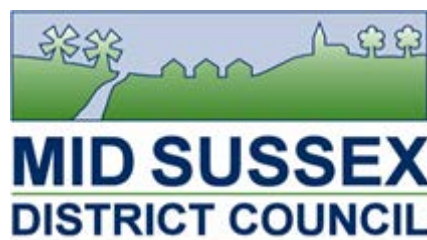




CORPORATE PLAN AND BUDGET 2016 / 2017



THE CORPORATE PLAN AND BUDGET REPORT 2016/17

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SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT

1.0 Overall Summary

- 1.1 The financial outlook facing local government in 2016/17 and onwards will continue to be challenging. Over the last five years Government revenue support grant for Mid Sussex has reduced from £6.4m to £1.67m. This year it will reduce to £845k – a significant reduction. The recently announced outcomes of the Spending Review allow for no relaxation of the savings that will need to be made across the Sector, although there is some evidence that County Councils will fare relatively better than Districts and Boroughs over the medium term.
- 1.2 However, the Council has a well-tested and robust Service and Financial Planning process that has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We must remain prudent in our financial planning and continue to use a combination of savings and increases in income over the next 4 years to achieve a balanced budget.
- 1.3 This means we must maintain a tight control over costs by critically examining all our services and expenditure to ensure resources are directed to the Council's priorities. As a result of this prudent and careful approach to financial management over the last nine years the Council has secured £6.8 million of planned savings whilst maintaining service levels in key services and not increasing Council Tax.
- 1.4 The proposals set out in this report have been reviewed by the Service and Financial Planning Member Working Group. This Group met a number of times through the autumn and was chaired by the Finance and Service Delivery Cabinet Member. The draft budget has been scrutinised by the Scrutiny Committee for Leader and Service Delivery before Cabinet finally approved the Corporate Plan for consideration by Council.
- 1.5 In summary, as in previous years the proposals offer a balanced budget for 2016/17 that:
- Allocates resources to the Council's priorities;
 - Expands the Green Waste Service;
 - Supports the Council's aspiration to become financially independent;
 - Provides investment in our leisure centres;
 - Positively and prudently plans for the delivery of significant
 - Continues to support our community through the maintenance of grants to local organisations;
 - Supports vulnerable members of our community;
 - Continues to protect the Council's reserves position and fund the proposed capital programme.

2.0 Key Factors taken into consideration

2.1 Corporate Priorities

2.1.1 The Service and Financial Plans for 2016/17 have been developed in line with the Council's corporate priorities as follows:

Better Lives

Healthy Lifestyles
Opportunities and Quality of Life for All
Strong, Safe Communities

Better Environment

Quality and Sustainable Environment
Distinctive and Sustainable Towns and Villages

Better Services

Efficient and Effective Services
Strong Community Leadership

2.1.2 Similarly, the key themes and longer term challenges that the Council agreed with its partners in the District's Sustainable Community Strategy (approved by Council in April 2009) have been taken into account. These are organised under the four broad themes of:

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

2.2 Previous Actions and Initiatives

2.2.1 The proposals set out in this report should also be seen in the light of the wide range of initiatives that have been implemented over the last nine years.

- Robustly managing budgets to identify savings on an ongoing basis by controlling costs;
- Reviewing and investing in redesigning services to deliver more efficient and effective services for our customers;
- Seeking to maximise income to support the Council's ambition to be financially independent by 2019/20.

2.2.2 Over the last nine years, the programme of budget savings has been extensive for a low spending authority such as Mid Sussex. This achievement should also be set in the context of the work that has been done over the same period to invest, maintain and where possible improve service performance despite these budget reductions. As Members of the scrutiny committees can confirm, service performance across the Council is improving in key areas over the last few years and continues to be good across the Council.

2.2.3 Members should also be aware that each time a service change or budget reduction is proposed, officers have assessed the potential impact on services and identified any necessary mitigating actions required to enable as smooth as possible an introduction of the change. This has been central to ensuring the Council has been intelligent in its service and financial planning and has not resorted to simple percentage reductions of budgets that we see in some other organisations. However, it also means that over this period, the more obvious and higher yielding savings initiatives have been implemented. The Council ensures that it takes advantage of all opportunities as they arise such as re-procurement of key contracts, to make savings without impacting on key services or the Council's performance.

2.2.4 Despite these challenges the Council continues to make careful and prudent investment to ensure services continue to improve. For example, we are planning to make careful and prudent investment in key areas such as ICT and in particular in our contact centre and general customer service. We are also planning to expand the green waste service and invest in our leisure centres.

2.3 Service Plans and Performance

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

2.3.2 The service performance indicators published quarterly have shown for some time that the Council's services are generally performing well and that we do not have any failing services, although in some key areas recruitment has been challenging as the country moves out of recession. 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.

2.3.3 Members will also note from the service plans that services are continuously improving and despite financial challenges services are delivering many positive initiatives that will benefit local people.

2.4 Government Funding of Local Government

2.4.1 In developing the proposals in this report, the Member Working Group, Cabinet and officers have continued to be mindful of the continuing changes to the way councils are funded. The recent Spending Review confirmed that the Government will:

- significantly reduce the amount of Revenue Support Grant (RSG) with the aim of phasing it out by 2019/20;
- develop the Rate Retention Scheme to enable the sector to retain 100% of business rates (though the detail of this is awaited);
- continue New Homes Bonus (NHB) in the short term, though the amount of money available nationally for this scheme will reduce significantly.
- provide an opportunity for councils to increase their Council Tax levels in 2016/17

2.4.2 The continued expected impact of this regime on the Council's finances in 2016/17 and beyond is set out in more detail in the following section. It is a financial regime that is complex and needs careful balancing when developing our service and financial plans. Our guiding principle has been that the Council needs to be as financially self-sufficient as possible, to ensure it is best placed to address further funding challenges and is not dependent on Government funding, while continuing to deliver a wide range of value for money services to local people.

2.5 Final Settlement

- 2.5.1 The Final Settlement was published unusually late this year, in the evening of 8th February. The Secretary of State was able to positively respond to the consultation on the Provisional Settlement and make some welcome amendments to the funding offers across the tiers of local government.
- 2.5.2 Firstly, to offer some mitigation to the rapid decreases in Revenues Support Grant allocated to Mid Sussex, a two-year Transition Grant has been awarded comprising of £145,000 in both 2016/17 and 2017/18. This amounts to a useful increase in RSG in reality and in 2016/17 can be used to offset the appeals provision that we are making to pay for the decreases in rateable values recently given to purpose-built doctors surgeries. In essence, it reduces the use of our reserve which is used to pay for such one-off events. For the second year, the Grant acts simply to reduce the grant reduction in that year. These amendments can be seen in the Medium Term Financial Plan in Section 5.
- 2.5.3 Secondly, the negative RSG that we were due to pay to the government in the last two years of the plan have been amended. The payment in the third year, of £294,000, has been deleted although the payment in the fourth of £767,000 remains. This may not prove particularly relevant however, since that is also the first year of 100% Business Rate Retention and many factors will change in our overall financing. For now, we leave it in our Plan in the absence of any better information.
- 2.5.4 Finally, the Secretary of State responded to the consultation feedback regarding the anomalous position on council tax increases between the same classes of authority, whereby some districts were able to increase their tax by £5 or 2% whichever is the larger, whereas others were restricted to 2% alone. From 2016/17 on, all but 9 districts will be able to increase their tax by £5 or 2%. This includes Mid Sussex. Members have considered this and decided not to amend their plans at this stage, although it remains an option for the future.

3.0 The Financial Outlook for 2016/17

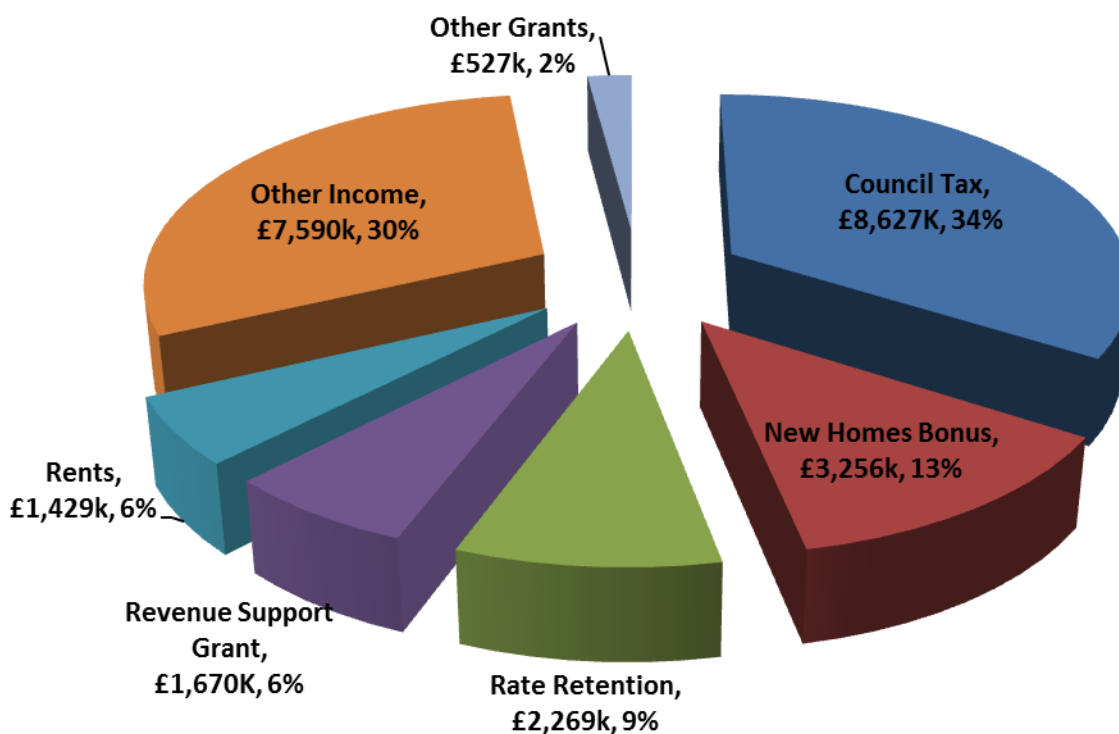
(a) Income

3.1 Government Funding

3.1.1 Revenue funding of local government is changing as Revenue Support Grant (RSG) reduces and is phased out by 2020, to be replaced by 100% retained Business Rates. We were notified that our RSG allocation would fall to £845k for 16/17 – a drop of 49% together with an indication that the grant would be only £128k in the following year. This is a faster reduction than expected and means that we will receive no grant in 2018/19 – a year earlier than forecast.

3.1.2 However, the New Homes Bonus scheme continues unchanged for 2016/17 which mitigates the reduction in RSG in that year only. The overall comparison between years can be shown below which shows the proportion of funding sources received:

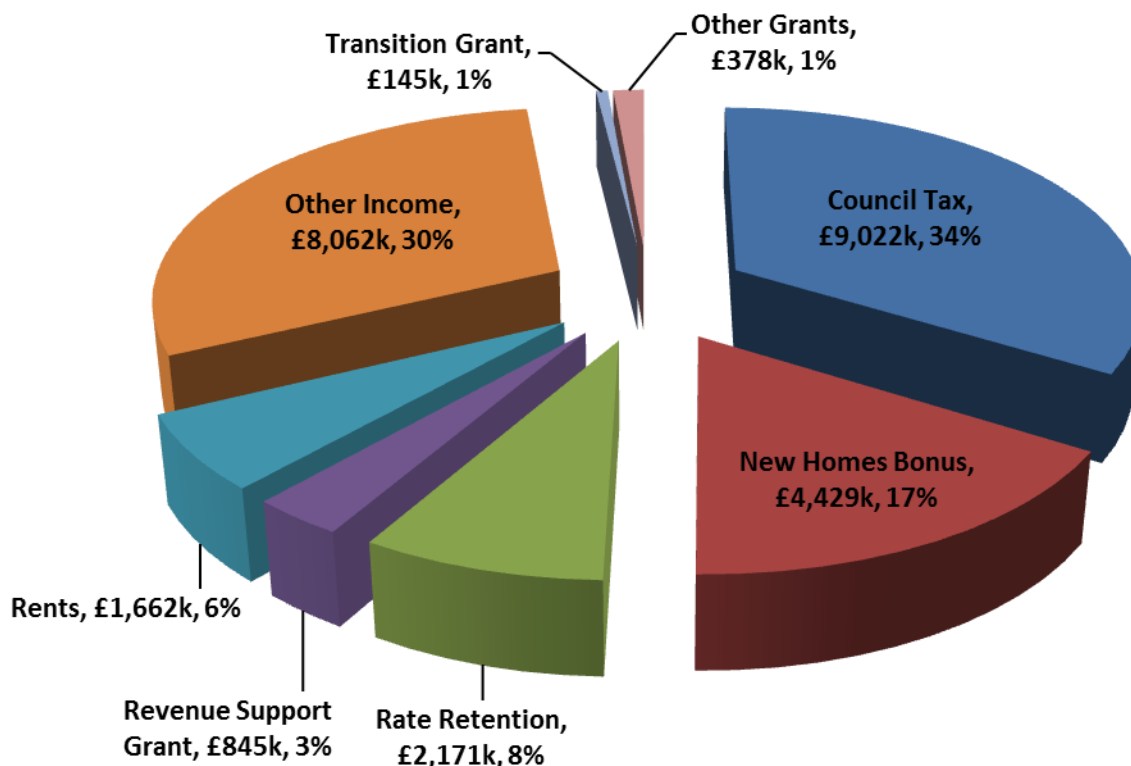
2015/16 Income



Source: Corporate Plan 2015/16 Actuals

3.1.3 This position has noticeably changed in line with expectations that Revenue Support Grant will diminish in significance, while New Homes Bonus and Rate Retention Scheme income will increase. However, we should remember that New Homes Bonus will be dramatically reduced from 2017/18 onwards and that it seems unlikely to continue in the long term. Only when we receive more details about the Government's proposals for the Rate Retention Scheme will we be able to assess the impact of the changes on the Council's finances.

2016/17 Income



Source: Various budgeted and projected as at 11 February 2016

Transition Grant

- 3.1.4 This was announced within the Final Settlement on 8th February and is designed to 'ease the pace of reductions during the most difficult first 2 years of the settlement for councils with the sharpest reductions in Revenue Support Grant'. Mid Sussex has been awarded £145,000 for each of the two years which has the effect of cushioning the effect of Rate Appeals in year one and effectively increases our RSG in year two.

Rates Retention Scheme (RRS)

- 3.1.5 This was a major change to the funding of local authorities in 2013/14 and for Mid Sussex there has been some moderate growth in our Business Rate taxbase. Whilst we make a payment on the excess income over the baseline, we are forecasting income of £2.564m in 2016/17 but must also make provision for appeals. These can be financed partly from the RRS reserve which is there to mitigate potential variations in income from year to year. Also, as referred to above, we will need to assess the impact of the Chancellor's announcement that 100% of business rates will be retained within the sector from 2019/20.

Revenue Support Grant (RSG)

- 3.1.6 RSG is the residual part of Formula Grant under the new financial model and it will continue to diminish to zero over the next few years to the end of the decade. For next year we have received £845k – a reduction of £825k.

New Homes Bonus (NHB)

3.1.7 As Members are aware, the level of NHB received is dependent on the scale of new housing completed each year. NHB is calculated on net housing developed (i.e. the figure is reduced by demolitions and empty homes). The table below shows the actual funds received to date and the estimated return in future years. However, as outlined above, the recent Spending Review announced a significant reduction in the amount of NHB available nationally and that the period over which it would be paid would reduce from 6 to 4 years. Therefore it seems very likely that the forecasts outlined below will need to be revised downwards. This announcement supports this Council's decision not to rely on NHB within the revenue budget. When we receive more guidance from Government about how the changes to NHB will be implemented, we will revisit the forecasts below, meantime Members will note that NHB seems to have an uncertain future.

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1st actual	360	360	360	360	360	360		
2nd actual		506	506	506	506	506	253	
3rd actual			735	735	735	735	368	368
4th actual				894	894	894	447	447
5th actual					761	761	381	381
6th forecast						1,173	587	587
7th forecast							179	179
8th forecast								253
Total	360	866	1,601	2,495	3,256	4,429	2,215	2,215

Note: 2017/18 figures onwards have been halved to reflect future uncertain allocations.

3.1.8 Reflecting on the above, for 2016/17 there are no draws on the Bonus within the revenue budget; the income therefore replenishes our general reserve. Members will note at paragraphs 3.11 in 2016/17 we are proposing to establish a Land and Property Specific Reserve and add to the Burgess Hill Growth Reserve (outlined in paragraphs 4.2.9 – 4.2.11), which has the effect of depleting our general reserve (i.e. the un earmarked reserve). However, these proposals support the Council's ambition to be financially independent of RSG and represent a prudent use of NHB.

3.2 Income from Fees and Charges

- 3.2.1 The Council continues to generate substantial income from charging for a number of its own services. Added together, fees and charges are expected to represent about 30% of the Council's overall income. i.e. a greater proportion than that received in funding from Government. To agree a budget, assumptions have been made about the state of the local economy, particularly the building related sectors that affect income from Land Charges, Building Control and Development Management and the significant income derived from 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 In the Settlement Statement of 8th February, the Secretary of State announced a consultation on the setting of Planning Fees with a view to their increasing to reduce the cross-subsidy from other services. This will gain our support and an appropriate response will be made to the consultation.

3.3 Council Tax

- 3.3.1 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the largest proportion of the Council's income, expected to be equivalent to 34% in 2016/17. Members will recall that the Council first froze Council Tax in 2011/12 by taking advantage of a four year subsidy offered by the Coalition Government. The subsidy corresponded to an increase in Council Tax of 2.5%. As a 1% increase or decrease on the Tax at Band D equates to about an £85k in revenue, this represented a subsidy of about £215k for each of the following four years. In 2012/13, the Council accepted a second opportunity to freeze Council Tax levels but this time the Government subsidy, again equivalent to 2.5% increase, was only offered for one year. In 2013/14 the Council accepted a third opportunity to freeze Council Tax levels equating to a 1% increase in Council Tax, and repeated that freeze in the following year, and the year after that, the fifth year.
- 3.3.2 For 2016/17 Members have indicated that a modest rise of 1.99% should be budgeted in order that the Council moves towards being financially independent by the end of the decade. This provides an extra £172k of yearly income over the medium term (with an increased taxbase) whilst increasing the tax at Band D by £2.97. Recipients of the Council Tax Reduction Scheme are not affected by this increase due to the scheme parameters being appropriately uprated. Members should note that this approach is supported by Government in the Final Settlement (which was heralded by the Chancellor in the Spending Review), and we can now increase council tax by £5 pa or 2% whichever is the larger without triggering a referendum.

(b) Expenditure**3.4 Inflation and Staff Salaries**

3.4.1 The Consumer Price Index measure of inflation fell to -0.1% in the year to September 2015 down from 0% in August.

3.4.2 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 **£118k** in 2016/17 and increasing thereafter. The details of this calculation are set out in Section 5.

