

CORPORATE PLAN AND BUDGET 2017/2018



THE CORPORATE PLAN AND BUDGET REPORT 2017/18

Contents		Page(s)
Section 1	Overall Summary	3
	Key Factors Taken into Consideration	4 - 6
	The Financial Outlook for 2017/18	7 - 14
	Plans for Service Changes, Income Generation & Efficiency Savings for 2017/18	14 - 16
	S25 Local Government Act 2003	16
	Risk Analysis	17 - 18
Section 2	Revenue Budget	19 - 92
	Contents	19 - 20
2a	Summary of Revenue Budget	21 - 22
2b	Service Budgets & Service Commentaries	23 - 90
2c	Benefits	91 - 92
Section 3	Capital Programme 2016/17 -2020/21	93 - 112
Section 4	Usable Reserves and Other Balances	113 - 116
Section 5	Financial Strategy	117 - 118
	Medium Term Financial Plan	118 - 121
	Inflation	122 - 124
Section 6	Collection Fund	125 - 126
Section 7	Council Tax Levels	127 - 134

CORPORATE PLAN AND BUDGET 2017/18**SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****1.0 Overall Summary**

- 1.1 The financial outlook facing local government in future years will continue to be challenging. Over the last seven years Government funding for Mid Sussex has reduced from £6.4m to £845k. This year, support grant will reduce to £128k – a significant reduction. The 2016 Autumn Statement shows that finances will be constrained for some time to come.
- 1.2 However, the Council has a well-tested and robust Service and Financial planning process that has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We must remain prudent in our financial planning and continue to use a combination of savings, increases in income and careful investments over the next 4 years to achieve a balanced budget.
- 1.3 This means we must continue to maintain a tight control over costs by critically examining all our services and expenditure to ensure resources are directed to the Council's priorities. As a result of this prudent and careful approach to financial management over the last decade the Council has secured in excess of £7m of planned savings whilst maintaining service levels in key services.
- 1.4 The proposals set out in this report have again been reviewed by the Member Working Group on Service and Financial Planning. The Member Working Group met a number of times through the autumn and was chaired by the Cabinet Member.
- 1.5 In summary, as in previous years the proposals offer a balanced budget for 2017/18 that:
 - Allocates resources to the Council's priorities;
 - Protects key frontline services;
 - Continues the journey to financial independence;
 - Increases efficiency in some service areas;
 - Invests in key projects over the longer term;
 - Continues to protect the Council's reserves position and fund the proposed capital programme.

2.0 Key Factors taken into consideration

2.1 The Council's Revised Corporate Priorities

2.1.1 The Council's corporate priorities link to the Sustainable Communities Strategy 2008-18. This is produced by the Mid Sussex Partnership and is a multi-agency long-term plan for the District. This was refreshed in 2012 and has 4 key themes:

- Protecting and Enhancing the Environment
- Economic Vitality
- Cohesive and Safe Communities
- Healthy Lifestyles

2.1.2 The Council's statement of main purpose "Working in partnership for the well-being of all in the community" and corporate priorities of "Better Lives, Better Environment and Better Services" date back to 2005. These have served the Council well over the past 10 years. However, as the economic climate has changed so have the challenges and opportunities facing the Council and it has become timely to undertake a review. Of particular importance are recognition of the Council's role in supporting economic growth in the District and the need to work towards financial independence, given the reducing levels of Government grant.

2.1.3 The new statement of main purpose and Council priorities which were agreed by the Member Working Group are:

2.2 New 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 New Council Priorities

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

2.3.1 These are judged to provide a degree of continuity with the previous priorities, while reflecting the current challenges facing the Council and the themes to be addressed in the Sustainable Communities Strategy.

2.4 Flagship Activities

2.4.1 A further change to the Council's corporate planning process this year is the identification of "flagship" activities under each priority that the Council will commit to achieving in the year ahead. These will provide a focus for the Council in delivering its priorities, with progress reported in the following year's Plan. Flagship activities for 2017/18 under each of the new 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 2017/18 are:

- Improving our customer service with more enquiries dealt with at the first point of contact.
- Increasingly digitising our services to make them more customer-friendly by improving efficiency.

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 2017/18 are:

- Progressing the Town Centre redevelopment at Burgess Hill.
- Redevelopment of the station quarter at Haywards Heath including the opening of the new Waitrose store, and also work on East Grinstead Town Centre.
- Working towards the provision of new business parks at Burgess Hill.
- Providing Economic Development grants to support business.
- Production of a new Economic Development Strategy.

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 2017/18 are:

- Continue to support our community through grants to local organisations.
- Ensure that the “Think Family” community initiatives are delivered and supported.
- Providing an effective Wellbeing Service that helps residents to make healthy lifestyle choices.
- Enable the provision of 200 new affordable homes.
- Supporting communities with new facilities and playgrounds, such as at Ansty recreation ground, Hickmans Lane, Lindfield and Finches Field, Pease Pottage.

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 2017/18 relate to the development of services and assets that will generate revenue for the Council such as:

- the delivery of improvements to the leisure centres
- extension of the green waste service to a further 2,000 users
- making best use of our land and commercial property holdings.

2.9 Previous Actions and Initiatives

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

- Robustly managing budgets to identify savings on an ongoing basis including revenue and controlling costs;
- Reviewing and redesigning services to deliver more efficient and effective services for our customers;
- Seeking to maximise income to support the Council’s ambition to be financially independent by 2019/20;
- Working in partnership with other neighbouring Councils and our contractors.

