>	<b>£0k (balanced)</b>
<b>Year 2 2021/22</b>	<b>£853k</b>
<b>Year 3 2022/23</b>	<b>£595k</b>
<b>Year 4 2023/24</b>	<b>£586k</b>

## 4.0 Specific Plans for Service Changes, Income Generation and Efficiency Savings for 2020/21

### 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 19/20 carried forward into 2020/21;
- increased service expenditure where demand for services has increased by way of economic or demographic growth.
- Some income increases where inflation has been erosive or where cost recovery has been inadequate

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

(i) Despite making excellent progress in securing our own temporary accommodation, demand has increased and compared to this time last year we have more families in temporary accommodation. Across 20/21 this is forecast to cost an additional **£179k**, although it is estimated that this would have been at least £103k higher without our own temporary accommodation.

- (ii) For some years we have been working on a scheme of Job Evaluation and this is about to culminate in a new scheme being agreed with Unison. There will be some increases mainly at the lower end of the salary scales that affect a range of posts (such as Benefit Assessors and Civil Enforcement Officers) which creates a pressure of **£267k** in the first year.
- (iii) The West Sussex Cabinet has reviewed the formula for calculating recycling credits and will be reverting to paying the statutory minimum. This will affect all the districts and boroughs in West Sussex who currently enjoy enhanced rates as part of a drive to increase recycling and reduce quantities of waste going to landfill.
- (iv) As set out in the report to Cabinet in September, to fully take account of this in the year means removing **£813k** pa of budgeted income. Initial hopes that this would be phased over two years have proved to be short lived. In the circumstances therefore, it would be prudent to budget for this reduction in 2020/21.
- (v) On a purely administrative basis, the service charge for sending BACS payments will create a pressure of **£15k**.
- (vi) As a result of the project to digitise Local Land Charges taking longer to implement than forecast, the Head of Service has decided to defer the savings that full implementation would bring, by two years. This creates a pressure of **£16k** but the saving is reinstated in 2022/23.
- (vii) As the Martlets Shopping Centre in Burgess Hill is made ready for its redevelopment, New River Retail is relocating some tenants to other locations. The effect of this, combined with the reduction in car parking is that the supplementary rent due is forecast to fall by **£64k**.
- (viii) As noted above, the Housing Business Unit is seeing both an increase in the numbers of people seeking help and advice. In order to improve resilience and address the increase in demand for services in this area, we are proposing to take on two trainees at a cost of **£60k** including all overheads.
- (ix) A recent restructure in the ICT business and a strategic repositioning to become more of a Digital Service provider supporting more effective use of digital tools and approaches within services resulted in the staff salaries budget increasing by **£60k** and an investment in staff training of **£10k** to this important area.
- (x) The Estates team has also recently been restructured at a gross cost of £91k offset by savings in salaries for drainage consultants as the service will now be provided in house. We also need to adequately train our officers which comes at an increased cost of around **£13k**.
- (xi) We have also reviewed our drainage assets and feel that we need to budget an extra **£36k** for their upkeep, together with other assets where we need to increase our revenue contribution to Major Capital Renewals by £125k. We also need to increase our budget for repairs and renewals (based on a recent condition survey) by **£33k**.
- (xii) In the Contracts and Commercial Business Unit, tree survey work has shown an increasing need to care for our tree stock and, in particular, the Ash and Oak trees which are under increasing pressure. Whilst we have increased this budget recently in-year, it is felt that a further **£50k** is needed to improve the inspection regime to meet increasing demands caused by disease and weather.
- (xiii) In addition to this, Commercial Services are restructuring the team to build further capacity across waste and landscapes and outdoor services following a recent merger with Outdoor

Services. The new structure requires an investment of **£54k** and will build capacity to enable the service to respond to service improvements and a number of significant projects.

- (xiv) In the Customer Service and Communications BU we forecast an increase in the budget of **£12k** for marketing training to support commercialisation of Council assets and is for one year only. There is also an increase in salary costs of **£11k** from increasing hours for a member of staff to cover peak workloads.
- (xv) Within the Strategic Core we are now budgeting for a Programme Manager to look after many of our significant number of complex, multi-disciplinary projects. For some of last year this post was financed from a specific reserve but we now need to build it into our base costs. Whilst the cost of this is **£72k** each year, it brings much needed discipline and experience to the programming and management of key projects.
- (xvi) Maintaining read only access to the redundant Financial Management System will cost us a one-off payment of **£25k**. This greatly saved on migration costs which was the alternative option.
- (xvii) Similarly, we also need to extend and enhance user licences for the HR & Payroll system at a cost of **£13k**. We also proposed to increase the training budget by **£15k** to support our 'grow your own' approach to staff development and support the increase in apprenticeship posts.

## 6.0 Savings and income generation

- (i) The pressure to keep audit fees down continues and our centrally procured audit with EY is forecast to save some **£20k** again next year. This is most welcome although there are signs that fees have become unsustainably low in some parts of the country.
- (ii) Further good news arose from the insurance savings made from a retendered contract with our colleagues in the Procurement Service where accepting tenders on specific lines of business rather than using one insurer has made a saving of **£80k** pa overall.
- (iii) Following WSCC's cuts to housing related support services, the District and Borough Councils in West Sussex have negotiated with WSCC to reduce the impact of the cuts. The anticipated supported housing pressure of £100k has been reduced in 2020/21 to **£25k** and **£50k** in subsequent years. This is because the current contracts for providing housing support for vulnerable households are being jointly re-specified and re-procured. The impact of these Service changes will need to be carefully monitored.
- (iv) Assisting in the financing of the budget we are forecasting a surplus on the collection fund relating to Council tax collection of **£162k**. We have also been advised that we can reduce our payment into the WSCC pension fund. This is designed to make up the funding level to 100% over the next 20 years to make up the deficit. The net effect of this is a saving of **£75k** pa.
- (v) We are also able to budget for an increase in the rent at the John de Mierre (Basepoint) centre. This has proven to be very successful and the rent has increased by **£86k** pa. There is also some increased rent arising from the Market Place car park of **£20k** pa.
- (vi) Finally, given the scale of pressures above, particularly the withdrawal of the recycling credits by WSCC, we have had to look again at the largest contributions to reserves and vary our strategy accordingly.

- (vii) Firstly, we are proposing to no longer make a contribution to the ICT reserve of **£400k** each year. Following our previous investments, Digital projects will be treated in the same way as our others and officers will bring them forward each year as part of our corporate plan. This will be underpinned by a 'digital assets strategy' which predicts expenditure on the basis of infrastructure lifecycles. There will be no diminution of our modernisation agenda but this will enable us to fund the projects from the most appropriate source at the time rather than simply charge them to the revenue account.
- (viii) In a similar vein, The Orchards Shopping Centre Reserve has a balance of £580k and there are no significant draws forecast on that sum. Given its purpose is to finance some year to year variation on income, or allow for expenses on running the centre that cannot be financed from the service charge, it is felt that this balance is adequate, and the annual transfer to reserves can be removed from the MTFP. This saves **£425k** each year and significantly contributes to balancing the budget for 2020/21. A significant capital reserve remains to support any future work at the Centre.
- (ix) As mentioned above, we have now insourced all the drainage advice given as part of considering planning applications with the result that we can save **£39k** on the use of consultants.
- (x) In order to keep pace with increased costs, it is proposed that the charges for pre-application advice provided by the planning service are increased. Councils are permitted to recover costs for this service, which can on occasion be quite resource intensive and involve staff time from a number of different services, including Development Management, Landscapes, Housing and officers from Estates who provide drainage advice. This Council's charges have not been increased for some time and have fallen significantly behind what other local authorities are charging on the same cost-recovery basis. As a result, we are anticipating an increase in income of some **£20k** pa. Any increases would be indexed to ensure charges keep pace with the cost of delivering the service.
- (xi) Finally, Members should note that we are proposing a price rise in our green waste business from £65 annually per bin to £70. The last time the cost was increased was in 2015, and when compared to neighbours, the cost of this discretionary service is reasonable.
- (xii) An increase of £5 per bin over some 20,000 subscribers should give an increase in income of **£100k** per annum.
- (xiii) This service is currently at capacity and this cost increase is a precursor to improvements to our recycling service. Whilst the increase is modest it will enable us to create a small **£40k** specific reserve which will assist in the transition to an improved service which could provide a combined weekly food and green waste service in 2021/22. This will provide a more sustainable service than in any other District in West Sussex. By combining the collection of food waste with the expansion of green waste, the Council will not only improve the customer experience and increase the recycling rate but it will also provide a more sustainable service.
- (xiv) In addition to the changes above, there are a number of smaller, sub £10k changes with insignificant service effects.
- 6.1. 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
  - Keeping taxation at realistic levels and relative to national inflation
  - Building on our financial independence to support valued services
  - Balancing workload to available resources

## 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 2020/21 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 2020/21, 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. Inflation in recent years has been relatively stable but we are now entering a period where the UK exit from the EU may have uncertain effects.

8.4 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.

- 8.5 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

- 8.6 These are net savings arising from the budget preparation process. Some are budget reductions, whilst some relate to 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

- 8.7 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 2020/21 prudent assumptions are made, particularly around areas such as development management and building control income. Our in-year monitoring shows that these are realistic figures to use.
- 8.8 There are two areas of income where, once again, some fluctuation can be expected; car parking and development management income.
- 8.9 The car park income budget has been increased to the actual achieved during 2019/20. There is little risk of a significant movement here given the economic growth in the district.
- 8.10 Development Management income has continued to show some growth especially at the larger application level. This was predictable, and we now expect some levelling off in income levels. Significant drops in income are unlikely while the district plans for increases in housing.
- 8.11 One of the main risks to our income budget arises from 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.
- 8.12 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

- 8.13 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 2020/21 and can be expected to rigorously control costs.

Reserves

- 8.14 The total of the Council's non-earmarked General Reserves are projected to be £4.351m at 1<sup>st</sup> April 2020 and projected to be £7.327m at 1<sup>st</sup> April 2021. 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

- 8.15 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.

## REVENUE BUDGET CONTENTS

	<b>Page</b>
<b>Section 2a</b>	
Summary of Revenue Budget	20
<b>Section 2b</b>	
Service Budgets - Definitions	21 - 22
Service Budgets - Summary	23
Gross Expenditure & Income Summary	24
Specific Items Summary	25
Capital Charges Summary	25
Assistant Chief Executive Business Units:	26 - 35
- Housing	26, 30
- Planning Policy & Economic Development	26, 31
- Development Management	27, 32
- Commercial Services and Contracts:	28
- Parking Services	28, 33
- Cleansing Services	28, 34
- Landscapes & Leisure	28, 35
Head of Corporate Resources Business Units:	36 - 41
- Community Services, Policy & Performance	36, 37
- Corporate Estates and Facilities	36, 38
- Finance Accountancy	36, 39
- Finance Corporate	36, 40
- Revenues & Benefits	36, 41
Head of Digital Business Units:	42 - 45
- Customer Services & Communications	42, 43
- Digital and Technology Services	42, 44
- Human Resources & Payroll	42, 45
Head of Regulatory Services (and Monitoring Officer) Business Units:	46 - 53
- Legal Services	46, 48
- Democratic Services	46, 49
- Land Charges	46, 50
- Planning & Building Control Support	51
- Environmental Health	46, 52
- Building Control	47, 53
Strategic Core:	
- Strategic Core Business Unit	54 - 55
Corporate Funds:	54 - 55
<b>Section 2c</b>	
Benefits Statement	56 - 58

## SUMMARY OF REVENUE BUDGET 2020/21

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 2020 /21 Summary**

Notes	Budget 2020/21 £'000	Budget 2019/20 £'000
1 <b>Council Service Net Expenditure</b>	<b>13,893</b>	<b>12,486</b>
Contribution to Rate Retention Scheme Equalisation Reserve	0	200
Contribution to ICT Reserve	0	400
Contribution to Burgess Hill Growth Reserve	0	60
Contribution to Orchards Reserve	0	425
Contribution to Development Plan Reserve	436	100
Contribution to Waste Reserve	40	0
Contribution to Job Evaluation Reserve	267	0
<b>Total Revenue Spending</b>	<b>14,636</b>	<b>13,671</b>
2 Capital Charges	1,851	2,083
3 Specific Items	2,932	2,810

### 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 2020/21 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 2020/21;
  - b) tables showing the variation for each Business Unit between 2019/20 and 2020/21 budgets, and
  - c) a budget summary including an analysis by type of spending which shows data for 2018/19 outturn (objective analysis only), original budget 2019/20 and budget 2020/21. Also included are figures to show the amount and percentage change between 2019/20 and 2020/21.

(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 2020/21

Actual 2018/19 £'000		Budget 2020/21 £'000	Budget 2019/20 £'000	Change from 2019/20 £'000	%
1,229	Housing	1,543	1,231	312	25%
796	Planning Policy & Economic Development	1,154	1,079	75	7%
441	Development Management	830	650	180	28%
(1,357)	Parking Services	(1,197)	(1,127)	(70)	6%
2,745	Cleansing Services	4,012	3,105	907	29%
1,056	Landscapes and Leisure	1,294	1,049	245	23%
1,139	Community Services Policy and Performance	1,486	1,319	167	13%
(2,152)	Corporate Estates and Facilities	(2,712)	(2,484)	(228)	9%
(1)	Finance Accountancy	0	0	0	
1,412	Finance Corporate	1,119	1,505	(386)	(26%)
2,435	Revenues & Benefits	2,492	2,394	98	4%
7	Customer Services & Communications	0	0	0	
26	Digital and Technology Services	(23)	129	(152)	(118%)
29	Human Resources & Payroll	0	0	0	
(28)	Legal Services	0	0	0	
941	Democratic Services	1,013	981	32	3%
106	Land Charges	156	143	13	9%
(2)	Planning & Building Control Service Support	0	0	0	
1,017	Environmental Health	1,156	1,122	34	3%
305	Building Control	341	298	43	14%
1,131	Strategic Core	1,319	1,148	171	15%
(119)	Benefits	(119)	(119)	0	
1	Drainage Levies	1	1	0	
0	Balance Unallocated	28	62	(34)	(55%)
<b>11,157</b>	<b>Council Net Expenditure</b>	<b>13,893</b>	<b>12,486</b>	<b>1,407</b>	
817	Contribution to Rate Relief Equalisation Reserve	0	200	(200)	(100%)
400	Contribution to ICT Reserve	0	400	(400)	(100%)
304	Contribution to Burgess Hill Growth Reserve	0	60	(60)	(100%)
425	Contribution to Orchards Reserve	0	425	(425)	(100%)
0	Contribution to Development Plan Reserve	436	100	336	336%
0	Contribution to Waste Reserve	40	0	40	
0	Contribution to Job Evaluation Reserve	267	0	267	
799	Contributions to reserves from 2018/19 underspend				
<b>13,902</b>	<b>Total Revenue Spending</b>	<b>14,636</b>	<b>13,671</b>	<b>965</b>	

## Gross Expenditure and Income Budget Summary 2020/21

	Budget 2020/21 £'000	Budget 2019/20 £'000	Change from 2019/20 £'000	2019/20 £'000
<b>Gross Expenditure</b>				
Employees	14,054	13,523	531	4%
Premises Related Expenditure	3,293	2,817	476	17%
Transport Related Expenditure	309	307	2	1%
Supplies and Services	5,593	5,844	(251)	(4%)
Third Party Payments	5,219	5,270	(51)	(1%)
Transfer Payments	33,076	33,032	44	0%
Support Services	6,710	6,102	608	10%
	<b>68,253</b>	<b>66,895</b>	<b>1,358</b>	2%
<b>Gross Income</b>				
Customer and Client Receipts	(8,865)	(8,549)	(316)	4%
Rents	(4,341)	(4,067)	(274)	7%
Government Grants	0	0	0	
Other Grants and Contributions	(33,701)	(34,506)	805	(2%)
Recharges	(6,710)	(6,102)	(608)	10%
	<b>(53,617)</b>	<b>(53,224)</b>	<b>(393)</b>	1%
<b>Net Expenditure</b>	<b>14,636</b>	<b>13,671</b>	<b>965</b>	

### Specific Items Summary 2020/21

	<b>Budget 2020/21 £'000</b>	Budget 2019/20 £'000
<b>Business Unit</b>		
Housing	270	187
Planning Policy	2,278	1,618
Parking Services	62	85
Cleansing Services	0	105
Landscapes and Leisure	196	287
Community Services Policy and Performance	119	126
Finance Accountancy	0	9
Digital and Technology Services	0	150
Human Resources & Payroll	6	6
Democratic Services	0	211
Planning Service Support	0	25
	<b>2,932</b>	<b>2,810</b>

### Capital Charges Summary 2020/21

	<b>Budget 2020/21 £'000</b>	Budget 2019/20 £'000
<b>Business Unit</b>		
Housing	41	24
Parking Services	27	18
Cleansing Services	10	139
Landscapes and Leisure	1,272	1,388
Corporate Estates and Facilities	248	281
Revenues & Benefits	13	7
Digital and Technology Services	209	183
Democratic Services	3	14
Land Charges	28	28
	<b>1,851</b>	<b>2,083</b>

## Assistant Chief Executive

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

### Housing

Demand for this important statutory service continued to grow in 2019/20. There was an increase in the numbers of homeless families applying to the Council for assistance resulting in an increase in the number of households the Council has responsibility for, from 52 in 2018/19 to an anticipated 70 in 2019/20. There are approximately 1500 households on the Council's Housing Register.