3.5 Collection Fund Surplus/Deficit

3.5.1 At this stage, we are forecasting a surplus on the Mid Sussex part of the Collection Fund for Council Tax of £178k by the end of the year. This is as a result of increased house building leading to more tax being billed, a reduction in claims for Council Tax Support and a slightly better than expected overall Council Tax collection rate which we forecast at 99.3%.

3.6 Council Tax Support Scheme

3.6.1 Members will recall that the Council agreed and implemented a new local Council Tax Support Scheme in 2013/14. Given its policy success, it is proposed that the Council retains this scheme for 2016/17 with the accompanying financial factors unchanged.

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

3.7.1 These are two grants to pay towards the administration of the Housing Benefit scheme and the 'new' (from 2013) Council Tax Reduction Scheme. The former grant is reducing to £288k from £348k, a cut of £60k and the latter has still not been advised at time of writing. We are therefore budgeting at the 2015/16 figure of £90k.

3.8 Tax Base

3.8.1 The tax base for the year was set at Council on 16th December 2015. For this year we are predicting growth of 1.77% which reflects the increased level of house building in the district, along with a reduced level of exemptions and discounts.

3.9 Balance Unallocated

3.9.1 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 2016/17 we need to set it at **£41k**.

3.10 Capital Programme and Reserves Position

3.10.1 The proposed Capital Programme is set out in Section 4. It comprises of a modest range of projects although Members should note that more projects are in the pipeline and will come forward to start during the year. Delivery of these projects will be monitored by the Scrutiny Committee for Leader & Service Delivery.

3.10.2 Census ICT will deliver a range of projects centred mainly around developing our network integration whilst trying to avoid infrastructure costs through greater use of the Cloud. It is also proposed to implement a new Customer Relationship Management system in the early part of the year and we expect this to trigger further integrations across our ICT estate as we move toward the 'platform' approach to software.

- 3.10.3 As usual much of our expenditure is centered around the upkeep of our property portfolio, whether that is in the Council's offices, leisure centres, town centre car parks or providing expansions to services such as green waste or new dog waste bins in open spaces.
- 3.10.4 Finally, we will be adding £600k to the Leisure Reserve which was set up to invest in leisure attractions at our centres. Expenditure will be matched by the contractor (Places for People) and we anticipate the first schemes coming forward early in the new financial year.

3.11 Land and Property Specific Reserve

- 3.11.1 Members will know that this time last year we considered acquiring an income generating asset in order to mitigate the continuing reduction in government funding and to become more financially independent. In the event, we invested £4m in the Local Authority Property Fund which is generating a dividend of around 4% annually.
- 3.11.2 However, given that our unearmarked reserves are £10.6m (at 1st April 2015) and forecast to rise, (albeit at a slower pace than previously given the reduction in New Homes Bonus) we have the opportunity to make further investments in keeping with our aim of increasing our financial independence. We could use some £4m to generate income through investment, and still leave over £6m unearmarked.
- 3.11.3 Using the financial factors of Security, Liquidity and Yield, this earmarked money would be available to invest to generate income (yield) but would be convertible to cash again if the need arose. Of course, it is possible that the value of the investment may go down but we would need to balance these factors each and for every investment. In the recent past Members have considered the outright purchase of a property to generate income, or, placing funds with the express intention of securing a revenue stream.
- 3.11.4 Given that we have £4m in the Local Authorities Property Fund already, the potential for significantly increasing our investment is limited – if only on the principal of not putting all ones eggs in one basket. The CCLA is aiming to offer another fund and are in the process of achieving FCA approval; this will be a mixed fund of equities, gilts and some property with a target return of 4% but this is unlikely to be launched before March. However, we could earmark £2m for investment in this fund (to be reviewed upon its launch following professional advice).
- 3.11.5 Purchasing a property, or properties directly, still has much to commend it although is not without risk. The subject was covered in the last corporate plan and whilst it gained Members approval, eventually we invested in the LAPF as a less administratively burdensome option. However, given the level of reserves, it would seem sensible to review the position again over the next few months.
- 3.11.6 If that is agreed, it is proposed to earmark a further £2m to form a Land and Property Specific Reserve. 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. The process and governance would be worked up in consultation with those Members before any transactions were considered.

3.12 Four Year Position

- 3.12.1 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) in Section 5. It is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change.

3.12.2 However, it is still useful to see the overall picture. It is projected that the Council will need to find further cost savings/efficiency reductions and/or generate additional income in future years in order to deliver balanced budgets, although it is expected that these will be less than some comparable councils.

The gap / (surplus) in the Council's budget over the next 4 years is predicted to be:

Year 1 2016/17	£0k
Year 2 2017/18	£345k
Year 3 2018/19	£(27)k
Year 4 2019/20	£359k

4.0 Plans for Service Changes, Income Generation and Efficiency Savings for 2016/17

4.1 Introduction

4.1.1 As in previous years the plans described below have been carefully developed with the Service and Financial Planning Working Group to ensure that services for residents and service users are not affected by financial challenges facing the Council. As outlined above, it is now known that RSG will dramatically reduce and disappear completely by 2018/19. On this basis it is important that the Council plans to be financially independent of RSG by 2018. Despite this, the Council's aim continues to be to protect frontline services and ensure performance levels are maintained.

4.1.2. As usual, the service changes described below are a mixture of:

- in-year savings from 15/16 carried forward into 2016/17;
- savings from changes in service provision, which do not impact on frontline services; and
- generating additional income where appropriate, including investing in income generating initiatives.

4.1.3 It is important to note that despite the need to find savings this Council continues to focus on finding ways of doing more for less to ensure we can deliver new and innovative projects aimed at improving services for the residents of Mid Sussex, and generating new income. In 2015/16 the Council; continued to progress work to regenerate our town centres and stations and accepted a proposal from New River which will bring £65m investment into the town centre; supported a scheme to help people back into work, and set aside funding to protect projects for our most vulnerable residents. We completed business starter units in Bridge Road and started work on our digital programme.

4.1.4 Members will recall that at the Cabinet meeting of 8th September 2015, we reported a savings requirement of £63k. Since that time we have worked to reduce this to zero and this has taken account of some increased income forecast and some increased and new pressures that increase the variance. As a result of this work, we can report that the budget is now balanced as set out in the following paragraphs.

4.2 Pressures

Pressures arising from Service Planning

4.2.1 At the start of the process the total additional pressures amounted to **£418k**. The most significant pressures related to increased competition for certain employment skills particularly those related to the construction and building industry which has made it more difficult to recruit to certain roles. As a result we have seen a pressure on salary costs amounting to **£114k**. This is a combination of market supplements and increase in staffing in Property and Asset Management, Development Management and Land Charges in order to keep staffing levels in line with service demands.

4.2.2 We have also increased maintenance for 16 playing pitches to keep them playable for longer. These have been included in the grounds maintenance contract creating an additional cost of **£50k**.

4.2.3 There has been an increase in costs in CenSus ICT for software and network maintenance together with the exploratory work required to move towards being 'infrastructure free' (**£105k**). This represents a move towards reduction in our dependence on the ICT partnership.

- 4.2.4 There are also a number of less significant pressures for example; replacing waste bins (£20k) and an additional £12k pressure resulting from an increased demand for temporary accommodation for homeless families and a further £12k pressure to increase staffing levels to deliver the Government's enhanced requirements for the licensing of Houses in Multiple Occupation.
- 4.2.5 An area that has come forward latterly is a possible reduction in funding from West Sussex County Council. These are grants that enable us to run services locally for vulnerable families. There is a risk that the funding for these crucial services will be reduced or completely deleted in the future. Currently WSCC provide approximately £96k for funding Think Family Neighbourhood (TFN) and the Work Enablement Programme. They have already indicated that the funding for Work Enablement Programme will not be available in 2016/17 and the funding for TFN is likely to be significantly reduced by 70% in time. The PCC currently provides £42k to fund the Early Intervention Project and the Family Alcohol Project. While this has been confirmed for 2016/17 there is a risk of reduction in the future.
- 4.2.6 These projects provide important services to vulnerable members of our local community. In 2015/16 the TFN programme provided projects that were attended by 7,600 residents across the district. The Early Intervention Project assisted 22 families to make positive changes by helping them address issues such as debt, domestic abuse and poor school attendance.
- 4.2.7 Without any firm medium-term plans we are therefore anticipating a reduction in funding from WSCC and the PCC.
- 4.2.8 In order to help to protect these important projects the Council will make £50k available in the coming and future years to prevent those relying on these projects losing the service. Subject to where and how deep the cuts are in the partnership funding we will use the £50k each year to ensure those most in need are able to continue to receive a service until alternative arrangements can be made. This will mitigate the worse affects set out in para 4.2.5 and 4.2.6 above.

Pressures arising from Service Enhancement

- 4.2.9 **Burgess Hill** - Burgess Hill is a significant growth area for both Mid Sussex and the region, with a large number of key developments coming forward over the coming 5 years, many of which are central to the Council's District Plan. The nature, complexity and volume of this work is outside the 'business as usual' work that a District (and in fact a County) Council could ordinarily be expected to be involved in and therefore we do not have the capacity, and in some specific areas the expertise, to properly address the work required. We therefore need to make provision to manage this important and complex work.
- 4.2.10 It is envisaged that a specialist Programme Director would be needed to take overall control of the series of projects, reporting to the Chief Executive. The Director will be a specialist in delivering large scale housing / infrastructure projects. We envisage we may not require this resource full time. An interim Programme Manager would be needed to manage, on a day to day basis, the five work streams. In addition to this the Council will also need to call on detailed specialist planning, legal and development advice as needed. Burgess is a significant growth point regionally and is one of about 20 such growth areas that Government considers important nationally. Some of the expenditure will of course be offset by planning fees and developer contributions to the cost of planning and legal professional advice.

- 4.2.11 At the October meeting, Cabinet agreed to create a specific reserve to fund this work, which now contains £50k. However, to ensure sufficient ongoing funding is available to support this important work we are proposing to allocate a further **£440k** for 2016/17 and £300k in 2017/18. Given the reduction in RSG set out in the Provisional Settlement, it is proposed to finance this contribution from the New Homes Bonus for two years. This represents a consistent use of such a bonus given the economic benefit to be derived from the investment.
- 4.2.12 A minor pressure brought in latterly is to finance a modest increase in Members' allowances, and the increase to the Planning Vice Chairs. This adds £10k but is readily accommodated.

4.3 Savings

Savings arising from Service Planning

- 4.3.1 The pressures outlined above are offset by savings of **£507k**. These most significant savings relate to increased income from the Council's ongoing review of our commercial leases and rents in the Council's commercial property portfolio which is showing an additional **£223k** uplift on the Council's existing budget.
- 4.3.2 Increased income from recycling credits of **£113k** have been achieved following long and detailed negotiations between the waste collection authorities (the district and boroughs) and the disposal authority (West Sussex County Council).
- 4.3.3 Car parking continues to perform well across our portfolio and sales of season tickets are increasing resulting in additional forecast income of **£73k**.
- 4.3.4 During the year the Council has also reviewed the National Insurance contributions for employees contracted out of the extra State Pension (SERPS) and the total required to provide for these changes reduces to £162k providing a reduction of **£61k**.
- 4.3.5 There are also a range of smaller savings across services for example, savings related to the termination of the Lagan partnership which operated the customer contact centre **£21k** and reductions in the number of current members in the East Sussex CC pension fund **£28k**.
- 4.3.6 Members will recall that last year the Council agreed to set aside £4m to invest in a property fund to provide income beyond that which can be generated by the usual treasury management money market transactions. Following this, the Council invested £4m on the 1st of August 2015 and is anticipating a dividend income of **£160k** per annum.

Savings arising from Service Enhancements

- 4.3.7 **Green waste service** - The green waste service is very popular and currently has a waiting list of 800 households. Officers have been working up options to extend the service to enable the Council to offer the service to those on the waiting list. Extending the service involves considerable upfront costs and therefore officers recommend that the expansion of the service is de-risked by an accompanying modest price increase of £5 pa to £65 pa for this optional service. Feedback has shown that this service is highly regarded and represents good value for money for residents. The service is currently available to 14,200 household and the proposal is to expand it to 18,200 over the next three years. On this basis we can forecast an increase in income of **£46k** in 2016/17, £205k for 2017/18 and £256k in subsequent years.

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

- Expansion of the Green Waste service
- Provision for investment in our leisure centres
- Positive and prudent planning for the delivery of significant housing and economic growth of Burgess Hill
- Support the most vulnerable members of our community
- Support for the Council's ambition to be financially independent

4.3.9 The focus continues to be to provide good value for money services with reduced resources, supported by prudent investment aimed at improving the customer's experience and generating income.

5.0 S25 Local Government Act 2003

5.1 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."*

5.2 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 2016/17 ensure that the net budget can be financed from Council Tax income, RSG, 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 Finance or his representative has also met with each Head of Service to ensure their detailed budget is well understood. This process has ensured that the implications of the estimates included in the budget are owned and are considered realistic and achievable by each Head of Service.

5.3 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.

6.0 Risk Analysis

6.1 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 2016/17, the risks of adverse variances can be considered minimal because there are only a small number of minor changes proposed to service budgets. We have once again spread the risk around the budget and also achieved most of our savings in advance of the start of the financial year.

- 6.2 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

- 6.3 It is necessary to budget for the realistic probability that prices will increase. Clearly, this cannot be calculated accurately in advance and there is therefore a risk that prices will vary from the estimate. However, whilst inflation in recent years has been relatively stable, we are now in an economy where inflation is very low, oil prices are depressed and the world economic situation is less confident than 12 months ago. We have forecasted that this low inflation will continue for the year but have then increased our estimates from years 2 to 4 to reflect the Bank of England inflation target of 2%. There is therefore a risk that we have over-budgeted for expenditure in the medium term. This will be managed through our usual reports to the Executive.
- 6.4 Conversely, 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 insignificant compared to the overall budget.

Cost Control – 2015/16 net savings made permanent

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

Service Redesign

- 6.6 There are a number of savings included within this heading, set out in Section 4 above, that present little by way of risk to the robustness of the budget.

Income Budgets

- 6.7 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 2016/17 prudent assumptions are made, particularly around areas such as land charges and building control income. Our in-year monitoring shows that these are realistic figures to use.
- 6.8 There are two areas of income where, once again, some fluctuation can be expected; car parking and development management income.
- 6.9 The car park income budget has been kept at 2015/16 levels. By comparison to the very latest figures this does not appear to present a significant risk of underachievement; in reality it is more likely that the income target will be over-achieved.

- 6.10 Development Management income continues to show some growth – but this is mainly due to the delay in the adoption of the District Plan. It is probable that further unbudgeted planning applications will come forward in the year. This translates into increased income and it is therefore likely that we will overachieve our projections in the year. When this occurs we will need to reassess the need to retain that income in the service in order to fund the additional workload that these applications may bring.
- 6.11 One of the main risks to our income budget arises from the introduction of the Rate Retention Scheme. This firmly puts the risk of income shortfall with the local authority, whether that derives from a downturn in business rate collection from economic reasons, the outflow of cash for backdated Rateable Value appeals or a loss of a key business to another district. We are liable to the extent of the safety net i.e. after a drop of 7.5% from the baseline or some £751,000 from our projected income. To mitigate this risk we established an Equalisation Reserve which can be drawn on to enable spending on services to continue were our income to reduce for any one year. This also enables us to budget at an expenditure level and be certain that we can finance the budget overall. The risk is therefore mitigated given that we will have adequate funds to balance any shortfall in year.

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

Expenditure budgets

- 6.12 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 2016/17 and can be expected to rigorously control costs.

Reserves

- 6.13 The total of the Council's non-earmarked General Reserves as at 1st April 2015 were £10.6m and projected to be at 1st April 2016 £11.9m. 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

- 6.14 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 the year in which they are used for financing the programme.

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SUMMARY OF REVENUE BUDGET 2016/17

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 2016 /17 Summary

Notes	Budget 2016/17 £'000	Original Budget 2015/16 £'000
1 Council Service Net Expenditure	12,721	12,390
Contribution to Rate Retention Scheme Equalisation Reserve	0	38
Contribution to ICT Reserve	n/a	665
Total Revenue Spending	12,721	13,093
2 Capital Charges	1,981	1,956
3 Specific Items	2,106	1,693

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 2016/17 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 2016/17;
 - b) tables showing the variation for each Business Unit between 2015/16 and 2016/17 budgets, and
 - c) a budget summary including an analysis by type of spending which shows data for 2014/15 outturn (objective analysis only), original budget 2015/16 and budget 2016/17. Also included are figures to show the amount and percentage change between 2015/16 and 2016/17.

(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 2016/17

Actual 2014/15 £'000	Budget 2016/17 £'000	Budget 2015/16 £'000	Change from 2015/16	
			£'000	%
667 Performance & Partnerships	554	531	23	4%
(825) Corporate Estates and Facilities	(1,146)	(869)	(277)	32%
27 Customer Services & Communications	166	134	32	24%
32 CenSus ICT	(195)	(152)	(43)	28%
522 Planning Policy & Economic Development	602	678	(76)	(11%)
344 Development Management	707	591	116	20%
(41) Finance Accountancy	(4)	(8)	4	(50%)
1,403 Finance Corporate	1,496	1,481	15	1%
(13) Human Resources & Payroll	0	0	0	
1,748 CenSus Revenues & Benefits	1,929	1,836	93	5%
840 Housing	964	908	56	6%
892 Environmental Health	995	929	66	7%
224 Building Control	246	232	14	6%
1,522 Leisure, Community Services & Culture	643	440	203	46%
(1,264) Parking Services	(1,145)	(1,139)	(6)	1%
2,784 Cleansing Services	2,724	2,856	(132)	(5%)
1,856 Facility Management & Street-scene	2,122	2,067	55	3%
2 Legal Services	0	0	0	
796 Democratic Services	859	850	9	1%
94 Land Charges	211	149	62	42%
(3) Planning & Building Control Support	0	0	0	
957 Strategic Core	1,061	983	78	8%
7 Benefits	(119)	(145)	26	(18%)
13 Drainage Levies	10	13	(3)	(23%)
0 Balance Unallocated	41	26	15	58%
12,584 Council Net Expenditure	12,721	12,390	331	
249 Contribution to Rate Relief Equalisation Reserve	0	38	(38)	(100%)
0 Contribution to ICT reserve	0	665	(665)	(100%)
12,833 Total Revenue Spending	12,721	13,093	(372)	

Gross Expenditure and Income Budget Summary 2016/17

	Budget 2016/17 £'000	Budget 2015/16 £'000	Change from 2015/16 £'000 %	
Gross Expenditure				
Employees	12,419	11,849	570	5%
Premises Related Expenditure	2,641	2,575	66	3%
Transport Related Expenditure	337	341	(4)	(1%)
Supplies and Services	4,840	5,306	(466)	(9%)
Third Party Payments	5,162	4,994	168	3%
Transfer Payments	34,392	33,262	1,130	3%
Support Services	6,298	5,877	421	7%
	66,088	64,204	1,884	3%
Gross Income				
Customer and Client Receipts	(7,902)	(7,590)	(312)	4%
Rents	(1,662)	(1,429)	(233)	16%
Government Grants	0	0	0	
Other Grants and Contributions	(37,506)	(36,216)	(1,290)	4%
Recharges	(6,298)	(5,877)	(421)	7%
	(53,367)	(51,111)	(2,256)	4%
Net Expenditure	12,721	13,093	(372)	

Specific Items Summary 2016/17

	Budget 2016/17 £'000	Budget 2015/16 £'000
Business Unit		
Performance & Partnerships	70	70
Corporate Estates and Facilities	255	192
CenSus ICT	220	241
Planning Policy & Economic Development	703	165
Development Management	44	0
Human Resources & Payroll	16	6
Housing	30	50
Leisure, Community Services & Culture	663	723
Democratic Services	58	247
Land Charges	2	0
Planning & Building Control Support	25	0
Corporate Funds	20	0
	2,106	1,693

Capital Charges Summary 2016/17

	Budget 2016/17 £'000	Budget 2015/16 £'000
Business Unit		
Corporate Estates and Facilities	260	260
Customer Services & Communications	9	9
CenSus ICT	195	152
Planning Policy & Economic Development	2	2
Finance Accountancy	4	8
CenSus Revenues & Benefits	20	15
Leisure, Community Services & Culture	1,019	994
Parking Services	5	27
Cleansing Services	154	154
Facility Management & Streetscene	265	294
Democratic Services	14	8
Land Charges	35	32
	1,981	1,956

Performance & Partnerships, Corporate Estates and Facilities
Head of Service: Judy Holmes (Assistant Chief Executive)

Performance and Partnerships

This business unit is responsible for a wide range of functions, some of which delivering services directly to members of the public, and also supporting other Council services, some of which are partially or fully funded by our partners.

