

DRAFT CORPORATE PLAN AND BUDGET 2018/19

SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT

1.0 Overall Summary

- 1.1 The Council has a well-tested and robust Service and Financial planning process that has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We remain prudent in our financial planning and continue to use a combination of savings, increases in income and careful investments to achieve a balanced budget.
- 1.2 This prudence has resulted in the Council considering itself 'financially independent' given that Revenue Support Grant drops to zero in 2018/19. While this in itself does not confer any particular financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship that matches the strategic ambition of the Council for the Mid Sussex community.
- 1.3 While this year there are no significant service redesigns or efficiencies to be discussed, there are some minor alterations to services and some expansion of the Development Management and Economic Development portfolio; where appropriate, the draft proposals set out in this report have again been informally discussed with some Members.
- 1.4 In summary, as in previous years the proposals offer a balanced budget for 2018/19 that:
 - Invests in key projects over the longer term by allocating resources to the Council's priorities;
 - Protects key frontline services;
 - Continues to protect and reinforce the Council's reserves position and fund the proposed capital programme.

2.0 Key Factors taken into consideration

2.1 The Council's Corporate Priorities

2.1.1 The Council's corporate priorities and main purpose were refreshed in 2017 and these continue to reflect the current challenges and opportunities facing the Council. Of ongoing importance is the continued recognition of the Council's role in supporting economic growth in the District and the need to maintain financial independence, given the sustained reduction in levels of Government grant. In addition, the next ten years will see unprecedented levels of new housing development in the District, and the Council will have a key role in ensuring that sufficient infrastructure and services are planned for and provided and that existing and new communities are supported to become cohesive and engaged.

2.1.2 The statement of main purpose and Council priorities are:

2.2 Statement of Main Purpose

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

2.3 Council Priorities

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

2.4 Flagship Activities

2.4.1 The Council will continue its commitment to delivering key "flagship" activities in the year ahead. These will provide a fresh focus for the Council in delivering its priorities, with progress reported in the following year's plan. Progress made against the 2017/18 flagship activities can be found at Paragraph 2.9. Flagship activities for 2018/19 under each of the Council priorities are shown below:

2.5 Effective and responsive services

2.5.1 The Council wishes to build on the performance of all of its services with a particular focus on further improving customer experience. Flagship activities for 2018/19 are:

- Increase levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.
- Help our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.
- Introduce cashless parking as one of an increasing number of digital services.
- Celebrate the quality of our parks and green spaces by achieving Green Flag accreditation for St Johns Park, Burgess Hill and work towards accreditation for a site in East Grinstead.
- Deliver enhancements and new attractions to the Leisure Pool at The Triangle Leisure Centre, to increase the number of visits to our leisure facilities and inspire residents to be more active.

2.6 Sustainable economic growth

2.6.1 The Council has an important role in supporting businesses, encouraging new ones and attracting inward investment. Flagship activities for 2018/19 are:

- Support the roll out of Full Fibre to homes and businesses in Mid Sussex by working with local and national partners.
- Help make Mid Sussex a vibrant and attractive place for businesses and people to grow and succeed by establishing an Economy and Inward Investment Team that proactively attracts significant external investment.
- Support Haywards Heath as an attractive retail destination by introducing new management arrangements and improved facilities at the Orchards Shopping Centre.

2.7 Strong and resilient communities

2.7.1 Continuing to work with partner organisations to build sustainable communities that will deliver a better quality of life for all. Flagship activities for 2018/19 are:

- Help our communities feel safer and aid the detection of crime by putting in place new and improved CCTV arrangements, in partnership with Sussex Police and the town councils.
- Launch the Wellbeing service pilot at local GP practices to work with residents who need advice and support to lead and maintain healthier lifestyles.
- Engage and involve our communities in the development and delivery of community facilities and playgrounds, including the Skate Park refurbishment at Victoria Park, Haywards Heath; new community building for the Keymer Brick and Tile development at Burgess Hill; and improving recreational facilities for the Stone Quarry estate at East Grinstead.
- Install new electric vehicle charging points at key community locations, to expand and improve our sustainable transport network in the District.

2.8 Financial Independence

2.8.1 Reduced Government financial support brings the need for robust management of budgets and maximising of income to be as financially self-sufficient as possible. Flagship activities for 2018/19 relate to the development of services and assets that will generate revenue for the Council such as:

- Generate income from the sale of surplus land for the development of new homes, to support future investment in other community assets and infrastructure.
- Manage our costs effectively through a variety of projects, including providing a wider range of digital services.
- Increase planning fees to provide a more efficient and effective planning service to support economic growth and support financial independence.

2.9 Progress made against 2017/18 Flagship Activities

2.9.1 The progress made against each of the 2017/18 flagship activities within each corporate priority are summarised as follows;

2.10 Effective and responsive services

2.10.1 Improving our customer service with more enquiries dealt with at the first point of contact;

- Telephone surveys of residents contacting the Customer Services Centre have been introduced and registered high levels of customer satisfaction.
- Centre staff have been able to deal with more enquiries at the first point of contact.

2.10.2 Increasingly digitising our services to make them more customer-friendly by improving efficiency;

- An increase in the number of e-forms submitted by the public and greater digital transactions.
- This year's electoral canvass saw a record digital return with 61% of residents responding by telephone, text message or on-line.

2.11 Sustainable economic growth

2.11.1 Progressing the Town Centre Development at Burgess Hill;

- Agreement for Lease for the New River Retail £65m redevelopment of Burgess Hill has been signed.
- Demolition of the gas holder at Leylands Road has been completed as the site for the new Lidl store.
- Progress has been made in relation to the temporary site for the library and new Iceland premises.
- The target completion date for the town centre redevelopment remains 2020/21.

2.11.2 Re-development of the station quarter at Haywards Heath including the opening of the new Waitrose store, and also work on East Grinstead Town Centre;

- The Waitrose store has opened and formed part of the £35m Haywards Heath station quarter redevelopment that also includes two other smaller retail units and a new three-level multi storey car park.
- Demolition of the former Martell's site in Queen's Walk, East Grinstead has been completed and will be redeveloped to provide 129 homes, 1,624 m² of retail space and a new car park.

2.11.3 Working towards the provision of new business parks at Burgess Hill;

- The design framework for the Hub business park has been approved and planning permission granted for the first reserve matters application. Work on site is due to start over the winter.
- The imminent first planning application for the Northern Arc development will include the business park employment space.

2.11.4 Providing economic grants to support businesses;

- The micro-business grant scheme has awarded all £83,000 to 48 businesses, with grants targeted at companies with less than 10 employees who are looking to expand and/or take on an apprentice.
- Discretionary rate relief of £379,000 has been awarded to some 450 small and medium sized independent businesses affected by the revaluation.

2.11.5 Production of a new Economic Development strategy;

- The Strategy will be adopted in March 2018 and has involved extensive engagement with the business community.

2.12 Strong and resilient communities

2.12.1 Continue to support our community through grants to local organisations;

- Community grants totalling £500,000+ have been awarded in 2017/18 (*as at December 2017), with the majority through our partnership agreements with the Citizens Advice Bureau, Age UK, Horsham and Mid Sussex Voluntary Action and Action in Rural Sussex.

- Special grants have also been awarded for Silver Sunday events in the District to support older people facing isolation.

2.12.2 Ensure that the “Think Family” community initiatives are delivered and supported;

- Initiatives supported this year have included schemes delivered through the Bentswood Community Partnership, support for women suffering domestic violence and Crawley Town FC “Kicks” football sessions running at Mount Noddy, East Grinstead.
- The Council’s Early Intervention Officer has had, on average, a caseload of intensive support for 12 families over the last year.

2.12.3 Providing an effective Wellbeing service that helps residents make healthy lifestyle choices;

- The Wellbeing service continues to exceed its targets for the numbers of people assisted to make improvements to their lifestyles, including losing weight, taking more exercise and improving their diet.
- “Weight off workshops” and pre-diabetes courses have proven to be particularly popular.

2.12.4 Enable the provision of 200 new affordable homes;

- There has been a delay to start on site for a number of schemes as progress is set by developers and housing association partners. Some 95 of the anticipated units are now expected to be delivered in 2018/19.
- We are exploring use of the Council’s own land to promote the delivery of affordable housing.
- A dedicated working group has been established to lead this work.

2.12.5 Supporting communities with new facilities and playgrounds, such as Ansty recreation ground, Hickmans Lane, Lindfield, and Finches Field, Pease Pottage;

- £144,000 has been awarded towards the cost of rebuilding the village hall, sports and social facilities at Ansty Recreation Ground.
- A Facility Grant of £666,000 has been awarded to Slaugham Parish Council for a new community hall and other facilities at Finches Field, Pease Pottage.
- Other schemes supported have included improvements at World’s End Recreation Ground, Burgess Hill.

2.13 Financial independence

2.13.1 The delivery of improvements to the leisure centres;

- An extensive programme of improvements has been delivered across all three of the Council’s leisure centres and there have been record levels of attendance and membership, which now totals over 13,000.

2.13.2 Extension of the green waste service to a further 2,000 users;

- A marketing campaign has been undertaken to expand the customer base and the project is on target to achieve 18,200 green waste subscriptions by the end of 2017/18.

2.13.3 Making best use of our land and commercial property holdings;

- Appropriate acquisition and disposal of Council assets has been undertaken, including the purchase of the leasehold on the Orchards Shopping Centre, which has boosted our revenue stream.
- Collection of rents due on the Council’s property is at close to 100%.

2.14 Service Plans and Performance

- 2.14.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.
- 2.14.2 Members of the Scrutiny Committee will be familiar with the quarterly service performance statistics and Flagship activities progress reports received. These have shown for some time that the Council's services are generally performing strongly and that we do not have any failing services, although in some key areas there have been significant challenges, not least the disaggregation of the Census Revenues and Benefits shared services partnership. Members of this Committee will be aware that there continues to be a strong performance culture throughout the Council and particularly amongst the Business Unit Leaders to ensure that when performance levels are not as expected, remedial actions are quickly put in place.
- 2.14.3 Members will also note from the service plans that services continue to improve and deliver many positive initiatives that will benefit local people.

2.15 Central Government Funding of Local Government

- 2.15.1 In developing the proposals in this report, officers have continued to be very mindful of the continuing changes to the way councils are funded. The 2017 Autumn Budget made no changes to the direction taken by the Government to:
- phase out Revenue Support Grant by 2018/19 for MSDC, to be replaced by a tariff in 2019/20;
 - develop the Rate Retention Scheme to enable the sector to retain 100% of business rates (though the detail of this is still awaited given the lack of a Finance Bill which was to be considered by the last parliament);
 - provide an opportunity for councils to increase their Council Tax levels in 2017/18 by up to 1.99% or £5 whichever is the greater.

Our analysis of the effect this regime will have was set out in the Cabinet report presented in September. 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.

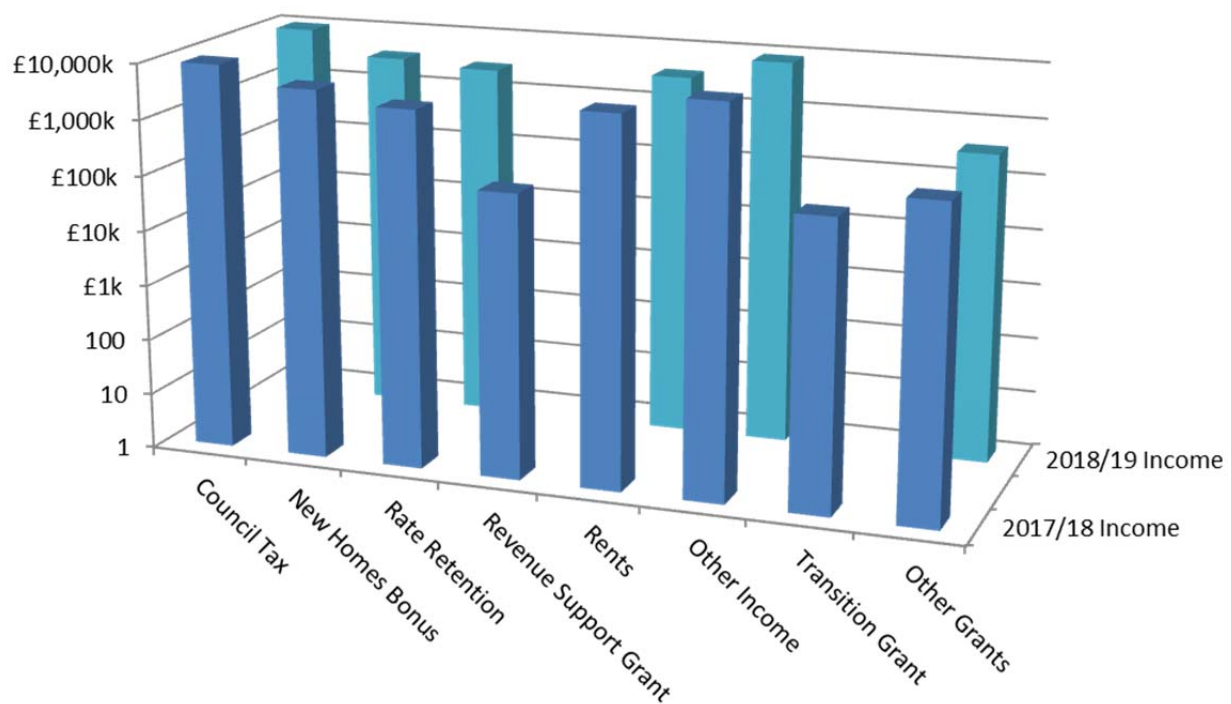
3.0 The Financial Outlook for 2018/19

(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. Last year we signed up to a four-year settlement deal which gives more certainly over RSG, albeit that is less relevant now that we receive no grant.