There were 71 households in temporary accommodation and it is anticipated that by the end of March 2020 this will increase to at least 80 households. It is estimated that 40 of these will be in nightly paid bed and breakfast accommodation.

In 2019/20, the Council purchased 14 properties in the District to accommodate homeless households. As a result of this it is anticipated that by the end of this year, the Council will have saved approximately £130k by avoiding expensive bed and breakfast accommodation. The Council is continuing to seek to increase its temporary housing stock in the District by encouraging owners to rent their accommodation to the Council under the Private Sector Leased Scheme. In addition to this, in 2020/21 the Council will review the potential to purchase more housing in the District for use as temporary accommodation.

The Council has had a successful year in delivering affordable housing and it is anticipated that by the end of 2019/20 more than 200 new affordable homes will have been delivered in the District. This is compared to 102 in 2018/19. The Council remains confident that this trend will continue in to 2020/21.

### Planning Policy and Economic Development

As required by the District Plan, in 2019/20 the Council prepared a draft Site Allocations DPD (the Sites DPD) to allocate sufficient housing and employment sites to meet the identified residual housing and employment requirements for the District up to 2031. The Council carried out the first round of consultation in autumn 2019. Following this the final draft will be consulted on in spring 2020. It is anticipated that this will be submitted to the Secretary of State for Independent Examination in autumn 2020 for adoption in spring 2021.

There are 17 made Neighbourhood Plans in the District and during 2019/20 further work with Parishes has led to significant progress on the final three Neighbourhood Plans being actively progressed. Slaugham's Plan was made in September 2019; the examination on the Hassocks Neighbourhood Plan was held Autumn 2019; and, the consultation draft Horsted Keynes Neighbourhood Plan will be published in Spring 2020. During 2020/21 the Hassocks Plan will be made and the work on the Horsted Keynes Plan will be further progressed.

Good design is important and the Council has prepared a district-wide Design Guide which, once approved in 2020 will help deliver high quality new development.

As required by the Government, the Council will start work on reviewing the District Plan in 2020/21.

During 2019/20 there has been significant progress in the delivery of the Burgess Hill Growth Programme including:

- a new Lidl store and new library in Burgess Hill;
- submission of a proposed new commercial led town centre regeneration scheme for planning consideration;
- completion of the decontamination and road works to support the new housing at Fairbridge Way;
- Roche and DPD have move onto the Hub;
- Progress on delivery of the £10.5m LGF and £6.5m HIF grant funded odour control works at Goddards Green Waste Water Treatment

In 2020/21 the Burgess Hill Growth Programme will deliver the following:

- Completion of the dualling works on the A2300
- a number of the Place and Connectivity projects which will see investment of £21.8m in sustainable transport and public realm improvements;
- Completion of the odour treatment works at Goddards Green Waste Water Treatment works; and
- Initial feasibility reports/masterplans for the Brow and Burgess Hill Station funded by One Public Estate grant funding.

In 2019/20 the Council continued to deliver the Economic Development Action Plan and awarded:

- 44 micro business grants with a total value of £71,428.57 to local businesses attracting over £110,000 in private sector match funding.;
- 4 shopfront improvement grants totalling £9,290.

In 2020/21 the service will

- Continue to deliver the micro business and shopfront improvements grant schemes;
- Prepare a strategy for marketing Mid Sussex District as a place with significant opportunities for business development; and
- Assess the viability and deliverability of a Business Improvement District in Haywards Heath.

Following the success of the 2019 Open4Business event, which highlighted the importance of apprenticeships, the focus of the 2020 Open4Business event will be on the sustainability and the environment of the business community.

### **Development Management**

Development Management plays a critical role in the delivery of the District Plan and in maintaining the Council's 5 year housing land supply. Significant progress has been made on the delivery of the Strategic Allocations of the District Plan with key milestones being reached on the Northern Arc where outline planning permission for the whole development and Freeks Farm was granted. This was the biggest application the Council has permitted delivering up to 3,500 new homes, significant transport infrastructure, three new neighbourhood centres, and community infrastructure including schools. Development of the bridge and link road between Isaacs Lane and Maple Drive and the homes on Freeks Farm will start to be delivered during 2020/21.

By the end of 2019/20 it is anticipated that over 2,250 planning and related applications will have been received and 80 appeals against the refusal of planning permission.

The Council continues to work closely with developers and enters into Planning Performance Agreements to ensure effective consideration and delivery of these proposals.

Following extensive consultation an up to date Conservation Area Character Appraisal for East Grinstead Conservation Area was agreed. In 2020/21 the Council is planning to carry out Conservation Area Character Appraisals in Lindfield and Muster Green.

## **Commercial Services and Contracts Division**

The Council continues to enjoy good working relationships with its contractors, and work continues to explore ways to exploit the synergies between the contracts to ensure a joined up and cohesive approach to improve the customer's experience.

### Parking

The Council has 34 car parks, 22 of which are in the Town Centres. Twenty one car parks retained their Park Mark status, and 17 of those also achieved Disabled Parking Accreditation, awarded by the British Parking Association providing customers with confidence of safe and accessible car park provision.

Following the successful implementation of cashless parking across all Council owned car parks in 2018, the proportion of car park transactions made using cashless methods steadily rose in 2019 to 37%.

During 2019/20, work commenced on refreshing the Council's Parking Strategy. It is hoped that the new strategy will be adopted in April 2020. The new Strategy and 5-year Action Plan will focus on ensuring a robust approach to the future provision of parking to support wider sustainable and economic growth.

### Waste

The waste team continues to work closely with the West Sussex Waste Partnership, to ensure recycling targets are achieved and to explore initiatives to increase the amount of waste recycled and reduce residual waste. The Council is on track to achieve a recycling rate of 45.5% in 2019/20 and good progress has been made with West Sussex County Council to develop a weekly food waste collection trial in parts of the District in 2020. This, along with some smaller scale service improvements, should increase the Council's recycling rate in 2020/21 towards 47%.

In September 2019, the garden waste customer base hit the 20,000 households target, and during 2020/21, the waste team will develop proposals to further grow and improve this popular service. Following the successful waste electricals and textiles collection pilot in 2018/19, expansion of this scheme across the District will also be introduced early in 2020/21.

### Landscapes

The Council has approx. 400 parks, 123 play areas and over 100 playing pitches and amenity green spaces. In 2019/20 the Council set aside £2.3m to carry out extensive redesign and improvements to six key parks and some play areas over two years starting in 2020/21. In 2021/22 the Council is proposing to allocate £270k to provide improved and new play areas in four playgrounds.

During 2019/20, the Council successfully retained its Green Flags at Beech Hurst Gardens in Haywards Heath and St John's Park in Burgess Hill; and for the first time secured a third Green Flag for East Court and Ashplats Wood in East Grinstead. During 2020/21, the Council will work with contractors IdVerde to retain all three Green Flags and to secure a new Green Flag at Victoria Park, Haywards Heath.

As work commences on the Northern Arc, Homes England will begin the phased transfer of 80 hectares of open space to the Council. This will make a significant contribution to the open space for Mid Sussex residents.

Leisure

Attendance and membership numbers at the Leisure Centres remain strong, although competition from budget gym operators is having an impact.

Investment in the Centres continues and during 2019/20 there was an upgrade to the reception area at the Dolphin, incorporating a new Costa Coffee and popular soft play area; and a new Padel Tennis facility at the Triangle. During 2020/21 the Council will work with Places Leisure to develop a five-year plan for further investment in the Council's indoor leisure provision to ensure the offer is competitive and fit for the future.

In 2020/21 the Council will work with Homes England and specialist advisers to bring forward plans for the new Centre for Outdoor Sports at the Northern Arc.

## Housing Budget 2020/21

HOUSING VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	18
Recharges	12
Salary adjustments *	11
Pressure - Bedlands Site premises costs	3
Pressure - Supported Housing	25
Pressure - Temporary Accommodation	179
Pressure - Choice Base Lettings Contract	4
Pressure - Housing Staffing	60
<b>Total</b>	<b>312</b>
<b>Budget Changes - Decreasing</b>	
<b>Total</b>	<b>0</b>
<b>Total Variation for Housing</b>	<b>312</b>

\* Includes salary increments and approved establishment changes.

Budget 2019/20 £'000	Budget 2020/21 £'000	Housing Needs £'000	Other Council Property £'000	Housing Enabling £'000	Accommodation Asset Management £'000	Temporary Accommodation £'000
<b>Gross Expenditure</b>						
524 Employees	600	385	0	117	98	
2 Premises Related Expenditure	5	0	5	0	0	
12 Transport Related Expenditure	15	10	0	3	2	
263 Supplies and Services	294	290	0	4	0	
0 Third Party Payments	0	0	0	0	0	
618 Transfer Payments	662	662	0	0	0	
220 Support Services	234	157	0	77	0	
<b>1,639</b>	<b>1,812</b>	<b>1,505</b>	<b>5</b>	<b>201</b>	<b>101</b>	
<b>Gross Income</b>						
(4) Customer and Client Receipts	0	0	0	0	0	
(135) Rents	0	0	0	0	0	
0 Government Grants	0	0	0	0	0	
(269) Other Grants and Contributions	(269)	(269)	0	0	0	
0 Recharges	0	0	0	0	0	
<b>(408)</b>	<b>(269)</b>	<b>(269)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>1,231</b>	<b>1,543</b>	<b>1,237</b>	<b>5</b>	<b>201</b>	<b>101</b>	
<b>Net Expenditure</b>						
<b>1,231</b>	<b>1,231</b>	<b>1,072</b>	<b>2</b>	<b>196</b>	<b>(39)</b>	
<b>Budget 2019/20</b>						
<b>Change from 2019/20</b>						
£'000 Change	312	165	3	5	140	
% Change	25%					
<b>Other Items 2020/21</b>						
Capital Financing Costs	41	0	0	0	41	
Capital Financing Income	0	0	0	0	0	
Specific Items	270					

## Planning Policy & Economic Development Budget 2020/21

Budget 2019/20 £'000	Budget 2020/21 £'000	Planning Policy £'000	Economic Development £'000
<b>Gross Expenditure</b>			
525	551	348	203
0	0	0	0
13	13	9	4
262	288	44	244
0	0	0	0
0	0	0	0
303	327	210	117
<b>1,103</b>	<b>1,179</b>	<b>611</b>	<b>568</b>
<b>Gross Income</b>			
(24)	(24)	(24)	0
0	0	0	0
0	0	0	0
0	0	0	0
(24)	(24)	(24)	0
<b>1,079</b>	<b>1,154</b>	<b>587</b>	<b>568</b>
<b>Net Expenditure</b>			
<b>1,079</b>	<b>1,079</b>	<b>565</b>	<b>514</b>
<b>Change from 2019/20</b>			
	75	22	54
	7%		
<b>Other Items 2020/21</b>			
	0	0	0
	0	0	0
	2,278		

### PLANNING POLICY & ECONOMIC DEVELOPMENT VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	16
Recharges	18
Pressure - Planning Policy restructure	2
Salary adjustments*	15
Tourism budget moved from Community Services, Policy & Performance	24
<b>Total</b>	<b>75</b>
<b>Budget Changes - Decreasing</b>	
<b>Total</b>	<b>0</b>
<b>Total Variation for Planning Policy &amp; Economic Development</b>	<b>75</b>

\* Includes salary increments and approved establishment changes

## Development Management Budget 2020/21

Budget 2019/20 £'000	Budget 2020/21 £'000	Development Management £'000
<b>Gross Expenditure</b>		
1,277	1,414	1,414
0	0	0
46	48	48
206	190	190
0	0	0
574	672	672
<b>2,103</b>	<b>2,324</b>	<b>2,324</b>
<b>Gross Income</b>		
(1,454)	(1,494)	(1,494)
0	0	0
0	0	0
0	0	0
<b>(1,454)</b>	<b>(1,494)</b>	<b>(1,494)</b>
<b>650</b>	<b>830</b>	<b>830</b>
<b>Net Expenditure</b>		
<b>Budget 2019/20</b>		
<b>Change from 2019/20</b>		
£'000 Change	180	180
% Change	28%	
<b>Other Items 2020/21</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

### DEVELOPMENT MANAGEMENT VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	26
Recharges	86
Salary adjustments *	110
Pressure - Staffing	5
<b>Total</b>	<b>227</b>
<b>Budget Changes - Decreasing</b>	
Restructure of Software & Scanning budgets to ICT	(16)
Saving - Planning income - Discharge of Conditions	(10)
Saving - Pre-Planning income increases in charges	(21)
<b>Total</b>	<b>(47)</b>
<b>Total Variation for Development Management</b>	<b>180</b>

\* Includes salary increments and approved establishment changes.



## Cleansing Services Budget 2020/21

CLEANSING SERVICES VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £000
<b>Budget Changes - Increasing</b>	
Inflation	135
Recharges	19
Waste contract variation - Growth in properties	31
Pressure - Commercial Services & Contracts Staff restructure	17
Pressure - Recycling credit income	813
<b>Total</b>	<b>1,015</b>
<b>Budget Changes - Decreasing</b>	
Saving - Bulky Household Collection income	(8)
Saving - Garden Waste income - Price increase	(100)
<b>Total</b>	<b>(108)</b>
<b>Total Variation for Cleansing Services</b>	<b>907</b>

\* Includes salary increments and approved establishment changes.

Budget 2019/20 £'000	Refuse Collection £'000	Recycling £'000	Highway Cleansing £'000	Highway Maintenance £'000
<b>Gross Expenditure</b>				
336 Employees	152	67	106	31
30 Premises Related Expenditure	0	15	0	16
17 Transport Related Expenditure	9	3	4	1
93 Supplies and Services	54	36	1	0
4,558 Third Party Payments	3,446	0	1,268	0
269 Support Services	180	50	51	14
<b>5,304</b>	<b>3,841</b>	<b>171</b>	<b>1,429</b>	<b>62</b>
<b>Gross Income</b>				
(1,354) Customer and Client Receipts	(1,459)	0	0	0
(844) Other Grants and Contributions	(31)	0	(17)	0
<b>(2,198)</b>	<b>(1,474)</b>	<b>0</b>	<b>(17)</b>	<b>0</b>
<b>3,105</b>	<b>2,367</b>	<b>171</b>	<b>1,412</b>	<b>62</b>
<b>Net Expenditure</b>				
<b>Budget 2019/20</b>	3,105	2,330	(647)	1,357
<b>Budget 2020/21</b>	4,012	2,367	171	1,412
<b>Change from 2019/20</b>	907	37	818	55
£'000 Change	29%			(3)
% Change				
<b>Other Items 2020/21</b>				
Capital Financing Costs	10	0	0	0
Capital Financing Income	0	0	0	0
Specific Items	0	0	0	0



## Head of Corporate Resources

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

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

In addition to the wide range of Business as Usual activities within the Unit, there are a number of one-off projects in gestation to improve the lives of the community. One started last year, but to reach fruition in 2020/21, is the installation of electric vehicle charging points across the district, to considerably widen our coverage for these users. Funding for this initiative is expected from both the Burgess Hill Place and Connectivity Fund, and from a funding application made to the Office for Low Emission Vehicles (OLEV).

We are seeking to develop a Community Development and Engagement Strategy with a view to this being introduced in December 2020. We also want to formalise our policy towards facilitating community asset transfers and to develop Local Cycling and Walking Infrastructure Plans (LCWIPs).

We will also need to implement the recently agreed Public Spaces Protection Order in Burgess Hill. To be effective this needs to be in place and operational before the summer months.

### **Corporate Estates and Facilities**

This is a very busy time for the Business Unit with a range of business as usual activities taking place as well as a host of projects to lead and take part in.

Principal amongst the projects are those to masterplan Burgess Hill Station, where working with Network Rail and using 'One Public Estate' funding, it is hoped to show that the area can be regenerated to provide a new station amongst a mixed-use scheme also providing some housing and commercial space.

Similarly, the Cabinet approved a project at the Orchards Shopping Centre in Haywards Heath to examine the feasibility of continuing the updating of the older parts of the centre, and generate other options to support its viability. The Business Unit also needs to develop its core business software in TechForge to ensure that it becomes the single point of access for all asset and Business Unit related storage.

### **Finance**

The main focus for the year ahead is to ensure that the new, cloud-based, Financial Management System is performing as expected and has been appropriately set up for users. We will be closing down the financial year 2019/20 for the first time using this FMS; then, shortly after, creating the 2020/21 budget for the first time using new processes. It is expected that this will utilise all existing staff fully throughout the year.