Health and Wellbeing

The Wellbeing Service has further developed its links with both Public Health and the Horsham and Mid Sussex Clinical Commissioning Group and referrals in to the service continue to grow. In 2015/16 we expect to deliver almost 2000 health and wellbeing interventions with an average of 85% reporting a health improvement.

The Wellbeing Service consolidated its links with the CCG to develop and launch a well-received prediabetes programme across Mid Sussex. The programme is delivered in GP surgeries across Mid Sussex and targets people at risk of developing type 2 diabetes. Starting in September it is on target to deliver 100 interventions by the end of 2015/16 with, subject to funding, a further 200 interventions to be delivered in 2016/17.

A new Falls Prevention Service has been commissioned to provide intermediate strength and balance classes in Mid Sussex. The programme was developed to meet a demand identified by the existing NHS Falls Services and has been incorporated in to the Falls Pathway with referrals coming from local physiotherapists, occupational therapists and GPs. The service, which began in September, is on target to help 20 people by the end of 2015/16. Subject to funding this figure may double in 2016/17.

With the support of the Wellbeing Service the Mid Sussex Older People's Council and Council's Sustainability Officer a successful bid for £126,000 was made to British Gas for a Heat and Health Project to tackle fuel poverty in Mid Sussex. The Wellbeing service will be the first point of contact for all referrals and will determine eligibility and signpost clients on to the Community Energy Advisors who will be employed through the programme.

WSCC Public Health Service is currently reviewing the future of the Wellbeing Service and a decision on both the commissioned and core services will be made in early 2016. This is likely to result in a budget reduction for the Wellbeing Service and budget proposals have been developed modelled on a 10%, 15% and 25% cut in funding. This is likely to reduce the services offered, although it is too early to provide any firm indicators of the extent.

Community Safety

During 2015/16 we have established procedures for the service of Fixed Penalty Notices and instigating a Community Trigger. Although yet to be used, both of these initiatives are aimed at tackling antisocial behaviour and will ensure that they are addressed efficiently and with a focus on providing the best possible support for victims. They will build on the work of the Council's Anti-social Behaviour Coordinator who we expect to work on 100 cases in 2015/16. This figure may change in 2016/17 when the police adopt their Target Operating Model.

The CCTV cameras within the District are reaching the end of their operational life. Working with our partners and following consultation with the public, procurement of new CCTV cameras will take place in 2016/17.

In February 2015 the Counter Terrorism and Security Bill was given Royal Assent. The Act places a new duty on various public bodies to consider the need to prevent people from being drawn into terrorism. The Team has led this Council's preparations in partnership with WSCC and will facilitate training for front line staff in 2016.

Mid Sussex Partnership

The Partnership Team will continue to support the Leader of the Council, the Cabinet Portfolio Holder and the Chief Executive in their work with partners through the Mid Sussex Partnership (MSP) and its operational groups.

The MSP has continued to build on the success of projects such as the work of the Early Intervention project which has worked with more than 22 families to make positive changes by helping them address issues such as debt, domestic abuse and poor school attendance. A successful collaboration with Sussex University has also seen three student social workers contribute to the project and thereby increase the number families that can be helped. It is hoped that 25 families will be helped in 2016/17 although this may change subject to the Police and Crime Commissioners Office's review of funding for 2016/17.

20 volunteers have been recruited to a Not in Education Employment or Training (NEETs) Mentoring project that supports young people to help them get back into education, training or work. 24 young people have been helped this year and it is expected that a further 30, will be helped in 2016/17.

The Partnership Team act as the link to WSCC's Troubled Families Initiative (Think Family Programme) and the Think Family Neighbourhood Initiative coordinating the Council's resources with those of the WSCC and other partners. In 2015/16 the TFN programme supported projects that impacted on 7,600 people across the district. Unfortunately the number of people supported is likely to decrease in 2016/17 as WSCC are proposing a 70% cut in funding.

Performance Management

The team is responsible for monitoring service performance across the Council, by providing the information used by officers and Members to monitor the Council's performance. The team will continue to work with business units to ensure appropriate remedial action is taken when performance falls below targets and that indicators are relevant, appropriate and challenging.

Corporate Estates and Facilities

Following a restructure aimed at ensuring the service is able to support the Council's ambitions; there have been a number of changes to the team during 2015/16 and key appointments made.

This has not impacted on the key projects the service has been involved in delivering and during 2015/16 we have delivered starter units in partnership with Basepoint, a new waste depot and improvements to pavilions, car parks and play areas.

In 2016/17 our aim is to develop the service with investment in training and development to aid staff retention. Priorities include:

Service Improvements

- Implement new systems and processes to include a central point of access, improved job records / workload monitoring and electronic filing systems. This will enable a more flexible approach with greater cross-team working and transparency.
- Provide additional performance indicators and systems for evaluation and improvement. These measures will improve efficiency, help raise standards and increase confidence in the service.
- Continue to work on implementing a cloud based ICT system (Technology Forge) which will make business processes more efficient and will lead to more effective management of our assets.

Estates

- An overarching focus on managing and maintaining our assets and estate to contribute to the Council's ambition to be financially independent.
- To create a Council-wide approach to Asset Management through the preparation, maintenance and delivery of a Corporate Property Strategy.
- Undertake a review of asset suitability and performance, identifying opportunities to reduce costs, increase value and generate capital receipts for reinvestment.
- Work with partners to deliver improvements to all our town centres with a secured investment of £65m already established at Martlets in Burgess Hill.

Facilities Maintenance

- Expand the existing 20 year forward maintenance plan to incorporate all property assets for which the Council is responsible, into a comprehensive plan covering all internal and external elements that will reduce maintenance spend and responsive repairs and better inform financial planning and decision-making.
- Fulfil the Council's obligations under the local Flood Risk Management Strategy and complete the drainage asset condition survey for input into the maintenance plan.
- Review and update the Council's statutory compliance policies and procedures relating to maintenance of its property assets, to evidence compliance and reduce risk.

PERFORMANCE & PARTNERSHIPS VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	89
Inflation	3
Pressure - Contribution to Mid Sussex Partnership	50
Pressure - Salaries	5
Pressure - Minor Variations	1
	<hr/>
Total	148
	<hr/>
Budget Changes - Decreasing	
Restructure - Service Improvement to Customer Services & Communications	(229)
Saving - Minor variations	(1)
Recharges	(29)
	<hr/>
Total	(259)
	<hr/>
Total Variation for Performance and Partnerships	(111)
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Performance & Partnerships Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Community Services £'000	Partnership Funding £'000	Corporate Improvement £'000
Gross Expenditure				
371 Employees	372	110	220	42
1 Premises Related Expenditure	1	0	0	1
8 Transport Related Expenditure	9	3	4	3
46 Supplies and Services	96	72	9	15
60 Third Party Payments	60	60	0	0
213 Support Services	184	62	57	66
699	722	306	290	126
Gross Income				
(162) Customer and Client Receipts	(162)	(40)	(122)	0
0 Rents	0	0	0	0
0 Government Grants	0	0	0	0
(6) Other Grants and Contributions	(6)	(6)	0	0
0 Recharges	0	0	0	0
(168)	(168)	(46)	(122)	0
531	554	260	167	126
Net Expenditure				
Budget 2015/16	531	209	127	195
Change from 2015/16				
£'000 Change	23	51	40	(69)
% Change	4%			
Other Items 2016/17				
Capital Financing Costs	0	0	0	0
Specific Items	70			

The total change from 2015/16 of £23K showing above, is different from the Variation table of (£111K), by (£134K). This (£134K) was part of the restructure change of (£229K) included within the Variation table, moving from Performance and Partnerships to Customer Services and Communications. For comparison purposes, the 2015/16 budget has been restated above by £134K, reducing the movement between financial years.

CORPORATE ESTATES AND FACILITIES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Property Asset Management life cycle (saving in 2015/16 only)	50
Pressure - Salaries (market factor supplements)	50
	<hr/>
Total	109
	<hr/>
Budget Changes - Decreasing	
Salary adjustment*	(20)
Recharges	(41)
Income from WSCC to fund part time Customer Services Officer	(8)
Staff Restructure - Transfer of staff to Environmental Health BU	(16)
Saving - Increase in rental income	(223)
20 year Life cycle costing - repairs	(78)
	<hr/>
Total	(386)
	<hr/>
Total Variation for Corporate Estates and Facilities	(277)
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Corporate Estates & Facilities Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Property Operational £'000	Investment Property £'000	Contracts £'000	Oaklands £'000	District Drainage £'000	Health & Safety £'000	Better Mid Sussex £'000	
Gross Expenditure									
277	Employees	295	0	90	0	133	45	0	27
592	Premises Related Expenditure	566	30	4	0	530	3	0	0
10	Transport Related Expenditure	10	0	3	0	5	2	0	1
105	Supplies and Services	106	18	23	10	40	12	0	3
79	Third Party Payments	81	0	0	0	81	0	0	0
328	Support Services	338	12	120	90	62	18	0	36
1,391		1,397	60	240	100	850	80	0	67
Gross Income									
(3)	Customer and Client Receipts	(3)	0	(3)	0	(1)	0	0	0
(1,299)	Rents	(1,530)	(271)	(1,259)	0	0	0	0	0
(10)	Other Grants and Contributions	(10)	0	0	0	0	(10)	0	0
(948)	Recharges	(1,000)	0	0	(100)	(899)	0	0	0
(2,260)		(2,543)	(271)	(1,262)	(100)	(900)	(10)	0	0
(869)	Net Expenditure	(1,146)	(211)	(1,022)	0	(50)	70	0	67
	Budget 2015/16	(869)	(89)	(836)	0	(49)	69	0	36
	Change from 2015/16								
	£'000 Change	(277)	(122)	(186)	0	(1)	1	0	31
	% Change	32%							
	Other Items 2016/17								
	Capital Financing Costs	260	25	0	0	58	177	0	0
	Capital Financing Income	0	0	0	0	0	0	0	0
	Specific Items	255							

Customer Services and Communications, CenSus ICT
Head of Service: Simon Hughes (Head of Digital and Customer Services)

Customer Services and Communications & CenSus ICT

The Business Unit will continue to support, develop and provide the first point of contact across all channels for the majority of Council customers. This will be delivered through the Council's main reception at Oaklands, the contact centre, the internet and social media. Where possible we will provide a single point of contact for all Council services, including planning and building control.

During the year the Customer Services team will be focusing on implementing a new Customer Relationship Management system (CRM) enabling faster resolution of issues and the ability to notify customers of progress on queries and information on services. They will also be focusing on using the information from customer contacts to identify service improvements that will ensure that as many customers as possible can be dealt with at their first point of contact and also negate the need for customers to contact the Council in the first place.

The Digital team will complete the website's move to an open source platform allowing improved integration with other Council systems and the ability to simply develop eForms to make internal and external customer journey easier.

The Digital Team will focus on delivering the Digital Strategy the next phase in the Council's service redesign programme. This work will include working alongside CenSus ICT to simplify the infrastructure and systems the Council uses, working with services so that their systems better meet customers' needs and developing new services for customers. The team will also support colleagues in developing service design and digital skills to enable more effective working practices that reflect changing customer needs and expectations.

The Communications team is to focus its efforts on understanding the Council's audiences and their preferred means of contact through a range of communications channels. Communications and Social Media monitoring is in place, providing analysis of the effectiveness of the team's work. In 2016/17 the team will ensure that all communications are evaluated, develop social marketing techniques and multi-media skills so that the Council understands best how to provide information to specific audiences and develop ongoing engagement with specific communities. The team will continue to offer marketing and communications support to business units and to help them identify communities of interest and place so that they can deliver effective campaigns and better understand customer needs.

The Communications team will continue to ensure the Council's publications are of appropriate quality and will monitor the spend and continued need for these. Mid Sussex Matters (MSM) magazine, is delivered to every household in the district three times a year and in 2014 the Council launched an online newsletter for residents, Mid Sussex Matters More, to support and complement this activity. This will be further enhanced through our social media channels where we will support audiences in sharing their community activities.

CUSTOMER SERVICES AND COMMUNICATIONS VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	5
Restructure - Service Improvement from Performance and Partnerships	229
Part time Customer Services Officer - reception	8
Pressure - Minor variations	6
	<hr/>
Total	248
	<hr/>
Budget Changes - Decreasing	
Salary adjustments*	(60)
Recharges	(1)
Saving - Exit from LAGAN Partnership	(21)
	<hr/>
Total	(82)
	<hr/>
Total Variation for Customer Services and Communications	166
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Customer Services & Communications Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Customer Service and Comms £'000
Gross Expenditure			
412	Employees	462	462
0	Premises Related Expenditure	0	0
3	Transport Related Expenditure	1	1
168	Supplies and Services	156	156
0	Third Party Payments	0	0
217	Support Services	208	208
800		827	827
Gross Income			
0	Customer and Client Receipts	0	0
(5)	Rents	(5)	(5)
0	Other Grants and Contributions	0	0
(662)	Recharges	(656)	(656)
(666)		(661)	(661)
134	Net Expenditure	166	166
	Budget 2015/16	134	134
	Change from 2015/16		
	£'000 Change	32	32
	% Change	24%	
	Other Items 2016/17		
	Capital Financing Costs	9	9
	Specific Items	0	

The total change from 2015/16 of £32K showing above, is different from the Variation table of £166K, by £134K. This £134K was part of the restructure change of £229K included within the Variation table, moving from Performance and Partnerships to Customer Services and Communications. For comparison purposes, the Budget for 2015/16 has been restated by £134K above, reducing the movement between financial years.

CENSUS ICT VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	7
Staff restructure - Transfer of staff from Planning Services Support	92
Restructure of software and scanning budgets from Development	85
Pressure - CenSus ICT - operational and revenue projects	105
Total	<u>289</u>
Budget Changes - Decreasing	
Recharges	(332)
Total	<u>(332)</u>
Total Variation for CenSus ICT	<u><u>(43)</u></u>

CenSus ICT Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Central Computer Costs £'000	Census ICT £'000	Corporate System Accounts £'000
Gross Expenditure				
5	97	97	0	0
0	0	0	0	0
0	0	0	0	0
28	114	117	0	(4)
848	960	0	960	0
305	283	279	0	4
1,187	1,454	493	960	0
Gross Income				
0	0	0	0	0
0	0	0	0	0
(1,339)	(1,648)	(688)	(960)	0
(1,339)	(1,648)	(688)	(960)	0
(152)	(195)	(195)	0	0
Budget 2015/16	(152)	(152)	0	0
Change from 2015/16				
£'000 Change	(43)	(43)	0	0
% Change	28%			
Other Items 2016/17				
Capital Financing Costs	195	195	0	0
Capital Financing Income	0	0	0	0
Specific Items	220			

Economic Promotion and Planning
Head of Service: Claire Tester

Planning Policy, Economic Development and Development Management

During 2016/17 it is anticipated that the District Plan will be in examination, with adoption of the Plan in Summer 2016. The District Plan will shape the pattern, amount and type of future development: protect and enhance the assets of both the natural and built environment; and support the delivery of other Council policy documents such as the Economic Development Strategy.

A Community Infrastructure Levy Charging Schedule will also be examined just after the District Plan and adopted in Summer 2016. This will allow the Council to collect infrastructure contributions from developers to ensure that development is supported by the timely provision of necessary infrastructure such as schools, transport and community facilities. Whilst the Planning Policy team is responsible for the production of the Charging Schedule, its implementation will be primarily the responsibility of the Development Management team, and will also involve Legal and Finance teams. This will be facilitated by a new software system to monitor infrastructure contributions.

Infrastructure provision is also key to the economic vitality of Mid Sussex and there will be close working with partners and local businesses to ensure that the economy of Mid Sussex is supported and key infrastructure funding is secured. This work will also feed into the Devolution discussions being held with Government during 2016/17 to explore more effective methods of infrastructure funding and delivery.

The most significant project for the Council and the Planning Service in 2016/17 and in future years is the Burgess Hill Growth Area, and in particular the planning applications for the Northern Arc, incorporating at least 3,500 new homes, a new business park and a centre for community sport. A new northern link road is proposed between the A2300 and the A273 Isaacs lane and public transport improvements are proposed including a bus link through the development to Maple Drive. This development will require extensive working with stakeholders and Government departments to ensure that the form of development and the accompanying infrastructure will meet local needs and be delivered in a timely fashion.

The Development Management team handles approximately 2,400 planning applications a year as well as related matters such as pre-application and general enquiries, appeals, discharging conditions and investigating enforcement cases. Performance in Development Management in terms of speed of decision-making was within the top ten local planning authorities in the country for the period July 2013 to July 2015. The Planning System is going through further changes as a result of the HM Treasury document 'Fixing the Foundations' and the Housing and Planning Bill. The Development Management Team will need to work with other business units to ensure the smooth implementation of these changes.

The Planning Policy team will continue to support Town and Parish Councils in the production of their neighbourhood plans. It is anticipated that most of the remaining neighbourhood plans in Mid Sussex will complete their process through examination and referendum during 2016-17 to provide Mid Sussex with full plan coverage by Summer 2016. Development Management will work with Town and Parish Councils to ensure the correct application of these policies as appropriate to their stage in the approval process.