- 2.9.2 Over the decade, the programme of budget savings has been extensive for a low spending authority such as Mid Sussex. This achievement should also be set in the context of the work that has been done over the same period to maintain, and where possible, improve service performance despite these budget reductions. As Members of the scrutiny committees can confirm, service performance across the Council has improved in most areas over the last few years and continues to be good across the Council.
- 2.9.3 For this year's budget there is a mild change in emphasis towards longer term investment. Where though there is a service change or budget reduction proposal, officers have assessed the potential impact on services and identified any necessary mitigating actions required to enable as smooth as possible an introduction of the change. This has been central to ensuring the Council has been intelligent in its service and financial planning. In tandem with this prudent approach to cost control and change, the Council has also worked hard on its ambition to be as financially independent as possible. The intention behind this objective is to protect and enhance services to local people. During 2017/18 we will see this work beginning to mature. The Council will not only be able to maintain services but also begin to invest in them in order to deliver further improvements.
- 2.9.4 Members will note that this includes key areas such as ICT and digitisation, Economic Growth especially around Burgess Hill and increased grant provision for local groups.

2.10 Service Plans and Performance

- 2.10.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.
- 2.10.2 The quarterly service performance statistics received by the Scrutiny Committee have shown for some time that the Council's services are generally performing well and that we do not have any failing services, although in some key areas recruitment continues to be problematic as the building trade recovers strongly. 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.
- 2.10.3 Members will also note from the service plans that services are still gradually improving and delivering many positive initiatives that will benefit local people.

2.11 Central Government Funding of Local Government

- 2.11.1 In developing the proposals in this report, the Member Working Group, Cabinet and the officers have continued to be very mindful of the continuing changes to the way councils are funded. The Autumn Statement 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);
 - 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.
- 2.11.2 We set out last year our analysis of the effect this regime will have. 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.

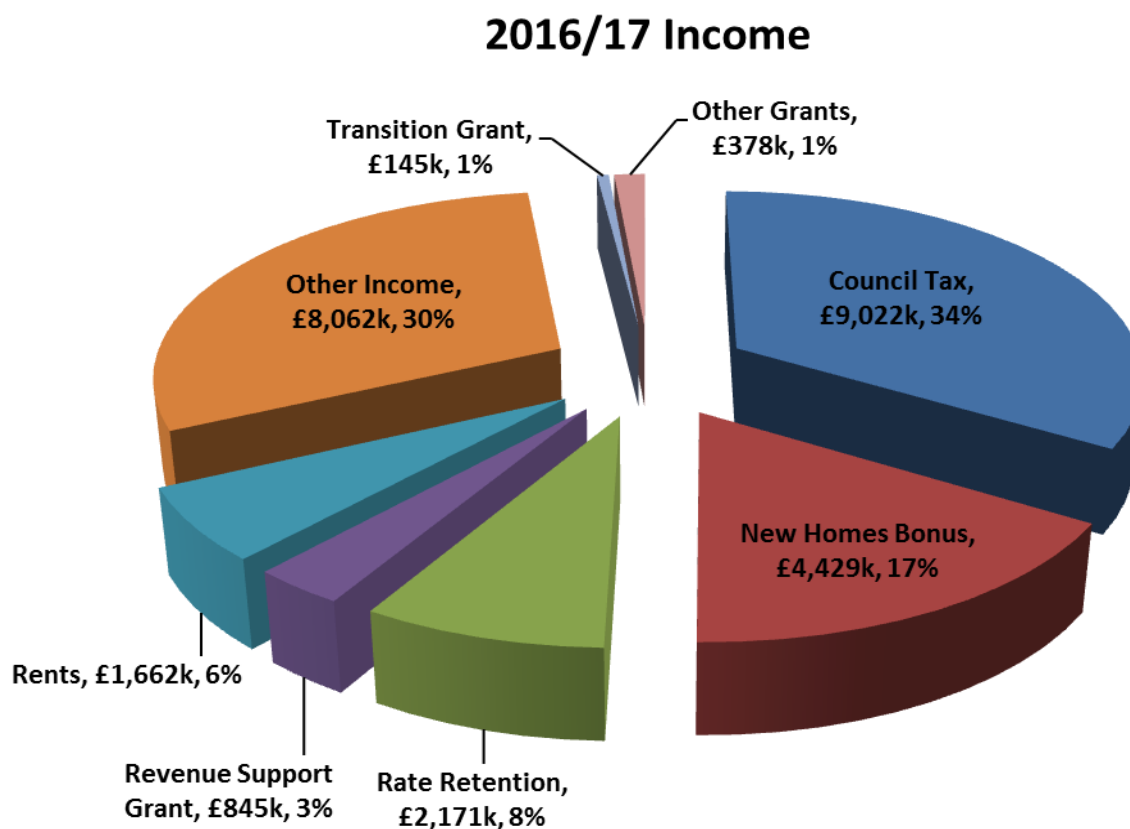
3.0 The Financial Outlook for 2017/18

(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 should give more certainly over our RSG, albeit that it is reducing to £128k in 2017/18.