### **Revenues and Benefits**

The Business Unit will be introducing the new Banded Income Council Tax Support Scheme on 1<sup>st</sup> April and it is expected that some claimants may require assistance with that change during the first few months. The Service is keen to help people claim the benefits that they are entitled to and hope that customer contacts can be used positively in that way.

The Business Unit Leader will be soft market testing the core software offer, with a view to retendering if it can be shown that some economic or efficiency gains can be made. The Unit is also keen to increase the use of online interactions within the service although these have yet to be defined and consulted upon.

## Community Services Policy and Performance Budget 2020/21

COMMUNITY SERVICES, POLICY AND PERFORMANCE VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	20
Salary adjustments *	16
Recharges	96
Safeguarding budget moved from Digital and Technology Services	28
Emergency Planning budget moved from Corporate Estates & Facilities	31
<b>Total</b>	<b>191</b>
<b>Budget Changes - Decreasing</b>	
Restructure of Tourism budget to Planning Policy	(24)
<b>Total</b>	<b>(24)</b>
<b>Total Variation for Policy &amp; Performance</b>	<b>167</b>

\* Includes salary increments and approved establishment changes.

Budget 2019/20 £'000	Sustainability Climate Change £'000	Community Services £'000	Partnership Funding £'000	Corporate Improvement £'000	Grants to Orgs £'000	Community Leisure & Development £'000
<b>Gross Expenditure</b>						
663 Employees	74	258	206	91	28	86
1 Premises Related Expenditure	0	0	0	1	0	0
22 Transport Related Expenditure	3	7	4	4	1	3
450 Supplies and Services	8	93	36	15	254	35
0 Third Party Payments	0	0	0	0	0	0
2 Transfer Payments	0	0	0	0	0	2
311 Support Services	38	211	50	66	32	8
<b>1,448</b>	<b>123</b>	<b>569</b>	<b>296</b>	<b>177</b>	<b>315</b>	<b>134</b>

<b>Gross Income</b>	
(22) Customer and Client Receipts	0
0 Rents	0
0 Government Grants	0
(106) Other Grants and Contributions	(6)
0 Recharges	0
<b>(128)</b>	<b>(6)</b>

<b>1,319</b>	<b>123</b>	<b>563</b>	<b>174</b>	<b>177</b>	<b>315</b>	<b>134</b>
<b>1,486</b>	<b>123</b>	<b>563</b>	<b>174</b>	<b>177</b>	<b>315</b>	<b>134</b>

<b>Budget 2019/20</b>	76	361	199	191	307	185
-----------------------	----	-----	-----	-----	-----	-----

<b>Change from 2019/20</b>						
£'000 Change	47	202	(25)	(14)	8	(51)
% Change	167	13%				

<b>Other Items 2020/21</b>						
Capital Financing Costs	0	0	0	0	0	0
Capital Financing Income	0	0	0	0	0	0
Specific Items	119					

## Corporate Estates and Facilities Budget 2020/21

CORPORATE ESTATES AND FACILITIES VARIATION TABLE		
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget		
Description	Variation £'000	
<b>Budget Changes - Increasing</b>		
Inflation	35	
Lifecycle costing - repairs	68	
Pressure - Drainage Repairs	161	
Pressure - Martlets Shopping Centre - supplementary rent	64	
Pressure - Property Management - Training, Subscriptions & Equipment	13	
Pressure - Repairs & Renewals - increase to budget based on condition survey	33	
Pressure - Swanmead Day Centre - loss of rental income	6	
Pressure - Staffing - restructure	91	
<b>Total</b>	<b>471</b>	
<b>Budget Changes - Decreasing</b>		
Salary adjustment*	(90)	
Recharges	(10)	
Lifecycle costing - payment to reserves to fund capital	(52)	
Emergency Planning budget moved to Community Services, Policy & Performance	(31)	
Saving - Drainage Consultants	(39)	
Saving - Rental income - Basepoint Business Centre	(86)	
Saving - Rental income - Market Place car park supplementary rent	(20)	
Saving - Rental income - 208-216 London Road, Burgess Hill	(371)	
<b>Total</b>	<b>(699)</b>	
<b>Total Variation for Corporate Estates and Facilities</b>	<b>(228)</b>	

\* Includes salary increments and approved establishment changes.

Budget 2019/20 £'000	Contracts £'000	Public Conveniences £'000	Oaklands £'000	District Drainage £'000	Emergency Planning £'000	Better Sussex £'000	Operational Property £'000	Investment Property £'000
<b>Gross Expenditure</b>								
436 Employees	0	34	127	42	0	(9)	0	239
586 Premises Related Expenditure	0	62	466	238	0	0	29	134
10 Transport Related Expenditure	0	1	3	1	0	0	0	3
536 Supplies and Services	7	3	43	5	0	0	209	328
662 Third Party Payments	0	56	95	0	0	0	0	311
231 Support Services	0	79	5	35	0	0	26	115
<b>2,461</b>	<b>7</b>	<b>235</b>	<b>740</b>	<b>322</b>	<b>0</b>	<b>(9)</b>	<b>264</b>	<b>1,129</b>

<b>Gross Income</b>								
(3) Customer and Client Receipts	0	0	(1)	0	0	0	0	(3)
(3,797) Rents	0	0	0	0	0	0	(365)	(3,840)
(391) Other Grants and Contributions	0	(9)	0	(13)	0	0	(3)	(371)
(754) Recharges	(7)	0	(790)	0	0	0	0	0
<b>(4,945)</b>	<b>(7)</b>	<b>(9)</b>	<b>(791)</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>(368)</b>	<b>(4,213)</b>
<b>(2,484)</b>	<b>0</b>	<b>226</b>	<b>(51)</b>	<b>309</b>	<b>0</b>	<b>(9)</b>	<b>(103)</b>	<b>(3,084)</b>

<b>Budget 2019/20</b>	0	182	(57)	161	0	(9)	23	(2,785)
<b>Change from 2019/20</b>								
£'000 Change	(228)	44	6	148	0	0	(126)	(299)
% Change	9%							

<b>Other Items 2020/21</b>								
Capital Financing Costs	248	0	11	54	145	0	0	39
Capital Financing Income	0	0	0	0	0	0	0	0
Specific Items	0							

## Finance Accountancy Budget 2020/21

<b>FINANCE ACCOUNTANCY VARIATION TABLE</b>	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustments*	10
Inflation	11
Pressure - Upgrade to ICON Cash Receiving System	2
Pressure - Service Charge for BACS payments	15
Pressure - Read only access to Civica Finance System	25
Total	<b>63</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(63)
Total	<b>(63)</b>
<b>Total Variation for Finance Accountancy</b>	<b>0</b>

\* Includes salary increments and approved establishment changes.

Budget 2019/20 £'000	Budget 2020/21 £'000	Accountancy Support £'000
<b>Gross Expenditure</b>		
502 Employees	517	517
0 Premises Related Expenditure	0	0
1 Transport Related Expenditure	1	1
130 Supplies and Services	173	173
0 Third Party Payments	0	0
129 Support Services	143	143
<b>761</b>	<b>834</b>	<b>834</b>
<b>Gross Income</b>		
0 Customer and Client Receipts	0	0
0 Other Grants and Contributions	0	0
(761) Recharges	(834)	(834)
<b>(761)</b>	<b>(834)</b>	<b>(834)</b>
<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		
<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2019/20</b>		
<b>0</b>	<b>0</b>	<b>0</b>
<b>Change from 2019/20</b>		
£'000 Change	0	0
% Change	0	0
<b>Other Items 2020/21</b>		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

## Finance Corporate Budget 2020/21

Budget 2019/20 £'000	Budget 2020/21 £'000	Other Corp Democratic Core £'000	Non Distributed Costs £'000	Insurance £'000	Finance Control Support £'000
<b>Gross Expenditure</b>					
1,332	962	33	948	(19)	0
19	19	0	0	19	0
0	0	0	0	0	0
202	185	116	0	6	63
0	0	0	0	0	0
26	22	22	0	0	0
<b>1,580</b>	<b>1,189</b>	<b>171</b>	<b>948</b>	<b>7</b>	<b>63</b>
<b>Gross Income</b>					
0	0	0	0	0	0
(7)	(7)	0	0	(7)	0
(69)	(63)	0	0	0	(63)
<b>(75)</b>	<b>(70)</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>(63)</b>
<b>1,505</b>	<b>1,119</b>	<b>171</b>	<b>948</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>					
<b>1,505</b>	<b>1,505</b>	<b>186</b>	<b>1,318</b>	<b>0</b>	<b>0</b>
<b>Change from 2019/20</b>					
	(386)	(15)	(370)	0	0
	(26%)				
<b>Other Items 2020/21</b>					
	0	0	0	0	0
	0				

## FINANCE CORPORATE VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Initiation	3
Recharges	81
<b>Total</b>	<b>84</b>
<b>Budget Changes - Decreasing</b>	
Ongoing saving for 2018/19 - ESCC pension contribution pre 1974 employees	(44)
Saving - Audit fees	(20)
Saving - Insurance contract	(80)
Saving - Pension valuation saving	(326)
<b>Total</b>	<b>(470)</b>
<b>Total Variation for Finance Corporate</b>	<b>(386)</b>

## Revenues &amp; Benefits Budget 2020/21

REVENUES & BENEFITS VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Initiation	39
Recharges	5
Salary adjustments*	48
Pressure - Council Tax Support Banded Income scheme	6
<b>Total</b>	<b>98</b>
<b>Budget Changes - Decreasing</b>	
<b>Total</b>	<b>0</b>
<b>Total Variation for Revenues and Benefits</b>	<b>98</b>

\* Includes salary increments and approved establishment changes

	Budget 2019/20 £'000	Budget 2020/21 £'000	Benefits Admin £'000	Revenue Collection £'000
<b>Gross Expenditure</b>				
1,553 Employees		1,618	698	919
0 Premises Related Expenditure		0	0	0
25 Transport Related Expenditure		25	13	12
403 Supplies and Services		477	168	309
0 Third Party Payments		0	0	0
0 Transfer Payments		0	0	0
855 Support Services		877	450	427
<b>2,835</b>		<b>2,997</b>	<b>1,329</b>	<b>1,668</b>
<b>Gross Income</b>				
(266) Customer and Client Receipts		(330)	(1)	(329)
0 Government Grants		0	0	0
(175) Other Grants and Contributions		(175)	0	(175)
0 Recharges		0	0	0
<b>(441)</b>		<b>(505)</b>	<b>(1)</b>	<b>(504)</b>
<b>2,394</b>		<b>2,492</b>	<b>1,328</b>	<b>1,164</b>
<b>Net Expenditure</b>				
<b>Budget 2019/20</b>		2,394	1,314	1,080
<b>Change from 2019/20</b>				
£'000 Change		98	14	84
% Change		4%		
<b>Other Items 2020/21</b>				
Capital Financing Costs		13	0	13
Specific Items		0		

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

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

### **Customer Services & Communications**

The Council's Customer Services team responds to over 11,000 customer enquiries by phone, in person and on social media every month. The Customer Services teams will again 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.

For 2020/21 we will continue to capitalise on improvements to the Customer Relationship Management system (CRM). Efficiencies the CRM enables will generate additional capacity and capabilities. This will be used to transfer more customer facing services into the contact centre. This will mean the Customer Services team handling more customer contacts from beginning to end. We will be looking to identify the first additional services to transition into the Contact Centre by quarter 2 of 2020/21.

The Communications team will continue to ensure the Council's printed and online publications are high quality. They will continue to monitor the reach and impact of publications to ensure they deliver best value. and will monitor the spend and continued need for these. We will review the design and print of Mid Sussex Matters to ensure this well-read publication provides the best value for money it possibly can. The Communications team will expand its social and commercial marketing activities. This includes assessing how we can make the best use of our assets to generate income

### **Digital and Technology**

Digital and Technology is a newly formed business unit. It is responsible for the implementation and upkeep of the council's digital infrastructure. It supports all physical technology throughout the council including desktop PC's, mobile technology and telecommunications.

Digital and Technology's remit is to sustainably and effectively provide technology and technical solutions to the council's business units. This is with the aim of enabling efficient and effective service provision, while planning ahead and investing in robust technologies such as cloud-based services and infrastructure that can be scaled according to business need and provide value for money. Uninterrupted, secure and sustainable service provision for staff and residents are the key objectives when conducting business as usual.

It will work closely with business units, alongside Human Resources, to review and analyse business practices to capitalise on digital technologies and approaches to improve customer services and deliver efficiencies. From April 2020 we will support changes in change of practice as staff become familiar with the applications and refine practice further.

### **Human Resources & Payroll**

The key aim for Human Resources (HR) will be to increasingly support managers and employees to support the changing demands on the Council. Building on the introduction of a more flexible HR and Payroll system the team will support managers to focus on employee development and productivity. This will include a renewed focus on training and development and the apprenticeship programme to ensure people have the skills for the future and not the past.

## Customer Services & Communications Budget 2020/21

CUSTOMER SERVICE AND COMMUNICATIONS VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	9
Salary adjustments*	15
Pressure - marketing and training	12
Pressure - Staffing	11
<b>Total</b>	<b>47</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(47)
<b>Total</b>	<b>(47)</b>
<b>Total Variation for Customer Service and Communications</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

	Budget 2019/20 £'000	Budget 2020/21 £'000	Customer Service and Comms £'000
<b>Gross Expenditure</b>			
387 Employees	387	415	415
0 Premises Related Expenditure	0	0	0
1 Transport Related Expenditure	1	1	1
100 Supplies and Services	100	118	118
0 Third Party Payments	0	0	0
183 Support Services	183	180	180
<b>671</b>	<b>671</b>	<b>714</b>	<b>714</b>
<b>Gross Income</b>			
0 Customer and Client Receipts	0	0	0
(4) Rents	(4)	(4)	(4)
0 Other Grants and Contributions	0	0	0
(667) Recharges	(667)	(710)	(710)
<b>(671)</b>	<b>(671)</b>	<b>(714)</b>	<b>(714)</b>
<b>0 Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2019/20</b>	<b>671</b>	<b>714</b>	<b>714</b>
<b>Change from 2019/20</b>	<b>0</b>	<b>0</b>	<b>0</b>
£'000 Change	0	0	0
% Change	0	0	0
<b>Other Items 2020/21</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Financing Costs	0	0	0
Specific Items	0	0	0

## Digital & Technology Services Budget 2020/21

DIGITAL AND TECHNOLOGY VARIATION TABLE	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	22
Salary Adjustments *	26
Pressure - Staffing - restructure	60
Pressure - Staff training	10
<b>Total</b>	<b>118</b>
<b>Budget Changes - Decreasing</b>	
Safeguarding budget moved to Community Services, Policy & Performance Recharges	(28)
	(242)
<b>Total</b>	<b>(270)</b>
<b>Total Variation for Digital &amp; Technology Services</b>	<b>(152)</b>

\* Includes salary increments and approved establishment changes

	Budget 2019/20 £'000	Budget 2020/21 £'000	Central Computer Costs £'000	Corporate System Accounts £'000
<b>Gross Expenditure</b>				
750 Employees	829	829	829	0
0 Premises Related Expenditure	0	0	0	0
1 Transport Related Expenditure	1	1	1	0
610 Supplies and Services	616	616	616	0
0 Third Party Payments	0	0	0	0
197 Support Services	220	220	220	0
<b>1,557</b>	<b>1,666</b>	<b>1,666</b>	<b>1,666</b>	<b>0</b>
<b>Gross Income</b>				
0 Customer and Client Receipts	0	0	0	0
0 Other Grants and Contributions	0	0	0	0
(1,428) Recharges	(1,689)	(1,689)	(1,689)	0
<b>(1,428)</b>	<b>(1,689)</b>	<b>(1,689)</b>	<b>(1,689)</b>	<b>0</b>
<b>Net Expenditure</b>	<b>129</b>	<b>(23)</b>	<b>(23)</b>	<b>0</b>
<b>Budget 2019/20</b>	<b>129</b>		<b>129</b>	<b>0</b>
<b>Change from 2019/20</b>				
£'000 Change	(152)		(152)	0
% Change	(118%)			
<b>Other Items 2020/21</b>				
Capital Financing Costs	209		209	0
Capital Financing Income	0		0	0
Specific Items	0		0	0

## Human Resources &amp; Payroll Budget 2020/21

	Budget 2019/20 £'000	Budget 2020/21 £'000	Personnel and Payroll £'000
<b>Gross Expenditure</b>			
385 Employees		412	412
0 Premises Related Expenditure		0	0
0 Transport Related Expenditure		0	0
119 Supplies and Services		134	134
0 Third Party Payments		0	0
106 Support Services		99	99
<b>611</b>		<b>645</b>	<b>645</b>
<b>Gross Income</b>			
0 Customer and Client Receipts		0	0
0 Other Grants and Contributions		0	0
(611) Recharges		(645)	(645)
<b>(611)</b>		<b>(645)</b>	<b>(645)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2019/20</b>		<b>0</b>	<b>0</b>
<b>Change from 2019/20</b>		<b>0</b>	<b>0</b>
£'000 Change		0	0
% Change			
<b>Other Items 2020/21</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 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	9
Salary adjustments *	6
Pressure - HR and Payroll system	13
Pressure - Internal training	15
<b>Total</b>	<b>43</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(43)
<b>Total</b>	<b>(43)</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 Police Commissioner Elections scheduled in 2020/21 and the team will ensure a readiness to deliver any election called at short notice as well as any Neighbourhood Plan Referendum.