PLANNING POLICY & ECONOMIC DEVELOPMENT VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	3
Recharges	47
	<hr/>
Total	50
Budget Changes - Decreasing	
Salary adjustments *	(20)
Contribution to Local Development Framework reserve removed (one year only)	(105)
	<hr/>
Total	(125)
	<hr/>
Total Variation for Planning Policy & Economic Development	(75)
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Planning Policy & Economic Development Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Planning Policy £'000	Economic Development Promotion £'000
Gross Expenditure			
282	283	235	48
1	1	1	0
13	11	10	1
176	55	36	18
0	0	0	0
0	0	0	0
222	270	220	50
695	619	501	118
Gross Income			
(17)	(17)	(17)	0
0	0	0	0
0	0	0	0
0	0	0	0
(17)	(17)	(17)	0
678	602	484	118
Net Expenditure			
Budget 2015/16	678	554	124
Change from 2015/16			
£'000 Change	(76)	(70)	(6)
% Change	(11%)		
Other Items 2016/17			
Capital Financing Costs	2	2	0
Capital Financing Income	0	0	0
Specific Items	703		

DEVELOPMENT MANAGEMENT VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	7
Salary adjustments *	15
Recharges	143
Pressure - Staffing	54
Pressure - Software licence & maintenance - Geographical Information System	8
Total	<u>227</u>
Budget Changes - Decreasing	
Staffing Pressure removed - (one year only)	(26)
Restructure of software and scanning budgets to ICT	(85)
Total	<u>(111)</u>
Total Variation for Development Management	<u><u>116</u></u>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Development Management Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Development Management £'000
	Gross Expenditure		
880	Employees	918	918
0	Premises Related Expenditure	0	0
34	Transport Related Expenditure	35	35
212	Supplies and Services	146	146
0	Third Party Payments	0	0
392	Support Services	528	528
1,519		1,627	1,627
	Gross Income		
(928)	Customer and Client Receipts	(919)	(919)
0	Government Grants	0	0
0	Other Grants and Contributions	0	0
0	Recharges	0	0
(928)		(919)	(919)
591	Net Expenditure	707	707
	Budget 2015/16	591	591
	Change from 2015/16		
	£'000 Change	116	116
	% Change	20%	
	Other Items 2016/17		
	Capital Financing Costs	0	0
	Capital Financing Income	0	0
	Specific Items	44	

Finance, CenSus (Revenues and Benefits) and Human Resources & Payroll
Head of Service: Peter Stuart (Section 151 Officer)

Finance

This year sees the Council expand the Corporate Charge Card system to increase new users to streamline administration and improve back-office efficiency.

We will also pilot an earlier closedown process for the 2015/16 Statements in 2016 and perform a dry run for 2017/18 in preparation for the earlier closedown and audit reporting deadlines required for 2017/18 Accounts, as set out in the Accounts and Audit Regulations 2015. This brings forward the closedown by one month.

The other significant project in the year is to cost the financial implications of the possible changes in membership of the CenSus shared services partnership.

Human Resources & Payroll

Following successful implementation of a 'business partner' model in 2015/16, which entailed an HR assessment of each Business Unit, the aim in 2016/17 will be to increasingly support the Business Unit Leaders in maximising the productivity of all employees by sharing knowledge and skills and pre-empting issues before they become more significant.

The Council's contract for integrated HR & Payroll system expires in December 2016 and we will be examining replacement systems that require little by way of infrastructure and offer improved functionality and self-serve. We hope to secure a financial saving on the current offer.

Following this we will be restructuring the team and adopting a staff structure that is likely to vary from previous years following efficiency savings and more automated ways of working.

CenSus Revenues and Benefits

In this area we will be progressing the work undertaken during 2015/16 to install and test self-service modules and a Housing Benefit/Council Tax Support on-line claim form. This will give clients the ability to stay in charge of their account and be able to report changes in a timely fashion. Our aim is to achieve 60% service access by and to customers via self-service, the internet and email; thus reducing the back office volume and allowing customers to take control of their own accounts.

The Council will also assess the benefits that could be achieved and the practical implications of reorganising the Service along 'Customer Service' and 'Back Office' lines rather than the current 'Revenues' and 'Benefits' organisation by March 2017.

FINANCE ACCOUNTANCY VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	10
Inflation	5
Total	<u>15</u>
Budget Changes - Decreasing	
Recharges	(11)
Total	<u>(11)</u>
Total Variation for Finance Accountancy	<u><u>4</u></u>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Finance Accountancy Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Accountancy Support £'000
Gross Expenditure			
446	Employees	465	465
0	Premises Related Expenditure	0	0
1	Transport Related Expenditure	1	1
122	Supplies and Services	119	119
0	Third Party Payments	0	0
137	Support Services	146	146
706		731	731
Gross Income			
0	Customer and Client Receipts	0	0
0	Other Grants and Contributions	0	0
(714)	Recharges	(735)	(735)
(714)		(735)	(735)
(8)	Net Expenditure	(4)	(4)
	Budget 2015/16	(8)	(8)
	Change from 2015/16		
	£'000 Change	4	4
	% Change	(50%)	
	Other Items 2016/17		
	Capital Financing Costs	4	4
	Capital Financing Income	0	0
	Specific Items	0	

FINANCE CORPORATE VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Triennial revaluation of the pension fund	56
Pressure - Insurance - Increase to sums insured	5
Total	70
Budget Changes - Decreasing	
Recharges	(13)
Reallocation of credit cards and bank charges to Revenues and Benefits	(6)
Saving - Bank charges - Reduced cost following re-procurement	(8)
Saving - ESCC pension contribution - Reduction in Membership numbers	(28)
Total	(55)
Total Variation for Finance Corporate	15

Finance Corporate Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Other Corp Democratic Core £'000	Non Distributed Costs £'000	Insurance £'000	Finance Control Support £'000
Gross Expenditure						
1,292	Employees	1,320	0	1,330	(10)	0
2	Premises Related Expenditure	2	0	0	2	0
0	Transport Related Expenditure	0	0	0	0	0
213	Supplies and Services	200	138	0	5	56
0	Third Party Payments	0	0	0	0	0
39	Support Services	40	27	0	5	8
1,546		1,562	166	1,330	3	64
Gross Income						
0	Customer and Client Receipts	0	0	0	0	0
(3)	Other Grants and Contributions	(3)	0	0	(3)	0
(63)	Recharges	(64)	0	0	0	(64)
(65)		(66)	0	0	(3)	(64)
1,481	Net Expenditure	1,496	166	1,330	0	0
	Budget 2015/16	1,481	179	1,302	0	0
	Change from 2015/16					
	£'000 Change	15	(13)	28	0	0
	% Change	1%				
	Other Items 2016/17					
		0	0	0	0	0
	Specific Items	0				

HUMAN RESOURCES AND PAYROLL VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	3
Salary adjustments*	7
Recharges	30
Total	<u>40</u>
Budget Changes - Decreasing	
Service Redesign Savings - Salaries	(40)
Total	<u>(40)</u>
Total Variation for Human Resources and Payroll	<u><u>0</u></u>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Human Resources & Payroll Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Human Resources and Payroll £'000
Gross Expenditure		
341	301	301
0	0	0
1	1	1
67	77	77
0	0	0
105	125	125
514	504	504
Gross Income		
0	0	0
(4)	(4)	(4)
(510)	(500)	(500)
(514)	(504)	(504)
0	0	0
Net Expenditure		
	0	0
Budget 2015/16		
	0	0
Change from 2015/16		
£'000 Change	0	0
% Change		
Other Items 2016/17		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	16	

CENSUS REVENUES & BENEFITS VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	33
Inflation	10
Recharges	46
Reallocation of credit card and bank charges from Finance Corporate	6
	<hr/>
Total	95
Budget Changes - Decreasing	
NNDR cost of collection allowance	(2)
	<hr/>
Total	(2)
	<hr/>
Total Variation for CenSus Revenues and Benefits	93
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

CenSus Revenues & Benefits Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Census Benefits Admin £'000	Census Revenue Collection £'000	Benefits Admin £'000	Revenue Collection £'000
Gross Expenditure						
2,642	Employees	2,795	1,458	1,293	41	3
0	Premises Related Expenditure	0	0	0	0	0
72	Transport Related Expenditure	72	37	34	0	0
794	Supplies and Services	796	249	466	11	70
0	Third Party Payments	0	0	0	0	0
0	Transfer Payments	0	0	0	0	0
880	Support Services	929	0	0	602	327
4,387		4,590	1,744	1,793	654	399
Gross Income						
(576)	Customer and Client Receipts	(603)	(3)	(565)	0	(35)
0	Government Grants	0	0	0	0	0
(1,975)	Other Grants and Contributions	(2,059)	(1,105)	(779)	0	(175)
0	Recharges	0	0	0	0	0
(2,551)		(2,662)	(1,108)	(1,344)	0	(210)
1,836	Net Expenditure	1,929	637	449	654	189
	Budget 2015/16	1,836	650	389	746	50
	Change from 2015/16					
	£'000 Change	93	(13)	60	(92)	139
	% Change	5%				
	Other Items 2016/17					
	Capital Financing Costs	20	0	0	0	20
	Specific Items	0				

Housing, Environmental Health and Building Control
Head of Service: Lynne Standing

Housing

The Government's move away from supporting affordable rented housing in favour of home ownership options will reduce the number of homes available for those who are homeless or on the housing register. However, the main impact of this will not be felt until sites developed under the new regime begin to complete in 2017-18. More immediately there is a mismatch between local rents and the Local Housing Allowance which the freezing of benefits from April 2016 will exacerbate, increasing the difficulty of finding privately rented housing for those on low or modest incomes. It will also be increasingly difficult for single people under 35 to access social housing as their benefit will be limited to the shared room rate and little or no social housing is available at such rents. Despite employing a tenancy negotiator to work with landlords, this is likely to increase demand for the temporary accommodation available to the Council, resulting in a continuing budget pressure, currently estimated at £12K, which has been built into next year's budget. This will be closely monitored throughout the year.

In order to maximise the Council's ability to deliver the affordable housing and infrastructure needed locally, we will continue to make best use of the Council's own land.

Over the next year we will procure a new contract for the delivery of Choice-Based Lettings and electronic file management for other aspects of the team's work, such as housing options and homelessness. The new contract will not take effect until late 2017.

Environmental Health

Food hygiene ratings for local businesses are continuing to improve, and the outsourced stray dog and pest control services are proving to be cost-effective. The significant increase in planning applications during 2015, and those planned going forward, are impacting on the workload of the Environmental Protection Team. The Government has announced its intention to widen the requirement to license Houses in Multiple Occupation, which again will impact on the workload of the team. An increase in hours for a post which is currently part-time has therefore been built into the budget at a cost of £12K.

The service will continue to respond to changing legislation by introducing appropriate policies and practices, including enforcement of the requirement for smoke and carbon monoxide alarms, and managing the impact of the Deregulation Act on taxi licensing.

Building Control

The team has managed to maintain its existing customer base but, in common with most local authority building control services, is experiencing difficulties in recruiting and retaining qualified staff. During 2015-16 we have appointed a trainee Building Control Officer so that we can grow our own talent. We are also working with other authorities in West Sussex to explore alternative service delivery options, with the aim of increasing the resilience and cost-effectiveness of the service, and this work will continue during 2016-17.

HOUSING VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustment*	10
Recharges	26
Inflation	6
2014/15 Ongoing pressure - Building maintenance at Bedelands	2
Pressure - Temporary Accommodation	12
Total	56
Budget Changes - Decreasing	
Total	0
Total Variation for Housing	56

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Housing Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Housing Needs £'000	Housing Enabling £'000
Gross Expenditure			
373 Employees	387	272	115
0 Premises Related Expenditure	2	0	0
17 Transport Related Expenditure	17	12	5
236 Supplies and Services	239	235	4
0 Third Party Payments	0	0	0
215 Transfer Payments	227	227	0
206 Support Services	231	151	80
1,047	1,103	897	204
Gross Income			
(9) Customer and Client Receipts	(9)	(9)	0
0 Rents	0	0	0
0 Government Grants	0	0	0
(130) Other Grants and Contributions	(130)	(130)	0
0 Recharges	0	0	0
(139)	(139)	(139)	0
908	964	758	204
Net Expenditure			
Budget 2015/16	908	718	189
Change from 2015/16			
£'000 Change	56	40	15
% Change	6%		
Other Items 2016/17			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	30		

ENVIRONMENTAL HEALTH VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	8
Salary adjustments*	31
Staff restructure -Transfer of staff from Corporate Estates & Facilities	16
Pressure - Salaries	12
	<hr/>
Total	67
Budget Changes - Decreasing	
Recharges	(1)
	<hr/>
Total	(1)
	<hr/>
Total Variation for Environmental Health	66
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Environmental Health Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Contaminated Land £'000	Housing Standards £'000	Safety and Licensing £'000	Environmental Protection £'000	
Gross Expenditure						
790	Employees	857	33	140	466	159
0	Premises Related Expenditure	0	0	0	0	0
41	Transport Related Expenditure	41	2	7	22	9
70	Supplies and Services	67	1	4	21	39
5	Third Party Payments	5	0	0	0	5
2	Transfer Payments	2	0	0	0	2
366	Support Services	370	15	37	208	104
1,275		1,341	50	188	716	317
Gross Income						
(279)	Customer and Client Receipts	(277)	(1)	(1)	(261)	(15)
0	Government Grants	0	0	0	0	0
0	Other Grants and Contributions	0	0	0	0	0
(67)	Recharges	(69)	0	0	0	0
(346)		(347)	(1)	(1)	(261)	(15)
929	Net Expenditure	995	50	187	455	303
	Budget 2015/16	929	37	184	406	302
	Change from 2015/16					
	£'000 Change	66	13	3	49	1
	% Change	7%				
	Other Items 2016/17					
	Capital Financing Costs	0	0	0	0	0
	Capital Financing Income	0	0	0	0	0
	Specific Items	0				

BUILDING CONTROL VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Recharges	7
Inflation	4
Salary adjustments *	18
	<hr/>
Total	29
	<hr/>
Budget Changes - Decreasing	
2014/15 Service redesign savings - Staffing	(15)
	<hr/>
Total	(15)
	<hr/>
Total Variation for Building Control	14
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Building Control Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Building Control £'000
Gross Expenditure			
510	Employees	517	517
0	Premises Related Expenditure	0	0
30	Transport Related Expenditure	30	30
28	Supplies and Services	28	28
0	Third Party Payments	0	0
150	Support Services	157	157
718		732	732
Gross Income			
(486)	Customer and Client Receipts	(486)	(486)
0	Recharges	0	0
(486)		(486)	(486)
232	Net Expenditure	246	246
	Budget 2015/16	232	232
	Change from 2015/16		
	£'000 Change	14	14
	% Change	6%	
	Other Items 2016/17		
		0	0
	Specific Items	0	

Leisure & Sustainability
Head of Service: Mark Fisher

Leisure, Community Services and Culture

In 2016 we will continue to build upon the projects and developments which were launched last year. Key projects for the team will include;

- Working with the Mid Sussex Older Peoples Council to deliver support to Over 65's and families with Under 5s on low incomes who struggle to pay their energy bills.
- Promoting energy efficiency amongst local businesses and other organisations with advice through energy audits, bill analysis and external grants.
- In collaboration with our Youth Action Group, promoting the availability of local services providing information, guidance, and advice to young people.
- Working with our Leisure Centre Operator (Places for People Leisure) to invest over £1m in the Leisure Centres.
- Developing, with our colleagues in Digital and Communications, a Social Media project for Members and young people.
- Finalising proposals for the Community Centre for Sport with the Northern arc development consortium in Burgess Hill.
- Continuing to deliver our programme of Play Days and our Awards event recognising young volunteers in the District.
- Continuing to ensure the support of our third sector partners in providing effective services to older people, and local voluntary organisations.

Parking Services

The team will continue to work on implementing the options in the 10 year Parking Strategy to ensure that the service meets the needs of the community, remains financially viable and supports town centre development plans. This will include:

- Considering parking payment options and technology that meet customer and business requirements in a cost effective way
- Automating and streamlining processes to reduce paperwork and improve customer response times
- Reviewing car parking assets, provision and utilisation to ensure they are fit for purpose and sufficient in capacity to meet future requirements.
- Working with West Sussex County Council Highways to ensure that on-street parking restrictions are implemented and maintained in a timely manner to enable effective enforcement to be carried out.

Waste Management

The Council and our contractors Serco will be working with the West Sussex Waste Partnership (collection and disposal authorities in the West Sussex) to review the Joint Waste Strategy for West Sussex. This will include a review of potential future recycling streams which the Council may wish to adopt to meet future recycling targets. This will include public engagement processes run jointly with West Sussex County Council and the development of a joint strategy to be concluded by autumn 2016.

The Council will be expanding our popular Garden Waste service over the next two years to a further 4000 customers by 2018. This will assist many gardeners with a clean disposal service, and improve the Council's recycling and composting rates.

The Council's recycling quality project, which commenced in spring 2015, will continue to improve recycling quality across Mid Sussex as the scheme is rolled out across the district over the second year of the project. The project is due to be completed by August 2016.

The team will conclude the expansion of dog bin collection service which commenced in 2015. The additional bins will be installed by March 2017

Facility Management and Street Scene

The team will work with local stakeholder groups to assist in the delivery of a number of Sports Club and Community lead facility improvement projects. The timing in delivery of these projects will be dependent on the organisations concerned, but progress on new buildings or facility improvement projects at John Pears Field Ashurstwood, Lindfield Common, and Fairfield Recreation Ground Hurstpierpoint are anticipated in 2016/17.

Following the success of the Community Toilets Scheme, officers will be promoting expansion of this scheme.

Landscapes

The team will continue to ensure that the grounds maintenance and arboricultural contracts are being delivered in an efficient manner. The team will seek to retain the Green Flag Award for Beech Hurst Gardens. The team will develop a range of improved play and hard landscape improvement projects across the district, making use of current best practice in design and construction. These will be primarily funded from Section 106 monies and will be delivered in accordance with the customer consultation strategy in order to provide facilities that meet the needs and expectations of the users.

Emergency Planning

This work includes overseeing the Council's preparation for (and response to) severe weather and other local incidents as they arise. This year, the programme will include a review of the Council's arrangements for providing emergency rest centres in the event of an evacuation of local residents. To assist with the sharing of information among local partners, the Council will continue to host the Mid Sussex Emergency Planning Liaison Group which is made up of the emergency services, health authorities and town and parish councils. The Council also remains an active member of the Sussex Resilience Forum.