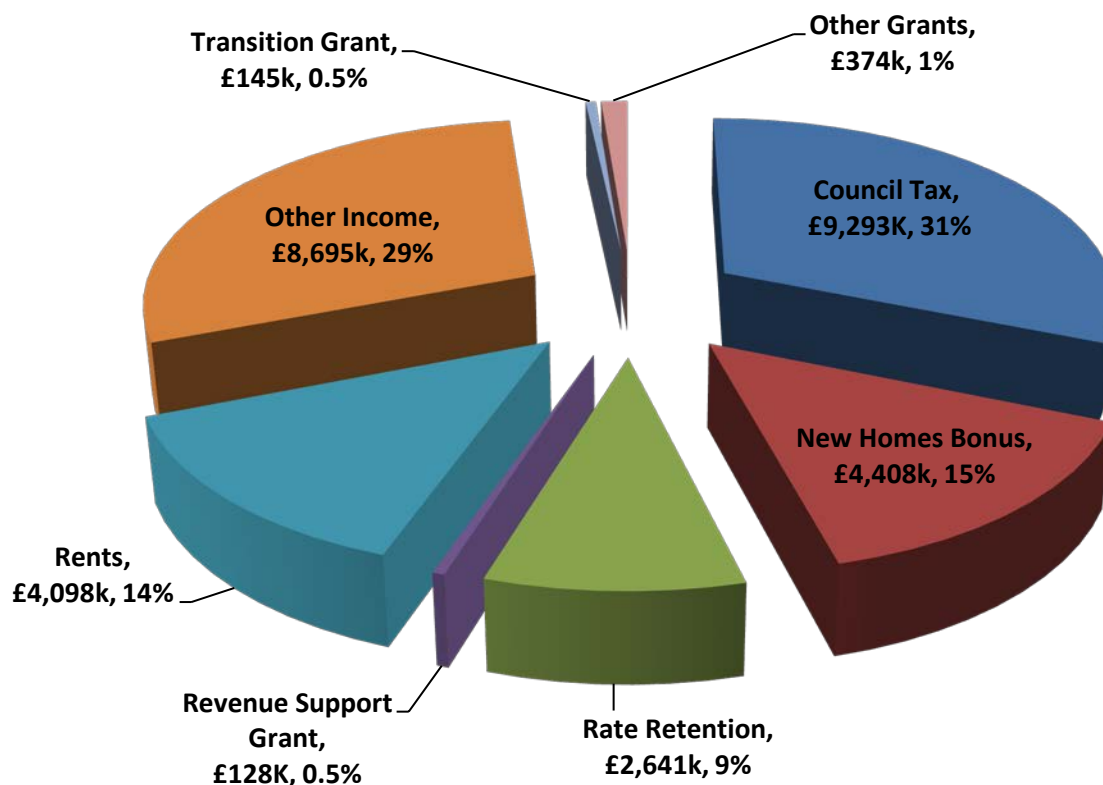
3.1.2 The Provisional Settlement announcement of 15th December gave more certainty to the New Homes Bonus scheme, described below. Now that we have these income figures, we can illustrate the proportion of the different funding sources received:



Source: Corporate Plan 2016/17 Actuals

3.1.3 This position continues to change in line with expectations that Revenue Support Grant will diminish in significance, while our own earned income from rent, council tax and the Rate Retention Scheme income increase. Only when we receive more details about the Government's proposals for the full Rate Retention Scheme will we be able to assess the impact of the changes on the Council's finances. This is unlikely to be known for some time.

2017/18 Income



NB for illustration only; not all income finances the revenue budget.
Source: Various budgeted and projected as at 17 February 2017

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 £2.641m in 2017/18 with modest increases thereafter to 2020/21. Also, as referred to above, we will need to assess the impact of the Chancellor's announcement that 100% of business rates will be retained within the sector in the future.

Revenue Support Grant (RSG)

- 3.1.5 RSG is the residual part of Formula Grant under the new financial model and it is forecast that it will continue to diminish to zero over the next few years to the end of the decade. For next year we have £128k allocated – a reduction of some £717k.

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. However, as outlined above, the recent 2015 Spending Review announced a significant reduction in the amount of NHB available nationally and that the period over which it would be paid would reduce from 6 to 4 years. This has now been confirmed in the Provisional Settlement and is reflected in the forecasts below. This announcement vindicates this Council's decision not to rely on NHB within the revenue budget.

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
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
7 th actual							845	845
8 th forecast								800
Total	360	866	1,601	2,495	3,256	4,429	4,408	3,579

3.1.7 Following on from the above, for 2017/18 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 29% 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.

3.3 The Orchards Shopping Centre, Haywards Heath

3.3.1 The acquisition of The Orchards head lease was completed on 24th November. From that date we are responsible for all aspects of the income and expenditure including maintenance of the building fabric, overall insurance etc. We have appointed a managing agent for an initial 12 month period to manage the centre for us, which includes agreeing the service charge budget and its collection including dispute resolution, rent collection and account preparation, collection of residential ground rents and mall and concession income. The agent will also employ the centre manager and direct her work on a day to day basis.

3.3.2 Most costs will be met from the service charge budget which is recharged to tenants. However, some, like rent collection, are landlord costs only.

3.3.3 Borrowing costs are fixed for 2017/18 so that year is as below:

Cash Flow summary	2017/18
	£'000s
Rental Income	2,253
Service Charge recovery	256
Service Charge expenditure	(277)
Net Property Operating Cashflow	2,232
Vacancy Allowance	(45)
Asset Management Fees	(66)
Leasing Costs	(17)
Net Operating income	2,104
Interest paid	(154)
Net Corporate surplus	1,950
other expenditure eg incentives	(100)
Total Net Cash Return - Annual	1,850

3.3.4 The effect of this is that we have some ability to fund projects from revenue which might otherwise have been financed from general reserve. This protects our reserves position over the medium term and gives us more flexibility in the future were circumstances to change.

3.4 Calls on income

Orchards Reserve

3.4.1 The first priority is to set up a Reserve for The Orchards itself. There will be some expenses that remain the landlord's responsibility and which cannot be recharged through the service charge. For example, repair or replacement of flat roofs. We may also want to use this fund over the medium to long term to invest in the centre, for example, to increase unit size in response to a particular tenant demand. It is proposed that we add £900k to this reserve initially and review the contribution in light of circumstances on an annual basis.

3.4.2 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, establishing 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

3.4.3 The proposal here is to annually devote £400k (£600k in 2017/18) into this reserve to carry on the drive towards digitisation of the council's services and move towards being infrastructure free. In time, this will lead to a reduction in spend on the Census ICT Partnership of a similar or more sum. It will also facilitate improved customer service and increased productivity.