3.1.2 The Provisional Settlement announcement (probably on 20th December) should give more certainty to the New Homes Bonus scheme, described below. For now we shall use a forecast to show the proportion of the different funding sources received:



Source: Various budgeted and projected as at 15 December 2017

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

Rates Retention Scheme (RRS)

3.1.4 This was a major change to the funding of local authorities in 2013/14 and for Mid Sussex there has been some moderate growth in our Business Rate taxbase. After allowing for the effect of the levy payment on the excess income and a payment into the RRS reserve (which is there to mitigate potential variations in income from year to year) we can forecast income of £2.858m in 2018/19.

Revenue Support Grant (RSG)

- 3.1.5 RSG is the residual part of Formula Grant under the new financial model; for next year we will not receive any of this funding.

New Homes Bonus (NHB)

- 3.1.6 As Members are aware, the level of NHB received under the present scheme is dependent on the scale of new housing completed each year. NHB is calculated on net housing developed (i.e. the figure is reduced by demolitions and empty homes). The table below shows the actual funds received to date and the estimated return in future years. We are expecting an announcement about changes to the scheme with the Provisional Settlement and have attempted to forecast the effect of this below.

Year	2011/12 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
1 st actual	360	360	360	360	360	360			
2 nd actual		506	506	506	506	506			
3 rd actual			735	735	735	735	735		
4 th actual				894	894	894	894		
5 th actual					761	761	761	761	
6 th actual						1,173	1,173	1,173	1,173
7 th actual							845	845	845
8 th forecast								800	800
9 th forecast									800
Total	360	866	1,601	2,495	3,256	4,429	4,408	3,579	3,618

- 3.1.7 Reflecting on the above, for 2018/19 there are no draws on the Bonus within the revenue budget; the income therefore replenishes our general reserve.

3.2 Income from Fees, Charges and Rents

- 3.2.1 The Council continues to generate substantial income from charging for a number of its own services. Added together, fees and charges are expected to represent about 30% of the Council's overall income. i.e. a greater proportion than that received in funding from Government. To agree a budget, assumptions have been made about the state of the local economy, particularly the building related sectors that affect income from Land Charges, Building Control and Development Management and the income associated with the management of off-street car parking. We are not expecting any significant variations in any of these markets next year but will of course monitor and report variances to Cabinet in the usual way.
- 3.2.2 We have allowed for the proposed 20% national increase in Planning Fees next year; this increased income is being used to finance an expanded Development Management and Economic Growth team to help the district move forward in its aspirations for growth.

3.3 Use of Reserves

Last year we were able to set up and/or increase the Specific Reserves that are used to finance the project work in various areas. Unless being contributed to, these have no impact on Council tax levels and do not form part of the revenue budget.

Orchards Reserve

- 3.3.1 Members will vividly recall that the headlease of the Orchards Shopping Centre was bought back by the Authority in November 2016. From learning of its sale to actually completing on the contract took some 10 weeks only, and we accounted for it in a summarised fashion in our 2017/18 Corporate Plan.
- 3.3.2 Since that time we have been running the Centre and increasing our understanding of the level of resource needed to manage and maintain it, such that we are now able to bring the management (billing of service charges, routine maintenance and employment of the Centre Manager) in house. By doing this we save the landlord's costs, i.e. the non-rechargeable part of the service charge package, for the authority. Our intention is to reinvest these in the property team to employ another Estates Surveyor to help with the many packages of work across the Council's estate.
- 3.3.3 We have also been reviewing our accounting for the investment and tidying up the reporting headings in the ledger. The result is that we need to make some adjustments to our payment to the Orchards Reserve. This is partly due to the loss of head rent but also changes to rental income to allow for voids and incentives. The overall effect of this is to reduce the payment to the Orchards Reserve by some £475k pa – meaning the payment is now £425k each year. The revenue position and the payment to reserve are therefore self-balancing and have a neutral effect on the revenue account.
- 3.3.4 The Orchards Reserve was set up to provide a fund to maintain and improve the investment, to cover those expenses that could not be off set against the service charge. Thus far, the only commitment against the reserve is the replacement of the roofs, reported to Cabinet as part of Budget Management in July 2017.
- 3.3.5 Clearly, very significant investment will be needed to make a step change in the performance of the Centre and, as Members are aware, this cannot be achieved in the short term. However, keeping a reserve means that the Council can consider annually whether it can make a contribution to the reserve and at what level. In the medium to long term this should mean the Council can consider improvements, possibly in conjunction with a development partner

ICT Reserve

- 3.3.6 The proposal here is to annually devote £400k into this reserve to carry on the drive towards digitisation of the council's services and move towards being infrastructure free. It will also facilitate improved customer service and increased productivity.
- 3.3.7 Developments for 2018/19 include:
 - I. Upgrading the Windows 7 operating system with Windows 10 to ensure our environment is up to date and secure;
 - II. Preparing for the General Data Protection Regulations with a data audit and increased digitisation of information
 - III. redesign the Mid Sussex website and transfer it into the Cloud.

- 3.3.8 As further projects come forward these will be reported to the Scrutiny Committee for Customer Services in the usual way.

Economic Development and Burgess Hill Growth Area Reserve

- 3.3.9 The scale and pace of change within the Planning and Economy portfolio, derived from the pressures to secure delivery of strategic housing and employment sites, the need to secure inward investment into our towns and villages and the pressure to deliver associated infrastructure requires the Council to rethink its approach to delivering an extensive programme of planning and economic development that has local, regional and national attention.
- 3.3.10 The delivery of the Burgess Hill growth area is a strategic priority for the Council and is required to meet housing and employment growth over the next 10 to 15 years. There are currently **35** projects progressing within Burgess Hill which will lead to the delivery of over 5,000 new homes, 25 hectares of high quality business space across 2 business parks, the delivery of a 48ha Science and Technology Park, £65 million investment in the town centre and a significant investment in highways and other infrastructure. This represents inward investment of over £1bn. Successful delivery of growth on this scale will require significant investment in specialist skills and advice on an 'as and when' basis.
- 3.3.11 We are therefore planning to contribute some £300k pa into this reserve to finance these on-off skills purchases.

Business Rates Equalisation Reserve

This reserve was set up to smooth the possible irregularities in income arising from the scheme, by topping up income in years when appeals or extraordinary events create a deficit. For 2018/19 we were forecasting a contribution of £200k originally, but this has been reduced to £163k as we have progressed through the budgeting process, partly to take into account the increased cost of Members Allowances for 2018/19 approved at Council 13th December 2017. There remains £200k in the reserve for future years.

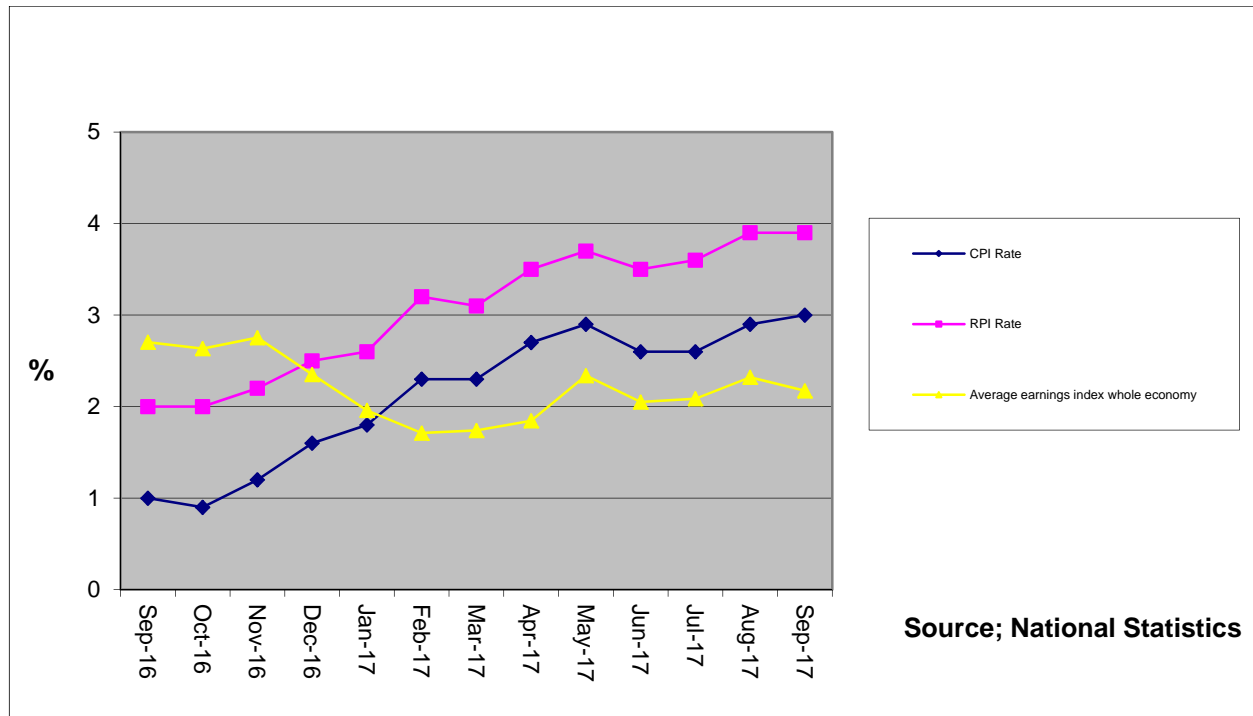
3.4 Council Tax

- 3.4.1 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the single largest proportion of the Council's income, expected to be equivalent to 34% in 2018/19.
- 3.4.2 For next year Members have informally indicated that a modest rise of 3.2% should be budgeted in order that the Council keeps up with inflation, given that most other income sources (such as car parking charges and green waste fees) are being frozen. This provides an extra £297k in 2018/19 whilst increasing the tax at Band D by £4.95. Recipients of the Council Tax Reduction Scheme are not affected by this increase due to the scheme parameters being appropriately uprated.

(b) Expenditure

3.5 Inflation and Staff Salaries

3.5.1 The Consumer Price Index measure of inflation rose to 3% in the year to September 2017 up from 2.9% in August as the chart below shows:



3.5.2 The inflation index is important to us, since it is used to calculate price increases on contracts and gives an indication of the general level of price increases that the Council should apply to its expenditure figures. Overall, net inflation relating to contracts and other expenditure is expected to be **£393k** in 2018/19. The details of this calculation are set out below. The principal increase is in relation to contracts £98k, other supplies and services £87k and maintenance £57k. The inflation figure assumes a 2% pay increase for staff in 2018/19 of which 1% provision is shown in the table below totalling £110k, and a further 1% is held in a Specific Reserve.

Inflation Calculation for 2018/19 Budget			
Item		Inflation	
		%	£'000
		age	
<i>Employees</i>			
Pay			
Salaries have been forecast to increase by 2% in 2018/19 to allow for an estimated pay award to all staff, 1% provision shown here and a further 1% held in a Specific Reserve.		1.0	110
Other employee costs			
The inflationary percentage on this category is linked to the estimated pay award for 2018/19 of 1.0%.		1.0	1
<i>Buildings and Premises</i>			
Maintenance			
An estimate of the increase for 2018/19 is based on the CPI index for September 2017.		3.0	57
Energy			
Our energy suppliers have advised us of a 1% inflationary increase for electricity and 1% increase for gas respectively.		1.0	2
NNDR			
Price increase for NNDR (Previously based on September RPI), now based on CPI for 2018/19 following budget announcement .		3.0	14
Water			
This increase is based on the CPI index for September 2017 for both metered water and sewerage as no notifications of alternative increases have been received.		3.0	2
<i>Transport</i>			
Travel Allowances			
The inflationary percentage on this category is based on the CPI index for September 2017		3.0	6
<i>Supplies and Services</i>			
Postage			
An estimate of the increase for 2018/19 is based on the CPI index for September 2017		3.0	11
Subscriptions			
An estimate of the increase for 2018/19 is based on the CPI index for September 2017.		3.0	2
Telephones			
An estimate of the increase for 2018/19 is based on the CPI index for September 2017.		3.0	3

Inflation Calculation for 2017/18 Budget			
Item	Inflation		
	%	£'000	
	age		
Insurance			
An estimate of the increase for 2018/19 is based on the weighted average of property and other insurances where property premiums correlate to property values.	1.05	3	
Grants			
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2017.	3.0	6	
Other Supplies and Services			
A 'basket' of items which will increase by different allowances, or remain static.	3.0	87	
<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 RPI all items (25%).	2.38	98	
<i>Fees and Charges</i>			
Discretionary Charges			
An allowance based on the CPI index for September 2017 has not increased discretionary charges (car park fees excluded).	3.0	(1)	
Mandatory Charges			
No further increases have been announced.	-	-	
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.	-	-	
<i>Recharges</i>			
Census Revenues and Benefits			
The amount of inflation from various types of expenditure recovered from our Census Partner		-	
CPE			
The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.		(8)	
Total		393	

3.6 Council Tax Collection Fund Surplus/Deficit

- 3.6.1 At this stage, we are forecasting a surplus on the Mid Sussex part of the Collection Fund of £145k by the end of the year. This is as a result of increased house building leading to more tax being billed and a reduction in claims for Council Tax Support.