LEISURE, COMMUNITY SERVICES & CULTURE VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	3
Salary adjustments *	5
20 year Life cycle costing - Asset management - payment to reserve	204
Total	212
Budget Changes - Decreasing	
Recharges	(2)
Service redesign saving - Reduced funding for sustainable promotions & events	(5)
Service redesign saving - Remove budget from 'Go Mid Sussex' brochure	(2)
Total	(9)
Total Variation for Leisure, Community Services & Culture	203

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Leisure, Community Services & Culture Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Grants to Organisations £'000	Concessionary Fares £'000	Sustainability Climate Change £'000	Leisure Centres £'000	Community Leisure and Development £'000
Gross Expenditure						
307	Employees	315	46	0	47	133
92	Premises Related Expenditure	98	0	0	0	98
13	Transport Related Expenditure	13	2	0	3	6
1,380	Supplies and Services	1,576	243	0	8	1,266
0	Third Party Payments	0	0	0	0	0
4	Transfer Payments	4	0	0	0	4
182	Support Services	174	29	0	24	75
1,977		2,180	321	0	81	1,499
Gross Income						
(1,537)	Customer and Client Receipts	(1,537)	0	0	0	(1,537)
0	Rents	0	0	0	0	0
0	Government Grants	0	0	0	0	0
0	Other Grants and Contributions	0	0	0	0	0
0	Recharges	0	0	0	0	0
(1,537)		(1,537)	0	0	0	(1,537)
440	Net Expenditure	643	321	0	81	(38)
	Budget 2015/16	440	317	7	83	(244)
	Change from 2015/16					
	£'000 Change	203	4	(7)	(2)	206
	% Change	46%				
	Other Items 2016/17					
	Capital Financing Costs	1,019	0	0	0	1,019
	Capital Financing Income	0	0	0	0	0
	Specific Items	663				

PARKING SERVICES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary Adjustments*	50
Recharges	30
Inflation	2
Total	<u>82</u>
Budget Changes - Decreasing	
2014/15 Service Redesign saving - Oaklands Car Park	(15)
Saving - Increase in Pay and Display income	(50)
Saving - Additional Season ticket income	(23)
Total	<u>(88)</u>
Total Variation for Parking Services	<u><u>(6)</u></u>

Parking Services Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Car Parks £'000	Parking Enforcement £'000
Gross Expenditure			
533 Employees	604	102	502
383 Premises Related Expenditure	385	385	0
33 Transport Related Expenditure	34	8	26
103 Supplies and Services	103	62	41
5 Third Party Payments	5	5	0
171 Support Services	201	201	0
1,227	1,332	763	569
Gross Income			
(2,206) Customer and Client Receipts	(2,314)	(1,908)	(406)
0 Rents	0	0	0
(161) Other Grants and Contributions	(163)	0	(163)
0 Recharges	0	0	0
(2,367)	(2,476)	(1,908)	(569)
(1,139)	Net Expenditure	(1,145)	(1,145)
			0
Budget 2015/16	(1,139)	(1,139)	0
Change from 2015/16			
£'000 Change	(6)	(6)	0
% Change	1%		
Other Items 2016/17			
Capital Financing Costs	5	5	0
Capital Financing Income	0	0	0
Specific Items	0		

CLEANSING SERVICES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	5
Recharges	5
Salary adjustments*	7
Refuse collection - additional properties	16
Pressure-Purchase of bins(replacement bins & new developments)	20
Total	<u>53</u>
Budget Changes - Decreasing	
Saving - Recycling credits	(113)
Saving - Refuse contract indexation saving	(26)
Additional Income - Garden waste	(46)
Total	<u>(185)</u>
Total Variation for Cleansing Services	<u><u>(132)</u></u>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Cleansing Services Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Refuse Collection £'000	Recycling £'000	Highway Cleansing £'000	Highway Maintenance £'000	
Gross Expenditure						
250	Employees	260	115	74	48	24
60	Premises Related Expenditure	58	0	44	0	14
16	Transport Related Expenditure	16	6	5	3	2
63	Supplies and Services	147	114	32	2	0
3,892	Third Party Payments	3,961	2,875	0	1,087	0
188	Support Services	196	139	27	25	5
4,469		4,638	3,248	181	1,165	45
Gross Income						
(882)	Customer and Client Receipts	(1,070)	(1,070)	0	0	0
(731)	Other Grants and Contributions	(844)	(15)	(813)	(17)	0
(1,613)		(1,914)	(1,084)	(813)	(17)	0
2,856	Net Expenditure	2,724	2,163	(632)	1,148	45
	Budget 2015/16	2,856	2,187	(526)	1,147	48
	Change from 2015/16					
	£'000 Change	(132)	(24)	(106)	1	(3)
	% Change	(5%)				
	Other Items 2016/17					
	Capital Financing Costs	154	154	0	0	0
	Capital Financing Income	0	0	0	0	0
	Specific Items	0				

FACILITY MANAGEMENT & STREET - SCENE VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	7
Recharges	22
2014/15 Ongoing pressure - Grounds maintenance	22
Pressure - Grounds maintenance costs resulting from land adoptions	5
Pressure - Playing pitch maintenance (2 years only)	50
 Total	<hr/> 106 <hr/>
Budget Changes - Decreasing	
Salary adjustments*	(42)
Saving - Pavilion and public toilet cleaning contract	(9)
 Total	<hr/> (51) <hr/>
 Total Variation for Facilities Management & Street - Scene	<hr/> 55 <hr/> <hr/>

** Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes.

Facility Management & Street-scene Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Outdoor Facilities £'000	Trust Fund Accounts £'000	Public Conveniences £'000	Emergency Planning £'000	
Gross Expenditure						
450	Employees	416	359	0	25	32
1,441	Premises Related Expenditure	1,523	1,375	96	52	0
23	Transport Related Expenditure	21	18	0	1	1
117	Supplies and Services	112	101	2	1	8
91	Third Party Payments	80	23	0	57	0
0	Transfer Payments	0	0	0	0	0
353	Support Services	373	324	0	29	19
2,475		2,525	2,200	98	166	60
Gross Income						
(274)	Customer and Client Receipts	(266)	(257)	(9)	0	0
(125)	Rents	(127)	(38)	(89)	0	0
(9)	Other Grants and Contributions	(9)	0	0	(9)	0
0	Recharges	0	0	0	0	0
(408)		(402)	(295)	(98)	(9)	0
2,067	Net Expenditure	2,122	1,905	0	157	60
	Budget 2015/16	2,067	1,833	0	180	55
	Change from 2015/16					
	£'000 Change	55	72	0	(23)	5
	% Change	3%				
	Other Items 2016/17					
	Capital Financing Costs	265	255	0	11	0
	Capital Financing Income	0	0	0	0	0
	Specific Items	0				

**Legal Services, Democratic Services, Land Charges, Planning and Building Control Support
Head of Service: Tom Clark (Solicitor to the Council & Monitoring Officer)**

Legal

The Legal team will be closely involved in the delivery of the District Plan in 2016/17 followed by delivery of the CIL arrangements later in 2016. The level of planning applications means that the work in relation to S106 Planning Obligations including agreements relating to the Ashdown Forest remains high.

Democratic Services

In 2016/17 we are expecting to hold both the Police Commissioner elections and also the UK EU Referendum. In addition there are ongoing Neighbourhood Plan referendums and the need to ensure the register of electors is kept up to date.

Land Charges and Admin Support for Planning and Building Control

The team will continue to work on the project to digitalise the service. Recent legislation means that the Land Registry will take over part of the service but the Council will remain responsible for keeping the Local Land Charges register up to date. The implementation of the statutory changes is likely to take until 2020 and therefore no change in the income model is likely in 2016/17. The level of activity in the housing market remains relatively high, boosted in part by the number of new houses being built and occupied within the District.

The Planning and Building Control admin team are working to new service level agreements and will continue to review their procedures to improve efficiencies.

LEGAL SERVICES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	13
Inflation	3
Pressure - Legal publications	5
	<hr/>
Total	21
	<hr/>
Budget Changes - Decreasing	
Recharges	(16)
Saving - Increase in legal income	(5)
	<hr/>
Total	(21)
	<hr/>
Total Variation for Legal Services	0
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Legal Services Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Legal Support Costs £'000
Gross Expenditure			
276	Employees	292	292
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	1	1
32	Supplies and Services	39	39
0	Third Party Payments	0	0
0	Transfer Payments	0	0
98	Support Services	107	107
406		438	438
Gross Income			
(77)	Customer and Client Receipts	(84)	(84)
0	Other Grants and Contributions	0	0
(329)	Recharges	(354)	(354)
(406)		(438)	(438)
0	Net Expenditure	0	0
	Budget 2015/16	0	0
	Change from 2015/16		
	£'000 Change	0	0
	% Change		
	Other Items 2016/17		
		0	0
	Specific Items	0	

DEMOCRATIC SERVICES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	10
Inflation	6
Pressure - Member allowances	10
	<hr/>
Total	26
	<hr/>
Budget Changes - Decreasing	
Recharges	(17)
	<hr/>
Total	(17)
	<hr/>
Total Variation for Democratic Services	9
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Democratic Services Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Elections and Registration £'000	Members Services £'000
Gross Expenditure			
238	250	135	115
4	4	3	1
17	14	1	13
536	552	133	419
0	0	0	0
224	224	114	110
1,019	1,044	386	658
Gross Income			
(4)	(4)	(2)	(2)
0	0	0	0
0	0	0	0
0	0	0	0
(165)	(181)	0	(181)
(168)	(185)	(2)	(183)
850	859	384	475
Net Expenditure			
Budget 2015/16	850	379	471
Change from 2015/16			
£'000 Change	9	5	4
% Change	1%		
Other Items 2016/17			
Capital Financing Costs	14	14	0
Specific Items	58		

LAND CHARGES VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Recharges	93
Inflation	1
Pressure - Salaries - Temporary staff due to increased workload	10
Total	<u>104</u>
Budget Changes - Decreasing	
Salary adjustments*	(34)
Staffing restructure - transfer of staff to Planning & Building	
Control Service Support	(8)
Total	<u>(42)</u>
Total Variation for Land Charges	<u><u>62</u></u>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Land Charges Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Local Land Charges £'000
Gross Expenditure		
146	116	116
0	0	0
1	1	1
4	4	4
0	0	0
149	240	240
299	361	361
Gross Income		
(150)	(150)	(150)
0	0	0
0	0	0
(150)	(150)	(150)
149	211	211
Net Expenditure		
	149	149
Budget 2015/16		
	149	149
Change from 2015/16		
£'000 Change	62	62
% Change	42%	
Other Items 2016/17		
Capital Financing Costs	35	35
Capital Financing Income	0	0
Specific Items	2	

PLANNING & BUILDING CONTROL SUPPORT VARIATION TABLE

Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	81
Inflation	3
Restructure - Transfer of staff from Land Charges	8
	<hr/>
Total	92
	<hr/>
Budget Changes - Decreasing	
Restructure - Transfer of staff to CenSus ICT	(92)
	<hr/>
Total	(92)
	<hr/>
Total Variation for Planning & Building Control Support	0
	<hr/> <hr/>

* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes

Planning & Building Control Support Budget 2016/17

Budget 2015/16 £'000	Budget 2016/17 £'000	Planning & Building Control Support £'000
Gross Expenditure		
0	0	0
0	0	0
0	0	0
0	0	0
Gross Income		
0	0	0
0	0	0
0	0	0
0	0	0
Budget 2015/16	0	0
Change from 2015/16		
£'000 Change	0	0
% Change		
Other Items 2016/17		
	0	0
Specific Items	25	

Net expenditure is zero as this is a fully recharged service.

Strategic Core

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

STRATEGIC CORE VARIATION TABLE	
Analysis of changes in budget between 2015/16 original budget, and 2016/17 budget	
Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	50
Inflation	9
Recharges	14
Pressure - Salary on-costs	10
Total	<u>83</u>
Budget Changes - Decreasing	
Procurement service	(3)
Minor variations	(2)
Total	<u>(5)</u>
Total Variation for Strategic Core	<u><u>78</u></u>
* Includes salary increments, pension increase and removal of NI discount on pensions, and approved establishment changes	

Strategic Core Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Strategic Core £'000
Gross Expenditure			
1,028	Employees	1,098	1,098
1	Premises Related Expenditure	1	1
9	Transport Related Expenditure	9	9
74	Supplies and Services	68	68
0	Third Party Payments	0	0
952	Support Services	974	974
2,063		2,150	2,150
Gross Income			
0	Customer and Client Receipts	0	0
0	Other Grants and Contributions	0	0
(1,080)	Recharges	(1,089)	(1,089)
(1,080)		(1,089)	(1,089)
983	Net Expenditure	1,061	1,061
	Budget 2015/16	983	983
	Change from 2015/16		
	£'000 Change	78	78
	% Change	8%	
	Other Items 2016/17		
	Specific Items	0	0

Corporate Funds Budget 2016/17

Budget 2015/16 £'000		Budget 2016/17 £'000	Balance Unallocated £'000
Gross Expenditure			
0	Employees	0	0
729	Supplies and Services	41	41
13	Third Party Payments	10	10
33,042	Transfer Payments	34,160	34,160
33,784		34,211	34,211
Gross Income			
0	Customer and Client Receipts	0	0
0	Government Grants	0	0
(33,187)	Other Grants and Contributions	(34,279)	(34,279)
(33,187)		(34,279)	(34,279)
597	Net Expenditure	(68)	(68)
	Budget 2015/16	597	597
	Change from 2015/16		
	£'000 Change	(665)	(665)
	% Change	(111%)	
	Other Items 2016/17		
		0	0
	Specific Items	20	

Forecast of Benefits Costs 2016/17

	2014/15 Accounts	2015/16 Estimate	2015/16 Forecast	2016/17 Estimate	
Non HRA Rent Rebates					
	£'000	£'000	£'000	£'000	
gross expenditure	69	71	85	85	
net expenditure at standard subsidy					
effect of reduced subsidy	7	4	12	12	
effect of overpayments	(2)	(3)	(10)	(10)	
Total Rent Rebates	5	1	2	2	
Rent Allowances					
	£'000	£'000	£'000	£'000	
gross expenditure	33,286	32,926	34,077	34,077	
net expenditure at standard subsidy	0	0	0	0	
effect of reduced subsidy	967	846	1,064	1,064	
effect of overpayments	(1,161)	(927)	(1,169)	(1,169)	1
Total Rent Allowances	(194)	(81)	(105)	(105)	
Discretionary Local Scheme					
Council Tax Benefit					
Rent Allowances	25	26	18	18	
Subsidy 75%	(19)	(20)	(14)	(14)	
Total Discretionary scheme	6	6	4	4	
Total Support	(183)	(74)	(99)	(99)	
Add : Previous Year Adjustment					
Less : LA Error subsidy	(132)	(90)	0	0	2
Adjustment for 2012/13 claim	33	0	0	0	
Adjustment for 2013/14 claim	164	0	0	0	
DHP Subsidy Effect of Overpayments	(13)				
(Less)/Add : Funding (from)/to Benefits Equalisation Reserve	138	19	(46)	(20)	3
Cost to MSDC	7	(145)	(145)	(119)	

(1) Overpayment volumes for 2015/16 are higher than expected compared to budget. The estimate for 2016/17 has been amended to reflect the forecast increase in overpayments. This is the result of an action plan put in place following 2014/15 audit, whereby additional staff are doing quality assurance checking on Housing Benefit Claims going back to the start of 2014/15. In addition, the Benefits Team have also undertaken a programme of interventions to obtain the latest information for claimants. In both cases, where undeclared changes are discovered, this leads to overpayments.

(2) LA error overpayment volumes for 2015/16 are higher than expected resulting in the loss of LA error subsidy. The reason for the increase in overpayment volumes is as detailed in (1). LA error subsidy is no longer paid when the total value exceeds an upper threshold of 0.54% of correct benefits paid. The estimate for 2016/17 has therefore been amended to reflect this loss of subsidy.

(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'. Due to the adverse change in overpayment volumes as detailed in (1) and (2), a balancing contribution from the equalisation reserve is now required.

CAPITAL PROGRAMME 2015/16 - 2019/20

1.0 Background

- 1.1 This section sets out a proposed Capital Programme and Capital Strategy. This outlines the Council's approach to capital investment ensuring that such investment is directed to the Council's corporate priorities.
- 1.2 Each year, the Council sets out its Capital Programme for the forthcoming years and while this varies from year to year, it does contain certain core constituents. This section sets out the overall Programme for the next four years, together with its financing. In addition to this, the section details:
- a list of all projects contained in the current Capital Programme including scheme slippage from previous years and capital variations approved by Members during 2015/16;
 - a detailed list of the proposed projects for 2016/17 together with financing.

2.0 Capital Strategy

- 2.1 The current strategy for capital spending is outlined below:
- a) The Capital Projects will contribute to achieving the Corporate Plan and must further the Council's corporate priorities. This will be the means that objectively selects, ranks, and recommends projects for inclusion in the Capital Programme, regardless of the source of the funding for the projects.
 - b) The affordability of capital projects must be determined in the context of the Strategy for Revenue Spending and the Strategy for Reserves and Cash Balances and will be governed by the provisions of the Prudential Code.
 - c) The Capital Programme will be financed by the most appropriate mix of:
 - interest;
 - contributions from the Revenue Budget;
 - loan;
 - contributions from stakeholders (including s106 agreements);
 - capital grants;
 - other grants;
 - proceeds from the sale of assets;
 - external funding from partners in both the public and private sectors, which is consistent with this Financial Strategy
 - Use of Revenue Reserves.
 - d) The use of borrowing as a means of financing capital expenditure will be consistent with the Prudential Code and with the Strategy for Revenue Spending.
 - e) The Council will continually review the financial and service benefits of existing assets and, in accordance with prudent asset management best practice, draw up a schedule of those which could be disposed of and the timescale for disposal in accordance with the Asset Management Plan.

- f) The Council will make every effort to generate funding for capital projects from partners and other sources (including Section 106 agreements). Negotiations on the sources of funding must focus on the Council's priorities at the time.
- g) The asset base will be continually reviewed to maximise financial benefits including income whilst ensuring the Council, as a local authority, does not compromise its fiduciary duty to the Council Tax payers.
- h) Projects that can be supported by a business case may be financed from reserves subject to a payback within an appropriate and specified period but subject to the Council's capacity to allow such a commitment.

3.0 Capital Spending – General Principles

3.1. These are large items of expenditure of public money and to ensure good governance we adhere to the following general principles of Capital spending:

- The expenditure for any particular year to be based only on previous years' cumulative receipts plus use of interest. This is to prevent cashflow problems developing if expenditure is incurred before receipts are received.
- All Affordable Housing grant aid is firstly financed from S106s and topped up by a contribution from General Reserve.
- The Council will use Prudential borrowing only for investments with a proven business case. Under this system, the Council will be able to borrow money on the strength of its resources, to pay for capital projects on an 'Invest to Save' basis and satisfying affordability criteria.
- All capital projects are subject to a project justification process and consultation with Cabinet and Ward Members as part of the approval process.
- Capitalised salaries to be permitted where appropriate but kept to a minimum to ease pressure on capital reserves.
- Council must approve the Capital Programme as part of the Corporate Plan and Budget exercise.

3.2 The adoption of the foregoing principles results in a modest Capital Programme for 2016/17, as detailed further in the paragraphs below.

4.0 Financial Position: Current and Medium Term

4.1 Over the last few years, work has continued to protect and where possible increase the level of reserves. Part of our strategy was to reduce the overall expenditure on capital projects. This approach has been successful and we are now in a position where some prudent investments can be made from our increased level of reserves.

4.2 As was the case last year, Major Capital Renewals continue to be financed from a revenue contribution, which relieves the pressure on reserves. In addition, where we have appropriate S106 contributions, we have utilised these for specific projects.