3.4.4 Developments for 2017/18 include:

- (a) development of in-cab technology, jointly with SERCO our waste contractor, to improve response times, customer service and scale existing services;
- (b) replacement of the Council's telephony system including the 18 year old exchange. This will improve internal and external customer service, increase resilience and reduce call and hardware costs.
- (c) Redesign and improve the Mid Sussex website, reducing the need for pdf forms and integrating transactions directly to 'host' applications. This will improve transaction times for customers and residents and reduce processing costs and times internally

Economic Development and Burgess Hill Growth Area Reserve

3.4.5 The development of the Northern Arc in Burgess Hill together with the town centre and commercial space to the west represents a very significant workstream for the authority. In total it represents well over £1bn of inward investment to Mid Sussex. Until now, we have resourced the project mainly within existing resources, supplemented by some funding from reserve approved by Council in February (£440k) and Cabinet in November (a further £200k). These sums finance two senior officers (one FT, one PT) and consultants and advisors. It is recognised that managing a project of this scale is well beyond the scope of the District Council and therefore we must make funding available to secure ongoing support. To complement this, the Council is currently bidding to the Government for Capacity Funding, but the outcome of this will not be known for some time. In addition, Economic Development is a priority for Mid Sussex and the management restructure undertaken in the summer recognises the need to put more resources in this area of activity. The development of a reserve to support this new team means that there will be flexibility to respond in an agile way to issues that arise in year and continue to support economic growth effectively.

3.4.6 Given the scale of the combined projects it is now proposed to build this funding into the revenue account in the sum of £500k per year. Were this to prove insufficient, this can be flagged in the usual way.

Environmental Health

3.4.7 The Environmental Health service has seen an increase in the request for their services such as new food business, planning applications, complex contaminated land and nuisance-related enquiries.

3.4.8 This reflects the favourable economic conditions and also the population increase of the District. This has caused work pressures within the team. The additional increase in the environmental health budget will enable the service to have the capacity and expertise to address the work, through the use of temporary staff and market supplements.

3.5 Council Tax

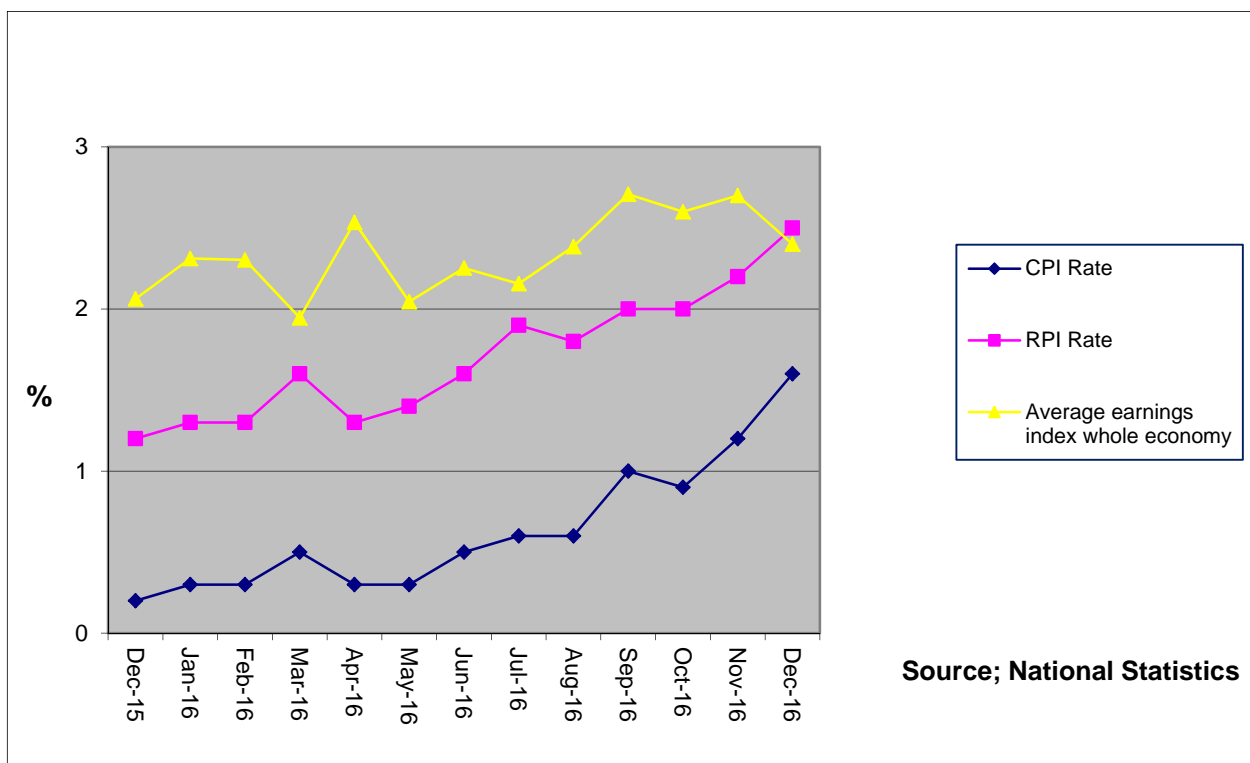
3.5.1 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the single largest proportion of the Council's income, expected to be equivalent to 31% in 2017/18.

3.5.2 For next year Members have indicated that a modest rise of 1.99% should be budgeted in order that the Council moves towards being financially independent by the end of the decade. This provides an extra £178k of yearly income over the medium term whilst increasing the tax at Band D by £3.06. Recipients of the Council Tax Reduction Scheme are not affected by this increase due to the scheme parameters being appropriately updated. Members should note that in the proposals announced by the Chancellor in the 2015 Spending Review, when calculating the spending power available to Councils, he assumes Councils will increase their Council Tax by the maximum possible over the parliamentary term.