3.7 Council Tax Support Scheme

- 3.7.1 Members will recall that the Council agreed and implemented a new local Council Tax Support Scheme in 2013/14. Given its policy success, it is proposed that the Council retains this scheme for 2018/19 with the accompanying financial factors unchanged.

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

- 3.8.1 We have not been advised that we will lose any grant next year. However, in previous years efficiency savings by the Department of Work and Pensions have translated into grant reductions but we have not assumed any reduction so far.

3.9 Tax Base

- 3.9.1 The tax base for the year was set at Council on 13th December 2017. For this year we are predicting growth of 1.65% which reflects the increased level of house building in the district, along with a reduced level of exemptions and discounts.

3.10 Balance Unallocated

- 3.10.1 This forms a contingency for the year and has been kept low for the last few years. In effect, we accurately balance the budget by appropriately varying this figure by small amounts, and for 2018/19 we need to set it at **£27k**.

3.11 Capital Programme

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

3.12 Land and Property Specific Reserve

- 3.12.1 Members will know that we have now invested £6m in the Local Authorities Property Fund and that this is generating a dividend of around 4% annually.
- 3.12.2 This year we have bought back a lease of one of our freehold properties which we will bring forward plans to redevelop in 2018/19.
- 3.12.3 The reserve has some £500k remaining of the original £2m earmarked until another opportunity presents itself for an investment. This is proving difficult because of the buoyant property market.

3.13 Four Year Position

- 3.13.1 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) below. It is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change. We have also had to use estimated figures for some key income grants not yet announced – such as the DWP housing benefit administration grant.

3.13.2 Notwithstanding that, most of our income has certainty and we are therefore able to forecast that the gap / (surplus) in the Council's budget over the next 4 years is predicted to be:

Year 1 2018/19	£0k
Year 2 2019/20	£761k
Year 3 2020/21	£1,234k
Year 4 2021/22	£1,398k

Medium Term Financial Plan
Scrutiny Committee For Leader, Resources and Economic Growth 30th January 2018

	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Revenue Spending					
Base Net Expenditure	10,208	10,380	10,222	10,290	10,284
Benefits	(119)	(119)	(119)	(119)	(119)
Base Revenue Spending	10,089	10,261	10,103	10,171	10,165
Balance Unallocated	12	27	12	12	12
Council Net Expenditure	10,101	10,288	10,115	10,183	10,177
Contribution to Rate Retention Scheme Equalisation Reserve	200	163	200	200	200
Additional Contribution to ICT Reserve (Digital)	600	400	400	400	400
Contribution to Economic Development & Burgess Hill Growth Area Reserve	500	304	304	304	304
Contribution to Economic & Community Development Fund	220	-	-	-	-
Contribution to Leisure Reserve	300	-	-	-	-
Contribution to Orchards Reserve	900	425	425	425	425
Net 2016/17 on-going savings / permanent changes		(96)	(96)	(96)	(96)
Net Pressures from Budget Wps		1,262	1,258	1,242	1,242
Provision for pay award above 1%		109	218	327	436
Net General inflation	-	393	786	1,179	1,572
Total Revenue Spending	12,821	13,248	13,610	14,164	14,660
External Funding (RSG)	(128)	-	767	767	767
Rates Retention Scheme (RRS) funding	(2,775)	(2,858)	(2,944)	(2,700)	(2,700)
Transitional Grant 17/18	(145)	-	-	-	-
HB Admin Grant / LCTS Grant	(374)	(374)	(374)	(374)	(374)
Council Tax Requirement @ 3.2% in 18/19 and 19/20; 1.99% in future years	(9,183)	(9,631)	(10,058)	(10,383)	(10,715)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(110)	(145)	-	-	-
- Rates Retention Scheme deficit / (surplus)	1,521	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(1,387)	-	-	-	-
Cumulative Balance deficit; / (surplus)	0	0	761	1,234	1,398
Difference year on year		0	761	473	164

Financing Revenue Spending	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Council Taxbase	59,012.1	59,983.3	60,703	61,432	62,169
Change in Taxbase	1.79%	1.65%	1.20%	1.20%	1.20%
Revenue Budget	12,821	13,248	13,610	14,164	14,660
% change in Formula Grant / External Funding	-84.9%	-100.0%			
External Funding (RSG)	(128)	0	767	767	767
Rates Retention Scheme (RRS) funding	(2,775)	(2,858)	(2,944)	(2,700)	(2,700)
Transitional Grant 17/18	(145)	0	0	0	0
HB Admin Grant / LCTS Grant	(374)	(374)	(374)	(374)	(374)
Council Tax Requirement	(9,183)	(9,631)	(10,058)	(10,383)	(10,715)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(110)	(145)	-	-	-
- Rates Retention Scheme deficit / (surplus)	1,521	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(1,387)	-	-	-	-
Total Financing	(12,821)	(13,248)	(12,849)	(12,930)	(13,262)
Balance [(deficit); /surplus]	0	(0)	(761)	(1,234)	(1,398)
	(12,821)	(13,248)	(13,610)	(14,164)	(14,660)
Council Tax at Band D	£ 155.61	£ 160.56	£ 165.69	£ 169.02	£ 172.35
Change from previous year	1.99%	3.20%	3.20%	1.99%	1.99%

Notes on Medium Term Financial Plan

Year 1 (2018/19): This is the year for which the budget is being proposed. It is balanced with a total spending requirement of £13.248m financed from a combination of Rates Retention scheme, Council Tax, Dividend income and other grants only, as Revenue Support Grant has reduced to zero. Inflation is assumed to make up £393k of that expenditure and Council Tax is set to rise by 3.2%.

Year 2 (2019/20): In this year, Revenue Support Grant is forecast to be replaced with a £767k tariff payable to DCLG and a further 3.2% increase in Council Tax. Inflationary pressures add a further £393k to expenditure which includes a 2% average pay rise on payroll. The net result is a forecast deficit of £761k.

Year 3 (2020/21): In this year, a further £767k tariff is forecast. Once again, inflationary pressures add a further £393k to expenditure and Council Tax continues to rise by 1.99%. The net result is a forecast deficit of some £1,234k. This is an increase of £473k compared to the 2019/20 deficit of £761k.

Year 4 (2021/22): This is obviously the more difficult year to forecast given that it starts in some 42 months' time and is beyond the scope of the current spending review timeframe. It is expected that changes will have taken place by this time so any projections must be treated with caution. Given what we know at this time, a further £767k tariff is forecast to be payable to DCLG, council tax rises by 1.99% and inflationary pressures of some £393k result in a deficit of £1,398k, which is a continuing worsening position compared to the 2020/21 deficit.

SECTION 2: PLANS FOR SERVICE CHANGES, INCOME GENERATION AND EFFICIENCY SAVINGS FOR 2018/19

1. Introduction

- 1.1 As in previous years the plans described below have been carefully developed to ensure that services for residents and service users are not affected by the financial challenges facing the Council.
- 1.2 The service changes described below are a mixture of:
- in-year savings from 17/18 carried forward into 2018/19;
 - increased income from nationally set price rises; and
 - increased service expenditure where demand for services has increased by way of economic or demographic growth.
- 1.3 It is important to note that while this Council continues to focus on finding ways of doing more for less and increase efficiency we still deliver new and innovative projects aimed at improving services for the residents of Mid Sussex.
- 1.4 Members will recall that at the Cabinet meeting of 5th September 2017, we reported a small revenue deficit of £12k. Since that time we have worked up a full budget and taken account of some increased income forecast and some increased and new pressures. As a result of this work, we can report that the budget is now balanced as set out in the following paragraphs which contain some of the more significant changes.

2. Pressures

2.1 Pressures arising from Service Planning

Revenues and Benefits Restructure

- 2.1.1 Members will know that the CenSus partnership is being dissolved this year, first with the departure on 1st October of Adur DC (to provide a joint service with Worthing BC with whom they effectively are a joint council) and then by Horsham DC leaving at the end of the financial year.
- 2.1.2 This gives us a great opportunity to reshape our service to suit the needs of Mid Sussex, and to invest in increased digitisation and improved customer service. This was less possible in the three way CenSus partnership, where the focus of our partners was value for money and a standardised service.
- 2.1.3 Work is under way to specify the new service and the staffing restructure is advanced. Of course one of the disadvantages of moving away from the Partnership is that some economies of scale are lost. This applies to staffing and contracts.
- 2.1.4 In response to this we have considerably reduced the size of the senior management levels and redesigned the roles beneath using industry best practice. We are taking advice from leaders in the field and aiming to create a service that will have high standards and will integrate in an improved way with services like homelessness and debt management. However, transiting to this cannot be achieved in the short term. The additional costs in 2018/19 are £445k. We expect to manage these down over time as we capitalise on the efficiencies the new service should generate and we exploit the synergies with other services.

Temporary Accommodation

- 2.1.5 This budget continues to be under pressure in the current year as the impacts of the Government's welfare reforms and affordable housing are felt and we are forecasting that this will carry on for the foreseeable future. We have allowed for an increase of £78k in 2018/19 and will be monitoring the position closely.
- 2.1.6 Officers and the Portfolio Holder are keen to explore how the Council might do more to provide temporary accommodation itself by purchasing suitable properties and support the provision of affordable housing. This will be explored in 2018/19.

Cleansing

- 2.1.7 Refuse and recycling costs are of course closely associated with the number of properties in the district. The £13k net increase comprises a cost of £25k for contract indexation and £13k for growth in terms of new housing, while savings include asking developers to fund wheelie bins for new properties thereby saving against the new bin budget.

Parking

- 2.1.8 The net increase in parking income is £3k but comprises both an increase in the business rates bills on the car parks (£45k) offset by gradually increasing receipts from car parking and season ticket income and other minor savings (£42k).
- 2.1.9 In 2018/19 the service is planning an improvement through the provision of cashless payment, to complement other payment options.

2.2 Pressures arising from Service Enhancement

Restructure of the Commercial Services and Contracts Division

- 2.2.1 The key driver for a restructure of this division is to improve the current arrangements to provide clearer lines of responsibility and accountability to support robust contract management. High quality management of contracts will deliver an efficient and effective service along with role clarity and performance standards. We aim to get even more from our external contracts and suppliers by exploiting synergies between the contracts.
- 2.2.2 Since the Management Team restructure of 2016 we have concentrated on senior management within the division and recruited an experienced Divisional Leader. We now need to re-structure and recruit to the new structure early in the New Year.
- 2.2.3 In particular we will be aiming to ensure the Service is:
- (i) Technology focused in line with the ongoing digital enabling initiatives across the Council;
 - (ii) Adequately staffed with appropriate roles to deliver the Council's aspiration;
 - (iii) Working to an improved performance framework that is focused on further improving the quality and efficient delivery of services.
- 2.2.4 The annual pressure as a result of this restructure is £90k, which is offset by the forecast increase in income from the Green Waste service. (See paragraph 3.2).

Development Management and Economic Growth

- 2.2.5 Planning in its broadest sense has a role to play in delivering homes, strong and healthy communities, economic growth, and protecting and enhancing our natural and built environment. The National Planning Policy Framework (NPPF) sets out the government's requirements regarding the planning system and key to this is the need for development plans to be kept up to date and that development proposals should be determined 'without delay'.
- 2.2.6 There is increasing national concern about housing shortages, speed of delivery and, affordability. There is also a renewed focus at national and local level on developing a sustainable economy by providing opportunities for employment and making sure that our town and village centres are attractive and offer local access to goods and services. In addition, the Council is currently refreshing the Economic Development Strategy.
- 2.2.7 The Council has seen a year on year increase in the number of planning applications (and corresponding work) submitted: the figure has risen from 2,107 in 2012/13 to 2,776 in the last financial year. This equates to the highest recorded number of applications, 2,774, which was received just before the crash in 2007/08, however, it should be noted that the DM staff team at that time was 20% larger.
- 2.2.8 The Audit Commission recommends the average planning application caseload per officer should be 150 per year. Currently, the average caseload per officer at Mid Sussex is over 200 planning cases. Although the overall performance of the team is excellent, at times this stretch of staff resources means that mistakes are made and that the service offered is not as professional as it could be.
- 2.2.9 Given the Audit Commission's views about the optimum number of planning applications per officer, the need to ensure staff resilience and the need to allow for training and development within the service, further investment in the service is required, by increasing the numbers of technical and professional staff in order to secure a resilient service, continue to meet national targets for the determination of planning applications, to ensure an efficient and effective planning service and the delivery of the Council's refreshed Economic Development Strategy.

Legal Services

- 2.2.10 This £42k net increase represents a new post (£62k including on costs) to deal with the ever-increasing quantity of property related legal work (leases, sales and purchases etc) and is offset by the charges that we are able to make against third parties for doing such work.

Emergency and Outdoor Services

- 2.2.11 This £30k increase represents a change to the inspection regime for the District's playgrounds. ROSPA guidance is that each should be inspected at least once a week, with written records kept of condition and maintenance needed. Our current regime does not meet that standard presently, but will do with an increase to the contract.