5.0 Proposed Projects for 2016/17

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

i) **ICT /CenSus ICT**

These relate to a minimal PC replacement programme at £25k, the Replacement of NetApp SAN £50k and Identity and Access Management Tool £10k. The projects are detailed further in the table overleaf and in the project justifications at the end of Section 3 of this report.

ii) **Other Schemes**

This relates to one scheme for the expansion of the green waste service which is detailed at the end of this section.

iii) **Major Capital Renewals**

This is the cost of maintaining our assets and is detailed in the table of proposed projects set out overleaf.

iv) **Disabled Facility Grants**

This is a mandatory scheme and is funded partly from Government grant and partly funded from Reserves.

5.2 The proposed capital projects to be included in the 2016/17 Capital Programme are set out on the next page.

<i>Description</i>	<i>Project Cost £'000</i>	<i>Project Cost £'000</i>
Service Projects		
<i>ICT:</i>		
PC Replacement Programme	25	
<i>Census ICT:</i>		
Replace NetApp SAN	50	
Identity & Access Management Tool	10	
<i>Others:</i>		
Expansion of Green Waste Service	40	
Total ICT, Census & Other Projects :		125
<i>Major Capital Renewals (MCR):</i>		
<i>Oaklands:</i>		
Roof Replacement including associated lead work and guttering (old building)	100	
Roof Replacement including guttering (East and West wings)	100	
Window Replacement works	107	
Space Planning and Office Moves	140	
External Fabric Works including concrete & painting	90	
<i>Car Parks:</i>		
Hazelgrove Road Car Park, Haywards Heath	36	
Horsted Keynes Car Park	9	
Imberhorne Lane Car Park, East Grinstead	22	
<i>Drainage works:</i>		
Drainage capital works	50	
Total Major Capital Renewals (MCR)		654
Housing		
Disabled Facilities Grants	600	
		600
Total proposed capital projects for 2016/17		1,379

- 5.3 Each project (excluding Major Capital Renewals and Housing) 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.
- 5.4 It is proposed that the capital projects set out in 5.2 above are financed by a variety of means as follows:

	£'000	£'000
Capital Grants (Disabled Facilities Grants financed from central government)		434
General Reserve		291
Met from Revenue Contributions		654
Total Capital Spending 2016/17		1,379

Background Papers

Report to Performance and Scrutiny Committee on 12th January 2016.

Draft Corporate Plan and Budget for 2016/16 report to Cabinet 9th February 2015

Budget working papers

Capital Programme 2015/16 - 2019/20 Programming Summary

Total Costs £'000	Scheme Description	Payments to 31/3/2015 £'000					
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Service Programme							
7,524	Schemes in Progress	4,492	2,067	965	0	0	0
894	New Projects	0	0	779	65	25	25
8,418		4,492	2,067	1,744	65	25	25
1,238	Unallocated Funding - Future Projects	0	18	0	561	430	229
9,656	Total Service Programme	4,492	2,085	1,744	626	455	254
<----- £5,164,000 ----->							
Housing Services Programme							
3,426	Disabled Facility Grants	476	550	600	600	600	600
1,227	Affordable Housing	139	5	0	500	583	0
4,653	Total Housing Services Programme	615	555	600	1,100	1,183	600
<----- £4,038,000 ----->							
14,309	Total Programme	5,107	2,640	2,344	1,726	1,638	854
<----- £9,202,000 ----->							

Capital Programme 2015/16 - 2019/20 Financing Schedule

Description	Notes					
		2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Capital Grants - Disabled Facility Grants	1	348	434	434	434	434
Capital Receipts	2	159	0	0		
Capital Grants & Contributions Reserve :	3					
: - S106 Contributions -non time limited		44	0	0		
: - S106 Contributions - Housing -non time limited		0	0	140	228	
Capital Grants & Contributions - Receipts in Advance :	4					
: - S106 Contributions -time limited		106	476	0		
Beech Hurst Trust Fund	5	4	0	0		
Use of General Reserves /Specific Reserves / Revenue Contributions	6	1,979	1,434	1,152	976	420
Total Programme		2,640	2,344	1,726	1,638	854

Notes for Financing Schedule:

1. Government grant received for Disabled Facility Grants.
2. Use of Capital receipts from asset disposals.
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. Amount to be used from Beech Hurst Trust Fund surplus.
6. Financing from General Reserve and Specific Reserve including the use of revenue contributions.

Capital Programme 2015/16 - 2019/20

<i>Scheme Description</i>	<i>Total</i> <i>£'000</i>	<i>Pre 1/4/15</i> <i>£'000</i>	<i>2015/16</i> <i>£'000</i>	<i>2016/17</i> <i>£'000</i>	<i>2017/18</i> <i>£'000</i>	<i>2018/19</i> <i>£'000</i>	<i>2019/20</i> <i>£'000</i>
<i>Leisure & Sustainability</i>							
Invest to Save Improvement works to Pavilions- East Court							
Roof & outdoor play area	42	26	16				
Footpath works at Beech Hurst Gardens	15	14	1				
Bolney Village Hall	125	73	52				
Improvement works to Open Space at Spring Copse EG	30	7	8	15			
Playground Improvements at Sandy Vale Haywards Heath	36	0	36				
Playground Improvements at St Johns Park Burgess Hill	15	0	15				
Playground Improvements at Wisden Avenue Burgess Hill	16	0	16				
Playground Improvements at Richmond Way East Grinstead	19	0	19				
Playground Improvements at Parklands Hassocks	12	0	12				
Playground Improvements at Sunnyside Rec Ground, EG	44	0	44				
Purchase of Dog Bins	21	0	11	10			
Woodside Pavilion Bolnere Village	18	0	18				
Finches Field Community Building Pavilion & Car Park	565	54	0	511			
Beech Hurst Café Renovation	71	68	3				
Expansion of Green waste service	80	0		40	40		
<i>Total Leisure & Sustainability</i>	1,109	242	251	576	40	0	0
<i>ICT & CenSus (ICT, Revenues & Benefits)</i>							
PC replacement programme	48	13	35				
PC replacement programme (future years)	100	0		25	25	25	25
Replace NetApp SAN	50	0		50			
Identity & Access Management tool	10	0		10			
CenSus ICT strategy	48	47	1				
CenSus SAN disk expansion	15	12	3				
Census ICT - Implement Redhat Linux	22	0	22				
Census ICT - Additional Disk Capacity	15	13	2				
Census ICT - Server 2003 replacement	56	18	38				
Census ICT - Wireless Resilience Projects	8	2	6				
Census Strategy -Disaster Recovery	25	14	11				
Protective Monitoring software	20	0	20				
Census Capita Modules	36	18	18				
<i>Total ICT & CenSus (ICT, Revenues & Benefits)</i>	453	137	156	85	25	25	25
<i>Legal Services, Democratic Services and Land Charges</i>							
Modernisation of corporate records	215	135	22	58			
Replacement Electoral Management System software	19	1	18				
<i>Total Legal, Democratic Services and Land Charges</i>	234	136	40	58	0	0	0
<i>Corporate Estates & Facilities</i>							
Replacement refuse and recycling depot	2,844	2,839	5				
Bridge Road - business starter units	2,202	1,054	1,148				
Oaklands Invest to save - electrical works	49	43	3	3			
<i>Total Corporate Estates and Facilities</i>	5,095	3,936	1,156	3	0	0	0
<i>Total schemes</i>	6,891	4,451	1,603	722	65	25	25

Capital Programme 2015/16 - 2019/20

<i>Scheme Description</i>	<i>Total</i> <i>£'000</i>	<i>Pre 1/4/15</i> <i>£'000</i>	<i>2015/16</i> <i>£'000</i>	<i>2016/17</i> <i>£'000</i>	<i>2017/18</i> <i>£'000</i>	<i>2018/19</i> <i>£'000</i>	<i>2019/20</i> <i>£'000</i>
Major Capital Renewals(MCR)							
Space Planning & Office Moves (previously "Data Cabling works, Oaklands)	431	13	62	356			
Holtze Road Balancing Pond, East Grinstead	33	28	5				
Re-surfacing Cyprus Road Car Park, Crescent Road -New	145	0	145				
Re-surfacing Cyprus Road Car Park, old	50	0	50				
Drainage capital works	55	0	43	12			
Orchards Shopping Centre Car Park	159	0	159				
Roof Replacement, associated lead work & guttering (old building)	100	0		100			
Roof Replacement including guttering (East and West wings)	100	0		100			
Window Replacement works	107	0		107			
Space Planning and Office Moves	140	0		140			
External Fabric Works including concrete & painting	90	0		90			
Hazelgrove Road Car Park, Haywards Heath	36	0		36			
Horsted Keynes Car Park	9	0		9			
Imberhome Lane Car Park, East Grinstead	22	0		22			
Orchards Shopping Centre Car Park	50	0		50			
Major Capital Renewals Unallocated Funding	1,238	0	18	0	561	430	229
<i>Total Major Capital Renewals (MCR)</i>	2,765	41	482	1,022	561	430	229
Total Service Programme	9,656	4,492	2,085	1,744	626	455	254
Housing Services							
Disabled Facility Grants	3,426	476	550	600	600	600	600
Affordable Housing	1,227	139	5	0	500	583	0
Total Housing Services Programme	4,653	615	555	600	1,100	1,183	600
Grand Total	14,309	5,107	2,640	2,344	1,726	1,638	854

PROJECT JUSTIFICATION DETAILS

PC Replacement Programme

Purpose of project :

The council currently has approximately 400 desktop PCs / Laptops and to ensure efficiency and reliability a replacement programme is required. With the ever increasing use of ICT systems in all business areas and the demands of new or upgraded systems the average life of a PC is 4-5 years. This project forms part of the ongoing PC replacement programme and represents the monies required to replace a number of PCs' each year which have been deemed to have reached the end of their useful life.

Total Amount : £25,000

Capitalised Salaries included in the project total: None

Other sources of funding: None

Revenue Implications: None

Value For Money Assessment:

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

Current practice / doing nothing:

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

Other alternative approaches:

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

Business Unit/Service: ICT Services

Head of Service : Simon Hughes, Head of Digital and Customer Service

Project Manager: John Ross, Head of CenSus ICT, Horsham District Council

CenSus ICT operates projects under PRINCE Lite methodology.
Over all CenSus ICT Strategy is managed by the CenSus Programme Management Board.

Cabinet Members : Cllr Jonathan Ash-Edwards

Continued..

PC Replacement Programme

Continued..

Ward Members : Not applicable

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

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

Summary of discussions with Cabinet Member:.

Cllr Ash Edwards is supportive of the rolling programme for the forthcoming years in light of the Council's overall financial position.

Risk Analysis :

The main risks for this project are:

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

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

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

Mitigation actions:

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

PROJECT JUSTIFICATION DETAILS

Identity and Access Management Tool

Purpose of project :

The Census partners have developed a common set of ICT security Policies. During the implementation of these policies it has been determined that there is a lack of effective management tools to properly enforce key aspects of the policies. This project will provide one of the most important Windows management tools and will make it easier for helpdesk staff to take over some of the work that is currently having to done by second and third line staff. In particular it will :

- Facilitate the implementation of Census ICT security policies
- Provide staff with the access rights they need to do their job without them having excessive rights

Reduce the likelihood of inadvertent or deliberate unwanted changes to our infrastructures that could lead to :

- Serious loss of services
- Breach of statutory regulations leading to censorship or financial penalty
- Direct financial loss through fraud
- Loss of reputation

Total Amount : £10,000

Capitalised Salaries included in the project total: None

Other sources of funding: None

Revenue Implications: None

Value For Money Assessment:

Two IAM solutions have been identified and costs obtained. One of these has been considered to be too expensive so the budget for this project is based on the cost of the other. There are other solutions which will be investigated.

Current practice / doing nothing:

This project will lead to reduced likelihood of the security breaches outlined above thus reducing or eliminating their associated cost penalties. It will also make it easier for staff to manage security issues and will allow the Helpdesk to carry out functions currently performed by higher cost staff.

Other alternative approaches:

Alternative controls are being considered which would use the native functions of the existing Windows infrastructure. However these will not provide the same level of control nor ease of use.

Continued..

Business Unit/Service: ICT Services

Head of Service : Simon Hughes, Head of Digital and Customer Service

Project Manager: John Ross, CenSus ICT, Horsham District Council

CenSus ICT operates projects under PRINCE Lite methodology.
Over all CenSus ICT Strategy is managed by the CenSus Programme Management Board.

Cabinet Members : Cllr Jonathan Ash-Edwards

Ward Members : Not applicable

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

It ensures that the ICT infrastructure is secure and reduces the risk of data loss.

Summary of discussions with Cabinet Member:

Councillor Ash-Edwards supports the project. Ensuring data is secure and can only be accessed appropriately underpins our legal obligations as a public authority.

Risk Analysis :

The main risks for this project are:

a) Sufficient resources not being made available

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

b) Medium, low, low

Mitigation actions:

Slip project completion in to next financial year or secure 3rd party resources to implement.

PROJECT JUSTIFICATION DETAILS

Replace NetApp SAN

Purpose of project :

A storage area network (SAN) is a network that provides access to consolidated storage. SANs are primarily used to enhance storage devices. This simplifies storage administration and adds flexibility since cables and storage devices do not have to be physically moved to shift storage from one server to another. The SAN can also provide effective disaster recovery processes.

Total Amount : £50,000

Capitalised Salaries included in the project total: None

Other sources of funding: None

Revenue Implications: None

Value For Money Assessment:

The current SAN was installed in October 2011; It has now gone well past its 3 year maintenance & support contract; as a consequence, maintenance for 2015/16 has risen to £72,000 (+20% on previous year) & next year will rise to an unacceptable high £90,000, with an ever increasing risk of system downtime. In addition, the technology around storage has improved significantly in terms of stability & cost. The SAN across the CenSus ICT infrastructure is reaching end of life and therefore maintenance costs are prohibitive. The chosen solution will have a financial payback in approximately 2 years against the current solution.

Current practice / doing nothing:

The rolling programme presented here is the current practice and doing nothing would risk significant data loss and disruption of service.

Other alternative approaches:

It is likely that even when the business moves to Infrastructure as a Service that some SAN capability will be required as systems that cannot migrate will still need local support.

Business Unit/Service: ICT Services

Head of Service : Simon Hughes, Head of Digital and Customer Service

Project Manager : John Ross, CenSus ICT, Horsham District Council

CenSus ICT operates projects under PRINCE Lite methodology.
Over all CenSus ICT Strategy is managed by the CenSus Programme Management Board.

Cabinet Members : Cllr Jonathan Ash-Edwards

Continued..

Replace NetApp SAN

Continued..

Ward Members : Not applicable

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

By maintaining the rolling replacement programme it ensures that network storage is resilient reduces costs of maintenance.

Summary of discussions with Cabinet Member:

Councillor Ash-Edwards supports the project and need to ensure stability of the IT infrastructure.

Risk Analysis :

The main risks for this project are:

4.1.1.1 Sufficient resources not being made available

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

4.1.1.2 Medium, low, low

Mitigation actions:

a) Slip project completion in to next financial year

PROJECT JUSTIFICATION DETAILS

Expansion of the Garden Waste Service:

Purpose of project : Expansion of the Garden Waste Service – Supply of additional bins.

The Council is proposing growth of the Garden Waste Service from 14,200 subscribers to 18,200 subscribers over a 2 to 3 year period to meet customer demand, and to improve the Council's recycling and composting targets. This would be achieved through the operation of a third dedicated collection vehicle and crew. The bins will be purchased and delivered to new customers on the basis of 500 bins per 3 month period.

Total Amount : £80k phased over a two year period (£40k 2016/17; £40k; 2017/18)

Capitalised Salaries included in the project total: None

Other sources of funding: The funding implications of this project are being addressed through an increase in subscription costs.

Revenue Implications: This scheme will require the bins to be replaced in approximately 10 years, as part of a wider bin replacement programme.

Value For Money Assessment:

The existing service has reached 14,200 subscribers. The planned expansion will increase the subscription level to 18,200 subscribers, and therefore the requirement to provide an additional 4000 bins.

Other alternative approaches:

The Council has made a policy decision to cease taking on new Garden waste sack collections, due to advice received from the Health and Safety Executive.

Business Unit/Service: Waste and Outdoor Services

Head of Service : Mark Fisher, Head of Leisure and Sustainability

Project Manager: David Harper

Cabinet Members : Cllr Pru Moore

Ward Members : This project is a district wide scheme and will be available in all wards.

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

- By improving customer service.
- By improving the Council's recycling and composting performance.

By reducing the amounts of waste going to landfill

Continued..

Expansion of the Garden Waste Service**Summary of discussions with Cabinet Member:.**

The Cabinet Member has been fully involved in the formulation of this project, and work with WSCC as the Waste Disposal Authority in terms of the processing of this waste stream.

Risk Analysis :

The waste team have produced a full risk assessment for the Garden Waste expansion. The main risks for this project are:

- A risk of subscriber turnover due to a potential price increase. However the price has not changed since April 2012. (Low)
- There is a risk that the additional service will not be fully taken up, but other local authorities have exceeded levels of uptake predicted by this expansion phase. (Low)
- The roll out of the scheme will require most of the collection rounds to be altered to be able to accommodate the increased subscribers, and in most cases it will require days of collection to be changed. This may increase the level of contact with subscribers. (Low)

Mitigation actions:

- Monitor the attrition rate of subscribers, and implement marketing strategy as appropriate.
- Provide early warning of potential round / date changes as required.