(b) Expenditure

3.6 Inflation and Staff Salaries

3.6.1 The Consumer Price Index measure of inflation rose to 1.6% in the year to December 2016 up from 1.2% in November as the chart below shows:



3.6.2 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 **£212k** in 2017/18. The details of this calculation are set out in Section 5.

3.7 Council Tax Collection Fund Surplus/Deficit

3.7.1 At this stage, we are forecasting a surplus on the Mid Sussex part of the Collection Fund of £110k by the end of the year. This is as a result of increased house building leading to more tax being billed, a reduction in claims for Council Tax Support and a slightly better than expected overall Council Tax collection rate which we forecast at 99.3% and have now increased to 99.4%.

3.8 Council Tax Support Scheme

3.8.1 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 2017/18 with the accompanying financial factors unchanged.

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

3.9.1 This shows just a minor net reduction of £4k this year – .a smaller decrease than formerly.

3.10 Tax Base

3.10.1 The tax base for the year was set at Council on 14th December 2016. For this year we are predicting growth of 1.79% which reflects the increased level of house building in the district, along with a reduced level of exemptions and discounts.

3.11 Balance Unallocated

3.11.1 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 2017/18 we need to set it at **£12k**.

3.12 Capital Programme

3.12.1 The proposed Capital Programme is set out in Section 3. It comprises a modest 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.

3.12.2 Major Capital Renewals (MCR) are listed and detailed separately. In 2017/18 one playground will get new play equipment and two recreation grounds will receive renovated and new changing facilities respectively. Members will be consulted in the usual way.

3.12.3 Following successful work to modestly improve the office accommodation for staff, 2017/18 will see a project to assess improvement to the Oaklands council chamber and Member accommodation. The intent is to stay within the existing building envelope but to use the space more effectively and to enhance the audio-visual capability for users. The feasibility work has already started and a Member advisory board will provide the essential user feedback to guide the project.

3.13 Land and Property Specific Reserve

3.13.1 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.

3.13.2 We have also utilised the Land and Property Specific Reserve to acquire a property under sale and leaseback arrangements and a second as a straightforward purchase that are yielding some 7%. This income has been included in the revenue budget.

3.13.3 The reserve has some £1m remaining of the original £2m earmarked until another opportunity presents itself for an investment.

3.14 Four Year Position

3.14.1 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) in Section 5 of this report. It is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change; especially for years 3 and 4.

3.14.2 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 2017/18	£0k
Year 2 2018/19	£(453k)
Year 3 2019/20	£(45)k
Year 4 2020/21	£152k

4.0 Plans for Service Changes, Income Generation and Efficiency Savings for 2017/18

4.1. Introduction

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

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

- in-year savings from 16/17 carried forward into 2017/18;
- savings by making changes in service provision without impacting on frontline services; and
- generating additional income where appropriate, including investing in income generating initiatives.

4.1.3 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.

4.1.4 Members will recall that at the Cabinet meeting of 6th September 2016, we reported a small revenue surplus of **£35k**. 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.

4.2 Pressures

Pressures arising from Service Planning

4.2.1 Development Management is a service that has identified both increased income for next year and accompanying pressures. These relate to fees for consultants and specialist legal advice in defending appeals – these total **£60k**. We will also be entering into an agreement with Rother District Council to provide specialist contaminated land consultancy following the withdrawal of the County Council from this service. This will cost approximately **£20k** pa.

4.2.2 We are also building in a **£54k** pressure as a result of the decision to withdraw from providing the Development Management service for the South Downs National Park. Whilst this is a loss of income it will also improve the capacity of the service to process applications thereby improving the efficiency of the service.

- 4.2.3 As Members will know from the Budget Management reports, there is a significant rise in Temporary Accommodation costs in the current year. This trend looks set to continue into 2017/18 and we are therefore increasing the budget by **£139k** as a direct result, in addition to the £30k in year.
- 4.2.4 The introduction of the Apprenticeship Levy will cost a net **£25k** next year. The Council currently runs two very successful apprenticeships for which we receive back some funding – this is included within the aforementioned £25K.
- 4.2.5 As more properties are built and the district grows the waste contract expands to meet the increased demand. Since these increases are ‘stepped’ their impact is difficult to predict. There are two such increases proposed for next year, which adds **£34k** to our costs. The contract price also increases by **£24k** over forecast inflation because the appropriate indices were not known at the time of assembling the inflation tables.
- 4.2.6 The same principle regarding growth of the district also applies to the soft landscape. We are adopting more land in new developments and this is increasing our maintenance expenditure by **£21k** next year; similarly we are caring for more large trees which is driving costs upwards by **£18K**.

Pressures arising from Service Enhancement

- 4.2.7 The warmer environment is leading to grass growing for longer and our playing pitches needing more frequent cutting to keep them useable for hirers – three additional cuts across our stock increases costs by **£15k** pa.
- 4.2.8 Earlier in the report we describe the effect that the purchase of the Orchards Head Lease has on the Council’s finances. The accompanying revenue income presents a major opportunity for us and Members will be keen to invest a proportion of this in local services. One method of directly helping community, voluntary and sporting groups is by grant-aiding them through the Economic and Community Development grants.
- 4.2.9 This is the main grant funding now allocated by the Cabinet Grants Panel on a regular basis and subject to a bidding and scrutiny process. The grants are very well received and enable the pursuance of a range of projects, by a variety of applicants, and comprise bids from small running costs for discrete events to larger set-up sums for capital projects. We started the year with £113k and a significant proportion of this has now been committed.
- 4.2.10 Adding a further **£220k** into this grant reserve will enable the continuation of these grants for at least the next 12 months and possibly longer

4.3 Savings

Savings arising from Service Planning

- 4.3.1 Over the past three years income from Development Management fees has exceeded that budgeted by a significant margin. This has arisen as a result of application fees accompanying developments in advance of the authority publishing a District Plan. For 2017/18 we are proposing to recognise that situation in our budget and increase the total fee income by **£300k** for one year only. There are two pressures on fees described within the previous sections.
- 4.3.2 The Census ICT service will be gradually changing over the next 24 months as the partners move to a Cloud-based set of services. This is described within Census Joint Committee papers. Whilst this will involve investing in the change (for which we have set up and funded an ICT reserve) it will lead to a reduction in expenditure in the partnership. This process starts next year and will yield a saving of **£67k**.