3. Savings

3.1 Savings arising from Service Planning

Development Management

- 3.1.1 Through charging for pre-application advice and for planning applications the Development Management (DM) Business Unit seeks to operate as a cost recovery service. Income over the last three years is set out below:

Income Source	2014/15	2015/16	2016/17	2017/18 (budget)
	£'000s	£'000s	£'000s	£'000s
Pre-application fees	52	57	49	34
Planning Application fees	980	1,164	1,204	1,150
Total	1,032	1,221	1,253	1,184

- 3.1.2 It is clear that income has increased significantly. This is in line with the increase in pressure for growth and development, nationally and in the District, and the resulting increase in the volume of planning applications. Indeed the income has exceeded the amount budgeted by nearly £417k. In 2016/17 the anticipated income from Planning Applications was £802k and the income budgeted for pre-applications advice was £34k.
- 3.1.3 Development Management fee income cannot be guaranteed. With economic indicators pointing towards a slow-down in growth and with the implications of the Wealden judgment on Ashdown Forest, it would be unwise to assume a continued increase in fee income of the levels seen over the last few years. However, given progress with securing the District Plan and the growth it anticipates, it would be reasonable to assume an average increase over the last three years for 2018/19. This points to a total DM income for 2018/19 of £1,169k.
- 3.1.4 In addition, the Council has taken up the Government's offer to apply to DCLG to allow for a 20% increase in application fees. Again, based on the average increase in fee income over the last 3 years, this equates to a likely increase in income of approximately £234k a year. There is a requirement for the Council to demonstrate how this increased income has been ring-fenced for the Planning Service and how it is to be used to improve service efficiency. The restructure and additional posts planned for the Planning and Economic Development Business Units would provide the required evidence base.

Sources of Additional Income (based on estimates as set out above)	£'000s
Projected pre-app and planning application fees	1,169
20% increase in application fees	234
Total estimated income	1,403
Ongoing Budget (excluding one off Northern Arc income)	1,034
Additional Income (including £34k committed for ongoing staffing costs)	369
Costs of Proposals	
Total Maximum Costs of Proposed Additional Staff with on-costs	259

3.2 Savings arising from Service Enhancements

Green Waste Income

- 3.2.1 The Garden Waste service currently has just over 17,500 subscriptions, and at the current rate of growth, officers are confident that the target of 18,200 customers by the end of March 2018 will be achieved.
- 3.2.2 The three vehicles now in service can accommodate around 20,000 customers, any growth beyond 18,200 would require a further Variation to the Contract and incur additional ongoing costs. This would also require budgets to be allocated for bin purchase and promotion.
- 3.2.3 The budget allocated for bins in 2017/18 will enable us to purchase enough bins to allow the service to grow to 18,200 subscribers without a further call on funding; however, an additional £20k will be required for bin purchase in 2018/19 if we are to grow to 20,000 customers.
- 3.2.4 In addition, based on previous spend patterns, around £5.5k would be needed for further targeted promotion in 2018/19.
- 3.2.5 If the target of 18,200 customers is achieved by the end of 2017/18, it is estimated that the service will be generating an annual gross income of £1.18m.

3.2.6 Growth to 20,000 customers would deliver a further £117k gross income ((£91k net).

Summary of costs	£
Additional budget required for bins (one-off for 2018/19)	£20,000
Additional Promotion budget	£5,500
Additional income achieved	£117,000
Serco Variation for additional 1800 customers	Subject to negotiation- (assume £20K)

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

- Positive and prudent planning for the delivery of significant housing and economic growth in the district, and particularly in Burgess Hill
- A continuation of our move towards an infrastructure-free ICT service by investing in 'software as a service' across key systems and improving our digital offer;
- Providing expanded services where demand exists
- Keeping taxation at realistic levels and relative to national inflation

3.3 Conclusion

3.3.1 The effect of the changes described above is to achieve a balanced budget position for 2018/19. This is summarised in the table below and overleaf. Further detail is set out in Sections 3 of this report.

Medium Term Financial Plan Changes since Cabinet 5th September 2017

Revenue Spending

Deficit position Cabinet 5th September 17

Salary increments built into Base Net Expenditure	(10)
Reduction in Contribution to Rates Retention Reserve by £37k from £200k to £163k	(37)
Reduced Contribution to Economic Development & Burgess Hill Growth Area Reserve	(196)
Reduced Contribution to Orchards Reserve	(475)
Change in Net Pressures from Budget Wps since Cabinet 5th September 17	1,038
Provision for pay award above 1%	109
Change in Inflation calculation	(156)
Increase in Council Taxbase from 1.2% to 1.65%	(42)
Increase Council tax in 18/19 and 19/20 1.99% to 3.2% (£4.95 increase)	(113)
Collection Fund Council Tax deficit / (surplus)	(145)
Increase in Balance Unallocated	15

Cumulative Deficit position Scrutiny Committee for Leader, Resources and Economic Growth 30th January 18

Year 1 2018/19 £'000	Year 2 2019/20 £'000	Year 3 2020/21 £'000	Year 4 2021/22 £'000
12	757	1,291	1,491
(10)	13	25	46
(37)			
(196)	(196)	(196)	(196)
(475)	(475)	(475)	(475)
1,038	1,034	1,018	1,018
109	218	327	436
(156)	(312)	(468)	(624)
(42)	(43)	(44)	(46)
(113)	(235)	(244)	(252)
(145)			
15			
-	761	1,234	1,398

A summary of the draft Budget for 2018/19 is shown below which is the total of all net revenue expenditure for the services the Council provides.

Summary of Revenue Spending 2018/19		
<i>Description</i>	<i>Original Estimate 2018/19 £'000</i>	<i>Notes</i>
Base net expenditure 2018/19	10,380	1
Net Benefits	(119)	
Balance unallocated	27	2
Contribution to Rate Retention Scheme Equalisation Reserve	163	
Additional Contribution to ICT Reserve (Digital)	400	
Contribution to Economic Development & Burgess Hill Growth Area Reserve	304	
Contribution to Orchards Reserve	425	3
Net 2016/17 ongoing savings	(96)	5
Net Pressures from Budget working papers	1,262	4/5
Provision for pay award above 1%	109	
Net general inflation	393	3
Budget Requirement	13,248	
<i>Financed by :</i>		
Rates Retention Scheme (RRS) Funding	(2,858)	
HB Admin Grant /Localised CT Support Grant	(374)	
Income from Council Tax	(9,631)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(145)	
RRS Deficit / (Surplus)	0	
	(13,248)	

Notes:

1. Base net budgets for all services as shown in the tables set out in Section 3 of this report total £10,708k which is inclusive of the on-going savings from 16/17 of £96k and the contribution to the Orchards Reserve of £425k.. This total has been increased as a result of the removal of the on-going savings of £96k, and decreased by the contribution to the Orchards Reserve of £425k. It has also been increased to include drainage levies of £1k, which is the starting point for the MTFP Base Net Expenditure of £10,380k.
2. The contingency provision for unexpected costs totalling £27k.
3. Detail included in Section 1 of this report.
4. Detail included in Section 2 of this report
5. Detailed in the tables set out in Section 3 of this report.

SECTION 3: SERVICE COMMENTARIES AND SUMMARY BUDGET TABLES

1. Budgets for 2018/19 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 2018/19;
- b) tables showing the variation for each Business Unit between 2017/18 and 2018/19 budgets.

To assist Members, a guidance note is set out below explaining how the Summary Budget Tables work.

2. **Guidance Note Explaining the Summary Budget Tables**

The Summary Budget tables **exclude** the following :

- a) **Inflation** - This is added to individual Business Unit areas after the Scrutiny Committee for Leader Resources and Economic Growth have considered this report in January 2018, as the Budget estimates are fixed at this point.
- b) **Recharges** - This allows Members to see the true cost of the recharged service. Recharges are the cost of Support Services which are added to a Service to show the full cost of each service. However, if Recharges were included in Services in this report, the tables showing the Support Service costs would be zero, rather than showing their true cost.

Forecast 2017/18 - This is the Forecast Outturn for 2017/18, which includes all pressures and savings highlighted in the 2017/18 Budget Management process to Cabinet 20th November 2017, as well as in-year virements approved under delegated authority. Whilst the forecast can be used to compare with the Original Estimate for 2018/19, only on-going pressures / savings can be included as changes to the Budget each year. These on-going changes impact on the Budget estimate for 2018/19.

Base Net Budget (Original Estimate 2018/19) - This is the Budget set at the start of 2017/18 (with Recharges removed) before allowing for any on-going changes highlighted in the 2017/18 Budget Management process, and any Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments; Budget pressures, Budget savings).

Budget Changes (Variations 2018/19) - These are the changes highlighted in the Budget working papers. These include forecast changes to the 2017/18 Base Budget such as salary adjustments which includes salary increments and pension increases (if applicable). Salary adjustments also include any approved establishment changes (e.g. restructures) as well as revisions to staff time allocations between Business Units. Other forecast changes are increases / decreases to the 2017/18 Base Budget arising from Council/ Cabinet decisions, and on-going savings/ pressures highlighted in the 2017/18 Budget Management process. These changes are added to the 2017/18 Base Budget to produce the 2018/19 Base Net Expenditure total.

Base Net Expenditure - This is the 2017/18 Budget (with Recharges removed) after allowing for on-going variations highlighted in the 2017/18 Budget Management process, and Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments).

Total Recommended budget for Business Unit for 2018/19 – This is the 2018/19 Budget (without inflation and Recharges) after the inclusion of changes in the Budget as outlined above, and Budget pressures or Budget savings emerging from the Budget working papers.

Assistant Chief Executive

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

Housing

Availability of affordable housing in the District continues to be a challenge. The ambitious target set by the Council in 2017/18 to achieve 209 new affordable homes will not be achieved. This in part relates to the ability of Housing Associations to bring viable schemes forward and to the number of affordable homes with planning permission that have not yet been brought forward by private developers through planning gain. The pace these sites are brought forward is at the discretion of developers and is determined largely by market conditions.

The implementation of the Homeless Reduction Act which will come in to force in April 2018 and the rollout of Universal Credit in June 2018 will continue to challenge the Council's ability to secure affordable housing for homeless and low income families. It is anticipated that this will impact on the use of temporary accommodation and consequently on the Council's budget for temporary accommodation.

Numbers of homeless households in temporary accommodation in 2017/18 continue to increase from 43 in April 2017 to an anticipated 65 by March 2018. The time households are spending in temporary accommodation is also anticipated to increase as a result of the new 'Relief Duty' imposed by the Homeless Reduction Act requiring Councils to provide temporary accommodation for some households for a minimum period of 56 days. It is difficult to quantify the impact of this duty on the time households will spend in temporary accommodation. In April 2017 the average time households spend in temporary accommodation was 116 weeks, in October 2017 it was 84 weeks.

In response to these challenges, on the 14th November the Scrutiny Committee for Housing and Planning considered the options available to the Council to address these key challenges. This was followed up by a workshop in December which explored the options. An action plan from this workshop will be worked up and delivered throughout 2018/19.

Planning Policy and Economic Development

In response to increasing volumes and complexities, the Council in 2017 re-structured the Service to build capacity and skills to support delivery of the emerging District Plan, the Economic Development Strategy, the Burgess Hill Growth Area and key strategic sites.

Burgess Hill Growth Area is a key Council priority and continues to enjoy support of Government, the HCA and the Coast to Capital LEP. During 2017/18 the service has been able to make progress on a range of projects including:

- granting planning permissions for both the new Lidl store and the Martlets redevelopment. The permission for the Lidl store has now been implemented with the much awaited demolition of the gas holder;
- the completion of initial design and viability work for the dualling of the A2300, the A23/A2300 junction and sustainable transport options within Burgess Hill;
- granting planning permission for the first phase of employment development at The Hub; and

- the submission of a funding bid to the Housing Infrastructure Fund to help implement improvements at Goddards Green Waste Water Treatment Works to help address odour issues.

The Burgess Hill programme encompasses over 30 projects and in 2018/19 key milestones will include:

- the approval of the Development Framework for the Northern Arc Strategic Allocation;
- The Infrastructure Delivery Strategy to guide future development;
- The approval of outline planning for additional employment land south of the A2300;
- Facilitating the temporary relocation of the library; and
- The opening of the new Lidl Store.

To date the council has been able to secure nearly £40m inward investment to support delivery of key infrastructure projects in Burgess Hill.

During 2017/18, Officers have worked closely with Members to develop a refreshed Economic Development Strategy which will be adopted in 2018/19. The Economy and Inward Investment Team will be established which will proactively attract significant external investment to help make Mid Sussex vibrant and attractive place for business and people to grow and succeed.

The Council is set to adopt the District Plan in January 2018 and 2018/19 will focus on delivery of the Plan and development of supporting documents in particular the Developers Contribution Supplementary Planning Document.

A key supporting document is the Site Allocations Development Plan Document. Work has commenced on the preparation of this document supported by an Administration Working Group and work will continue throughout 2018/19.

Development Management

There is an increasing national concern about housing shortages and speed of housing delivery. There has been a year on year increase in the number of planning applications submitted and the figure has risen from 2,107 in 2012/13 to 2,776 in 16/17. Numbers are the same as the peak of 2007/08 however the Team is currently 20% smaller. As a result the Council's development management function continues to receive high volumes of planning applications.

In light of these pressures Central Government is introducing legislation to allow Council's to increase planning application fees by 20%. Mid Sussex will take advantage of this opportunity and use their additional funding to increase the capacity within the Planning Service.

In order to improve the speed of delivery and quality of decision making the Council as also established a Developers Liaison Group this year to review and deliver service improvements.

Commercial Services and Contracts Division

The Council continues to enjoy good working relationships with its key contractors: Serco (Waste), IdVerde (Landscapes), Places for People (Leisure). To support these strong working relationships, during 2017/18 the Council has invested in a restructure of this newly created Division. The new structure is designed to ensure a more commercially focused service delivering better value for money with external suppliers by getting the most out of contracts through effective management of external contractors. It will also ensure that technology is exploited to improve efficiency, and provide an improved customer experience.