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 1st April 2015 were £24.483m and with the estimated changes, the expectation is that £36.681m will be held at 31st March 2020. 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 1.016% for 2015/16, decreasing to 0.994% for the year 2016/17. The rate rises to 1.213% in 2017/18, 1.436% in 2018/19, and 1.664% in 2019/20. Rates are forecast to remain low well into the medium term as a result of the Government's 'Funding for Lending' scheme and uncertainty over the performance of world economy, particularly regarding the slowdown of China.
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 2016/17 to 2018/19 report. This is a stand-alone report that will be considered by Audit Committee on 16th March 2016 before Council in April.
5. This Council classifies its Usable Reserves as follows:
 - **General Reserve:** This Reserve includes amounts earmarked for the Capital Programme. It also includes the non-earmarked element.
 - **Earmarked Specific Reserve:** This contains amounts for particular purposes and for which Member authorisation has been obtained as to how these may be applied.
 - **Usable Capital Receipts Reserve:** This represents the capital receipts from the sale of assets that are available to finance future capital expenditure.
 - **Capital Grants Unapplied Account:** This comprises capital grants and S106s contributions from developers with no conditions to repay.
6. This Council also holds other balances as follows:
 - **Capital Grants & Contributions receipts in advance:** This comprises capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

Table 1: Usable Reserves and other balances - Council 24th February 2016

		Balance 01/04/15 £'000	Balance 31/03/16 £'000	Balance 31/03/17 £'000	Balance 31/03/18 £'000	Balance 31/03/19 £'000	Balance 31/03/20 £'000
	Note						
Usable Reserves							
General Reserve:							
Non-Earmarked General Reserve	1	10,599	11,946	11,502	13,293	15,575	18,380
Total Earmarked General Reserve	2	326	326	326	326	326	326
Total General Reserve:		10,925	12,272	11,828	13,619	15,901	18,706
Specific Reserve :							
Performance & Partnerships		70	70	0	0	0	0
Planning Policy & Economic Development		567	345	132	92	92	92
Development Management		95	44	0	0	0	0
Planning and Building Control Service Support		25	25	0	0	0	0
Finance Accountancy		2	0	0	0	0	0
Finance Corporate		177	65	65	65	65	65
Human Resources & Payroll		10	10	0	0	0	0
Census ICT		28	448	228	3	3	3
CenSus Revenues & Benefits		300	319	319	319	319	319
Housing		189	201	171	87	87	87
Leisure, Community Services & Culture		317	663	600	500	0	0
Facilities Management and Streetscene		140	124	124	124	124	124
Cleansing Services		10	10	10	10	10	10
Corporate Estates and Facilities		269	330	75	(0)	(0)	(0)
Democratic Services		199	94	79	94	108	0
Land Charges		17	17	15	15	15	15
Corporate Funds	3	2,236	2,217	1,893	2,193	2,493	2,793
Total Specific Reserve:	4	4,652	4,982	3,711	3,502	3,316	3,508
Total Revenue Reserves		15,578	17,254	15,540	17,121	19,217	22,214
Total Usable Capital Receipts Reserve	5	1,209	1,050	1,950	1,950	1,950	1,950
Total Capital Grants Unapplied Account	6	2,813	3,317	3,865	4,273	4,795	5,545
Total Usable Reserves		19,600	21,621	21,355	23,344	25,963	29,710
Other Balances							
Total Capital Grants & Contributions -Receipts in Advance		4,883	5,647	6,071	6,971	6,971	6,971
Total Other Balances	7	4,883	5,647	6,071	6,971	6,971	6,971
Total Reserves and Other Balances		24,483	27,269	27,426	30,315	32,934	36,681
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 2015/16, 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 the balance on the SAMM and SANG Investment Fund in perpetuity.
3. Corporate Funds' includes the Rate Retention Scheme Reserve (£1,286k @31/3/15), Benefits Equalisation Reserve (£850k @31/3/15) and the Council Tax Reduction Scheme Equalisation Reserve (£100k @31/3/15).
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 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. Whilst it is a legal requirement to draw up such a plan it also forms part of the 'Sustainable Finances' workstream which aims to achieve financial equilibrium in the medium term.
- 1.2 The last position adopted by Council was reported in September 2015 as part of the budget-setting guidelines report. A feature of that position was that the state of the Council's finances had stabilised and we could start to see an improvement in the years ahead with the possibility of some investment now being possible.
- 1.3 Officers have therefore been working throughout 2015 to update the four-year financial plan as set out at the end of Section 5 and this now reflects the system of government funding that will be in place to 2020. Where terminology has changed we explain that again where necessary.

2.0 FINANCIAL STRATEGY 2016/17 – 2019/20

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 the council tax, Business Rate Retention and Formula Grant, but will be supported from other sources as necessary to maintain a level of council tax considered, at the time of setting, to be in the best interests of the community as a whole.
- 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 Finance 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 net expenditure reductions 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 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 12% 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 Finance; 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 2015/16 to 2019/20. 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 2016/17. 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.
 - Decreases in Revenue Support Grant are based on the Settlement figures given to us in mid February which shows that for the last two years of the plan we move into negative, or tariff, RSG implying a payment to be made to the government rather than vice versa.
 - Increases in the council tax base are a prudent view to reflect the increase in properties in the district. For 2016/17 the taxbase has increased significantly mainly as a result of new housebuilding but including the effect of reduced Council Tax Reduction Scheme take up.
- 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 average 50% grant from government 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, and include projected repayments of mortgage loans.
 - 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 1.016% for 2015/16, decreasing to 0.994% for the period 2016/17. It then rises to 1.213% in 2017/18, 1.436% in 2018/19, and 1.664% in 2019/20.
- 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 24th February 2016

	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
<u>Revenue Spending</u>					
Base Net Expenditure	12,509	12,799	12,508	12,086	11,877
Benefits	(145)	(119)	(119)	(119)	(119)
Base Revenue Spending	12,364	12,680	12,389	11,967	11,758
Balance Unallocated	26	41	26	26	26
Council Net Expenditure	12,390	12,721	12,415	11,993	11,784
Service Redesign proposals	0	0	0	(65)	(65)
Contribution to Rate Retention Scheme Equalisation Reserve	38	0	300	300	300
Contribution to ICT Reserve	665	0	0	0	0
Net General inflation	0	0	212	424	636
Total Revenue Spending	13,093	12,721	12,927	12,652	12,655
External Funding (RSG)	(1,670)	(845)	(128)	0	767
Rates Retention Scheme (RRS) funding	(2,540)	(2,564)	(2,641)	(2,720)	(2,802)
Transition Grant 16/17 & 17/18	0	(145)	(145)	0	0
Council Tax Freeze Grant for 15/16	(89)	0	0	0	0
HB Admin Grant / LCTS Grant	(438)	(378)	(378)	(378)	(378)
Council Tax Requirement @ 0% 15/16 and 1.99% future yrs	(8,522)	(8,844)	(9,130)	(9,421)	(9,723)
Dividend income LAPF	0	(160)	(160)	(160)	(160)
Collection Fund:					
- Council Tax deficit / (surplus)	(105)	(178)	0	0	0
- Rates Retention Scheme (RSS) deficit / (surplus)	271	697	0	0	0
Contribution from Rate Retention Scheme Equalisation Reserve	0	(304)	0	0	0
Cumulative Balance deficit / (surplus)	0	0	345	(27)	359
Gap to close year on year			345	(372)	387
<u>Financing Revenue Spending</u>					
	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Council Taxbase	56,970.0	57,975.6	58,671	59,375	60,088
Change in Taxbase	1.25%	1.77%	1.20%	1.20%	1.20%
Total Revenue Spending	13,093	12,721	12,927	12,652	12,655
% change in Formula Grant / External Funding		-49.4%	-84.9%		
External Funding (RSG)	(1,670)	(845)	(128)	0	767
Rates Retention Scheme (RRS) funding	(2,540)	(2,564)	(2,641)	(2,720)	(2,802)
Transition Grant 16/17 & 17/18	0	(145)	(145)	0	0
Council Tax Freeze Grant for 15/16	(89)	0	0	0	0
HB Admin Grant / LCTS Grant	(438)	(378)	(378)	(378)	(378)
Council Tax Requirement	(8,522)	(8,844)	(9,130)	(9,421)	(9,723)
Dividend income LAPF	0	(160)	(160)	(160)	(160)
Collection Fund:					
- Council Tax deficit / (surplus)	(105)	(178)	0	0	0
- Rates Retention Scheme (RSS) deficit / (surplus)	271	697	0	0	0
Contribution from Rate Retention Scheme Equalisation Reserve	0	(304)	0	0	0
Total Financing	(13,093)	(12,721)	(12,582)	(12,679)	(12,296)
Balance (deficit) / surplus	0	0	(345)	27	(359)
	(13,093)	(12,721)	(12,927)	(12,652)	(12,655)
Council Tax at Band D	£149.58	£152.55	£155.61	£158.67	£161.82
Change from previous year	0.0%	1.99%	1.99%	1.99%	1.99%

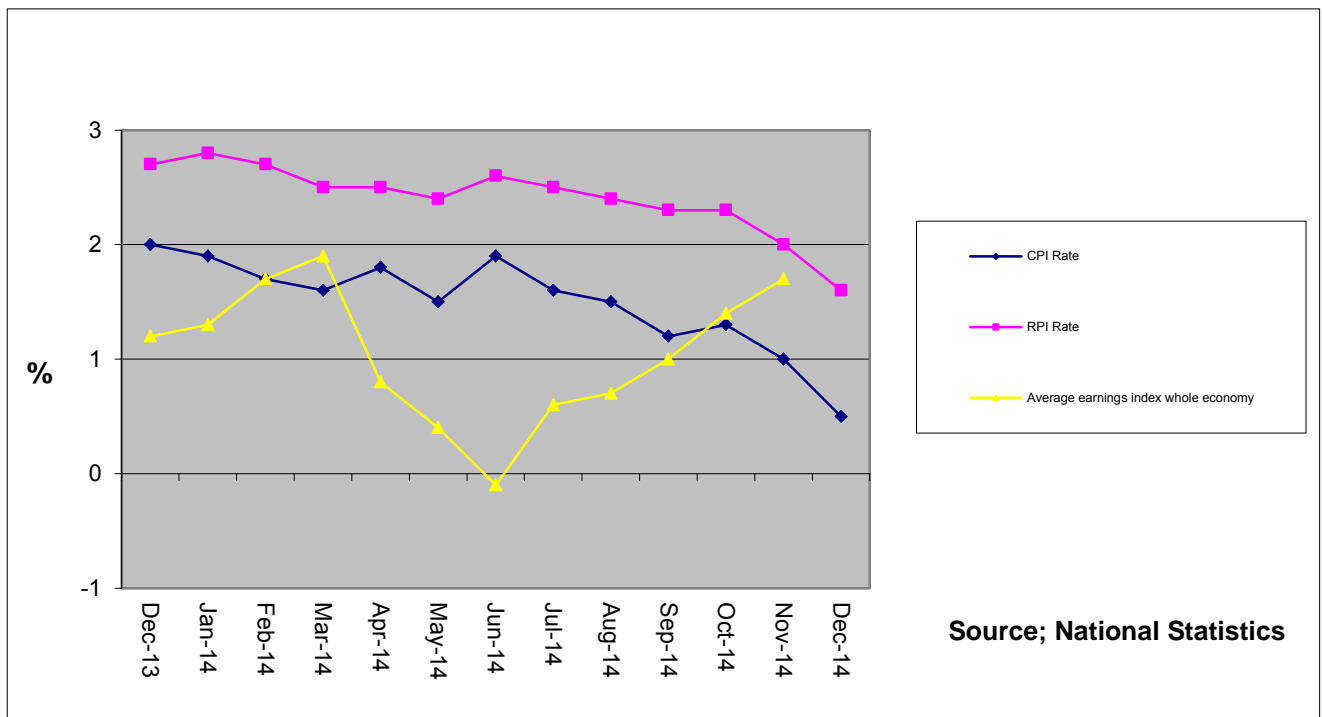
Medium Term Financial Plan as at Council 24th February 2016

Capital Spending							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2015/16	2016/17	2017/18	2018/19	2019/20	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Service projects							
Schemes in Progress	3,032	2,067	965	-	-	-	
New Projects	894	-	779	65	25	25	
	3,926	2,067	1,744	65	25	25	
Unallocated Funding -future projects	1,238	18	-	561	430	229	
	5,164	2,085	1,744	626	455	254	
Housing Services							
Disabled Facility Grants	2,950	550	600	600	600	600	
Affordable Housing	1,088	5	-	500	583	-	
	4,038	555	600	1,100	1,183	600	
Total Programme	9,202	2,640	2,344	1,726	1,638	854	
Receipts and Contributions							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2015/16	2016/17	2017/18	2018/19	2019/20	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facility Grants	2,084	348	434	434	434	434	
Capital Receipts	900	0	900	0	0	0	
New Homes Bonus	14,330	3,256	4,429	2,215	2,215	2,215	
Other Third Party Contributions (including S106s)	5,844	1,448	1,448	1,448	750	750	
Total	23,158	5,052	7,211	4,097	3,399	3,399	
Interest							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2015/16	2016/17	2017/18	2018/19	2019/20	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Interest	2,564	352	348	468	614	782	
Usable Reserves & Other Balances							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Base	2015/16	2016/17	2017/18	2018/19	2019/20	
	31.03.15	£'000	£'000	£'000	£'000	£'000	£'000
Reserves							
General Reserve	10,925	12,272	11,828	13,619	15,901	18,706	
Specific Reserve	4,652	4,982	3,711	3,502	3,316	3,508	
Usable Capital Receipts Reserve	1,209	1,050	1,950	1,950	1,950	1,950	
Capital Grants Unapplied Account	2,813	3,317	3,865	4,273	4,795	5,545	
Total Usable Reserves	19,600	21,621	21,355	23,344	25,963	29,710	
Other balances							
Capital Grants & Contributions -Receipts in Advance	4,883	5,647	6,071	6,971	6,971	6,971	
Total Usable Reserves & Other Balances	24,483	27,269	27,426	30,315	32,934	36,681	

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 2016/17 in the Medium Term Financial Plan to Council on 25th February 2015 was £212,000. It is now proposed that this figure is revised for the new financial year, as explained below.
- 4.2. Members will note that the figure shown for 2016/17 is £118k. This has been estimated using a variety of indicators, but in the absence of a specific indicator, 0% has been used as an estimate of CPI for 2016/17. For 2016/17, the principal increase is in relation to other supplies and services being £12k. The inflation figure includes a 1.0% pay increase for staff in 2016/17 –equivalent to £106k.
- 4.3. As background information, inflation for the whole economy for the past year has been running as illustrated in the graph below:



- 4.4 After examining each type of expenditure and income in more detail, and in the light of indications for future inflation, the inflation allowance has been recalculated. The table below shows the suggested inflation rate to be applied to each element of the budget.

Inflation calculation for 2016/17 Budget		
<i>Item</i>	<i>Inflation %</i>	<i>£'000 age</i>
<i>Employees</i>		
Pay Salaries have been forecast to increase by 1.0% in 2016/17 to allow for an estimated pay award to all staff.	1.0	106
Other employee costs The inflationary percentage on this category is linked to the estimated pay award for 2016/17 of 1.0%.	1.0	1
<i>Buildings and Premises</i>		
Maintenance An estimate of the increase for 2016/17 is based on the CPI index for September 2015 (except for Cleaning which is 2.3%).	0	3
Fuel Our fuel suppliers have advised us of a 1.33% inflationary increase for electricity and 1.04% increase for gas respectively.	0	2
NNDR Allowance increase required for 2016/17 is based on the RPI index for September 2015.	0.8	4
Water This increase is based on the CPI index for September 2015 for both metered water and sewerage as no notifications of alternative increases have been received.	0	0
<i>Transport</i>		
Car Allowances The inflationary percentage on this category is based on the CPI index for September 2015.	0	0

Inflation calculation for 2016/17 Budget cont		
Supplies and Services	<i>Inflation</i>	
	%	£'000
	<i>age</i>	
Postage An estimate of the increase for 2016/17 is based on the CPI index for September 2015.	0	0
Subscriptions An estimate of the increase for 2016/17 is based on the CPI index for September 2015.	0	0
Telephones An estimate of the increase for 2016/17 is based on the CPI index for September 2015.	0	0
Insurance An estimate of the increase for 2016/17 is based on the weighted average of property and other insurances where property premiums correlate to property values.	3.64	9
Grants Grants for CAB etc. No allowance has been made.	0	0
Other Supplies and Services A 'basket' of items which will increase by different allowances, or remain static.	0	12
<i>Third Party Payments</i>		
Contracts The contract terms for refuse collection, street sweeping and highway maintenance are subject to increases relating to NJC Labour rates for Local Government (60%), price adjustment formulae for construction contracts civil engineering, Index No 2 plant and road vehicles (10%), price adjustment formulae for construction contracts civil engineering, Index No 10 derv fuel (5%) and National Statistics index 18.3 RPI all items (25%).	0.08	3
<i>Fees and Charges</i>		
Discretionary Charges An allowance based on the CPI index for September 2015 has not increased discretionary charges (car park fees excluded).	0	0

Inflation calculation for 2016/17 Budget cont		
	%	<i>Inflation</i> £'000
	age	
Mandatory Charges		
No further increases have been announced.	0	0
Rents		
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.	0	0
<i>Recharges</i>		
Census Revenues and Benefits		
The amount of inflation from various types of expenditure recovered from our Census Partner		(17)
CPE		
The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.		(5)
Total		<u>118</u>

COLLECTION FUND

The latest Collection Fund estimates are shown below:

	Collection Fund			
	2015/16 Original Estimate £'000	2015/16 Revised Estimate £'000	2016/17 Original Estimate £'000	Note
Council Tax Income				
Council Taxpayers	(86,933)	(87,900)	(91,725)	
Contribution to estimated deficit for previous year	0	0	0	
Total Council Tax	(86,933)	(87,900)	(91,725)	<i>a</i>
Council Tax Expenditure				
West Sussex County Council	66,199	66,199	70,028	<i>b</i>
Sussex Police & Crime Commissioner	8,198	8,198	8,633	<i>b</i>
Mid Sussex District Council	11,932	11,932	12,426	
Contribution paid for estimated C Fund surplus for previous year	765	765	1,291	<i>c</i>
Allowance for Bad & Doubtful Debts	604	513	638	
	<u>87,698</u>	<u>87,607</u>	<u>93,016</u>	
Movement on Fund Balance for Council Tax	765	(293)	1,291	
Business Ratepayers Income				
Business Ratepayers	(43,930)	(43,603)	(45,850)	<i>d</i>
Contribution to estimated deficit for previous year	(677)	(677)	(1,743)	<i>e</i>
	<u>(44,607)</u>	<u>(42,280)</u>	<u>(47,593)</u>	
Business Rates Expenditure				
Rate Retention Scheme to Central Govt	21,507	21,507	22,042	
Rate Retention Scheme to WSCC	4,301	4,301	4,408	
Rate Retention Scheme MSDC	17,205	17,205	17,633	
Cost of collection	173	173	175	
Allowance for Bad & Doubtful Debts and Appeals Provision	744	1,519	1,592	
Contribution paid for estimated surplus for previous year	0	0	0	
	<u>43,930</u>	<u>44,705</u>	<u>45,850</u>	
Movement on Fund Balance for RRS	(677)	425	(1,743)	
Total Movement on Fund Balance	88	132	(452)	
Collection Fund Balance				
At the beginning of the year	(88)	320	452	
Total Movement on Fund Balance	<u>88</u>	<u>132</u>	<u>(452)</u>	
Total Deficit/(Surplus) at Year End	0	452	0	

Notes

Council Tax

- a. For 2016/17, total Council Tax, less provision for bad debts of 0.7%, totals £91,725m - 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 19th February 2016 and the precept for Sussex Police & Crime Commissioner will be set on 18th February 2016.
- c. In accordance with legislation, the estimated balance as at 31st March 2016 on the Council Tax Collection Fund is (£1,291,000) surplus and both the County Council and Police Crime Commissioner have been notified. This surplus is paid to each of these principal authorities in proportion to their Council Tax for the current year.

	%	£
West Sussex CC	76.68	(989,970)
Sussex Police & Crime Commissioner	9.50	(122,600)
MSDC	13.82	(178,430)
	<hr/>	<hr/>
Total Council Tax Estimated Surplus	100.00	(1,291,000)
	<hr/>	<hr/>

Business Rates

- d. For 2016/17, the amounts are taken from the CLG NNDR1 return. These are derived from the number of hereditaments 4,170, and the total rateable value of £107.6m as at 31st December 2015. 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. 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 Business Rates Baseline. The estimated balance as at 31st March 2016 on the Collection Fund for RRS is a deficit of £1,742,578, although this will be monitored and adjusted at the end of the financial year, by way of the NNDR3 form for 15-16. The estimated deficit is shared as shown below.