Savings arising from Service Enhancements

- 4.3.3 The method by which the districts and boroughs within the county calculate the split of recycling credits is changing for next year, by mutual agreement. As a district which has a good recycling rate and accompanies that with an educational package on how households can improve their individual recycling, we will benefit from this recalculation by **£52k** for 2017/18 and future years.
- 4.3.4 Over the summer, an external review of the Council's structure and capacity was undertaken. Implementation of the proposals is well underway and will be completed by March 2017. The proposals reduce the size of the Management Team and reinvest the savings into the management tiers below. The aim being to build operational capacity and refocus the Management Team on strategic management, in order to ensure the organisation can respond well to the challenges ahead. The financial impact of these changes is a saving of **£44k**.
- 4.3.5 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 of Burgess Hill
 - An acceleration of our move towards an infrastructure-free ICT service by investing in 'software as a service' across key systems.
 - Investing in key district assets to generate a revenue stream that support the Council's ambition to be financially independent
 - Support the community by increasing our contribution to the Economic and Community Development grants funding by £220k in 2017/18.

5.0 S25 Local Government Act 2003

- 5.1 Section 25 of the Local Government Act 2003 requires that:

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

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

- 5.2 The annual budget is compiled in the context of the Corporate Plan, the Financial Strategy and the Medium Term Financial Plan. It provides the means whereby each service plan can be adequately financed to achieve the relevant part of the Corporate Plan. The recommendations for the budget for 2017/18 ensure that the net budget can be financed from Council Tax income, RSG, RRS, Housing Benefit Administration Grant and a collection fund surplus.. This budget has been compiled in close consultation and agreement with the Chief Executive and the Heads of Service. The estimates have been evidenced in detailed working papers, which were compiled jointly between the staff of the Accountancy Section and each Head of Service. The Head of Corporate Resources or his representative has also met with each Head of Service to ensure their detailed budget is well understood. This process has ensured that the implications of the estimates included in the budget are owned and are considered realistic and achievable by each Head of Service.
- 5.3 There are risks associated with any estimate and the main risks are explained below. It should be noted though, that the budget monitoring process updates both Officers and Members on the current and forecast position at frequent intervals. If this process exposes areas of concern, action will be taken to minimise the possibility of a significant variation. This process has been evidenced during previous years where Budget Management reports have continually adjusted the budget to ensure spending remains broadly on target.

6.0 Risk Analysis

- 6.1 The annual budget is the plan of how the Council will manage its finances in the next year. Approving the budget is the first step in managing the financial risks in the following year. However, in approving the budget, there are a number of key risks that need to be acknowledged. For 2017/18, the risks of adverse variances can be considered minimal because there are only a small number of minor changes proposed to service budgets. We have once again spread the risk around the budget and also achieved most of our savings in advance of the start of the financial year.
- 6.2 Assumptions have been made at the point the budget was prepared based on information currently to hand and there is always a risk that these assumptions do not hold true. However, again, senior management accept that these projections need to be managed in-year. Every effort will be made to identify opportunities to make further net savings in the year to accommodate any shortfall and to be used to offset further budget pressures that may arise. In addition, we have a record of prudently forecasting income which usually manifests as overachievement of income by the end of the year.

Inflation

- 6.3 It is necessary to budget for the realistic probability that prices will increase. Clearly, this cannot be calculated accurately in advance and there is therefore a risk that prices will vary from the estimate. However, whilst inflation in recent years has been relatively stable, we are now in an economy where inflation is low but rising and because of the UK desire to leave the EU, confidence is less certain than 12 months ago. Foreign exchange rates have proved to be volatile which has affected imported goods prices. We have forecasted that low inflation will continue for the year but have then increased our estimates from years 2 to 4 to reflect the Bank of England inflation target of 2%. There is of course a risk that we have under-budgeted for expenditure in the medium term. This will be managed through our usual reports to the Executive.
- 6.4 Any adverse increase in prices, particularly on our contracts, could be contained by better procurement and energetic negotiation and we therefore consider this risk to be insignificant compared to the overall budget.

Cost Control – 2016/17 net savings made permanent

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

Income Budgets

- 6.7 The budget requirement includes income from fees and charges which are inherently demand led. There is a risk, therefore, that budgeted income levels will not be achieved; conversely, they could be exceeded. For 201/18 prudent assumptions are made, particularly around areas such as land charges and building control income. Our in-year monitoring shows that these are realistic figures to use.
- 6.8 There are two areas of income where, once again, some fluctuation can be expected; car parking and development management income.