Waste

The Council continues to work with West Sussex Partnership to deliver the Joint Waste Strategy, aimed at improving recycling targets.

During 2017/18, the Council continued to grow the Green Waste Service from 16,200 subscriptions in March 2017 to 17,600 in November 2017, and a further expansion is planned in 2018/19 to 20,000 customers. As part of this growth agenda, the Council is planning to invest £25,000 in the service to provide additional bins and communications.

These initiatives have already benefitted the Council's recycling rates which have increased from 42% between April-October 2016, to 43.3% in the same period in 2017.

In 2018/19 the Council continues to work towards a recycling target of 50% and will work closely with West Sussex Waste Partnership to explore additional ways of improving recycling and reducing general waste.

Working with Highways England's Contractors, the Council has successfully collected nearly 10 tonnes of litter along the A23 in 2017/18. The Council will continue to work with Highways England in 2018/19 to ensure all opportunities to collect litter are maximized.

Landscapes

The number of open spaces in the District continues to grow as new development comes forward, and a further five new sites have been adopted in 2017/18.

During 2017/18 the Council was successful in retaining a Green Flag at Beech Hurst Gardens in Haywards Heath.

In 2018/19, the Council is planning to retain the award at Beech Hurst Gardens and to secure a Green Flag Award at St Johns Park, Burgess Hill.

The Council is working with IdVerde to develop Management Plans for its key parks in each of the Towns during 2018/19.

Leisure

Attendance and membership at Leisure Centres continues to grow and the final phase of the Joint Investment Fund will be completed in mid-2018/19, which will see the completion of £3.1m investment in the Leisure Centres.

During late 2017/18 the Council agreed to invest a further £350k to enable the final phase of improvements, which will provide an upgrade of the leisure pool at The Triangle in Burgess Hill and additional much needed car parking at The Dolphin in Haywards Heath.

These projects, together with previous investments by both Places for People and the Council, brings the total expenditure on Leisure Centre improvements since the start of the contract in July 2014, to over £6m.

Parking

During 2017/18 Parking Services dealt with over 1.68 million pay and display transactions and we are anticipating over 15,000 Penalty Charge Notices will have been issued by the end of 2017/18.

Seventeen of the District's car parks retained their Park Mark status, a recognised industry accreditation for well-designed and safer car parks.

The team continues to secure improvement in service delivery and customer experience and has

continued to work on commissioning two parking audits in Burgess Hill and East Grinstead which will be completed in early 2018. These will inform the future direction of the service and support the re-development of Burgess Hill Town Centre.

In agreeing the Corporate Plan, Members are also agreeing to a significant service development in Parking Services through the provision of alternative methods of payment which will provide flexibility for customers and bring efficiencies in enforcement and the collection of pay and display income.

The following tables detail the proposed budget for 2018/19 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Housing Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Housing Needs	889	78	811
Housing Enabling	125		125
Other Council Property	2		2
Housing Staff Control	(10)	(10)	0
Base Net Budget	1,006		938
Budget Changes			
Salary adjustments		(4)	(4)
Base Net Expenditure			934
Pressure – Temporary accommodation		78	
Saving – Minor variations		(4)	74
Total recommended budget for Business Unit for 2018/19			1,008

Planning Policy and Economic Development Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Planning Policy	270		270
Economic Development	73		73
Planning Policy Staff Control	0		0
	343		343
Base Net Budget			
Budget Changes			
Salary adjustments		(15)	(15)
			328
Base Net Expenditure			
Pressure – Planning Services restructure		245	245
Total recommended budget for Business Unit for 2018/19			573

Development Management Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Development Management	(177)	(188)	11
Development Management Staff	37	37	0
	<hr/>		<hr/>
Base Net Budget	(140)		11
Budget Changes			
Salary adjustments		20	
2016/17 Ongoing pressure - staffing		34	
2016/17 Ongoing Planning fee income		(34)	
Planning income		150	170
			<hr/>
Base Net Expenditure			181
Pressure – Planning Services restructure		208	
Saving – Planning consultants		(15)	
Saving – Planning income (Volume and Price increase)		(335)	
Saving – Street naming and numbering		(17)	
Saving – Planning income		(4)	(163)
			<hr/>
Total recommended budget for Business Unit for 2018/19			18
			<hr/> <hr/>

Parking Services Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Car Parks	(1,457)	(22)	(1,435)
	<hr/>		<hr/>
Base Net Budget	(1,457)		(1,435)
Budget Changes			
Salary adjustments		8	
2016/17 Ongoing pressure – Car parks emergency gritting		29	
2016/17 Ongoing saving – Season tickets		(11)	
2015/16 Ongoing saving – Pay and Display income		(50)	(24)
			<hr/>
Base Net Expenditure			(1,459)
Saving – Season Tickets		(24)	
Saving – Pay and Display		(18)	
Saving – Minor variations		(8)	
Pressure – NNDR revaluation		45	
Pressure – Commercial Services and Contracts restructure		1	
Pressure – Additional transaction costs – new contactless pay and display machines		70	66
			<hr/>
Total recommended budget for Business Unit for 2018/19			(1,393)
			<hr/>

Cleansing Services Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Refuse Collection	1,941	(46)	1,987
Recycling	(729)		(729)
Highway Cleansing	1,161		1,161
Highway Maintenance	47		47
Cleansing Staff Control	(10)	(10)	0
Base Net Budget	<u>2,410</u>		<u>2,466</u>
Budget Changes			
Salary adjustments		29	
Waste contract variation – Growth in properties		17	
New income – Garden waste		(51)	(5)
Base Net Expenditure			<u>2,461</u>
Saving – Garden Waste income		(91)	
Saving – Provision of Bins fee		(14)	
Saving – Bulky waste income		(9)	
Saving – Minor variations		(2)	
Pressure – Waste contract variation - Growth in properties		13	
Pressure – Waste contract index saving		25	
Pressure – Commercial Services and Contracts restructure		24	(54)
Total recommended budget for Business Unit for 2018/19			<u><u>2,407</u></u>

**Landscapes & Leisure (previously Emergency & Outdoor Services/Landscapes/Leisure Partnership)
Draft Budget 2017/18**

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Outdoor Facilities	1,664	29	1,635
Trust Fund Accounts	0		0
Facilities Management Staff Control	0		0
Leisure Centres	(1,112)	(62)	(1,050)
Base Net Budget	<u>552</u>		<u>585</u>
Budget Changes			
Salary adjustments		3	
Playing pitch maintenance (2 years only)		(50)	
Leisure re-procurement – phased payment of year 1 reduction removed		327	
Management fee – Leisure operation of service		(60)	
Leisure Payment to reserves		(300)	
2016/17 Ongoing saving - indexation		(55)	
Staffing restructure – Emergency Planning to Corporate Estates & Facilities		(29)	(164)
Base Net Expenditure			<u>421</u>
Saving – Leisure minor variations		(3)	
Saving – Landscapes minor variations		(8)	
Pressure – Playground repairs and inspections		30	
Pressure – Commercial Services and Contracts restructure		32	
Pressure – Grounds maintenance		12	63
Total recommended budget for Business Unit for 2018/19			<u><u>484</u></u>

Head of Corporate Resources

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

Community Services, Policy and Performance

Alongside the business as usual activities, this year we are focusing on a range of main deliverables. Firstly, we aim to create a new Playing Pitch Strategy, Play and Open Space Strategy and Community Asset Strategy. These will last from 2018 to 2031 and are designed to guide the development of the district in tandem with the housebuilding set out within the District Plan. These strategies are used by developers to steer them on the level and extent of the community infrastructure required to accompany new developments.

Next we will be co-ordinating the implementation of the new District wide CCTV contract which will include the upgrading of the cameras. The project will involve liaising with Sussex Police, Town Councils, Members and other stakeholders; overseeing the installation of new cameras, and then commencing the CCTV transmission contract in April 2018. Ultimately the introduction of the new cameras should make the town centres safer and reduce crime.

We plan to expand the delivery of the Wellbeing programme into community primary care venues. This means piloting a GP Practice based outreach service to work with clients requiring lifestyle and behaviour change support. We hope to agree with the CCG and a local practice to have access to patient records and recording systems. We also want to deliver a weekly outreach session at a local practice working with identified patients i.e. those with high blood pressure. Once we start to produce evidence of interventions and outcomes we can then show a potential return on investment, which in turn will guide future business cases for service funding.

Generally, we'd like to work with the CCG on addressing preventative community-based approaches to services which may mean exploring funding options with Public Health beyond March 2019.

We will ensure that we work with the local community in supporting the planning and delivery of Victoria Park Skatepark refurbishment (Haywards Heath), support the delivery of the Keymer Brick & Tile Development (Burgess Hill), and support the review and improvement of play / recreational facility improvements in Stone Quarry, East Grinstead.

The Policy and Performance resource within the Unit will provide colleagues across the business with a 'critical friend' approach to identifying and addressing any performance issues, as well as working across the county to develop relevant policy.

Finally, amongst the other Sustainability work (including developing a Sustainability Strategy), we plan to upgrade the electrical vehicle charging infrastructure in key community locations, and lead on the development of proposals to deliver a new and safe cycle path between Haywards Heath and Burgess Hill.

Corporate Estates and Facilities

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

To that end we will bring the operational management of Orchards Shopping Centre in-house and assimilate all functions into the Council. We will explore and exploit the acquisition and disposal of strategic sites within the District; such as Hurst Farm, Imberhorne Lane car park and parts of the Northern Arc.

We will also try and maximise the delivery of affordable housing through the use of council-owned sites. This will mean working closely with Registered Providers of Housing to ensure that the housing on offer meets the style and tenure requirements of the local community.

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

We will also be delivering the capital projects set out within the capital programme for the year – renewing a range of playgrounds and replacing the Orchards Shopping Centre Flat roofs.

Finance

The theme in this year is improvement in systems and closedown speed. Firstly we will be implementing a new Financial Management System.(FMS) which will need to have been fully tested and training completed before the 'Go-Live' date later in the year. The new system will be Cloud-based and available on mobile devices, and means we can reduce our ICT estate in line with the Corporate priority

We'll then need to complete an earlier closedown process in order to meet the new auditing reporting deadlines required for 2017/18 Accounts. We trialled this in 16/17 so should be even more ready this year; communication of deadlines across the organisation is key. There will need to be changes in the way that the Council works with External Audit to complete the audit work in June and achieve the reporting deadline in July.

Finally, we need to account for the disaggregation of the Census Revenues and Benefits shared services partnership which comes to an end on 31st March 2018.

Revenues and Benefits

This Business Unit will be undergoing a root and branch review to improve customer service and digital access while reducing costs. This will include a new website for the unit, exhaustive testing of all self-service modules and advertising of the self-services available during 18/19 annual billing – all in order to maximise the take up of self-service.

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

The following tables detail the proposed budget for 2018/19 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Policy and Performance Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Community Services	230		230
Partnership Funding	71		71
Sustainability Climate Change	50		50
Corporate Improvement	124		124
	<hr/>		<hr/>
Base Net Budget	475		475
Budget Changes			
Salary adjustments		(23)	
Restructure – Sustainability from Corporate Estates & Facilities		40	17
			<hr/>
Base Net Expenditure			492
			<hr/>
Total recommended budget for Business Unit for 2018/19			492
			<hr/> <hr/>

Community Services Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Grants to Organisations	284		284
Concessionary Fares	0		0
Community Leisure and Development	140		140
Leisure and Well Being Staffing	0		0
	<hr/>		<hr/>
Base Net Budget	424		424
Budget Changes			
Salary adjustments		1	
Staffing restructure to ICT		(26)	(25)
			<hr/>
Base Net Expenditure			399
			<hr/>
Total recommended budget for Business Unit for 2018/19			399
			<hr/> <hr/>

Corporate Estates and Facilities Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Contracts	10		10
Oaklands	739		739
Property Operational	294	(48)	342
Building Maintenance Staff Control	0		0
Investment Property	(1,968)	207	(2,175)
Property Staff Control	0		0
District Drainage	126		126
Better Mid Sussex	(8)		(8)
Public Conveniences	133		133
Emergency Planning	39		39
Base Net Budget	(635)		(794)
Budget Changes			
Salary adjustments		9	
Part of lifecycle costing asset management		(131)	
Part of lifecycle costing repairs		(53)	
Reduction to contribution to Orchards Reserve		(475)	
Emergency Planning staffing restructure		29	
Restructure – Sustainability to Policy and Performance		(40)	(661)
Base Net Expenditure			(1,455)
Saving – PV Energy generation		(2)	
Saving – Rental income – Victoria Road Industrial Estate and The Brow Medical Centre		(66)	
Saving – Community Centres - repairs		(7)	
Saving – Oaklands fixed annual contracts and security		(8)	
Pressure – The Orchards		476	
Pressure – Rental income – Industrial Estates		76	
Pressure – Licences - miscellaneous properties		8	477
Total recommended budget for Business Unit for 2018/19			(978)

Finance Accountancy Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/18 £'000</i>
Base Net Budget			
Accountancy Support	574	(20)	594
Base Net Budget	574		594
Budget Changes			
Salary adjustments		2	2
Base Net Expenditure			596
Pressure – Icon contract – increase in credit card transactions		3	
Saving – Software licence and maintenance - Civica		(1)	2
Total recommended budget for Business Unit for 2018/19			598

Finance Corporate Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Other Corporate & Democratic Core	160		160
Non Distributed Costs	1,318		1,318
Insurance	(5)		(5)
Finance Control Support	57		57
Base Net Budget	1,530		1,530
Budget Changes			
Base Net Expenditure			1,530
Total recommended budget for Business Unit for 2018/19			1,530

CenSus Revenues & Benefits Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Benefits Administration	57		57
Revenue Collection	(130)		(130)
CenSus Benefits Administration	702	50	652
CenSus Revenue Collection	501	50	451
	<hr/>		<hr/>
Base Net Budget	1,130		1,030
Budget Changes			
Pension change from 19.1% under CenSus to 18.6% under Mid Sussex	(5)		(5)
			<hr/>
Base Net Expenditure			1,025
Pressure – CenSus partnership cessation		445	
Pressure – Credit card charges		10	455
			<hr/>
Total recommended budget for Business Unit for 2018/19			1,480
			<hr/>

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

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

The Customer Services 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 capitalising on continued improvements to the Customer Relationship Management system (CRM). Workflow efficiencies have delivered additional capacity within the team and this will be used to improve response times and widen the range of services offered. The team will build on Social CRM work already underway, increasingly opening social media as a customer services channel in line with customer expectations. We will become more proactive, developing capabilities to provide notifications providing customers and residents with information about our services so that they do not need to contact us.