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 the end of 2020. The total land charges system will be installed in early 2020 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 revised County wide discretionary disabled facilities policy which is seeing a lot more people supported by enhanced central government funding.

Food safety and Health and Safety remain important areas of work for part of the team.

Licensing policies will be kept under review with new licensing and sex establishment policies recently being adopted.

Fees are adjusted annually with inflation being the starting point.

### **Building Control**

There remains activity in the building market and the team will be kept busy with fee producing work and work they are required to do to ensure there are safe structures in Mid Sussex. They look to market their services to attract better paid work with competitive fees reviewed annually.

To assist with recruitment, which has been problematic, the team have trained from within and this process will continue in 2020/21 as part of the enhanced apprenticeship scheme.

## Legal Services Budget 2020/21

	Budget 2019/20 £'000	Budget 2020/21 £'000	Legal Support Costs £'000
<b>Gross Expenditure</b>			
415 Employees		432	432
0 Premises Related Expenditure		0	0
1 Transport Related Expenditure		1	1
45 Supplies and Services		47	47
0 Third Party Payments		0	0
0 Transfer Payments		0	0
102 Support Services		107	107
<b>564</b>		<b>587</b>	<b>587</b>
<b>Gross Income</b>			
(123) Customer and Client Receipts		(123)	(123)
0 Other Grants and Contributions		0	0
(441) Recharges		(464)	(464)
<b>(564)</b>		<b>(587)</b>	<b>(587)</b>
<b>0 Net Expenditure</b>		<b>0</b>	<b>0</b>
<b>Budget 2019/20</b>		<b>0</b>	<b>0</b>
<b>Change from 2019/20</b>		<b>0</b>	<b>0</b>
£'000 Change			
% Change			
<b>Other Items 2020/21</b>		<b>0</b>	<b>0</b>
Specific Items		0	0

### LEGAL SERVICES VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustment*	10
Inflation	9
<b>Total</b>	<b>19</b>
<b>Budget Changes - Decreasing</b>	
Recharges	(19)
<b>Total</b>	<b>(19)</b>
<b>Total Variation for Legal Services</b>	<b>0</b>

\* Includes salary increments and approved establishment changes

## Democratic Services Budget 2020/21

Budget 2019/20 £'000	Budget 2020/21 £'000	Elections and Registration £'000	Members Services £'000
<b>Gross Expenditure</b>			
268	286	164	122
4	4	3	1
21	22	3	19
646	657	191	466
0	0	0	0
242	262	132	130
<b>1,180</b>	<b>1,230</b>	<b>492</b>	<b>739</b>
<b>Gross Income</b>			
(4)	(4)	(2)	(2)
0	0	0	0
0	0	0	0
0	0	0	0
(196)	(213)	0	(213)
<b>(199)</b>	<b>(217)</b>	<b>(2)</b>	<b>(215)</b>
<b>981</b>	<b>1,013</b>	<b>490</b>	<b>524</b>
<b>Budget 2019/20</b>	<b>Budget 2019/20</b>	<b>Budget 2019/20</b>	<b>Budget 2019/20</b>
	981	470	511
<b>Change from 2019/20</b>	<b>Change from 2019/20</b>	<b>Change from 2019/20</b>	<b>Change from 2019/20</b>
£'000 Change	32	20	13
% Change	3%		
<b>Other Items 2020/21</b>	<b>Other Items 2020/21</b>	<b>Other Items 2020/21</b>	<b>Other Items 2020/21</b>
Capital Financing Costs	3	3	0
Specific Items	0		

## DEMOCRATIC SERVICES VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Salary adjustments*	7
Inflation	13
Recharges	12
<b>Total</b>	<b>32</b>
<b>Budget Changes - Decreasing</b>	
<b>Total</b>	<b>0</b>
<b>Total Variation for Democratic Services</b>	<b>32</b>

\* Includes salary increments and approved establishment changes

## Land Charges Budget 2020/21

<b>LAND CHARGES VARIATION TABLE</b>	
Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget	
Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	4
Recharges	12
Salary adjustments*	4
Pressure - Reversal of Salary saving due to delay in Computerisation project	16
<b>Total</b>	<b>36</b>
<b>Budget Changes - Decreasing</b>	
Salary saving relating to Computerisation project	(16)
Saving - Reduction in Scanning costs	(7)
<b>Total</b>	<b>(23)</b>
<b>Total Variation for Land Charges</b>	<b>13</b>

\* Includes salary increments and approved establishment changes

	Budget 2019/20 £'000	Budget 2020/21 £'000	Local Land Charges £'000
<b>Gross Expenditure</b>			
125 Employees	125	131	131
0 Premises Related Expenditure	0	0	0
0 Transport Related Expenditure	0	1	1
21 Supplies and Services	21	18	18
0 Third Party Payments	0	0	0
149 Support Services	149	160	160
<b>296</b>	<b>296</b>	<b>309</b>	<b>309</b>
<b>Gross Income</b>			
(153) Customer and Client Receipts	(153)	(153)	(153)
0 Government Grants	0	0	0
0 Recharges	0	0	0
<b>(153)</b>	<b>(153)</b>	<b>(153)</b>	<b>(153)</b>
<b>143 Net Expenditure</b>	<b>143</b>	<b>156</b>	<b>156</b>
<b>Budget 2019/20</b>	<b>143</b>		<b>143</b>
<b>Change from 2019/20</b>			
£'000 Change	13	13	13
% Change	9%	9%	9%
<b>Other Items 2020/21</b>			
Capital Financing Costs	28	28	28
Capital Financing Income	0	0	0
Specific Items	0	0	0

## Planning & Building Control Service Support Budget 2020/21

	Budget 2019/20 £'000	Budget 2020/21 £'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>Gross Income</b>			
0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>			
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget 2019/20</b>			0
<b>Change from 2019/20</b>			
£'000 Change		0	0
% Change			
<b>Other Items 2020/21</b>			
Specific Items		0	0

### PLANNING & BUILDING CONTROL SUPPORT VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	6
Total	<b>6</b>
<b>Budget Changes - Decreasing</b>	
Salary adjustments *	(6)
Total	<b>(6)</b>
<b>Total Variation for Planning &amp; Building Control Support</b>	<b>0</b>

\* Includes salary increments and approved establishment changes





### 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 procurement service.

### Corporate Funds

This section includes housing benefits income and expenditure, contributions to reserves described elsewhere and Balance Unallocated which total £771k, and drainage levies.

#### STRATEGIC CORE VARIATION TABLE

Analysis of changes in budget between 2019/20 original budget, and 2020/21 budget

Description	Variation £'000
<b>Budget Changes - Increasing</b>	
Inflation	21
Recharges	22
Salary adjustments *	56
Pressure - Salaries - additional member of staff	72
	<hr/>
Total	171
	<hr/>
<b>Budget Changes - Decreasing</b>	
	<hr/>
Total	0
	<hr/>
<b>Total Variation for Strategic Core</b>	<b>171</b>
	<hr/> <hr/>

\* Includes salary increments and approved establishment changes



## Forecast of Benefits Costs 2020/21

	2018/19 Accounts	2019/20 Estimate	2019/20 Forecast	2020/21 Estimate	
<b>Non HRA Rent Rebates</b>					
	£'000	£'000	£'000	£'000	
<i>gross expenditure</i>	478	446	767	767	
net expenditure at standard subsidy					
effect of reduced subsidy	47	270	451	451	
effect of overpayments	(42)	(37)	(54)	(54)	
<b>Total Rent Rebates</b>	<b>5</b>	<b>233</b>	<b>397</b>	<b>397</b>	<b>1</b>
<b>Rent Allowances</b>					
	£'000	£'000	£'000	£'000	
<i>gross expenditure</i>	30,381	31,964	26,426	26,426	
net expenditure at standard sut	0	0	0	0	
effect of reduced subsidy	738	824	571	571	
effect of overpayments	(948)	(982)	(651)	(651)	
<b>Total Rent Allowances</b>	<b>(210)</b>	<b>(158)</b>	<b>(80)</b>	<b>(80)</b>	<b>2</b>
<b>Discretionary Local Scheme</b>					
Council Tax Benefit					
Rent Allowances	17	17	9	9	
Subsidy 75%	(13)	(13)	(7)	(7)	
<b>Total Discretionary scheme</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	
<b>Total Support</b>	<b>(201)</b>	<b>79</b>	<b>319</b>	<b>319</b>	
Add : Previous Year Adjustment					
Less : LA Error subsidy	(83)	(95)	(67)	(67)	2
Adjustment for 2017/18 claim	(7)	0	0	0	
Expenditure above the cap recoverable from Housing Services (cells 13 &15)		(227)	(391)	(391)	1
DHP Subsidy Effect of Overpayments	13			0	
(Less)/Add : Funding (from)/to Benefits					
Equalisation Reserve	159	124	20	20	3
<b>Cost to MSDC</b>	<b>(119)</b>	<b>(119)</b>	<b>(119)</b>	<b>(119)</b>	

**Reasons for Variation from 2019/20 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.

(2) Rent Allowance 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, reducing the overall net income for the Council. The percentage of Local Authority error overpayments has remained below the lower threshold, allowing for Local Authority error subsidy to be retained, albeit a reduced sum due to the lower volumes.

(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<sup>1</sup>.



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

### **1. Background**

1.1 This section sets out the Capital Strategy and proposes a four-year Capital Programme.

### **2. Capital Strategy to 2023/24**

#### **2.1 Overview**

The Capital Strategy is a requirement for authorities following the publication of the revised 'Prudential Code for Capital Finance in Local Authorities' in 2017. This strategy forms the framework for capital investment decisions over the next three years and will inform the detailed annual capital budgets over this period. It is closely linked to the Treasury Management Strategy, the Investment Strategy and the Borrowing Strategy. The strategy aims to balance capital expenditure needs and expectations (e.g. replacement of business critical IT systems) with the scarcity of available resources.

#### **2.2 Member approval and review**

The Treasury Management Code allows authorities to delegate the detailed management of Treasury Management, including the Capital Strategy, to a sub-committee and this responsibility is delegated to the Audit Committee. This delegation will facilitate more active discussion of the Capital Strategy and its implementation, though overall responsibility will at all times remain with the full Council. This Strategy is unchanged from that seen by the Audit Committee last year, aside from dates.

#### **2.3 Governance Framework**

Given the size of the expenditure and risk in a capital programme, it is important that appropriate governance arrangements are in place. For Mid Sussex these encompass:

- The Strategy itself which is approved annually by full council
- The Cabinet which approves all capital schemes not in the corporate plan,
- The Audit Committee which scrutinizes the Treasury Management Strategy and this Strategy,
- The Management Team has overall responsibility for managing and monitoring the Programme,
- The Constitution sets out the responsibilities and powers of the Executive in relation to capital expenditure,
- Monitoring reports each municipal cycle with more detail at the half-year,
- The Financial reporting framework which sets out the 'rules' for capitalization of expenditure,
- Internal and External audit scrutiny as part of normal practice.

#### **2.4 Strategic Direction of the Council**

A key driver of the Capital Strategy is the Council's Statement of Main Purpose 'To be an effective Council delivering value for money services and helping to create a strong economy, environment and community' and the accompanying priorities:

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

This statement gives a strategic direction to the Council to enable it to meet the demands of the future.

## 2.5 **Capital Expenditure**

Capital expenditure, defined in accordance with the Council's approved accounting policies and procedures, can be funded in a variety of ways:

- Grants
- Section 106 contributions
- Capital receipts
- Direct Revenue contributions
- Borrowing

The method of funding for any particular scheme will depend on a number of factors and this is covered in more detail below. It should be noted that the Council has limited resources for the funding of capital expenditure, with balances having reduced significantly over recent years due to the use of reserves for property investment, earmarking for certain specific projects and financing the overall capital programme.

## 2.6 **Whole life costing for capital schemes**

Whole life costing can be defined as “the systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.” In practical terms this means that any appraisal of a proposed capital project will need to consider not just the initial capital cost but all costs and income streams associated with the project that are likely to occur in future years, including possible replacement or disposal costs. This is vital to ensure that the Council is not committing itself to future liabilities that are unsustainable.

## 2.7 **Scheme Evaluation and Risk**

Any appraisal of proposed new capital schemes should include a full evaluation of risk, having regard to the whole life costing methodology set out above. This is set out in the Justification Statement that is completed for all new schemes.

## 2.8 **Monitoring of approved capital schemes**

For approved capital schemes it is the responsibility of the relevant budget holder to manage costs and to provide explanations for any variations from the approved budget, in accordance with Financial Procedure Rules. Budget monitoring statements are presented to Corporate Management Team and Cabinet on a roughly quarterly basis.

# 3. **GENERAL FUND PROGRAMME**

## 3.1 **Core annual programme**

The Council has a core annual programme comprising asset management (all owned or leased assets), Information Technology and Disabled Facilities Grants (DFGs). DFGs pay for essential adaptations to help people with disabilities stay in their own homes. The DFG programme is entirely funded by Government Grant whereas the asset management and Information technology programmes are funded by revenue contributions.

### 3.2 **Land and Property Revenue Reserve**

A property investment fund has been established with the aim of acquiring properties to generate a return for the Council. Property acquisitions have been funded from earmarking a proportion of the Council's general reserve but in the future we will prioritise the use of receipts from land and property disposals. Acquisitions can only be made once a full business case has been completed and the risks fully understood and evaluated.

### 3.3 **Other Schemes**

In addition to the core annual programme other schemes will be considered subject to the criteria set out below. However, the key issue here is the modest funding, as reflected in the Council's medium term financial strategy which envisages only a modest programme with only minor impacts on the revenue account through payment of minimum revenue provision (MRP). It is therefore particularly important that any new schemes have a clear benefit to ensure that limited resources are used in the most effective possible way.

### 3.4 **Prioritising new schemes**

In common with other local authorities Mid Sussex is facing a challenging financial climate and it is therefore essential that systems are in place to ensure that scarce resources are allocated in the most effective possible way. New schemes will be assessed against the following criteria:

- Link to the Council's strategic direction
- Availability of specific external funding
- Demonstration of a sound business case
- Whole life cost implications (see 2.6 above)
- Value for money

New schemes will have a Justification Statement that sets out the key factors considered prior to approval by Members.

### 3.5 **Affordability and available resources**

In addition to considering the merits of individual schemes the Council will need to assess the overall affordability of any new programme, having regard to the availability of resources, existing financial commitments and the projected level of balances forecast in the medium term financial strategy. As outlined in 2.5 above, possible sources of funding for capital schemes are:

- Grants
- Section 106 contributions
- Capital receipts
- Direct Revenue contributions
- Borrowing

### 3.6 **Specific resource issues**

Grants and Section 106 contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant grant or section 106 contribution. There is little, if any, latitude in the way this funding can be applied. Capital receipts are derived from the sale of the Council's assets. It is the Council's policy to use these receipts to support the General Fund capital programme. A proportion of these receipts may be earmarked for the purchase of land and property Reserve (see 3.2 above).

Revenue contributions are a flexible source of funding but they put an immediate strain on the General Fund balance and can therefore only be used to a limited extent. Borrowing spreads the cost over a number of years but loan servicing costs (MRP) and the overall level of debt exposure both need to be considered and clearly flagged in a business case.

### 3.7 **Major schemes already approved and committed**

The existing capital programme includes a number of schemes which the Council is fully committed to delivering, although these are not individually significant.. It is however likely that until capital receipts become available, the scale of approval for new schemes will be limited.

## 4. **LINKS TO OTHER COUNCIL STRATEGIES**

### 4.1 **Treasury Management Strategy**

The capital strategy is closely linked to the Treasury Management Strategy and it is essential that any investment decisions are informed by both strategies. In particular the assessment of affordability outlined in 3.5 above will need to have regard to the relevant elements of the Treasury Management Strategy including:

- The incremental impact of capital investment on council tax levels
- The borrowing strategy
- The authorised limit for external debt

### 4.2 **Property Investment Strategy**

This Strategy will set out the policies relating to the Land and Property Reserve (see above). While this is being worked up we are working to the general principles outlined in the 2016/17 Corporate Plan and the approval process contained therein; *'Individual transactions would need concurrent agreement by a variety of key Members, i.e. appropriate Cabinet Portfolio Holders and the Chairs of the Scrutiny Committee for Leader and Service Delivery and the Audit Committee.'*

### 4.3 **Asset Management Strategy**

As outlined in 3.1 above, there is a core annual programme to cover capitalised repairs and improvements for all the Council's assets. The asset management strategy establishes the priorities for this programme having regard to the condition of the various assets and their respective priorities in terms of delivering Council services or generating rental income.