- 6.9 The car park income budget has been kept at 2016/17 levels. By comparison to the very latest figures this does not appear to present a significant risk of underachievement; in reality it is more likely that the income target will be over-achieved as the economy picks up.
- 6.10 Development Management income continues to show some growth – but this is mainly due to the delay in the adoption of the District Plan. For 2017/18 we have increased the budget to match the expected demand on the service, although we have then reduced the income down again for future years. This profile reflects the expected increase in applications in the forthcoming year which then reduce when the Plan becomes successfully adopted.
- 6.11 One of the main risks to our income budget arises from the introduction of the Rate Retention Scheme. This firmly puts the risk of income shortfall with the local authority, whether that derives from a downturn in business rate collection from economic reasons, the outflow of cash for backdated Rateable Value appeals or a loss of a key business to another district. We are liable to the extent of the safety net i.e. after a drop of 7.5% from the baseline or some £751,000 from our projected income. To mitigate this risk we established an Equalisation Reserve which can be drawn on to enable spending on services to continue were our income to reduce for any one year. This also enables us to budget at an expenditure level and be certain that we can finance the budget overall. The risk is therefore mitigated given that we will have adequate funds to balance any shortfall in year.

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

Expenditure budgets

- 6.12 Most expenditure budgets can be effectively controlled by management. The experience of controlling previous years' budgets is that it is most effective when the budget is considered as a whole by the Management Team and the Chief Executive and the Heads of Service as a group own the need to aim for a nil overspend. This approach will be used again in 2017/18 and can be expected to rigorously control costs.

Reserves

- 6.13 The total of the Council's non-earmarked General Reserves as at 1st April 2016 were £12.8m and projected to be just under £14m at 1st April 2017. The financial strategy includes that the target for the minimum level of total unearmarked reserves is £1.5m. The estimated positions at the start and end of the year demonstrate that this minimum level will be exceeded. The projections for reserves also include capital expenditure commitments and other commitments (included in the specific reserve). This level of reserves is considered adequate for managing the council's existing commitments whilst allowing the Council the scope to invest in new capital projects over the forecast period.

Capital Programme

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

REVENUE BUDGET CONTENTS

	Page
Section 2a	
Summary of Revenue Budget	21 - 22
Section 2b	
Service Budgets - Definitions	23 - 24
Service Budgets - Summary	25
Gross Expenditure & Income Summary	26
Specific Items Summary	27
Capital Charges Summary	27
Assistant Chief Executive Business Units:	29 - 46
- Housing	29, 32-33
- Planning Policy & Economic Development	30, 34-35
- Development Management	30, 36-37
- Contract Management:	31
- Cleansing Services	31, 38-39
- Parking Services	31, 40-41
- Landscapes	31, 42-43
- Leisure Partnership	31, 44-45
Head of Corporate Resources Business Units:	47 - 64
- Performance & Partnerships	47, 50-51
- Community Leisure	48, 52-53
- Corporate Estates and Facilities	48, 54-55
- Emergency & Outdoor Services	48, 56-57
- Finance Accountancy	49, 58-59
- Finance Corporate	49, 60-61
- CenSus Revenues & Benefits	49, 62-63
Head of Digital Business Units:	65 - 72
- Customer Services & Communications	65, 66-67
- CenSus ICT & Digital Shared Service	65, 68-69
- Human Resources & Payroll	65, 70-71
Head of Regulatory Services (and Monitoring Officer) Business Units:	73 - 86
- Legal Services	73, 74-75
- Democratic Services	73, 76-77
- Land Charges	73, 78-79
- Planning & Building Control Support	80-81
- Environmental Health	73, 82-83
- Building Control	73, 84-85

REVENUE BUDGET CONTENTS (CONTINUED)

Section 2b Cont'd	Page
Strategic Core:	
- Strategic Core Business Unit	87 - 88
Corporate Funds:	89
Section 2c	
Benefits Statement	91 - 92

SUMMARY OF REVENUE BUDGET 2017/18

A summary of the Budget is shown in Table 1, which is the total of all net revenue expenditure for the services the Council provides.

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

Table 1: Budget 2017 /18 Summary

Notes	Budget 2017/18 £'000	Original Budget 2016/17 £'000
1 Council Service Net Expenditure	11,251	12,721
Contribution to Reserves - Employees	50	n/a
Contribution to Rate Retention Scheme Equalisation Reserve	200	0
Contribution to ICT Reserve	600	n/a
Contribution to Burgess Hill Growth Reserve	500	n/a
Contribution to Economic & Community Development Reserve	220	n/a
Total Revenue Spending	12,821	12,721
2 Capital Charges	2,198	1,981
3 Specific Items	4,500	2,106

Notes:

1. The total of net expenditure is the responsibility of the individual Business Unit Leaders and Heads of Service.
2. Capital charges represent the use of capital assets and, by including in the cost of running services, aim to show their true cost. However, because they are a notional cost and are not cash expenditure, they are not included within total revenue spending.
3. Specific Items are one-off items of revenue expenditure financed from reserves and hence not included within total revenue spending.

SERVICE BUDGETS

1. Budgets for 2017/18 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 2017/18;
 - b) tables showing the variation for each Business Unit between 2016/17 and 2017/18 budgets, and
 - c) a budget summary including an analysis by type of spending which shows data for 2015/16 outturn (objective analysis only), original budget 2016/17 and budget 2017/18. Also included are figures to show the amount and percentage change between 2016/17 and 2017/18.

(Note that the signs for % increases and decreases are the same for both expenditure and income i.e. increases in expenditure and income are both shown as "+".)