The Communications team will focus on understanding the Council's audiences and their preferred means of contact through a range of communications channels. Communications and Social Media monitoring is in place, providing analysis of the effectiveness of our work. This in turn can help identify communities of interest and place so that we can better understand resident and customer needs. In 2018/19 the team will continue to offer campaign, marketing and communications support to business units.

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

The Digital team will redesign the Mid Sussex website to focus on resident and customer needs. Building on work in redesigning the CenSus Revenues and Benefits website that has seen an increase in digital transactions, they will work with customers to ensure transactions and journeys facilitate a faster and improved customer experience. This will support the work of the Customer Services team, ensuring our residents and customers have as positive an experience when they call us as when they use online services. We will also be moving the website, to be hosted in the cloud, to improve resilience and scalability.

The Digital Team, alongside ICT will focus on delivering the next phase of the Council's Digital Strategy. This will include moving appropriate servers off site to Infrastructure as a Service. They will exploit existing software to retire, older, more expensive, software and hardware. For example, the Freedom of Information monitoring system has been rebuilt in house using the CRM platform, meaning a server and associated software can be decommissioned. The team will also focus on the Council's data architecture, significantly reducing duplication and managing risk associated with data retention and access. This will include measures to use single data sets as sources of information for all systems, for example address data in the gazetteer system. This will improve services, for example in revenues for identifying new properties for Council Tax payments, combatting fraud and simplifying address changes for customers. Technologies will be introduced to support staff and contractors working predominantly in the field, reducing administration time and offering an improved customer experience. The teams will also support colleagues in developing digital skills to enable more effective working practices that reflect changing customer needs and expectations.

The key aim for Human Resources (HR) will be to increasingly support managers and employees to maximise their productivity and flexibility to reflect the changing demands on the Council. Building on the introduction of a more flexible HR and Payroll system integrating timesheets and

expenses, the team will support managers to focus on employee development and productivity. This will include job design to ensure people have the skills for the future and not the past.

The following tables detail the proposed budget for 2018/19 excluding internal recharges for each business unit under the responsibility of the Head of Digital & Customer Services.

Customer Services and Communications Draft Budget 2018/19			
<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Customer Service & Communications	476	19	457
Base Net Budget	476		457
Budget Changes			
Salary adjustments		(1)	(1)
Base Net Expenditure			456
Total recommended budget for Business Unit for 2018/19			456

ICT Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Central Computer Costs	354	11	343
ICT	899		899
Corporate Systems Accounts	(4)		(4)
Base Net Budget	<u>1,249</u>		<u>1,238</u>
Budget Changes			
Staffing restructure from Community Services		26	
Arial photography		(4)	22
Base Net Expenditure			<u>1,260</u>
Total recommended budget for Business Unit for 2018/19			<u>1,260</u>

HR & Payroll Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
HR & Payroll	427	42	385
Base Net Budget	<u>427</u>		<u>385</u>
Budget Changes			
2016/17 Ongoing pressure - Staffing		40	40
Base Net Expenditure			<u>425</u>
Pressure – HR and Payroll system		24	
Pressure – Minor variations		2	26
Total recommended budget for Business Unit for 2018/19			<u>451</u>

Head of Regulatory Services (and Monitoring Officer)

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

Legal

The legal team will continue to deal with a large number of planning obligations and property work relating to the Council's land holdings and new acquisitions to facilitate sustainable growth in the District.

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

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

Democratic Services

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

There are no District wide elections scheduled in 2018/19 but the team will ensure a readiness to deliver such election called at short notice as well as any by elections or Neighbourhood Plan Referendum. Preparations will be underway to deliver the local elections in May 2019.

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

Land Charges

As the District population increases the work of the Land Charges and Planning, Building Control support teams increases. A new contract will be procured for the scanning of data across a number of Council functions to start in April 2019. Records are being digitized to improve efficiency and additional resources are being added to this team to ensure this project is completed by 2020.

Environmental Health

Additional resources have been added to the team to meet the demands of a growing District. The team is working to further digitize processes to improve efficiency. The team is working on a County wide project to speed up the delivery of work funded by disabled facility grants. Food safety remains an important area of work for that part of the team. Licensing policies will be kept under review and the gambling policy must be formally reviewed and the new policy adopted as a statutory requirement. The proposal to extend mandatory licensing of houses in multiple occupation (HMO's) will require a proactive approach to inspecting the private rented accommodation.

Building Control

There remains plenty of activity in the building market and the team, now fully staffed, will be kept busy with fee producing work. To assist with recruitment the team have trained from within and this process is likely to continue in 2018/19 as part of the enhanced apprenticeship scheme.

Legal Services Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Legal Support Costs	254		254
	<hr/>		<hr/>
Base Net Budget	254		254
Budget Changes			
			<hr/>
Base Net Expenditure			254
Pressure – Staffing restructure	62		
Saving – Increased income	(20)		42
			<hr/>
Total recommended budget for Business Unit for 2018/19			296
			<hr/> <hr/>

Democratic Services Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Elections & Registrations	319		319
Members Services	551		551
	<hr/>		<hr/>
Base Net Budget	870		870
Budget Changes			
Salary adjustments		3	3
			<hr/>
Base Net Expenditure			873
Pressure – Staffing restructure		11	
Pressure – Members annual ICO registration		2	13
			<hr/>
Total recommended budget for Business Unit for 2018/19			886
			<hr/> <hr/>

Land Charges Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Local Land Charges	(15)		(15)
Land Charge Admin Staff Control	0		0
	<hr/>		<hr/>
Base Net Budget	(15)		(15)
Budget Changes			
Salary adjustments		4	
Forecast savings relating to computerisation project		(16)	(12)
			<hr/>
Base Net Expenditure			(27)
Pressure – Delay achieving savings relating to computerisation project		16	16
			<hr/>
Total recommended budget for Business Unit for 2018/19			(11)
			<hr/>

Planning and Building Control Service Support Draft Budget 2017/18

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Planning Service Support	0		0
	<hr/>		<hr/>
Base Net Budget	0		0
Budget Changes			
Salary adjustments		(2)	(2)
			<hr/>
Base Net Expenditure			(2)
			<hr/>
Total recommended budget for Business Unit for 2018/19			(2)
			<hr/>

Environmental Health Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Contaminated Land	43	(10)	53
Housing Standards	159	10	149
Safety & Licensing	258	5	253
Environmental Protection	202	7	195
Environmental Health Staffing	(4)	(4)	0
Health and Safety	46		46
Base Net Budget	<hr/> 704		<hr/> 696
Budget Changes			
Salary adjustments		6	
Staffing restructure		50	
2016/17 Ongoing saving – Minor variations		(7)	
2016/17 Ongoing saving – Contaminated land consultants		(10)	39
Base Net Expenditure			<hr/> 735
Total recommended budget for Business Unit for 2018/19			<hr/> 735 <hr/>

Building Control Draft Budget 2018/19

<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Estimate 2018/19 £'000</i>
Base Net Budget			
Building Control	91	(85)	176
Building Control Staff Control	11	11	0
	<hr/>		<hr/>
Base Net Budget	102		176
 Budget Changes			
Salary adjustments		(45)	
2016/17 Ongoing saving – Building Control income		(60)	
2016/17 Ongoing pressure – Staffing		11	(94)
			<hr/>
Base Net Expenditure			82
Pressure - Staffing		28	
Saving – Building Control Income		(28)	
			<hr/>
Total recommended budget for Business Unit for 2018/19			82
			<hr/>

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.

The following table details the proposed budget for 2018/19 excluding internal recharges for Strategic Core.

Strategic Core Draft Budget 2018/19			
<i>Description</i>	<i>Forecast 2017/18 £'000</i>	<i>Variations 2018/19 £'000</i>	<i>Original Estimate 2018/19 £'000</i>
Base Net Budget			
Strategic Core	1,169	40	1,129
Base Net Budget	1,169		1,129
Budget Changes			
Salary adjustments		53	
2016/17 Ongoing pressure - Staffing		17	70
Base Net Expenditure			1,199
Total recommended budget for Business Unit for 2018/19			1,199

SECTION 4: CAPITAL PROGRAMME

- 1.1 This section sets out a proposed Capital Programme and Capital Strategy. (Members should note that due to new guidance due imminently, the format of this strategy is subject to change before the Council considers it at the February 2018 meeting.)
- 1.2 Each year, the Council sets out its Capital Programme for the forthcoming year. Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year timeline. On this basis, this section sets out an overall Programme for the next four years.

2.0 Capital Strategy

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

- i) Council must approve the Capital Programme as part of the Corporate Plan and Budget exercise

2.2 The adoption of the foregoing principles results in a modest proposed Capital Programme for 2017/18 as detailed further in the paragraphs below.

3.0 Proposed Projects for 2018/19

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

- i) **ICT /Joint ICT**

These relate to a minimal PC replacement programme at £25k, and a couple of projects designed to upgrade our capabilities whilst moving us towards being infrastructure free in the longer term.

- ii) **Other Schemes**

The principal project here is to upgrade the Pay and Display car park machines across the District in order to enable cashless payment options.

We also include a scheme for further expansion of the green waste service, and a scheme to progress the digitisation of historical planning and Local Land Charges records.

- iii) **Major Capital Renewals**

This is the cost of maintaining our assets and will be detailed within the Corporate Plan.

- iv) **Disabled Facility Grants**

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

- v) **Playground / Infrastructure Improvements**

These are funded wholly or mainly from S106 contributions.

3.2 The proposed capital projects to be included in the 2018/19 Capital Programme are set out on the next page.

Proposed New Projects - Capital Programme 2018/19 - 2021/22						
	Project Justification	Total 2018/19 £'000s	Total 2019/20 £'000s	Total 2020/21 £'000s	Total 2021/22 £'000s	Revenue Implications £'000s
Project						
ICT Projects/ CenSus ICT						
PC Replacement Programme	Yes	25	30	30	30	
Edge Switch	Yes	50				
Windows 10 update	Yes	208				
Telephony replacement (hardware)	n/a		120			
Total ICT Projects:		283	150	30	30	0
Others:						
Modernisation of Corporate Records	Yes	88	99			5
Expansion of garden waste service	Yes	20				(91)
Upgrade pay and display machines	Yes	179				70
Upgrade St Wilfrid's Way Service Road	Yes	37				
Refurbishment of Poynings Pavilion	Yes	20				
Total Others:		344	99	0	0	0
Major Capital Renewals						
Oaklands:						
Replacement heating distribution system	n/a	190				
Window replacements (North Wing)	n/a	100				
Replace intruder alarms	n/a	20				
Clair Hall -Replace fire & intruder alarm system	n/a	15				
Resurface Queensway car park, East Grinstead	n/a	41				
Resurface St Wilfrid's Way top car park	n/a	14				
Drainage	n/a	50				
Unallocated funding for future years	n/a		229	179	271	
Total Major Capital Renewals	n/a	430	229	179	271	0
Housing						
Affordable Housing	n/a		1,083			
Total Housing		0	1,083	0	0	0
Environmental Health						
Disabled Facility Grants	n/a	700	600	600	600	
Total Environmental Health		700	600	600	600	0
S106 Partly Funded Schemes:						
Playgrounds						
Upgrading Play Equipment at Ansty Playground	Yes	13				
Upgrading Play Equipment at Dolphin Centre Playground HH	Yes	21				
Upgrading Play Equipment at Priory Way Playground HH	Yes	19				
Upgrading Play Equipment at St. John's Playground Bhill	Yes	30				
Upgrading Play Equipment at Kitty Lane Playground, Bolnore HH	Yes	11				
Infrastructure						
Christopher Road Car Park EG	Yes	18				
Fairfield Rec HPP	Yes	11				
Total S106 Partly Funded Schemes:		123	0	0	0	0
Total New Capital Projects		1,880	2,161	809	901	0
Financed By:						
Grant Contributions WSCC		700	600	600	600	
S106 Agreements -time limited		62	0	0	0	
S106 Agreements -non time limited		51	0	0	0	
S106 Housing - non time limited		0	1,083	0	0	
Met from Revenue Contributions (for MCR)		430	229	179	271	
Capital Receipts		179	0	0	0	
General Reserve		200	129	30	30	
Specific Reserve		258	120	0	0	
Total Financed:		1,880	2,161	809	901	0

Individual schemes are set out in the following pages.