4.4 The adoption of the foregoing principles results in a modest Capital Programme for 2020/21, as detailed further in the paragraphs below.

## 5. **Proposed Projects for 2020/21**

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

### i) **ICT (Capital and Revenue Projects)**

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 last year of a two-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.

**iii) Major Capital Renewals (Capital and Revenue Projects)**

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.

- 5.2 The proposed capital projects to be included in the 2020/21 Capital Programme of Capital and Revenue Projects are set out on the next page. In addition, the current Starts List for 2020/21 is detailed below: The Starts List are projects that are being put forward for approval subject to a future business case. There is no authority to spend on these projects.

**Proposed Starts List - 2020/21**

<b>Project</b>	<b>Total 2020/21 £'000s</b>
<i>Parks Improvements (estimated total)</i>	1,900
Victoria Park- Haywards Heath	* tbc
St John's Park -Burgess Hill	* tbc
Mount Noddy- East Grinstead	* tbc
Helmsley Meadow/ Finches Field- Pease Pottage	* tbc
Temporary Accommodation	* 2,000

\* Masterplanning to be completed March 2020. Bids to be made in-year 2020/21 and part funded from s106s

Proposed New Projects - Capital Programme and Revenue Projects 2020/21 - 2023/24						
	Project Justification	Total 2020/21 £'000s	Total 2021/22 £'000s	Total 2022/23 £'000s	Total 2023/24 £'000s	Revenue Implications £'000s
<b>Capital Projects</b>						
<b>ICT Projects</b>						
Workstation Replacement - Phase II	Yes	50	50	50	50	
Host Replacement- Production farm and DMZ	Yes	55				
Fibre Channel Switch Replacement	Yes	36				
Replacement Document Management	Yes	70				
<b>Total ICT Projects funded from Capital Receipts:</b>		<b>211</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>
<b>Others:</b>						
Oaklands Window Replacement	Yes	110				
<u>Playground Improvements 2020/21</u>						
Forest Fields, Haywards Heath	Yes	60				
London Road Recreation Ground, Hassocks	Yes	80				
Turners Hill Recreation Ground Turners Hill	Yes	60				
St Andrews Play Area, Burgess Hill	Yes	73				
<b>Total Others:</b>		<b>383</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Council Priority Projects</b>						
Delivery of Full Fibre**	n/a	tbc				
Electric Vehicle Charging Points**	n/a	tbc				
Provision of sites for Gypsies & Travellers**	n/a	tbc				
<b>Total Council Priority Projects</b>	n/a	<b>tbc</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Major Capital Renewals</b>						
Unallocated funding for future years	n/a		356	111	246	
<b>Total Major Capital Renewals</b>	n/a	<b>0</b>	<b>356</b>	<b>111</b>	<b>246</b>	<b>0</b>
<b>Housing</b>						
Affordable Housing	n/a	400	683			
<b>Total Housing</b>		<b>400</b>	<b>683</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>						
Disabled Facility Grants	n/a	900	900			
<b>Total Environmental Health</b>		<b>900</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Capital Projects</b>		<b>1,894</b>	<b>1,989</b>	<b>161</b>	<b>296</b>	<b>0</b>
Financed By:						
Grant Contributions WSCC		900	900	0	0	
S106 Agreements -time limited		171	0	0	0	
S106 Agreements -non time limited		40	0	0	0	
S106 Housing - non time limited		400	683	0	0	
Met from Revenue Contributions (for MCR)		0	356	111	246	
Capital Receipts		273	50	50	50	
General Reserve		110	0	0	0	
Specific Reserve						
<b>Total Financed:</b>		<b>1,894</b>	<b>1,989</b>	<b>161</b>	<b>296</b>	<b>0</b>
**No authority to spend until financing confirmed						

		£'000s	£'000s	£'000s	£'000s	£'000s
<b>Revenue Projects</b>						
<b>ICT Projects</b>						
Supporting Infrastructure Refresh	Yes	36				
Telephony System Replacement	Yes	250				
<b>Total ICT Projects funded from General Reserve:</b>		<b>286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Major Capital Renewals</b>						
<b>Oaklands:</b>						
Refurbishment of Committee Room	n/a	68				
Refurbishment of Oaklands Meeting Room	n/a	30				
Resurfacing Oaklands Car Park, Haywards Heath	n/a	32				
<b>Car Parks:</b>						
Resurfacing of Haywards Road Service Road, Haywards Heath	n/a	25				
Resurfacing of Denmans Lane Car Park, Lindfield	n/a	10				
Resurfacing of Ardingly Car Park	n/a	12				
<b>Total Major Capital Renewals</b>	n/a	<b>177</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Council Priority Projects</b>						
Burgess Hill Station Project	n/a	90				
Centre for Outdoor Sport (Master Planning)*	n/a	245				
Food Waste Collection Trial & Future Service**	n/a	tbc				
<b>Total Council Priority Projects</b>	n/a	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>						
<b>Drainage:</b>						
Capital Drainage works	n/a	125				
<b>Total New Revenue Projects</b>		<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financed By:</b>						
Met from Revenue Contributions (for MCR and drainage)		302	0	0	0	
OPE Fund via Greater Brighton One Public Estate Programme		90	0	0	0	
S106 Agreements -time limited*		245	0	0	0	
Capital Receipts		0	0	0	0	
General Reserve		286	0	0	0	
Specific Reserve		0	0	0	0	
<b>Total Financed:</b>		<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
* No authority to spend until financing confirmed from s106s						
**No authority to spend until financing confirmed						

5.3 Each project (excluding Council Priority Projects, 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, Finance and Performance on 15 January 2020.

Draft Corporate Plan and Budget for 2020/21 report to Cabinet 10 February 2020.

Budget working papers.

<b>Capital Programme 2019/20 - 2023/24</b>								
<b>Programming Summary</b>								
<i>Total</i> Costs £'000	<i>Scheme Description</i>	<i>Payments</i> to 31/3/2019 £'000						
			2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
6,448	Schemes in Progress	1,824	4,286	338	0	0	0	0
1,343	New Projects	0	599	594	50	50	50	50
713	Unallocated Funding - Future Projects	0	0	0	356	111	246	246
4,161	Disabled Facility Grants	993	1,368	900	900	0	0	0
1,088	Affordable Housing	5	0	400	683	0	0	0
<b>13,753</b>	<b>Total Programme</b>	<b>2,822</b>	<b>6,253</b>	<b>2,232</b>	<b>1,989</b>	<b>161</b>	<b>296</b>	<b>296</b>
			<----- £10,931,000 ----->					
<b>923</b>	<b>Total Revenue Projects</b>			<b>923</b>				

<b>Capital Programme 2019/20 - 2023/24</b>								
<b>Financing Schedule</b>								
<i>Description</i>	<i>Notes</i>							
		2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000		
<b>Grant Contributions from WSCC-Disabled Facility Grants</b>	1	1,368	900	900				
<b>Grant Contributions from third parties</b>	2	527	0	0	0	0		
<b>Capital Grants &amp; Contributions Reserve :</b>	3							
: - S106 Contributions -non time limited		297	41	0				
: - S106 Contributions - Housing -non time limited		0	400	683				
<b>Capital Grants &amp; Contributions - Receipts in Advance :</b>	4							
: - S106 Contributions -time limited		115	171	0				
<b>Loan</b>	5	0	0	0				
<b>Capital Receipts</b>	6	58	472	50	50	50		
<b>Use of General Reserves /Specific Reserves / Revenue Contributions</b>	7	3,888	248	356	111	246		
<b>Total Programme</b>		<b>6,253</b>	<b>2,232</b>	<b>1,989</b>	<b>161</b>	<b>296</b>		
<b>Revenue Projects</b>								
OPE Fund via Greater Brighton One Public Estate Programme			90					
S106 Agreements -time limited			245					
Use of General Reserves			286					
Revenue Contributions (MCR and drainage)			302					
			<b>0</b>	<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Notes for Financing Schedule:

1. West Sussex County Council grant received for Disabled Facility Grants.
2. Grant received from third parties including other Local Authorities.
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 2019/20 - 2023/24</b>							
<i>Scheme Description</i>	<i>Total £'000</i>	<i>Pre 1/4/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>	<i>2021/22 £'000</i>	<i>2022/23 £'000</i>	<i>2023/24 £'000</i>
<b>Housing</b>							
Temporary Accommodation - Mocatta Way	2	0	2				
Temporary Accommodation - Buckhurst Way	10	0	10				
Temporary Accommodation - Berry Close	26	0	26				
Temporary Accommodation - Howard Hill, B'Hiill	292	0	292				
Temporary Accommodation - St. Francis Close, HH	259	0	259				
Temporary Accommodation - Burdocks Drive, B'Hiill	221	0	221				
Temporary Accommodation - Station Road, B'Hiill	378	0	378				
Temporary Accommodation - The Dell, East Grinstead	272	0	272				
Affordable Housing	1,088	5	0	400	683	0	0
<b>Total Housing</b>	<b>2,548</b>	<b>5</b>	<b>1,460</b>	<b>400</b>	<b>683</b>	<b>0</b>	<b>0</b>
<b>Planning Policy</b>							
Burgess Hill Place and Connectivity Programme	394	0	394	0	0	0	0
<b>Total Planning Policy</b>	<b>394</b>	<b>0</b>	<b>394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commercial Services and Contracts</b>							
Purchase of Green Bins	30	0	30				
Padel Tennis Court at the Triangle leisure Centre	110	7	103				
Dolphin Leisure Centre Improvement Works, Haywards Heath	198	0	198				
Twineham Playground Improvements	40	0	0	40			
Bolney Recreation Ground( Batchelor's Field) Playground Improvements	80	0	0	80			
John Pears Playground - AshhurstWood, Playground Improvements	80	0	0	80			
Improvement works to Lindfield Common Tennis Courts	11	0	11				
Improvement works to The Haven Sports Fields, Crawley Down	20	0	20				
Playground Equipment at Hickman's Lane Recreation Ground	18	0	18				
Petanque Rink construction, Marle Place Recreation Grd, Bhill	30	0	30				
<u>Playground Improvements 20/21</u>							
Forest Field, Haywards Heath	60	0		60			
London Road Recreation Ground, Hassocks	80	0		80			
Turners Hill Recreation Ground	60	0		60			
St Andrews Play Area, Burgess Hill	73			73			
<b>Total Commercial Services and Contracts</b>	<b>890</b>	<b>7</b>	<b>410</b>	<b>473</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				
<b>Total Parking Services</b>	<b>40</b>	<b>39</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Estates &amp; Facilities</b>							
Council Chamber Modernisation	584	0	584				
Drainage capital works	205	161	44				
Upgrade Council Chamber toilets & Reception area, Oaklands	0	0	0				
Hurst Farm Development Costs	250	179	71				
Upgrading Play Equipment at Dolphin Centre Playground HH	21	0	21				
Upgrading Play Equipment at St. John's Playground Bhill	30	0	30				

<b>Capital Programme 2019/20 - 2023/24</b>							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Replacement heating distribution system, Oaklands	190	50	2	138			
Resurface Queensway car park, East Grinstead	41	0	41				
Major Capital Renewals Unallocated Funding	713	0	0	0	356	111	246
Finches Field Community Building Pavilion & Car Park	840	775	65				
Bedelands Farm - improvement to paths	80	76	4				
Worlds End Recreation Ground Play Improvements	199	116	83				
Worlds End Recreation BHTC projects -streetscene	16	1	15				
Flat 16 St Wilfred's Way Acquisition	176		176				
Replacement of CCTV system at Oaklands, Haywards Heath	20	15	5				
Martlet's Hall demolition and car park creation	245	0	245				
Oaklands Window Replacement	302	0	192	110	0		
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	78	0	78				
Intruder Alarm Upgrade	51	0	51				
Cuckfield Rec Pavilion Refurbishment	0	0	0				
East Court Nursery	36	0	36				
Tolgate Car Park Upgrade - Lindfield	22	0	22				
Refurbishment of Sheddingdean Community Centre	44	0	44				
Trinity Road Car Park Upgrade - Hurstpierpoint	45	0	45				
St John's Park - Burgess Hill Pavilion Improvements	180	0	180				
<b>Total Corporate Estates &amp; Facilities</b>	<b>4,423</b>	<b>1,373</b>	<b>2,089</b>	<b>248</b>	<b>356</b>	<b>111</b>	<b>246</b>
<b>Revenues and Benefits</b>							
Council Tax Support Banded Income Scheme (CTSS)	28		28				
<b>Total Revenues and Benefits</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ICT</b>							
Workstation replacement programme (future years)	250	0	50	50	50	50	50
Storage Area Network (SAN) Replacement	52	0	52				
Relocation of IDOX UNiform software to Oaklands	68	62	6				
Relocation of IDOX UNiform software to Oaklands (19/20)	37		37				
Firewall replacement	25	0	25				
Supporting Infrastructure Refresh	8	0	8				
Windows 10 update	297	71	226				
Telephony System replacement (hardware)	0	0	0	0			
Host Replacement- Production farm and DMZ	55	0	0	55			
Fibre Channel Switch Replacement	36	0	0	36			
Replacement Document Management	70	0	0	70			
<b>Total ICT</b>	<b>898</b>	<b>133</b>	<b>404</b>	<b>211</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>Land Charges</b>							
Modernisation of corporate records	371	272	99				
<b>Total Land Charges</b>	<b>371</b>	<b>272</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>							
Disabled Facility Grants	4,161	993	1,368	900	900	0	0
<b>Total Environmental Health</b>	<b>4,161</b>	<b>993</b>	<b>1,368</b>	<b>900</b>	<b>900</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>13,753</b>	<b>2,822</b>	<b>6,253</b>	<b>2,232</b>	<b>1,989</b>	<b>161</b>	<b>296</b>

<b>Revenue Projects 2019/20 - 2023/24</b>							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Drainage works (20/21)	125	0		125			
<b>ICT</b>							
Telephony System replacement (hardware)	250	0	0	250			
Supporting Infrastructure Refresh	36	0	0	36			
<b>MCR</b>							
Refurbishment of Committee Room	68	0		68			
Refurbishment of Oaklands Meeting Room	30	0		30			
Resurfacing Oaklands Car Park, Haywards Heath	32	0		32			
Resurfacing of Haywards Road Service Road, Haywards Heath	25	0		25			
Resurfacing of Denmans Lane Car Park , Lindfield	10	0		10			
Resurfacing of Ardingly Car Park	12	0		12			
<b>Council Priority Projects</b>							
Burgess Hill Station Project	90	0		90			
Centre for Outdoor Sport (Master Planning)*	245	0		245			
Food Waste Collection Trial and Future Service**	0	0		tbc			
<b>Grand Total Revenue Projects</b>	<b>923</b>	<b>0</b>	<b>0</b>	<b>923</b>	<b>0</b>	<b>0</b>	<b>0</b>
* No authority to spend until financing confirmed from s106s							
** No authority to spend until financing confirmed							

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Workstation Replacement Programme – Phase II

**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 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 original 10% replacement programme was insufficient to ensure staff had the best tools to improve efficiency, reliability and compatibility with the Digital Programme. Phase I in 19/20 was very successful in helping us retire some of the oldest and poorest functioning workstations. Phase II aims to continue this work, whilst also working hand in hand with the roll-out of Windows 10 to ensure that staff are able to utilise modern software and take advantage of all current efficiency gains provided by the fusion of modern hardware and software.

**Total Amount : £50,000**

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

Other sources of funding:(i.e. s106/ big lottery etc) **N/A**

Revenue Implications: **None**

**Value For Money Assessment:**

The original replacement budget of £25k only replaced approximately 10% of all workstations. This resulted in a major financial cost in 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. Phase one was extremely successful in this respect and has eased the purchase of new hardware to support the initial roll-out of Windows10, therefore it is recommended that this scheme continue for year 2 of the proposed 5 year programme at the increased amount of £50K in order to mitigate the need for future large scale workstation replacements, and to further facilitate more flexible approaches to working by allowing us where appropriate to procure a wider range of solutions that are more fit for purpose (e.g. laptops and tablets).

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

**Head of Service :** Simon Hughes

**Project Manager:** Simon Jones

**Cabinet Members:** Cllr Ruth De Mierre

**Ward Members:** If 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.

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Host Replacement – Production farm and DMZ

**Purpose of project :**

The VM host machines for both the production farm and the DMZ are now at end of life for support and need to be replaced in order to provide an effective, fully supported platform to run the myriad of council systems and servers that rely upon them for daily operations. Unlike in previous replacements of these technologies, it has been recognised that an increase in operational capacity is not required given the migration of key systems to SAAS and PAAS in future years, this therefore saves some cost in implementing these replacement units.

**Total Amount : £55,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding:(ie s106/ big lottery etc) N/A

Revenue Implications: N/A

**Value For Money Assessment:**

Given that the current hardware is nearing the end of its life cycle, continuing without procuring replacements would leave the council's essential systems vulnerable to severe service interruption if any issues were to arise.