	%	£
Central Government	50	871,289
MSDC	40	697,031
West Sussex CC	10	174,258
	<hr/>	<hr/>
Total Business Rates Estimated Deficit	100	1,742,578
	<hr/>	<hr/>

COUNCIL TAX LEVELS

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

Table 1: Council Tax Calculation		
	£	£
Mid Sussex DC Net Revenue Spending	12,721,499	
Town and Parish Council precepts*	3,581,497	
		16,302,966
Council Tax Support Grant (estimated at 2015/16 grant value)	(89,676)	
Housing Benefit Admin Grant	(287,922)	
Revenue Support Grant	(845,251)	
Transition Grant	(145,327)	
Dividend Income Local Authority Property Fund	(160,000)	
Rate Retention Scheme (RRS)	(2,563,776)	
Rate Retention Equalisation Reserve	(303,972)	
Collection Fund Estimated Deficit 15-16(Business Rates)	697,031	
Collection Fund Estimated Surplus 15-16(Council Tax)	(178,430)	
		(3,877,323)
Mid Sussex DC Council Tax Requirement	8,844,176	
Town and Parish Council Tax Requirement*	3,581,497	
Total Council Tax Requirement for 2016-17		12,425,673
		£214.33
	Divided by 57,975.6 (tax base)	

* Burgess Hill Town Council precept subject to approval on 22nd February 2016

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 £152.55 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 30th November 2015 (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 2016/17 (i.e. changes from 1st December 2015 to 31st March 2017) 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 2016/17 the rate has been set at 99.3%.

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 2016/17 - Analysed by Chargeable dwellings

	band A	band B	band C	band D	band E	band F	band G	band H	Total
No of dwellings									
Property equivalents*	2,058.05	6,284.56	13,159.49	16,459.70	10,794.75	8,014.59	4,246.87	373.91	61,391.92
Exemptions (various classes)	-100.00	-132.00	-148.00	-140.00	-71.00	-56.00	-28.00	-2.00	-677.00
Disabled reductions	10.00	33.00	29.00	-20.00	-6.00	-15.00	-16.00	-15.00	0.00
Chargeable	1,968.05	6,185.56	13,040.49	16,299.70	10,717.75	7,943.59	4,202.87	356.91	60,714.92
Single discounts	1,115.00	3,737.00	4,864.00	4,471.00	2,358.00	1,186.00	552.00	36.00	18,319.00
Two discounts	4.00	2.00	10.00	5.00	4.00	14.00	23.00	11.00	73.00
Council Tax Support Scheme Discounts**	323.12	1,183.40	1,312.70	747.65	171.59	48.06	19.45	0.30	3,806.27
Net chargeable	1,364.18	4,066.91	10,506.79	14,431.80	9,954.66	7,592.03	4,033.92	342.11	52,292.40
Ratio to Band D	6/9ths	7/9ths	8/9ths	9/9ths	11/9ths	13/9ths	15/9ths	18/9ths	
Band D equivalent	909.45	3,163.15	9,339.37	14,431.80	12,166.81	10,966.27	6,723.20	684.22	58,384.3
Total multiplied by Collection Rate of 99.3%									57,975.6

* 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 2016/17 tax base so calculated for the whole district is 57,975.6 which represents an increase of 1,005.6 (1.77%) on the tax base for the current year. The effect at parish area level ranges from a decrease of -5.2 to an increase of 299.4 and in percentage terms from -1.8% to +6.9%.

Table 3: Mid Sussex Tax Base 2016/17 - Analysed by Parish Area

Parish area	band A	band B	band C	band D	band E	band F	band G	band H	Total
Albourne	2.9	7.7	32.0	70.2	37.0	43.0	98.9	11.4	303.1
Ansty & Staplefield	13.1	19.2	68.5	133.3	159.0	182.4	246.1	54.5	876.1
Ardingly	16.4	17.7	69.9	179.4	143.1	148.5	99.7	19.4	694.1
Ashurst Wood	7.2	17.1	90.0	178.8	146.6	137.8	153.4	2.0	732.9
Balcombe	11.8	37.3	74.7	134.7	119.2	222.5	191.1	17.9	809.2
Bolney	13.6	17.0	14.4	83.5	82.8	144.8	211.4	49.2	616.7
Burgess Hill	120.1	655.8	2,629.5	3,479.9	2,394.6	1,528.4	573.6	18.4	11,400.3
Cuckfield	31.9	47.9	184.9	214.3	394.3	293.8	441.5	40.7	1,649.3
East Grinstead	251.1	565.5	1,873.7	2,461.0	2,521.2	2,292.7	914.2	41.2	10,920.6
Fulking	2.7	4.5	12.9	16.6	26.1	19.7	47.6	13.4	143.5
Hassocks	23.0	196.7	393.7	943.7	976.5	443.8	328.9	22.8	3,329.1
Haywards Heath	127.0	1,005.3	2,363.9	2,941.9	1,644.6	2,084.1	1,064.1	39.2	11,270.1
Horsted Keynes	4.4	15.5	69.6	121.5	112.9	156.0	172.6	30.8	683.3
Hurstpierpoint and Sayers Common	41.0	106.5	356.1	677.9	760.9	399.5	424.8	38.2	2,804.9
Lindfield	6.9	140.8	200.7	550.1	527.8	773.5	568.7	46.2	2,814.7
Lindfield Rural	13.9	36.6	115.0	230.9	324.8	360.8	187.0	57.9	1,326.9
Newtimber	0.4	4.7	10.8	5.0	4.6	1.4	9.5	2.0	38.4
Poynings	4.3	13.8	28.2	14.2	21.2	15.0	31.5	7.5	135.7
Pyecombe	2.7	4.1	8.8	22.3	16.1	25.5	31.5	0.0	111.0
Slaugham	36.8	101.9	190.3	274.3	167.4	199.7	137.0	52.1	1,159.5
Turners Hill	128.7	26.3	105.3	111.4	71.9	81.8	63.3	7.9	596.6
Twineham	3.6	1.2	9.2	19.8	26.7	19.7	35.6	19.4	135.2
West Hoathly	18.1	21.7	104.6	181.1	220.2	167.9	162.2	44.7	920.5
Worth	21.2	76.4	267.2	1,285.1	1,182.2	1,147.2	481.9	42.7	4,503.9
Total	902.8	3,141.2	9,273.9	14,330.9	12,081.7	10,889.5	6,676.1	679.5	57,975.6

Table 4: Basic Tax

Parish area	Tax base	Precept		MSDC	Basic
		band D	band D	band D	Tax
		£	£	£	£
Albourne	303.1	15,022	49.56	152.55	202.11
Ansty & Staplefield	876.1	48,632	55.51	152.55	208.06
Ardingly	694.1	79,501	114.54	152.55	267.09
Ashurst Wood	732.9	63,000	85.96	152.55	238.51
Balcombe	809.2	60,000	74.15	152.55	226.70
Bolney	616.7	34,800	56.43	152.55	208.98
Burgess Hill*	11,400.3	794,562	69.70	152.55	222.25
Cuckfield	1,649.3	167,010	101.26	152.55	253.81
East Grinstead	10,920.6	799,043	73.17	152.55	225.72
Fulking	143.5	8,359	58.25	152.55	210.80
Hassocks	3,329.1	181,500	54.52	152.55	207.07
Haywards Heath	11,270.1	493,968	43.83	152.55	196.38
Horsted Keynes	683.3	28,813	42.17	152.55	194.72
Hurstpierpoint & Sayers Common	2,804.9	184,191	65.67	152.55	218.22
Lindfield	2,814.7	157,000	55.78	152.55	208.33
Lindfield Rural	1,326.9	51,565	38.86	152.55	191.41
Newtimber	38.4	225	5.86	152.55	158.41
Poynings	135.7	4,521	33.32	152.55	185.87
Pyecombe	111.0	6,000	54.05	152.55	206.60
Slaugham	1,159.5	73,000	62.96	152.55	215.51
Turners Hill	596.6	65,135	109.18	152.55	261.73
Twineham	135.2	6,400	47.34	152.55	199.89
West Hoathly	920.5	50,250	54.59	152.55	207.14
Worth	4,503.9	209,000	46.40	152.55	198.95
Total	57,975.6	3,581,497	61.78	152.55	214.33

*Burgess Hill Town Council precept subject to approval on 22nd February 2016

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 2016/17 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:

	WSCC*	SPCC**	MSDC	Parish/Town Councils***	Total
	£	£	£	£	£
band A	805.26	99.27	101.70	41.19	1,047.42
band B	939.47	115.82	118.65	48.05	1,221.99
band C	1,073.68	132.36	135.60	54.92	1,396.56
band D	1,207.89	148.91	152.55	61.78	1,571.13
band E	1,476.31	182.00	186.45	75.51	1,920.27
band F	1,744.73	215.09	220.35	89.24	2,269.41
band G	2,013.15	248.18	254.25	102.97	2,618.55
band H	2,415.78	297.82	305.10	123.56	3,142.26

*WSCC precept subject to approval on 19th February 2016

**SPCC precept subject to approval on 18th February 2016

***Burgess Hill Town Council precept subject to approval on 22nd February 2016

An analysis of the actual amounts of tax for each parish area is shown on the following pages.

11. The actual band D Council Tax within each parish area of Mid Sussex ranges from:

Parish	Council Tax £
Newtimber (minimum)	1,515.21
Ardingly (maximum)	1,623.89

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

Parish	Increase/ (Decrease) on 2015/16 %
Lindfield Rural (decrease)	-7.1
Twineham (increase)	43.8

Analysis of Council Tax set for 2016/17 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	33.04		38.55		44.05		49.56	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,039.27	1,055.29	1,212.49	1,206.04	1,385.69	1,356.80	1,558.91
Ansty & Staplefield	parish	37.01		43.17		49.34		55.51	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,043.24	1,055.29	1,217.11	1,206.04	1,390.98	1,356.80	1,564.86
Ardingly	parish	76.36		89.09		101.81		114.54	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,082.59	1,055.29	1,263.03	1,206.04	1,443.45	1,356.80	1,623.89
Ashurst Wood	parish	57.31		66.86		76.41		85.96	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,063.54	1,055.29	1,240.80	1,206.04	1,418.05	1,356.80	1,595.31
Balcombe	parish	49.43		57.67		65.91		74.15	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,055.66	1,055.29	1,231.61	1,206.04	1,407.55	1,356.80	1,583.50
Bolney	parish	37.62		43.89		50.16		56.43	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,043.85	1,055.29	1,217.83	1,206.04	1,391.80	1,356.80	1,565.78
Burgess Hill*	town	46.47		54.21		61.96		69.70	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,052.70	1,055.29	1,228.15	1,206.04	1,403.60	1,356.80	1,579.05
Cuckfield	parish	67.51		78.76		90.01		101.26	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,073.74	1,055.29	1,252.70	1,206.04	1,431.65	1,356.80	1,610.61
East Grinstead	town	48.78		56.91		65.04		73.17	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,055.01	1,055.29	1,230.85	1,206.04	1,406.68	1,356.80	1,582.52
Fulking	parish	38.83		45.31		51.78		58.25	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,045.06	1,055.29	1,219.25	1,206.04	1,393.42	1,356.80	1,567.60
Hassocks	parish	36.35		42.40		48.46		54.52	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,042.58	1,055.29	1,216.34	1,206.04	1,390.10	1,356.80	1,563.87
Haywards Heath	town	29.22		34.09		38.96		43.83	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,035.45	1,055.29	1,208.03	1,206.04	1,380.60	1,356.80	1,553.18
Horsted Keynes	parish	28.11		32.80		37.48		42.17	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,034.34	1,055.29	1,206.74	1,206.04	1,379.12	1,356.80	1,551.52
Hurstpierpoint & Sayers Common	parish	43.78		51.08		58.37		65.67	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,050.01	1,055.29	1,225.02	1,206.04	1,400.01	1,356.80	1,575.02
Lindfield	parish	37.19		43.38		49.58		55.78	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,043.42	1,055.29	1,217.32	1,206.04	1,391.22	1,356.80	1,565.13
Lindfield Rural	parish	25.91		30.22		34.54		38.86	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,032.14	1,055.29	1,204.16	1,206.04	1,376.18	1,356.80	1,548.21
Newtimber	parish	3.91		4.56		5.21		5.86	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,010.14	1,055.29	1,178.50	1,206.04	1,346.85	1,356.80	1,515.21
Poynings	parish	22.21		25.92		29.62		33.32	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,028.44	1,055.29	1,199.86	1,206.04	1,371.26	1,356.80	1,542.67
Pyecombe	parish	36.03		42.04		48.04		54.05	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,042.26	1,055.29	1,215.98	1,206.04	1,389.68	1,356.80	1,563.40
Slaugham	parish	41.97		48.97		55.96		62.96	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,048.20	1,055.29	1,222.91	1,206.04	1,397.60	1,356.80	1,572.31
Turners Hill	parish	72.79		84.92		97.05		109.18	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,079.02	1,055.29	1,258.86	1,206.04	1,438.69	1,356.80	1,618.53
Twineham	parish	31.56		36.82		42.08		47.34	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,037.79	1,055.29	1,210.76	1,206.04	1,383.72	1,356.80	1,556.69
West Hoathly	parish	36.39		42.46		48.52		54.59	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,042.62	1,055.29	1,216.40	1,206.04	1,390.16	1,356.80	1,563.94
Worth	parish	30.93		36.09		41.24		46.40	
	district	101.70		118.65		135.60		152.55	
	wsccl/pcc	904.53	1,037.16	1,055.29	1,210.03	1,206.04	1,382.88	1,356.80	1,555.75

Analysis of Council Tax set for 2016/17 in each parish area (bands E to H)

band E		band G				band H		Parish area
£	£	£	£	£	£	£		
60.57		71.59		82.60		99.12	parish	Albourne
186.45		220.35		254.25		305.10	district	
1,658.31	1,905.33	1,959.82	2,251.76	2,261.33	2,598.18	2,713.60	3,117.82	
67.85		80.18		92.52		111.02	parish	Ansty & Staplefield
186.45		220.35		254.25		305.10	district	
1,658.31	1,912.61	1,959.82	2,260.35	2,261.33	2,608.10	2,713.60	3,129.72	
139.99		165.45		190.90		229.08	parish	Ardingly
186.45		220.35		254.25		305.10	district	
1,658.31	1,984.75	1,959.82	2,345.62	2,261.33	2,706.48	2,713.60	3,247.78	
105.06		124.16		143.27		171.92	parish	Ashurst Wood
186.45		220.35		254.25		305.10	district	
1,658.31	1,949.82	1,959.82	2,304.33	2,261.33	2,658.85	2,713.60	3,190.62	
90.63		107.11		123.58		148.30	parish	Balcombe
186.45		220.35		254.25		305.10	district	
1,658.31	1,935.39	1,959.82	2,287.28	2,261.33	2,639.16	2,713.60	3,167.00	
68.97		81.51		94.05		112.86	town	Bolney
186.45		220.35		254.25		305.10	district	
1,658.31	1,913.73	1,959.82	2,261.68	2,261.33	2,609.63	2,713.60	3,131.56	
85.19		100.68		116.17		139.40	parish	Burgess Hill*
186.45		220.35		254.25		305.10	district	
1,658.31	1,929.95	1,959.82	2,280.85	2,261.33	2,631.75	2,713.60	3,158.10	
123.76		146.26		168.77		202.52	parish	Cuckfield
186.45		220.35		254.25		305.10	district	
1,658.31	1,968.52	1,959.82	2,326.43	2,261.33	2,684.35	2,713.60	3,221.22	
89.43		105.69		121.95		146.34	town	East Grinstead
186.45		220.35		254.25		305.10	district	
1,658.31	1,934.19	1,959.82	2,285.86	2,261.33	2,637.53	2,713.60	3,165.04	
71.19		84.14		97.08		116.50	parish	Fulking
186.45		220.35		254.25		305.10	district	
1,658.31	1,915.95	1,959.82	2,264.31	2,261.33	2,612.66	2,713.60	3,135.20	
66.64		78.75		90.87		109.04	parish	Hassocks
186.45		220.35		254.25		305.10	district	
1,658.31	1,911.40	1,959.82	2,258.92	2,261.33	2,606.45	2,713.60	3,127.74	
53.57		63.31		73.05		87.66	town	Haywards Heath
186.45		220.35		254.25		305.10	district	
1,658.31	1,898.33	1,959.82	2,243.48	2,261.33	2,588.63	2,713.60	3,106.36	
51.54		60.91		70.28		84.34	parish	Horsted Keynes
186.45		220.35		254.25		305.10	district	
1,658.31	1,896.30	1,959.82	2,241.08	2,261.33	2,585.86	2,713.60	3,103.04	
80.26		94.86		109.45		131.34	parish	Hurstpierpoint & Sayers Common
186.45		220.35		254.25		305.10	district	
1,658.31	1,925.02	1,959.82	2,275.03	2,261.33	2,625.03	2,713.60	3,150.04	
68.18		80.57		92.97		111.56	parish	Lindfield
186.45		220.35		254.25		305.10	district	
1,658.31	1,912.94	1,959.82	2,260.74	2,261.33	2,608.55	2,713.60	3,130.26	
47.50		56.13		64.77		77.72	parish	Lindfield Rural
186.45		220.35		254.25		305.10	district	
1,658.31	1,892.26	1,959.82	2,236.30	2,261.33	2,580.35	2,713.60	3,096.42	
7.16		8.46		9.77		11.72	parish	Newtimber
186.45		220.35		254.25		305.10	district	
1,658.31	1,851.92	1,959.82	2,188.63	2,261.33	2,525.35	2,713.60	3,030.42	
40.72		48.13		55.53		66.64	parish	Poynings
186.45		220.35		254.25		305.10	district	
1,658.31	1,885.48	1,959.82	2,228.30	2,261.33	2,571.11	2,713.60	3,085.34	
66.06		78.07		90.08		108.10	parish	Pyecombe
186.45		220.35		254.25		305.10	district	
1,658.31	1,910.82	1,959.82	2,258.24	2,261.33	2,605.66	2,713.60	3,126.80	
76.95		90.94		104.93		125.92	parish	Slaugham
186.45		220.35		254.25		305.10	district	
1,658.31	1,921.71	1,959.82	2,271.11	2,261.33	2,620.51	2,713.60	3,144.62	
133.44		157.70		181.97		218.36	parish	Turners Hill
186.45		220.35		254.25		305.10	district	
1,658.31	1,978.20	1,959.82	2,337.87	2,261.33	2,697.55	2,713.60	3,237.06	
57.86		68.38		78.90		94.68	parish	Twineham
186.45		220.35		254.25		305.10	district	
1,658.31	1,902.62	1,959.82	2,248.55	2,261.33	2,594.48	2,713.60	3,113.38	
66.72		78.85		90.98		109.18	parish	West Hoathly
186.45		220.35		254.25		305.10	district	
1,658.31	1,911.48	1,959.82	2,259.02	2,261.33	2,606.56	2,713.60	3,127.88	
56.71		67.02		77.33		92.80	parish	Worth
186.45		220.35		254.25		305.10	district	
1,658.31	1,901.47	1,959.82	2,247.19	2,261.33	2,592.91	2,713.60	3,111.50	