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 approximately 10% 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: N/A

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.

Business Unit/Service: Digital and Customer Services

Head of Service : Simon Hughes

Project Manager: Julie Simpson

Cabinet Members : Cllr Mandy Thomas-Atkin

Ward Members : Not applicable

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

BS 2.1 - Better Services to the customer

Summary of discussions with Cabinet Member:.

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

Continued..

PC Replacement Programme cont

Risk Analysis :

The rolling programme presented here is the current practice and doing nothing would have a negative impact on the efficient working of the council. Due to the increasing demands placed upon the desktop PC's a rolling replacement programme is the most appropriate way forward.

Microsoft operating systems are only supported for 3 versions, with versions being upgraded more frequently to incorporate new technology and hardware. The expectation is for new hardware to be introduced as new operating systems become available rather than upgrading existing versions.

PROJECT JUSTIFICATION DETAILS

Edge Switch replacements

Purpose of project:

There are 27 Data switches located in cabinets throughout the MSDC campus which enable staff connection to the MSDC network via the wall mounted data ports. 25 of these switches were bought in 2007 or before and are now end of life. With the Core network switch, which is at the heart of the MSDC network, being replaced in 2017/18 the edge switches need to be replaced to ensure all traffic throughout the network can negotiate at higher speeds. The network traffic includes access to the Internet as well as to corporate applications on the MSDC network, cloud environment and those hosted at Horsham.

Costs:

Total Amount : £50,000.

Capitalised Salaries included in the project total :N/A

Other sources of funding : None

Revenue implications:

A contract is already in place for the maintenance of the present switches.

Value for money assessment:

The number of Edge switches can be slightly reduced resulting in cheaper maintenance costs when they go out of warranty.

Business Unit/Service: Digital and Customer Services

Head of Service: Simon Hughes

Project Manager: Julie Simpson

Cabinet Member: Cllr Mandy Thomas-Atkin

Ward Member: Not applicable

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

BS 2.1 - Better Services to the customer

Summary of discussions with Cabinet Member:

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

Risk Analysis:

The present switches are end of life which in the event of a failure would probably result in the network connection to those data ports on the switch being unavailable for a number of days whilst spares are sought or replacements procured. As the switches have 48 ports this could affect as many as 48 users.

With the replacement of the Core switch the present Edge switches would not be able to negotiate at the higher speed of the new hardware resulting in a degradation of service to users.

PROJECT JUSTIFICATION DETAILS

Windows10 update

Purpose of project:

The present desktop operating system Windows7 is due to go out of security support in January 2020. The majority of desktops will need to be upgraded or replaced before this to ensure security of the MSDC network & PSN connection certification compliance. The windows10 operating system is more cloud based and this will enable staff to take full advantage of the additional web services available from the Cloud environment and ensure compatibility with software after Windows7 goes out of support.

Over 200 desktops & laptops will need replacing and an additional 200 will need memory upgrades to support the new operating system. There is also some desktop software that will need to be upgraded to a Windows10 compatible version. Consultancy from 3rd party support will also be needed to ensure infrastructure and desktop background software and settings are updated accordingly.

Costs:

Total Amount : **£208,000**

Capitalised Salaries included in the project total : None

Other sources of funding : N/A

Revenue implications:

None

Value for money assessment:

All Windows7 desktops will need to be upgraded before the present operating system goes out of support in January 2020. The majority will need to be replaced or upgraded in some way To ensure value for money, Government frameworks will be used in the procurement process.

Business Unit/Service: Digital and Customer Services

Head of Service: Simon Hughes

Project Manager: Julie Simpson

Cabinet Member: Cllr Mandy Thomas-Atkin

Ward Member: Not applicable

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

BS 2.1 - Better Services to the customer

Summary of discussions with Cabinet Member:

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

Risk Analysis:

The present desktop operating system is due to go out of support in Jan 2020. System and desktop software will become unusable and unsupported as newer versions become incompatible with Windows7 operating system.

PROJECT JUSTIFICATION DETAILS

Digitisation of historical planning and Local Land Charges records

Purpose of project:

Since 2008, the Council has been undertaking a long term project to digitise the large amount of organisation wide data used to supply its Local Land Charge service, with the ultimate aim of providing electronic search returns.

The Infrastructure Act 2015 set up the framework for HM Land Registry (HMLR) to modernise and digitise the LLC1 element of property searches from each of the 326 English local authorities that currently supply them.

This requirement has added impetus to the desire to complete the Council's own project, as the data will be provided to HMLR in order to compile the national digital register of Local Land Charges, negating the need for HMLR to remove the current paper based records from the Council offices, which would be highly disruptive to the operation of the Local Land Charges service offered by the authority. HMLR have made it clear that the onus is on local authorities to have data in a state of readiness for transfer at a time of the Land Registry's choosing. HMLR have stated their overall timeline for the migration runs from 2017-2023. It would therefore be prudent for the Council to complete its own project by 2020, in order to demonstrate commitment to HMLR's own implementation schedule.

The original driver for the project remains valid, as the Council will continue to be required to deliver the CON29 element of the Local Land Charge search. Once complete, the Council will be able to process the CON29 element of a search far more efficiently. This proposal sets out the costs that completing this project will incur.

Data capture and staffing

The core element of the remaining digitisation process relates to researching and recording more than 53,000 planning applications submitted to the authority between its creation in 1974 and 2000, a period for which either incomplete or no electronic records exist. Between 2014 and 2017 a single member of staff has been exclusively employed in this work, and to date 36% of the total (19,000 records) have been checked. The Project Board have concluded that with the pending demand for data from HMLR it is in the Council's interest to accelerate the rate of checking with the intention of completing the process in as short a time as possible. To this end, the number of staff working on the checking process is being increased to 3.0 FTE.

In addition to the checking of the planning applications there will be a requirement to capture some further data related to planning appeals and miscellaneous land charges. All of this information is being stored in the IDOX UNIFORM software platform that currently supports Planning, Building Control, Environmental Health and Licensing.

Staffing costs for a 1.75 year project completion period are estimated at £135,500.

Software installation, technical consultancy and contingency

The IDOX TLC (Total Land Charges) software is a significant addition to the Council's existing investment in the IDOX UNIFORM. IDOX provide a standard implementation package that cover the installation and site specific configuration of the software as well providing for extensive staff training and familiarisation process that will accompany it.

Whilst there is a statutory requirement to maintain a register of Planning decisions, there is no such

requirement for Building Control records. To specifically limit the authority's exposure to requests for historical Building Control data there is a requirement to remove from the UNIFORM system Building Control records that pre-date 2000. This would leave sufficient history within the UNIFORM system to satisfy the Council's own operational requirements without adding to the burden imposed by entertaining data access requests. The removal of these records will require IDOX technical consultancy.

Provision within the project budget for 7 days technical consultancy from IDOX to cover any contingency for unexpected software problems has also been made.

A sum of £33,000 has been estimated to cover these requirements.

Scanning of residual paperwork

In parallel to the capture of case information into the IDOX UNIFORM system, the intention is to scan all remaining paper copies of records, with the aim of further reducing the demands on limited office space within the Oaklands building.

The final fate of the Kalamazoo registers has yet to be decided. It is likely that the authority will wish to dispose of the physical files, but a decision will have to be taken on whether the contents should be scanned and retained for archive purposes.

An amount of £18,500 has been estimated for the assorted scanning requirements that may arise from the completion of the project.

Total Amount : £187,000 phased over a 1.75 year period (**£88k-2018/19**, £99k-2019/20)

Capitalised Salaries included in the project total : £135,500

Other sources of funding : None

Revenue Implications :

With the implementation of the IDOX TLC software, there will be a consequential increase in the licensing and maintenance charges payable. Expected to be **£4,500** per year.

Value For Money Assessment :

The overall aim of the project has always been to invest in modernising the Council's data infrastructure with a view to delivering a more efficient Local Land Charge service and the ability to deliver a significant number of urban searches using an almost fully automated turn around, although the rural nature of the district will always preclude fully exploiting the capacity of the software due to the added complexity of undertaking rural area searches.

The availability of previously paper based information as electronic data will also permit the authority to exploit the potential of the data to develop new and innovative approaches to service delivery in other areas such as Planning, improving the immediacy of accessibility of these resources to staff and the general public alike.

The emergence of the HMLR requirements underline the necessity to complete the project in a timely manner (see risk analysis below) so as to ensure that unnecessary expenditure and disruption to our own service provision is avoided in preparing paper based records for exclusive supply to HMLR.

Business Unit/Service : Local Land Charges

Head of Service : Tom Clark

Project Manager : Keith Stanton

Cabinet Members : Cllr Andrew MacNaughton

Ward Members : Not applicable

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

BS 2.1 - Better Services to the customer

Summary of discussions with Cabinet Member :

The Cabinet Member for Housing and Planning has been consulted and has confirmed their support for the bid.

Risk Analysis :

There is a risk that if the data capture is not completed in a timely manner then the Council will need to invest further sums in preparing the existing paper Kalamazoo registers for provision to the HMLR nominated data contractor. This would be wholly wasteful of local taxpayer funds as the resulting information would remain exclusively the property of HMLR and would not be accessible to the local authority, an outcome that would have absolutely no benefit to the Council's own Local Land Charge service.

PROJECT JUSTIFICATION DETAILS

Expansion of Garden Waste Subscription Service

Purpose of project :

The Council is proposing to further grow the Garden Waste Service to 20,000 subscribers during 2018/19 to meet customer demand, and to improve the Council's recycling and composting targets.

This will be achieved by optimising the use of the current three-vehicle garden waste fleet which, it is anticipated, will be servicing 18,200 customers by the end of 2017/18.

The budget allocated for bins in 2017/18 will enable the purchase of enough bins to allow the service to grow to 18,800 subscribers without a further call on funding; however, an additional £20k will be required for bin purchase in 2018/19 if we are to grow to 20,000 customers. There will be a requirement to finance this from General Reserve.

It is proposed that the additional 1,200 bins required will be purchased and delivered to new customers on the basis of 450 bins per 3 month period.

Total Amount : £20,000

Capitalised Salaries included in the project total: None

Other sources of funding: This project is fully funded by subscription costs.

Revenue Implications: The cost of servicing additional customers is still subject to negotiation with Serco; however, it is estimated that, at the current subscription rate of £65 per bin per year, the additional 1,800 customers will result a gross revenue income of approximately £117k; and a net income of **£91kpa**.

Value For Money Assessment:*Current practice / doing nothing:*

The Council currently has an agreed target of achieving 18,200 customers by the end of 2017/18. At this stage it is anticipated that there will still be capacity on the vehicles (and unmet demand for the service) when that target is met. Doing nothing will require the Council to turn away potential customers, and will mean that the full recycling/ composting potential of the service is not achieved.

Other alternative approaches:

None

Business Unit/Service: Commercial Services & Contracts

Head of Service : Judy Holmes

Project Manager: Rob Anderton

Cabinet Members : Cllr Gary Marsh

Continued..

Expansion of Garden Waste Subscription Service cont

Ward Members : Not applicable

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

- Protecting & enhancing the environment (by improving the Council's recycling and composting performance).
- Providing effective & responsive services (by meeting unmet demand for the garden waste service)
- Achieving Financial Independence (by providing the service on a cost-recovery basis)

The growth of the garden waste subscription service is also one of the key, 'flagship activities' identified within the Corporate Plan.

Summary of discussions with Cabinet Member:.

The Cabinet Member has been fully involved in the formulation of this project.

Risk Analysis :

The main risks for this project are:

There is no longer a waiting list for so this next phase of growth will be far more dependent on marketing of the service. (Low)

There is a risk that the additional service will not be fully taken up. (Medium)

The majority of round changes have been made in year one, but smaller changes may be required in year two and increase the level of contact with subscribers. (Low)

Mitigation actions:

Garden Waste Marketing campaign forms part of the ongoing business activity of the Business Unit, with dedicated budget allocated.

PROJECT JUSTIFICATION DETAILS

Replacement of pay and display machines to enable cashless payment options

Purpose of project :

The Council currently operates 45 Parkeon pay and display machines in the 22 town centre car parks.

40 of these machines were installed 2008-2009 with an expected life span of ten years. This means that a programme of replacement will be required by 2020 to ensure the machines remain fit for purpose. The closure of the Martlets multi storey in Burgess Hill means it will not be necessary to replace the 3 machines in this location.

It is proposed that the 37 remaining machines are replaced and upgraded to enable contactless payments. The remaining five machines were installed over the last two years as part of the car park expansion programme; these will not be replaced but will be upgraded to accept contactless card payments.

By introducing contactless pay and display machines, payment will be accepted by debit and credit cards via chip and pin, contactless, apple and android pay. This will improve the customer experience by providing a range of options to pay for parking and the potential for transactions and stay lengths to increase. In turn, providing a range of payment options will also help to improve compliance and therefore income by ensuring customers can pay for parking even if they don't have the correct change

The cost of replacing each machine with cashless functionality is £4,190 (ESPO price) with an additional £400 per machine for civil works. To upgrade the existing machines to enable cashless payments is £1,750 per machine. Additional costs are required to convert one machine from solar to mains electricity due to the indoor location.