**Business Unit/Service :** Digital and Technology

**Head of Service :** Simon Hughes

**Project Manager:** Simon Jones

**Cabinet Members :** Cllr Ruth De Mierre

**Ward Members :** N/A

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

- Effective and responsive services
  - This critical infrastructure allows us to delivery many business systems, and the DMZ architecture allows safe external access without compromising the security of the internal network. Both are vital to business operations.

**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 :**

Failure to replace core technology when it has reached end of life could result in significant and costly service downtime should a failure occur.

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Fibre Channel Switch Replacement

**Purpose of project :**

The fibre channel switches that connect our SAN to our VM infrastructure are at end of life and need to be replaced. We will replace them with higher capacity switches to better prepare the council's infrastructure to cope with new technologies that demand a higher bandwidth to operate effectively.

**Total Amount : £36,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding:(ie s106/ big lottery etc) N/A

Revenue Implications: N/A

**Value For Money Assessment:**

Given that the current hardware is nearing the end of its life cycle, continuing without procuring replacements would leave the council's essential systems vulnerable to severe service interruption if any issues were to arise. A recent incident at AWBC demonstrated the catastrophic data loss that can occur if this hardware fails and starts to corrupt the VM infrastructure.

**Business Unit/Service :** Digital and Technology

**Head of Service :** Simon Hughes

**Project Manager:** Simon Jones

**Cabinet Members :** Cllr Ruth De Mierre

**Ward Members :** N/A

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

- Effective and responsive services
  - This critical infrastructure allows data throughput to our essential virtual infrastructure. Although an end of life upgrade is needed to ensure continued supported operation, upgrading to a higher capacity unit will allow our virtual infrastructure to connect to our SAN more quickly, making those systems more responsive and removing a bandwidth bottleneck.

**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 :**

**Risk Analysis :**

Failure to replace core technology when it has reached end of life could result in significant and costly service downtime should a failure occur.

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Replacement document management system Planning and Regulatory Services

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

The Planning (Development Management) and Regulatory Services areas of Environmental Health, Building Control and Licensing currently utilize a document management system (DMS) from Northgate Information@Work. The purpose of this project is to migrate to a DMS solution provided by IDOX, the company that currently supply the Uniform case management system used by these business areas.

This project forms part of a medium to long term plan to enhance and develop the Council's existing investment in the IDOX product.

Due to the fact that Planning (Development Management) are the most significant user of the document management system by volume of documents stored and exposure to public scrutiny through the Council's Online Register, this project is being led by the Development Management service.

However, it is important to realise that benefits will accrue to the other regulatory service areas utilising the combined case and document management system, including Building Control, Environmental Health and Licensing.

**Total Amount : £70,000**

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

The project will not yield specific financial savings, it is expected to not have any revenue implications. However, by consolidating business systems for Planning and Regulatory Services, the authority will be well placed to take advantage of the opportunities afforded by IDOX's intention to move towards providing their system as a cloud based Software as a Service (SaaS) platform. This is in line with the Council's Digital Strategy.

The additional benefits of replacing Northgate Information@Work with the IDOX DMS are:

- The IDOX DMS is purpose designed to integrate with the existing IDOX Uniform case management system used by Planning (Development Management) and Regulatory Services. The current Northgate system has limited integration.
- Ability to access the full capability of the existing IDOX Enterprise (performance, monitoring, management tool) to setup tasks to streamline business processes.
- Provides the foundation from which the authority can exploit the mobile working solutions offered by IDOX, enabling officers to carry out site inspections using a tablet, uploading photos and site visit reports straight into Uniform and DMS while out onsite. This has significant implications for the future delivery of Building Control and Environmental Health services in the future.
- Ability to access the full capability of the existing IDOX Data Management Tool to efficiently delete and edit both applications and associated documents from the Uniform case management system and the DMS to ensure compliance with GDPR..Planning application consultees using the Online Register based Consultee Access module will have their comments automatically uploaded straight into the DMS saving officer time. The system

would also provide business efficiencies from real time uploading.

**Business Unit/Service** : Development Management, Environmental Health, Building Control, Licensing.

**Head of Service** : Judy Holmes, Tom Clark

**Project Manager:** Keith Stanton

**Cabinet Members** : Cllr Andrew MacNaughton, Cllr Ruth De-Mierre

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

- Effective and Responsive services

**Summary of discussions with Cabinet Member :**

Cllr De Mierre and Cllr MacNaughton are both supportive of this proposal.

**Previous Consideration at Scrutiny Committee : N/A**

**Risk Analysis :**

Project principle

This project is intended to provide the foundations for further service improvements in the service areas outlined, ensuring that the Council maximises the value of its data, enhances service delivery and gains further efficiencies in working practices and flexibility. If the project does not proceed and the status quo is maintained then services will not be able to take advantage of a single integrated solution providing end to end management of the digital business flow and business efficiencies from real time uploading.

Implementation

The key risk in implementation is continuity of service as documents are migrated between the Northgate and IDOX systems. Controls will be put in place to ensure that:

- Indexing metadata detailing the nature of each document is correctly transferred.
- The integrity of document redactions required for the data protection of private details on published documents is maintained without corrupting the original underlying document during migration.
- The Online Register continues to function.

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Oaklands Window Replacement

**Purpose of project :**

To replace the existing PVCu 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.

**Project Update :**

The original proposal was to fund the project over 3 phases between 2019/20 and 2021/22 with a total estimate of £594,000 as follows:

Phase 1 – East Wing – 2019/20 - £183,000

Phase 2 – Front Elevation – 2020/21 - £177,000

Phase 3 – Main Building & Courtyard – 2021/22 - £234,000

To gain economies of scale the work for all three phases was tendered and the most economically advantageous tender in the sum of £287,876 was accepted and approved as summarised in Tender Report dated 3 May 2019. The contract contained a fluctuation clause based upon BCIS Tender Price Indices to provide for inflationary flexibility of phasing.

As this tender provided significant savings against the original estimate it was approved that Phases 1 and 2 would be funded and delivered in 2019/20 with a revised budget of £192,000.

Phase 3 is to be completed during 2020/21 with an estimate of £110,000.

In summary the revised phasing of this project is as follows:-

Phase 1 and 2 – East Wing and Front Elevation – 2019/20 - £192,000

Phase 3 – Main Building & Courtyard – 2020/21 - £110,000

**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:** Originally Cllr Jonathan Ash Edwards  
Currently Cllr Judy Llewellyn Burke

**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 was discussed with Cllr Jonathan Ash Edwards at the time and he was 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.

The assessed risks of this project remain unchanged.

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Forest Fields- Haywards Heath, Playground Improvements

#### Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment will provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project is a proposal to deliver at least seven new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

#### Costs:

Maximum Amount : **£60,000**

The following s106 funds are locally available to support this project:

##### Play Provision

Land at Oldfield, 55 Lewes Road (14/02484/FUL)- £8,625

Land at Oldfield, 55 Lewes Road (DM/15/4930)- £6,974

##### Kickabout

Land at Oldfield, 55 Lewes Road (14/02484/FUL)- £2,444

Land at Oldfield, 55 Lewes Road (DM/15/4930)- £1,976

**Total s106 funding - £20,019**

**Balance required from capital reserves - £39,981**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

#### Revenue implications:

Improvements to the facilities will ensure the site requires less on-going maintenance in the medium term, meaning the playground revenue budget can be re-directed to other sites in need of investment.

#### Value for money assessment:

A do nothing approach will result in a decrease in usage and a deterioration in the condition of the play area, and will result in a continued annual increase in maintenance costs. There would also be a risk of injury to the users.

**Business Unit/Service:** Commercial Services & Contracts

**Head of Service:** Judy Holmes

**Divisional leader:** Rob Anderton

**Project Manager:** Jo Reid

**Cabinet Member:** Cllr John Belsey

**Ward Members:** Cllr Rod Clarke, Cllr Michael Pulfer

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

**Summary of discussions with Cabinet Member:**

The Cabinet Member is supportive of the scheme, stating that it is a good investment that will benefit local residents.

**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. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning).

## CAPITAL PROJECT JUSTIFICATION DETAILS

### London Road Recreation Ground- Hassocks, Playground Improvements

#### Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment will provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project is a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill
- 

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

#### Costs:

Maximum Amount : **£80,000**

The following s106 funds are locally available to support this project:

#### Play Provision

- Land at Hassocks Highway Depot, London Road (08/02181/OUT)- £18,952
- Royston Nursing Home (DM/15/4964)- £3,230

#### Kickabout

- Land at Hassocks Highway Depot, London Road (08/02181/OUT)- £5,369
- Land on the west side of London Road (DM/17/4307)- £30,231
- Royston Nursing Home (DM/15/4964)- £915
- **Total s106 funding - £58,697**
- **Balance required from capital reserves - £21,303**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

#### Revenue implications:

Improvements to the facilities will ensure the site requires less on-going maintenance in the medium term, meaning the playground revenue budget can be re-directed to other sites in need of investment.

**Value for money assessment:**

A do nothing approach will result in a decrease in usage and a deterioration in the condition of the play area, and will result in a continued annual increase in maintenance costs. There would also be a risk of injury to the users.

**Business Unit/Service:** Commercial Services & Contracts

**Head of Service:** Judy Holmes

**Divisional leader:** Rob Anderton

**Project Manager:** Jo Reid

**Cabinet Member:** Cllr John Belsey

**Ward Members:** Cllr Benedict Dempsey, Cllr Sue Hatton, Cllr Alexander Sparasci

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

**Summary of discussions with Cabinet Member:**

The Cabinet Member is supportive of the scheme, stating that it is a good investment that will benefit local residents.

**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. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning).

## CAPITAL PROJECT JUSTIFICATION DETAILS

### Turners Hill Recreation Ground, Playground Improvements

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

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment was intended to provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project was a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill
- 

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a separate 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

#### **Costs:**

Maximum Amount : **£60,000**

The following s106 funds are locally available to support this project:

#### Play Provision

- Land at Clockfield , P35/762 , 11/01332/OUT - £46,396

#### Kickabout

- Land at Clockfield , P35/762 , 11/01332/OUT - £13,147
- **Total s106 funding - £59,543**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

#### **Revenue implications:**

Improvements to the facilities will ensure the site requires less on-going maintenance in the medium term, meaning the playground revenue budget can be directed to other sites in need of investment.

**Value for money assessment:**

A do nothing approach will result in a decrease in usage and a deterioration in the condition of the play area, and will result in a continued annual increase in maintenance costs. There would also be a risk of injury resulting in potential insurance claims.

**Business Unit/Service:** Commercial Services & Contracts

**Head of Service:** Judy Holmes

**Divisional leader:** Rob Anderton

**Project Manager:** Jo Reid

**Cabinet Member:** Cllr John Belsey

**Ward Members:** Cllr Phillip Coote, Cllr Ian Gibson, Cllr Roger Webb

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

**Summary of discussions with Cabinet Member:**

The Cabinet Member is supportive of the scheme, stating that it is a good investment that will benefit local residents.

**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. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning).

## CAPITAL PROJECT JUSTIFICATION DETAILS

### St Andrews Playground- Burgess Hill, Playground Improvements

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

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment was intended to provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project was a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a separate 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

#### **Costs:**

Maximum Amount : **£73,000**

The following s106 funds are locally available to support this project:

#### Play Provision

- Land off Kingsway, East of Gerald Close, PL12-001167, DM/15/4379- £56,847
- Land at Cants Lane, P35/407, BH/236/99- £2,607
- Land at Prospect Hse, Junction Rd, P35/582b, 05/01087/FUL- £13,054
- **Total s106 funding - £72,508**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

#### **Revenue implications:**

Improvements to the facilities will ensure the site requires less on-going maintenance in the medium term, meaning the playground revenue budget can be directed to other sites in need of investment.

#### **Value for money assessment:**

A do nothing approach will result in a decrease in usage and a deterioration in the condition of the play area, and will result in a continued annual increase in maintenance costs. There would also

be a risk of injury resulting in potential insurance claims.

**Business Unit/Service:** Commercial Services & Contracts

**Head of Service:** Judy Holmes

**Divisional leader:** Rob Anderton

**Project Manager:** Jo Reid

**Cabinet Member:** Cllr John Belsey

**Ward Members:** Cllr Roger Cartwright, Cllr Matthew Cornish

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

**Summary of discussions with Cabinet Member:**

The Cabinet Member is supportive of the scheme, stating that it is a good investment that will benefit local residents.

**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. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning).

## REVENUE 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 and Office365, network cabling, supporting equipment, endpoint solutions and flexible access solutions will need replacement. This is to meet the additional requirements of new hardware and software, for example to avoid bottlenecks for the network traffic which can cause significant delays in login on to systems of performing complex functions, or to facilitate more flexible access to network resources and line of business software. This will also provide an opportunity to exploit the market in delivering reduced support and maintenance costs for network hardware and other systems. 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 : £36,000**

Capitalised Salaries included in the project total: N/A

Other sources of funding:(i.e. s106/ big lottery etc) N/A

Revenue Implications: N/A

**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 and Technology

**Head of Service :** Simon Hughes

**Project Manager:** Simon Jones

**Cabinet Members :** Cllr Ruth De Mierre

**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 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 and supporting systems from the CenSus ICT partnership. This means that the Council will be able to exploit the market to deliver reduced maintenance and support costs and create sustainable, scalable solutions to support future expansion into new technology.

**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 :** 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. Inability to create flexible and sustainable access to business software and resources.

## REVENUE 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.
- Support mobile integration, saving money on call costs

A modern cloud based communications system would provide increased flexibility, along with improved business resilience. Previous bids of 120K were based on the market position from over 3 years ago, and did not take into account the cost of full cloud migration, looking instead at hosted systems which other councils have found to be unreliable as they tend to contain a single point of failure – recent example at AWBC.

#### **Total Amount : £250,000**

Capitalised Salaries included in the project total: N/A  
 Other sources of funding:(ie s106/ big lottery etc) N/A  
 Revenue Implications: N/A

#### **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 and Technology

**Head of Service** : Simon Hughes

**Project Manager**: Simon Jones

**Cabinet Members** : Cllr Ruth De Mierre

**Ward Members** : N/A

#### **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 :**

#### **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, which would have a tremendously detrimental effect on the business.

Insufficient resources from Service Areas to configure and test in a timely manner – proper project governance will mitigate.



## 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 2019 were £34.627m and with the estimated changes, the expectation is that £72.834m will be held at 31<sup>st</sup> March 2024. 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 1.06% for 2019/20, decreasing to 1.00% for the year 2020/21 and rising to 1.25% in 2021/22. The rate rises again to 1.50% in 2022/23 and 1.75% in 2023/24. 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 2020/21 to 2022/23 report. This is a stand-alone report that will be considered by Audit Committee on 3 March 2020 before Council on 1 April 2020.
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.

<b>Table 1: Usable Reserves and other balances - Council 4th March 2020</b>							
		Balance	Balance	Balance	Balance	Balance	Balance
		31/03/19	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	Note	£'000	£'000	£'000	£'000	£'000	£'000
<b>Usable Reserves</b>							
<b>General Reserve:</b>							
Non-Earmarked General Reserve	1	2,383	4,351	7,327	9,070	10,426	11,469
Total Earmarked General Reserve	2	715	623	485	485	485	485
<b>Total General Reserve:</b>		<b>3,098</b>	<b>4,974</b>	<b>7,812</b>	<b>9,555</b>	<b>10,911</b>	<b>11,954</b>
<b>Specific Reserve :</b>							
Housing		2,364	1,019	410	163	0	0
Planning Policy & Economic Development		3,202	2,651	809	809	809	809
Development Management		21	0	0	0	0	0
Parking Services		114	62	0	0	0	0
Cleansing Services		176	139	179	179	179	179
Landscapes and Leisure		425	279	83	83	83	83
Community Services, Policy & Performance		447	240	121	90	90	90
Corporate Estates and Facilities		5,344	5,244	5,244	5,244	5,244	5,244
Finance Accountancy		11	0	5	9	14	18
Finance Corporate		404	626	893	1,285	1,817	2,411
Revenues & Benefits		192	297	297	297	297	297
ICT		199	17	17	17	17	17
Human Resources & Payroll		2	0	0	0	0	0
Democratic Services		207	40	84	127	171	215
Land Charges		2	0	0	0	0	0
Planning and Building Control Service Support		25	0	0	0	0	0
Environmental Health		0	0	0	0	0	0
Corporate Funds	3	3,705	3,767	3,787	3,787	3,787	3,787
<b>Total Specific Reserve:</b>	4	<b>16,840</b>	<b>14,380</b>	<b>11,928</b>	<b>12,090</b>	<b>12,507</b>	<b>13,149</b>
<b>Total Revenue Reserves</b>		<b>19,939</b>	<b>19,354</b>	<b>19,740</b>	<b>21,645</b>	<b>23,418</b>	<b>25,103</b>
<b>Total Usable Capital Receipts Reserve</b>	5	<b>1,061</b>	<b>1,173</b>	<b>12,901</b>	<b>22,851</b>	<b>32,801</b>	<b>32,751</b>
<b>Total Capital Grants Unapplied Account</b>	6	<b>5,674</b>	<b>6,127</b>	<b>6,436</b>	<b>6,503</b>	<b>7,253</b>	<b>8,003</b>
<b>Total Usable Reserves</b>		<b>26,673</b>	<b>26,654</b>	<b>39,077</b>	<b>50,999</b>	<b>63,471</b>	<b>65,856</b>
<b>Other Balances</b>							
Total Capital Grants & Contributions -Receipts in Advance		7,953	7,394	6,978	6,978	6,978	6,978
<b>Total Other Balances</b>	7	<b>7,953</b>	<b>7,394</b>	<b>6,978</b>	<b>6,978</b>	<b>6,978</b>	<b>6,978</b>
<b>Total Reserves and Other Balances</b>		<b>34,627</b>	<b>34,047</b>	<b>46,054</b>	<b>57,976</b>	<b>70,449</b>	<b>72,834</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 2019/20, 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 (£2,454k @31/3/19), Benefits Equalisation Reserve (£1,134k @31/3/19, Council Tax Reduction Scheme Equalisation Reserve (£100k @31/3/19) and Local Authority EU Exit Preparation (£17k @31/3/19).
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 2019 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 2019 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 2020/21 – 2023/24**

#### **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 10.2% 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 2019/20 to 2023/2024. 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 2020/21 the taxbase has increased relatively significantly at +1.65% 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 1.06% for 2019/20, decreasing to 1.00% for the year 2020/21, then rising to 1.25% in 2021/22. The rate rises again to 1.50% in 2022/23 and 1.75% 2023/24.
- 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 4 March 2020**

	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
<b>Revenue Spending</b>					
<b>Base Net Expenditure</b>	12,543	13,984	13,994	13,669	13,685
Benefits	(119)	(119)	(119)	(119)	(119)
<b>Base Revenue Spending</b>	12,424	13,865	13,875	13,550	13,566
Balance Unallocated	62	28	20	20	20
<b>Council Net Expenditure</b>	12,486	13,893	13,895	13,570	13,586
Contribution to Rate Retention Scheme Equalisation Reserve	200	-	-	-	-
Contribution to ICT Reserve (Digital)	400	-	-	-	-
Contribution to Burgess Hill Growth Reserve	60	-	-	-	-
Contribution to Orchards Reserve	425	-	-	-	-
Contribution to Development Plan Reserve	100	436	300	300	300
Contribution to Waste Reserve		40	-	-	-
Contribution to Job Evaluation Reserve		267	392	532	594
Net General inflation			475	950	1,425
<b>Total Revenue Spending</b>	13,671	14,636	15,062	15,352	15,905
External Funding (RSG)	-	-	-	-	-
Rates Retention Scheme (RRS) funding	(2,521)	(3,400)	(2,678)	(2,758)	(2,841)
HB Admin Grant / LCTS Grant	(313)	(315)	(315)	(315)	(315)
<b>Council Tax Requirement @ 3.0% in 20/21</b>	<b>(10,048)</b>	<b>(10,519)</b>	<b>(10,976)</b>	<b>(11,444)</b>	<b>(11,923)</b>
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(103)	(162)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(446)	581	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	-	(581)	-	-	-
<b>Cumulative Balance deficit; / (surplus)</b>	<b>0</b>	<b>0</b>	<b>853</b>	<b>595</b>	<b>586</b>
<b>Difference year on year</b>		0	853	(258)	(9)

<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>
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Council Taxbase	60,707.5	61,711.6	62,576	63,452	64,340
Change in Taxbase	1.21%	1.65%	1.40%	1.40%	1.40%
Revenue Budget	13,671	14,636	15,062	15,352	15,905
% change in Formula Grant /External Funding	-100.0%				
External Funding (RSG)	0	0	0	0	0
Rates Retention Scheme (RRS) funding	(2,521)	(3,400)	(2,678)	(2,758)	(2,841)
HB Admin Grant / LCTS Grant	(313)	(315)	(315)	(315)	(315)
<b>Council Tax Requirement</b>	<b>(10,048)</b>	<b>(10,519)</b>	<b>(10,976)</b>	<b>(11,444)</b>	<b>(11,923)</b>
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(103)	(162)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(446)	581	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	-	(581)	-	-	-
Total Financing	(13,671)	(14,636)	(14,209)	(14,757)	(15,319)
<i>Balance [(deficit); /surplus]</i>	0	0	(853)	(595)	(586)
	(13,671)	(14,636)	(15,062)	(15,352)	(15,905)
<b>Council Tax at Band D</b>	<b>£ 165.51</b>	<b>£ 170.46</b>	<b>£ 175.41</b>	<b>£ 180.36</b>	<b>£ 185.31</b>
Change from previous year	3.10%	3.00%	2.90%	2.80%	2.75%

## Medium Term Financial Plan as at Council 4 March 2020

<b>Capital Spending</b>							
		Year 1	Year 2	Year 3	Year 4	Year 5	
	Total	2019/20	2020/21	2021/22	2022/23	2023/24	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schemes in Progress	4,624	4,286	338	-	-	-	
New Projects	1,343	599	594	50	50	50	
Unallocated Funding -future projects	713	-	-	356	111	246	
Disabled Facility Grants	3,168	1,368	900	900	-	-	
Affordable Housing	1,083	-	400	683	-	-	
<b>Total Programme</b>	<b>10,931</b>	<b>6,253</b>	<b>2,232</b>	<b>1,989</b>	<b>161</b>	<b>296</b>	
<b>Receipts and Contributions</b>							
		Year 1	Year 2	Year 3	Year 4	Year 5	
	Total	2019/20	2020/21	2021/22	2022/23	2023/24	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facility Grants	2,825	1,025	900	900	-	-	
Capital Receipts	32,370	170	12,200	10,000	10,000	0	
New Homes Bonus	8,685	3,444	3,267	1,426	548	0	
Other Third Party Contributions (including S106s)	4,265	1,175	840	750	750	750	
<b>Total</b>	<b>48,145</b>	<b>5,814</b>	<b>17,207</b>	<b>13,076</b>	<b>11,298</b>	<b>750</b>	
<b>Interest</b>							
		Year 1	Year 2	Year 3	Year 4	Year 5	
	Total	2019/20	2020/21	2021/22	2022/23	2023/24	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Interest</b>	<b>3,088</b>	<b>330</b>	<b>356</b>	<b>552</b>	<b>807</b>	<b>1,043</b>	
<b>Usable Reserves &amp; Other Balances</b>							
	Base						
	31.03.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserves</b>							
General Reserve	3,098	4,974	7,812	9,555	10,911	11,954	
Specific Reserve	16,840	14,380	11,928	12,090	12,507	13,149	
Usable Capital Receipts Reserve	1,061	1,173	12,901	22,851	32,801	32,751	
Capital Grants Unapplied Account	5,674	6,127	6,436	6,503	7,253	8,003	
<b>Total Usable Reserves</b>	<b>26,673</b>	<b>26,654</b>	<b>39,077</b>	<b>50,999</b>	<b>63,471</b>	<b>65,856</b>	
<b>Other balances</b>							
Capital Grants & Contributions -Receipts in Advance	7,953	7,394	6,978	6,978	6,978	6,978	
<b>Total Usable Reserves &amp; Other Balances</b>	<b>34,627</b>	<b>34,047</b>	<b>46,054</b>	<b>57,976</b>	<b>70,449</b>	<b>72,834</b>	
NB. Figures to nearest £'000 therefore totals subject to rounding variations							

#### 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 2020/21 in the Medium Term Financial Plan to Council on 27 February 2019 was £522,000.
- 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 decreased to £475,000. 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 2020/21.

<b>Inflation Calculation for 2020/21 Budget</b>			
Item		Inflation	
		%	£'000
		age	
<i>Employees</i>			
<b>Pay</b>			
Salaries have been forecast to increase by 2% in 2020/21 as an assumed continuation of the previous two year pay settlement which covered 2018/19 and 2019/20 financial years, and in the absence of a confirmed pay settlement for 2020/21 onwards.		2.0	250
<b>Other employee costs</b>			
The inflationary percentage on this category is linked to the pay award for 2020/21 of 2.0%.		2.0	2
<i>Buildings and Premises</i>			
<b>Maintenance</b>			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019.		1.7	37
<b>Energy</b>			
An estimate of the increase for 2020/21 is based on the RPI index for September 2019.		2.4	3
<b>NNDR</b>			
Price increase for NNDR is based on CPI index for September 2019.		1.7	9
<b>Water</b>			
This increase is based on the CPI index for September 2019 for both metered water and sewerage as no notifications of alternative increases have been received.		1.7	1
<i>Transport</i>			
<b>Travel Allowances</b>			
The inflationary percentage on this category is based on the CPI index for September 2019		1.7	3
<i>Supplies and Services</i>			
<b>Postage</b>			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019		1.7	3
<b>Subscriptions</b>			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019		1.7	1
<b>Telephones</b>			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019.		1.7	1

<b>Inflation Calculation for 2020/21 Budget</b>		
Item	Inflation	
	%	£'000
	age	
<b>Insurance</b>		
An estimate of the increase for 2020/21 is based on the weighted average of property and other insurances where property premiums correlate to property values.	-	-
<b>Grants</b>		
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2019.	1.7	4
<b>Other Supplies and Services</b>		
A 'basket' of items which will increase by different allowances, or remain static.	1.7	45
<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%).	2.88	129
<i>Fees and Charges</i>		
<b>Discretionary Charges</b>		
An allowance based on the CPI index for September 2019 has not increased discretionary charges (car park fees excluded).	1.7	-
<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>475</b>

## COLLECTION FUND

The latest Collection Fund estimates are shown below:

<b>Collection Fund</b>				
	2019/20 Original Estimate £'000	2019/20 Revised Estimate £'000	2020/21 Original Estimate £'000	Note
<b>Council Tax Income</b>				
Council Taxpayers	(110,441)	(111,501)	(116,930)	
Contribution to estimated deficit for previous year	0	0	0	
<b>Total Council Tax</b>	<b>(110,441)</b>	<b>(111,501)</b>	<b>(116,930)</b>	<i>a</i>
<b>Council Tax Expenditure</b>				
West Sussex County Council	83,993	83,993	88,787	<i>b</i>
Sussex Police & Crime Commissioner	11,529	11,529	12,337	<i>b</i>
Mid Sussex District Council	14,260	14,260	15,109	
Contribution paid for estimated C Fund surplus for previous year	771	771	1,246	<i>c</i>
Allowance for Bad & Doubtful Debts	659	1,030	697	
	<u>111,212</u>	<u>111,583</u>	<u>118,176</u>	
<b>Movement on Fund Balance for Council Tax</b>	<b>771</b>	<b>82</b>	<b>1,246</b>	
<b>Business Ratepayers Income</b>				
Business Ratepayers	(47,438)	(47,883)	(49,387)	<i>d</i>
Contribution to estimated deficit for previous year	0	0	(718)	<i>e</i>
	<u>(47,438)</u>	<u>(47,883)</u>	<u>(50,105)</u>	
<b>Business Rates Expenditure</b>				
Rate Retention Scheme to Central Govt	11,148	11,148	23,206	
Rate Retention Scheme to WSCC	24,526	24,526	4,641	
Rate Retention Scheme MSDC	8,918	8,918	18,565	
Cost of collection	172	172	172	
Allowance for Bad & Doubtful Debts and Appeals Provision	2,674	1,648	2,803	
Contribution paid for estimated surplus for previous year	1,116	1,116	0	<i>e</i>
	<u>48,554</u>	<u>47,528</u>	<u>49,387</u>	
<b>Movement on Fund Balance for RRS</b>	<b>1,116</b>	<b>(355)</b>	<b>(718)</b>	
<b>Total Movement on Fund Balance</b>	<b>1,887</b>	<b>(273)</b>	<b>528</b>	
<b>Collection Fund Balance</b>				
At the beginning of the year	(1,887)	(255)	(528)	
Total Movement on Fund Balance	<u>1,887</u>	<u>(273)</u>	<u>528</u>	
<b>Total Deficit/(Surplus) at Year End</b>	<b>0</b>	<b>(528)</b>	<b>0</b>	

## Notes

**Council Tax**

- a. For 2020/21, total Council Tax, less allowance for bad debts of 0.6%, totals £116,930m - 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 14 February 2020 and the precept for Sussex Police & Crime Commissioner will be set on 31 January 2020.
- c. In accordance with legislation, the estimated balance as at 31 March 2020 on the Council Tax Collection Fund is (£1,246,000) surplus and both the County Council and the Police and 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	76.51	(953,300)
Sussex Police & Crime Commissioner	10.50	(130,850)
MSDC	12.99	(161,850)
	<hr/>	<hr/>
Total Council Tax Estimated Surplus	100.00	(1,246,000)
	<hr/>	<hr/>

**Business Rates**

- d. For 2020/21, the amounts are taken from the MHCLG NNDR1 return. These are derived from the number of hereditaments 4,416, and the total rateable value of £121.6m as at 31 December 2019. 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 2020/21 the net yield is paid 50% to central government, 10% to WSCC leaving 40% as the estimate of funding to be retained by MSDC, which can be compared to the baseline. For the previous year 2019/20, for one year only, MSDC was 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 MSDC share. The estimated balance as at 31 March 2020 on the Collection Fund for RRS is a deficit of £717,690, although this will be monitored and adjusted at the end of the financial year, by way of the NNDR3 form for 2019/20. The estimated deficit is shared as shown below in the current year split.

	%	£
Central Government	50	726,557
MSDC	40	581,244
West Sussex CC	10	(590,111)
	<hr/>	<hr/>
Total Business Rates Estimated Deficit	100	717,690
	<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	14,636,066	
Town and Parish Council precepts	4,589,637	
		19,225,703
Council Tax Support Grant	(90,754)	
Housing Benefit Admin Grant	(224,100)	
Dividend Income Local Authority Property Fund	(240,000)	
Rate Retention Scheme (RRS)	(3,400,000)	
Rate Retention Equalisation Reserve	(581,244)	
Collection Fund Estimated Deficit 19-20(Business Rates)	581,244	
Collection Fund Estimated Surplus 19-20(Council Tax)	(161,850)	
		(4,116,704)
Mid Sussex DC Council Tax Requirement	10,519,362	
Town and Parish Council Tax Requirement	4,589,637	
Total Council Tax Requirement for 2020-21		15,108,999
		£244.83
Divided by 61,711.6 (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 £170.46 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 2019 (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 2020/21 (i.e. changes from 1 December 2019 to 31 March 2021) 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 2020/21 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 2020/21 - 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*	2,180.03	6,886.70	14,050.78	16,910.79	11,324.55	8,422.86	4,624.70	397.96	64,798.37
Exemptions (various classes)	-126.00	-158.00	-169.00	-154.00	-88.00	-56.00	-31.00	-1.00	-783.00
Disabled reductions	7.00	32.00	39.00	-24.00	2.00	-30.00	-5.00	-21.00	0.00
<b>Chargeable</b>	<b>2,061.03</b>	<b>6,760.70</b>	<b>13,920.78</b>	<b>16,732.79</b>	<b>11,238.55</b>	<b>8,336.86</b>	<b>4,588.70</b>	<b>375.96</b>	<b>64,015.37</b>
Single discounts	1,191.00	3,987.00	5,055.00	4,574.00	2,512.00	1,305.00	602.00	34.00	19,260.00
Two discounts	1.00	2.00	6.00	6.00	9.00	14.00	30.00	9.00	77.00
Council Tax Support Scheme Discounts**	305.89	1,121.82	1,192.78	645.10	143.35	35.05	11.86	0.95	3,456.80
<b>Net chargeable</b>									
	<b>1,456.89</b>	<b>4,641.13</b>	<b>11,461.25</b>	<b>14,941.19</b>	<b>10,462.70</b>	<b>7,968.56</b>	<b>4,411.34</b>	<b>362.01</b>	<b>55,705.07</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>971.26</b>	<b>3,609.77</b>	<b>10,187.78</b>	<b>14,941.19</b>	<b>12,787.74</b>	<b>11,510.14</b>	<b>7,352.23</b>	<b>724.02</b>	<b>62,084.1</b>
<b>Total multiplied by Collection Rate of 99.4%</b>									<b>61,711.6</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 2020/21 tax base so calculated for the whole district is 61,711.6 which represents an increase of 1,004.1 (1.65%) on the tax base for the current year. The effect at parish area level ranges from a decrease of -4.9 to an increase of 288.3 and in percentage terms from -0.17% to +10.64%.