Summary of Initial Expenditure

<u>Capital investment</u>		*ESPO PRICE		
New P&D Machines	37	£4,190	£55,030	
Civil Works	37	£ 400	£14,800	
Upgrades	5	£1,750	£8,750	
converting to mains machine	1	£ 196	£196	
			£178,580	

Total Amount : £178,580

Capitalised Salaries included in the project total: n/a

Other sources of funding: n/a

Revenue Implications:

It is proposed that not all of the new machines are enabled to accept cash; a proportion of machines will be set up to only accept contactless payments. Every car park will have the option to pay by cash and card, just not at every machine. By reducing the number of machines taking cash by 13, will offer revenue savings of £11,560 a year.

Due to the more complex equipment in the contactless machines there is an increased service charge of £71 per machine. This will present an ongoing revenue pressure of £2,892 from year 2.

Introducing contactless payments will incur bank processing charges for each transaction. Bank charges will vary for each service provider but they will be between 21p – 28p for each contactless transaction made. It is difficult to forecast the number of transactions that will be made by contactless payment options. However based on case studies from other authorities it is suggested that 15 – 20% of all transactions could be contactless.

Based on the 2016/17 MSDC transaction figures at the maximum 0.28p charge, the worst case scenario could be a cost in the region of £78,000 – approximately 4% of the total income generated. It should be noted that we have no customer data to support these calculations so it is impossible to predict how actual transactions will be made. Evidence from other authorities would suggest an increase in income generated to offset these costs could be expected.

Revenue Costs / Implications		Unit	Cost
reduction of cash collections	13	-£ 889.20	-£ 11,559.60
additional service maintenance costs (from yr2)	42	£ 71.00	£ 2,982.00
assuming 20% transaction charges fees			£ 78,597.00
Potential Implication to budget			£ 70,019.40

Value For Money Assessment:

Current practice / doing nothing:

Pay & display machines will need replacing in the next two years to ensure they remain fit for purpose. Not replacing the machines could jeopardise the income generated from car parking as machines fail and there is no way to accept payment – this will impact compliance and the economic prosperity of our town centres.

Other alternative approaches:

None

Business Unit/Service: Parking Services

Head of Service : Judy Holmes

Project Manager: Claire Onslow

Cabinet Members : Cllr Gary Marsh

Continued..

Replacement of pay and display machines to enable cashless payment options

Ward Members : All Haywards Heath, Burgess Hill and East Grinstead Wards

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

Financial Independence

Sustainable Economic Growth

Summary of discussions with Cabinet Member:.

Cllr Marsh is supportive of the proposal to implement cashless payment methods as a service development.

Risk Analysis :

The main risks for this project are:

- Unsuccessful implementation impacting income generation and customer service (Low)
- Operational faults with machines impacting customer patronage (Low)
- High patronage resulting in increased transaction costs.

Mitigation actions:

- Detailed, phased implementation plan to ensure effective operation town by town, with customer support and positive consumer messaging.
- Mitigation of additional costs by reducing other operational costs eg cash collections and increasing parking charges

PROJECT JUSTIFICATION DETAILS

Upgrade St Wilfrid's Way Service Road

Purpose of project :

St Wilfrids Way is the main access route to The Orchards car park, St Johns Church hall and service road for the Orchards shopping centre, Haywards Heath. The service road surface has been deteriorating for several years and is in need of upgrading. The existing surface could soon become a health and safety issue i.e. trip hazard. This is a particular concern as the service road is also a well-used pedestrian cut through.

Total Amount : £37,132

S106 Local Infrastructure contributions: N/A

Capitalised Salaries included in the project total: N/A

Other sources of funding: General Reserve £37,132

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

There is no alternative option as this road serves the shopping centre and must be useable and fit for purpose.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Mark Hayler

Cabinet Members : Cllr Jonathan Ash-Edwards

Ward Members : Haywards Heath Heath Ward: Cllr Jonathan Ash-Edwards & Cllr Sandy Ellis

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

Enhancing and improving access to the car park and local businesses in the Haywards Heath area.
Reducing health and safety issues.
Providing facilities which are of quality, safe and fit for purpose.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Refurbishment of Poynings Pavilion

Purpose of project :

To replace the existing roof due to the decay of the existing ceiling joists and other timber members of the roof structure. To re-decorate as required to prevent further deterioration of the timber windows and doors. Internally, replacement of the kitchen units, replacement of the electrical equipment and re-decoration works.

Total Amount : £20,000

The Project cost for modernisation of the building fabric, mechanical and electrical services and the decoration internally and externally is estimated at **£20,000**.

Capitalised Salaries included in the project total: N/A

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

Revenue Implications: Improvements in these facilities will have a direct impact on revenue expenditure by way of reducing ongoing maintenance costs and the hiring of the facility.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the Pavilion which would deny MSDC children the opportunity to play football in a safe and enjoyable environment.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Paul Williams

Cabinet Members : Cllr Jonathan Ash-Edwards

Ward Members : Hurspierpoint and Downs Ward: Cllr Colin Trumble, Cllr John Wilkinson, Cllr Anthony Watts Williams

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

Enhancing and improving the changing facilities for the local football club.
Providing facilities which are of quality, safe and fit for purpose.
Providing facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member Cllr Jonathan Ash-Edwards has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2.Incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrading Play Equipment at Ansty Playground

Purpose of project :

Ansty playground has been identified through our annual play inspections as a play area that requires updating. The proposal is to replace the multi-unit, this will not only increase play value but also bring it into line with current standards. The investment in this play area will revitalise this tired amenity. MSDC now have the opportunity to boost the play value for this play area increasing the enjoyment for all users.

Total Amount : £12,461

S106 Playspace contribution:

Site	Obligation Name	Kickabout or Play	Funds
Former Ansty Cross Inn	PL13-001068	KA	£260
Land at Deaks Lane	PL12-001307	KA	£1,887
Former Ansty Cross Inn	PL13-001068	PL	£918
Land at Deaks Lane	PL12-001307	PL	£6,661
			£9,726

Capitalised Salaries included in the project total: N/A

*Other sources of funding: General Reserve **£2,735***

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the playground which would deny MSDC children the opportunity to play in a safe and enjoyable environment

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : Cuckfield: Cllr Robert Salisbury & Cllr Peter Bradbury

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

Enhancing and improving play value for Play space in MSDC.
Enhancing inclusivity in play
Providing facilities which are of quality, safe and fit for purpose.
Providing facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2.Incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrading Play Equipment at Dolphin Centre playground

Purpose of project :

The Dolphin playground has been identified through our annual play inspections as a play area that requires updating. The investment in this play area will revitalise this tired amenity. MSDC now have the opportunity to boost the play value for this play area and increase the enjoyment for all users. Proposal is to replace the two swings, the multi-unit and install two self-closing gates.

Total Amount : £21,363

S106 Play space contribution:

Land at Milton House	PI12-000842	KA	£4,457
Land at Milton House	PI12-000842	PL	£15,732
		Total	£20,189

Capitalised Salaries included in the project total: N/A

Other sources of funding: General Reserve £1,174

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the playground which would deny MSDC children the opportunity to play in a safe and enjoyable environment.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : Haywards Heath Lucastes: Cllr Geoff Rawlinson & Cllr Jim Knight

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

Enhancing and improving play value for Play space in MSDC.

Enhancing inclusivity in play

Providing facilities which are of quality, safe and fit for purpose.

Providing facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrading Play Equipment at Priory Way Playground

Purpose of project :

Priory Way playground has been identified through our annual play inspections as a play area that requires updating. The investment in this play area will revitalise this tired amenity. MSDC now have the opportunity to boost the play value for this play area increasing the enjoyment for all users. Proposed works are to include new junior swings, a see saw, roundabout and two self-closing gates. The footprint of the play area will also be increased.

Total Amount : £18,421

S106 Playspace contribution:

Land at west side of Western Road	PL13-001178	KA	£3,734
Land at west side of Western Road	PL13-001178	PL	£13,175
		Total	£16,909

Capitalised Salaries included in the project total: N/A

Other sources of funding: General Reserves £1,512

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the playground which would deny MSDC children the opportunity to play in a safe and enjoyable environment.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : Cllr David Dorking & Cllr Ruth de Mierre

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

Enhancing and improving play value for Play space in MSDC.

Enhancing inclusivity in play

Providing facilities which are of quality, safe and fit for purpose.

Proving facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrading play equipment at St Johns playground

Purpose of project :

St Johns playground is an extremely popular town centre play area which requires continual updating and renewal. With the proposed investment in this play area MSDC now have the opportunity to boost the play value and as a result increase the enjoyment for all users. Improvements will also begin to address “inclusivity” helping to developing this park into a destination play area. Proposed works include an inclusive roundabout and basket swing. Also planned is to complete the updating of the popular skate ramps and expand the basket ball court to enable competitive games.

Total Amount : £30,400

S106 Play space contribution:

Land at 86 Junction Road	P35/711	KA	£2,101
Land at Westhill	P35/732	KA	£2,101
Land at Dairy Crest, 10 Mill Road	P35/781	KA	£950
Osbourne House, Station Road	PL12-000682	PL	£11,851
Land at Kings Head Public House	PL13/Kings Head	PL	£10,166
			£27,169

Capitalised Salaries included in the project total: N/A

Other sources of funding: General Reserves **£3,231**

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment :

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the playground which would deny MSDC children the opportunity to play in a safe and enjoyable environment.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members: Burgess Hill Meads: Cllr Richard Cherry & Cllr Anne Jones MBE

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

Enhancing and improving play value for Play space in MSDC.

Enhancing inclusivity in play

Providing facilities which are of quality, safe and fit for purpose.

Proving facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrading Play Equipment at Kitty Lane Playground

Purpose of project :

This Bolnore village playground has been identified through our annual play inspections as a play area that requires updating. The investment in this play area will revitalise this tired amenity. MSDC now have the opportunity to boost the play value for this play area increasing the enjoyment for all users. The proposed works are to include the replacement of the adventure trail items to steel framed equipment greatly increasing the longevity.

Total Amount : £11,440

S106 Play space contribution:

Bolnore Village, SW Haywards Heath	P35/520	Misc	£10,000
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Capitalised Salaries included in the project total: N/A

Other sources of funding: General Reserve £1,440

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the playground which would deny MSDC children the opportunity to play in a safe and enjoyable environment.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : Haywards Heath Lucastes: Cllr Geoff Rawlinson & Cllr Jim Knight

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

Enhancing and improving play value for Play space in MSDC.

Enhancing inclusivity in play

Providing facilities which are of quality, safe and fit for purpose.

Proving facilities for the local community.

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrade Christopher Road car park, East Grinstead

Purpose of project :

Christopher Road car park in East Grinstead is one of several car parks that serve East Grinstead Town Centre. This car park is particularly well placed for users of the cinema and for the soon to be completed Travelodge Hotel. The car park surface, as well as the surface water drainage system, has started to deteriorate and is in need of upgrading. The existing surface could soon become a health and safety issue i.e. trip hazard. This is a particular concern as the car park is also a well-used pedestrian cut through.

Total Amount : £18,405

S106 Local Infrastructure contributions:

Agreement ref.	Development to which agreement relates	Sum
P35/602e	Land at Dunnings Mill Snooker Club	£176
P35/709	Land at Tobias School of Art	£4,428
P35/501	Mariners and Redwood, Lewes Road	£10,501
P35/743	Land at Ashdown House	£3,300
		£18,405

Capitalised Salaries included in the project total: N/A

Other sources of funding: N/A

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the car park which would decrease parking in the area and reduce revenue.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : East Grinstead Town Ward: Cllr Norman Mockford & Cllr Peter Wyan

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

Enhancing and improving car parking in the East Grinstead area.

Reducing health and safety issues.

Providing facilities which are of quality, safe and fit for purpose

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.

PROJECT JUSTIFICATION DETAILS

Upgrade Fairfield Rec. Car Park, Hurstpierpoint

Purpose of project :

To upgrade the existing stoned car park surface situated at Fairfield Recreation Ground, Hurstpierpoint. This is a well-used car park catering for the playgroup during week days and football and cricket at weekends. At present this well used car park is constructed from loose stone (MoT Type 1). Due to the current surface construction pot holes are constantly being formed creating a health and safety issue and an obstacle to wheelchair/pushchair users. Due to the new development situated close by, it is believed that the car park will be required to cater for a greater number of users.

Total Amount : £10,575

S106 Local Infrastructure contributions:

Agreement ref.	Development to which agreement relates	Sum
P35/748	Land to the rear of 105-109 Cuckfield Road	£1,262
PL12-000578	Land north of Highfield Drive, Hurstpierpoint	£9,313
		£10,575

Capitalised Salaries included in the project total: N/A

Other sources of funding: N/A

Revenue Implications: Improvements in these facilities will have a direct input on the revenue expenditure by way of reducing ongoing maintenance costs.

Value For Money Assessment:

A do nothing approach will result in a reduction in usage and an increase in H&S issues. A failure to invest will require a continued annual increase in maintenance costs. There would also be a risk of injuries that will have an effect on insurance premiums.

The alternative option is to close the car park which would decrease parking in the area.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Thuso Selelo

Cabinet Members : Cllr Gary Marsh, Cllr Jonathan Ash-Edwards

Ward Members : Hurstpierpoint and Downs: Cllr John Wilkinson, Cllr Anthony Watts Williams & Cllr Colin Trimble

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

Enhancing and improving this well used local facility.

Reducing health and safety issues

Providing facilities which are of quality, safe and fit for purpose

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and is supportive of this project.

Risk Analysis :

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

Risk	Likelihood	Severity	Financial impact
1.Incidents during construction	low	low	low
2. incident following construction	low	low	low

Mitigation actions: Qualified contractors, Risk Assessments, Method Statements.