**Table 3: Mid Sussex Tax Base 2020/21 - Analysed by Parish Area**

Parish area	band A	band B	band C	band D	band E	band F	band G	band H	Total
Albourne	3.4	7.2	31.8	71.7	34.7	42.0	105.0	13.4	309.2
Ansty & Staplefield	16.3	24.7	101.1	158.9	230.3	206.4	322.8	57.2	1,117.7
Ardingly	15.1	19.4	76.7	183.1	158.2	169.4	106.0	19.4	747.3
Ashurst Wood	6.9	18.7	96.9	179.0	156.3	135.3	161.7	2.0	756.8
Balcombe	12.6	39.9	74.5	137.7	123.5	226.5	206.7	22.4	843.8
Bolney	15.6	23.1	19.0	85.1	82.8	146.1	226.4	48.2	646.3
Burgess Hill	147.8	694.2	2,931.2	3,637.2	2,558.0	1,595.6	620.6	20.4	12,205.0
Cuckfield	23.4	43.4	189.2	215.7	406.0	294.3	460.5	48.7	1,681.2
East Grinstead	269.1	760.9	2,034.6	2,510.8	2,527.5	2,353.8	946.6	35.3	11,438.6
Fulking	4.1	5.1	15.7	15.9	26.7	18.7	50.1	11.4	147.7
Hassocks	23.2	201.6	422.2	977.1	1,008.5	466.4	346.2	23.4	3,468.6
Haywards Heath	137.6	1,159.0	2,555.8	3,113.6	1,789.7	2,201.7	1,178.6	40.2	12,176.2
Horsted Keynes	5.6	16.6	75.2	121.3	109.6	162.0	179.6	32.8	702.7
Hurstpierpoint and Sayers Common	45.1	122.8	381.6	705.4	807.9	449.5	520.2	50.7	3,083.2
Lindfield	6.2	143.5	200.7	552.6	533.6	777.2	575.0	47.7	2,836.5
Lindfield Rural	16.2	44.4	129.8	245.4	358.6	410.6	246.8	58.1	1,509.9
Newtimber	0.5	5.5	13.4	6.7	3.4	1.4	9.9	2.0	42.8
Poynings	4.1	13.7	27.6	13.4	20.7	14.7	32.3	7.9	134.4
Pyecombe	2.5	3.6	6.9	27.1	17.3	32.7	40.6	0.0	130.7
Slaugham	36.9	107.9	228.3	277.2	234.0	276.0	152.4	53.7	1,366.4
Turners Hill	129.3	28.8	112.7	113.0	81.0	89.7	63.4	7.5	625.4
Twineham	5.1	2.1	7.8	17.6	26.4	21.2	46.3	19.9	146.4
West Hoathly	17.8	22.3	102.4	179.9	220.9	170.0	171.6	55.1	940.0
Worth	21.0	79.7	291.5	1,306.2	1,195.4	1,179.9	538.8	42.3	4,654.8
<b>Total</b>	965.4	3,588.1	10,126.6	14,851.6	12,711.0	11,441.1	7,308.1	719.7	61,711.6

**Table 4: Basic Tax**

Parish area	Tax base	Precept		MSDC	Basic
		Precept	band D	band D	Tax
		£	£	£	£
Albourne	309.2	15,022	48.58	170.46	<b>219.04</b>
Ansty & Staplefield	1,117.7	78,595	70.32	170.46	<b>240.78</b>
Ardingly	747.3	87,921	117.65	170.46	<b>288.11</b>
Ashurst Wood	756.8	69,500	91.83	170.46	<b>262.29</b>
Balcombe	843.8	75,000	88.88	170.46	<b>259.34</b>
Bolney	646.3	38,200	59.11	170.46	<b>229.57</b>
Burgess Hill	12,205.0	919,228	75.32	170.46	<b>245.78</b>
Cuckfield	1,681.2	227,067	135.06	170.46	<b>305.52</b>
East Grinstead	11,438.6	1,008,464	88.16	170.46	<b>258.62</b>
Fulking	147.7	9,450	63.98	170.46	<b>234.44</b>
Hassocks	3,468.6	295,545	85.21	170.46	<b>255.67</b>
Haywards Heath	12,176.2	669,569	54.99	170.46	<b>225.45</b>
Horsted Keynes	702.7	50,840	72.35	170.46	<b>242.81</b>
Hurstpierpoint & Sayers Common	3,083.2	252,021	81.74	170.46	<b>252.20</b>
Lindfield	2,836.5	172,000	60.64	170.46	<b>231.10</b>
Lindfield Rural	1,509.9	60,050	39.77	170.46	<b>210.23</b>
Newtimber	42.8	225	5.26	170.46	<b>175.72</b>
Poynings	134.4	6,200	46.13	170.46	<b>216.59</b>
Pyecombe	130.7	10,500	80.34	170.46	<b>250.80</b>
Slaugham	1,366.4	105,000	76.84	170.46	<b>247.30</b>
Turners Hill	625.4	77,537	123.98	170.46	<b>294.44</b>
Twineham	146.4	8,750	59.77	170.46	<b>230.23</b>
West Hoathly	940.0	72,953	77.61	170.46	<b>248.07</b>
Worth	4,654.8	280,000	60.15	170.46	<b>230.61</b>
<b>Total</b>	<b>61,711.6</b>	<b>4,589,637</b>	<b>74.37</b>	<b>170.46</b>	<b>244.83</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 2020/21 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>	959.16	133.27	113.64	49.58	1,255.65
<b>band B</b>	1,119.02	155.49	132.58	57.84	1,464.93
<b>band C</b>	1,278.88	177.70	151.52	66.11	1,674.21
<b>band D</b>	<b>1,438.74</b>	<b>199.91</b>	<b>170.46</b>	<b>74.37</b>	<b>1,883.48</b>
<b>band E</b>	1,758.46	244.33	208.34	90.90	2,302.03
<b>band F</b>	2,078.18	288.76	246.22	107.42	2,720.58
<b>band G</b>	2,397.90	333.18	284.10	123.95	3,139.13
<b>band H</b>	2,877.48	399.82	340.92	148.74	3,766.96

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)	1,814.37
Cuckfield (maximum)	1,944.17

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 2019/20 %</b>
Albourne (increase)	3.9
Poynings (increase)	4.4

## Analysis of Council Tax set for 2020/21 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	32.39		37.78		43.18		48.58	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,238.46</b>	1,274.51	<b>1,444.87</b>	1,456.58	<b>1,651.28</b>	1,638.65	<b>1,857.69</b>
Ansty & Staplefield	parish	46.88		54.69		62.51		70.32	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,252.95</b>	1,274.51	<b>1,461.78</b>	1,456.58	<b>1,670.61</b>	1,638.65	<b>1,879.43</b>
Ardingly	parish	78.43		91.51		104.58		117.65	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,284.50</b>	1,274.51	<b>1,498.60</b>	1,456.58	<b>1,712.68</b>	1,638.65	<b>1,926.76</b>
Ashurst Wood	parish	61.22		71.42		81.63		91.83	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,267.29</b>	1,274.51	<b>1,478.51</b>	1,456.58	<b>1,689.73</b>	1,638.65	<b>1,900.94</b>
Balcombe	parish	59.25		69.13		79.00		88.88	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,265.32</b>	1,274.51	<b>1,476.22</b>	1,456.58	<b>1,687.10</b>	1,638.65	<b>1,897.99</b>
Bolney	parish	39.41		45.97		52.54		59.11	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,245.48</b>	1,274.51	<b>1,453.06</b>	1,456.58	<b>1,660.64</b>	1,638.65	<b>1,868.22</b>
Burgess Hill	town	50.21		58.58		66.95		75.32	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,256.28</b>	1,274.51	<b>1,465.67</b>	1,456.58	<b>1,675.05</b>	1,638.65	<b>1,884.43</b>
Cuckfield	parish	90.04		105.05		120.05		135.06	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,296.11</b>	1,274.51	<b>1,512.14</b>	1,456.58	<b>1,728.15</b>	1,638.65	<b>1,944.17</b>
East Grinstead	town	58.77		68.57		78.36		88.16	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,264.84</b>	1,274.51	<b>1,475.66</b>	1,456.58	<b>1,686.46</b>	1,638.65	<b>1,897.27</b>
Fulking	parish	42.65		49.76		56.87		63.98	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,248.72</b>	1,274.51	<b>1,456.85</b>	1,456.58	<b>1,664.97</b>	1,638.65	<b>1,873.09</b>
Hassocks	parish	56.81		66.27		75.74		85.21	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,262.88</b>	1,274.51	<b>1,473.36</b>	1,456.58	<b>1,683.84</b>	1,638.65	<b>1,894.32</b>
Haywards Heath	town	36.66		42.77		48.88		54.99	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,242.73</b>	1,274.51	<b>1,449.86</b>	1,456.58	<b>1,656.98</b>	1,638.65	<b>1,864.10</b>
Horsted Keynes	parish	48.23		56.27		64.31		72.35	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,254.30</b>	1,274.51	<b>1,463.36</b>	1,456.58	<b>1,672.41</b>	1,638.65	<b>1,881.46</b>
Hurstpierpoint & Sayers Common	parish	54.49		63.58		72.66		81.74	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,260.56</b>	1,274.51	<b>1,470.67</b>	1,456.58	<b>1,680.76</b>	1,638.65	<b>1,890.85</b>
Lindfield	parish	40.43		47.16		53.90		60.64	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,246.50</b>	1,274.51	<b>1,454.25</b>	1,456.58	<b>1,662.00</b>	1,638.65	<b>1,869.75</b>
Lindfield Rural	parish	26.51		30.93		35.35		39.77	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,232.58</b>	1,274.51	<b>1,438.02</b>	1,456.58	<b>1,643.45</b>	1,638.65	<b>1,848.88</b>
Newtimber	parish	3.51		4.09		4.68		5.26	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,209.58</b>	1,274.51	<b>1,411.18</b>	1,456.58	<b>1,612.78</b>	1,638.65	<b>1,814.37</b>
Poynings	parish	30.75		35.88		41.00		46.13	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,236.82</b>	1,274.51	<b>1,442.97</b>	1,456.58	<b>1,649.10</b>	1,638.65	<b>1,855.24</b>
Pyecombe	parish	53.56		62.49		71.41		80.34	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,259.63</b>	1,274.51	<b>1,469.58</b>	1,456.58	<b>1,679.51</b>	1,638.65	<b>1,889.45</b>
Slaugham	parish	51.23		59.76		68.30		76.84	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,257.30</b>	1,274.51	<b>1,466.85</b>	1,456.58	<b>1,676.40</b>	1,638.65	<b>1,885.95</b>
Turners Hill	parish	82.65		96.43		110.20		123.98	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,288.72</b>	1,274.51	<b>1,503.52</b>	1,456.58	<b>1,718.30</b>	1,638.65	<b>1,933.09</b>
Twineham	parish	39.85		46.49		53.13		59.77	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,245.92</b>	1,274.51	<b>1,453.58</b>	1,456.58	<b>1,661.23</b>	1,638.65	<b>1,868.88</b>
West Hoathly	parish	51.74		60.36		68.99		77.61	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,257.81</b>	1,274.51	<b>1,467.45</b>	1,456.58	<b>1,677.09</b>	1,638.65	<b>1,886.72</b>
Worth	parish	40.10		46.78		53.47		60.15	
	district	113.64		132.58		151.52		170.46	
	wsccl/pcc	1,092.43	<b>1,246.17</b>	1,274.51	<b>1,453.87</b>	1,456.58	<b>1,661.57</b>	1,638.65	<b>1,869.26</b>

## Analysis of Council Tax set for 2020/21 in each parish area (bands E to H)

band E		band F		band G		band H		Parish area
£	£	£	£	£	£	£	£	
59.38		70.17		80.97		97.16		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,270.51</b>	2,366.94	<b>2,683.33</b>	2,731.08	<b>3,096.15</b>	3,277.30	<b>3,715.38</b>	wsccl/pcc
Albourne								
85.95		101.57		117.20		140.64		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,297.08</b>	2,366.94	<b>2,714.73</b>	2,731.08	<b>3,132.38</b>	3,277.30	<b>3,758.86</b>	wsccl/pcc
Ansty & Staplefield								
143.79		169.94		196.08		235.30		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,354.92</b>	2,366.94	<b>2,783.10</b>	2,731.08	<b>3,211.26</b>	3,277.30	<b>3,853.52</b>	wsccl/pcc
Ardingly								
112.24		132.64		153.05		183.66		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,323.37</b>	2,366.94	<b>2,745.80</b>	2,731.08	<b>3,168.23</b>	3,277.30	<b>3,801.88</b>	wsccl/pcc
Ashurst Wood								
108.63		128.38		148.13		177.76		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,319.76</b>	2,366.94	<b>2,741.54</b>	2,731.08	<b>3,163.31</b>	3,277.30	<b>3,795.98</b>	wsccl/pcc
Balcombe								
72.25		85.38		98.52		118.22		town
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,283.38</b>	2,366.94	<b>2,698.54</b>	2,731.08	<b>3,113.70</b>	3,277.30	<b>3,736.44</b>	wsccl/pcc
Bolney								
92.06		108.80		125.53		150.64		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,303.19</b>	2,366.94	<b>2,721.96</b>	2,731.08	<b>3,140.71</b>	3,277.30	<b>3,768.86</b>	wsccl/pcc
Burgess Hill								
165.07		195.09		225.10		270.12		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,376.20</b>	2,366.94	<b>2,808.25</b>	2,731.08	<b>3,240.28</b>	3,277.30	<b>3,888.34</b>	wsccl/pcc
Cuckfield								
107.75		127.34		146.93		176.32		town
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,318.88</b>	2,366.94	<b>2,740.50</b>	2,731.08	<b>3,162.11</b>	3,277.30	<b>3,794.54</b>	wsccl/pcc
East Grinstead								
78.20		92.42		106.63		127.96		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,289.33</b>	2,366.94	<b>2,705.58</b>	2,731.08	<b>3,121.81</b>	3,277.30	<b>3,746.18</b>	wsccl/pcc
Fulking								
104.15		123.08		142.02		170.42		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,315.28</b>	2,366.94	<b>2,736.24</b>	2,731.08	<b>3,157.20</b>	3,277.30	<b>3,788.64</b>	wsccl/pcc
Hassocks								
67.21		79.43		91.65		109.98		town
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,278.34</b>	2,366.94	<b>2,692.59</b>	2,731.08	<b>3,106.83</b>	3,277.30	<b>3,728.20</b>	wsccl/pcc
Haywards Heath								
88.43		104.51		120.58		144.70		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,299.56</b>	2,366.94	<b>2,717.67</b>	2,731.08	<b>3,135.76</b>	3,277.30	<b>3,762.92</b>	wsccl/pcc
Horsted Keynes								
99.90		118.07		136.23		163.48		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,311.03</b>	2,366.94	<b>2,731.23</b>	2,731.08	<b>3,151.41</b>	3,277.30	<b>3,781.70</b>	wsccl/pcc
Hurstpierpoint & Sayers Common								
74.12		87.59		101.07		121.28		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,285.25</b>	2,366.94	<b>2,700.75</b>	2,731.08	<b>3,116.25</b>	3,277.30	<b>3,739.50</b>	wsccl/pcc
Lindfield								
48.61		57.45		66.28		79.54		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,259.74</b>	2,366.94	<b>2,670.61</b>	2,731.08	<b>3,081.46</b>	3,277.30	<b>3,697.76</b>	wsccl/pcc
Lindfield Rural								
6.43		7.60		8.77		10.52		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,217.56</b>	2,366.94	<b>2,620.76</b>	2,731.08	<b>3,023.95</b>	3,277.30	<b>3,628.74</b>	wsccl/pcc
Newtimber								
56.38		66.63		76.88		92.26		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,267.51</b>	2,366.94	<b>2,679.79</b>	2,731.08	<b>3,092.06</b>	3,277.30	<b>3,710.48</b>	wsccl/pcc
Poynings								
98.19		116.05		133.90		160.68		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,309.32</b>	2,366.94	<b>2,729.21</b>	2,731.08	<b>3,149.08</b>	3,277.30	<b>3,778.90</b>	wsccl/pcc
Pyecombe								
93.92		110.99		128.07		153.68		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,305.05</b>	2,366.94	<b>2,724.15</b>	2,731.08	<b>3,143.25</b>	3,277.30	<b>3,771.90</b>	wsccl/pcc
Slaugham								
151.53		179.08		206.63		247.96		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,362.66</b>	2,366.94	<b>2,792.24</b>	2,731.08	<b>3,221.81</b>	3,277.30	<b>3,866.18</b>	wsccl/pcc
Turners Hill								
73.05		86.33		99.62		119.54		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,284.18</b>	2,366.94	<b>2,699.49</b>	2,731.08	<b>3,114.80</b>	3,277.30	<b>3,737.76</b>	wsccl/pcc
Twineham								
94.86		112.10		129.35		155.22		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,305.99</b>	2,366.94	<b>2,725.26</b>	2,731.08	<b>3,144.53</b>	3,277.30	<b>3,773.44</b>	wsccl/pcc
West Hoathly								
73.52		86.88		100.25		120.30		parish
208.34		246.22		284.10		340.92		district
2,002.79	<b>2,284.65</b>	2,366.94	<b>2,700.04</b>	2,731.08	<b>3,115.43</b>	3,277.30	<b>3,738.52</b>	wsccl/pcc
Worth								