2. *Definitions:*

Employee costs:

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

Premises related expenditure:

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

Transport related expenditure:

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

Supplies and services:

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

Third party payments

- Private contractor payments

Transfer Payments

- Homelessness
- Funeral costs
- Housing benefits

Support Services

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

- Office accommodation recharges

- Computer recharges

Income

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

Revenue Budget Summary 2017/18

Actual 2015/16 £'000		Budget 2017/18 £'000	Budget 2016/17 £'000	Change from 2016/17 £'000	2016/17 %
936	Housing	1,142	964	178	18%
651	Planning Policy & Economic Development	612	602	10	2%
200	Development Management	614	707	(93)	(13%)
2,770	Cleansing Services	2,694	2,724	(30)	(1%)
(1,303)	Parking Services	(1,227)	(1,145)	(82)	7%
754	Landscapes	953	0	953	
(253)	Leisure Partnership	(1,000)	(38)	(962)	2532%
401	Performance & Partnerships	600	554	46	8%
659	Community Leisure	524	600	(76)	(13%)
(730)	Corp Estates and Facilities	(1,581)	(1,065)	(516)	48%
1,132	Emergency and Outdoor Services	1,231	2,122	(891)	(42%)
(32)	Finance Accountancy	(4)	(4)	0	
1,464	Finance Corporate	1,506	1,496	10	1%
1,860	Revenues & Benefits	1,887	1,929	(42)	(2%)
217	Customer Services & Communications	0	0	0	
(43)	ICT	(51)	(29)	(22)	76%
1	Human Resources and Payroll	0	0	0	
(13)	Legal Services	0	0	0	
851	Democratic Services	919	859	60	7%
87	Land Charges	139	211	(72)	(34%)
(1)	Planning Service Support	0	0	0	
895	Environmental Health	1,024	995	29	3%
208	Building Control	338	246	92	37%
968	Strategic Core	1,037	1,061	(24)	(2%)
(145)	Benefits	(119)	(119)	0	
13	Drainage Levies	1	10	(9)	(90%)
0	Balance Unallocated	12	41	(29)	(71%)
7,792	Council Net Expenditure	11,251	12,721	(1,470)	
	Contribution to Reserves - Employees	50	0	50	
38	Contribution to Rate Relief Equalisation Reserve	200	0	200	
665	Contribution to ICT reserve	600	0	600	
	Contribution to Burgess Hill Growth Reserve	500	0	500	
	Contribution to Economic & Community Development Reserve	220	0	220	
8,495	Total Revenue Spending	12,821	12,721	100	

Gross Expenditure and Income Budget Summary 2017/18

	Budget 2017/18 £'000	Budget 2016/17 £'000	Change from 2016/17 £'000 £'000	
Gross Expenditure				
Employees	12,728	12,419	309	2%
Premises Related Expenditure	2,650	2,641	9	0%
Transport Related Expenditure	343	337	6	2%
Supplies and Services	7,110	4,840	2,270	47%
Third Party Payments	5,834	5,162	672	13%
Transfer Payments	33,903	34,392	(489)	(1%)
Support Services	6,084	6,298	(214)	(3%)
	68,652	66,088	2,564	4%
Gross Income				
Customer and Client Receipts	(8,455)	(7,902)	(553)	7%
Rents	(4,098)	(1,662)	(2,436)	147%
Government Grants	0	0	0	
Other Grants and Contributions	(37,194)	(37,506)	312	(1%)
Recharges	(6,084)	(6,298)	214	(3%)
	(55,831)	(53,367)	(2,464)	5%
Net Expenditure	12,821	12,721	100	

Specific Items Summary 2017/18

	Budget 2017/18 £'000	Budget 2016/17 £'000
Business Unit		
Housing	91	30
Planning Policy	1,043	703
Development Management	33	44
Cleansing Services	20	0
Leisure Partnership	1,000	600
Performance & Partnerships	70	70
Community Leisure	100	63
Corp Estates and Facilities	172	255
Emergency and Outdoor Services	38	0
Finance Accountancy	9	0
Finance Corporate	1,105	0
Revenues & Benefits	25	0
ICT	699	220
Human Resources & Payroll	7	16
Democratic Services	8	58
Land Charges	15	2
Planning Service Support	15	25
Environmental Health	50	0
Corporate Funds	0	20
	4,500	2,106

Capital Charges Summary 2017/18

	Budget 2017/18 £'000	Budget 2016/17 £'000
Business Unit		
Planning Policy	2	2
Cleansing Services	157	154
Parking Services	5	5
Leisure Partnership	1,214	1,019
Corp Estates and Facilities	284	260
Emergency and Outdoor Services	278	265
Finance Accountancy	4	4
Revenues & Benefits	17	20
ICT	193	204
Democratic Services	14	14
Land Charges	30	35
	2,198	1,981

Assistant Chief Executive

Business Units: **Housing**
 Planning Policy & Economic Development
 Development Management
 Contract Management:
 - **Cleansing Services**
 - **Parking**
 - **Landscapes**
 - **Leisure Partnership**

Housing

The emphasis on home ownership in the Housing and Planning Act 2016 and the focus in the HCA's funding programme for low cost home ownership provides a particular challenge for delivery of affordable rented housing in the District. Despite this the service will aim to enable the delivery of 209 new affordable homes and we will work with the owners of the 115 long term empty properties to bring as many as possible back into use.

The service will work closely with planning services to implement affordable housing policies taking account of the Government's starter homes initiative. To deliver this initiative in 2016 the Council bid to be part of the Starter Homes Programme and has subsequently been announced as one of thirty partnership authorities identified to take forward the Starter Homes initiative.

The Government's welfare reforms programme will continue to challenge some of our resident's ability to access affordable private rented housing. The new lower benefit cap and linking social housing rents to the Local Housing Allowance is also likely to impact on the affordability of social housing for some residents.

This will potentially impact on the number of households approaching the Council for assistance.

Numbers of homeless households in temporary accommodation in 2016/17 increased from 29 in April 2015 to 45 in April 2016 and this number is predicted to increase to approximately 55 by April 2017.

The time households are spending in temporary accommodation also increased from 10 weeks in April 2015 to 14 weeks in April 2016 and this is predicted to be 21 weeks by April 2017. The main reason for these increases is difficulties in accessing affordable private rented accommodation and social rented housing. This is placing pressure on the Council's temporary accommodation budget which is predicted to be £169k over budget by the end of March 2017.

Officers continue to work hard to increase access to temporary accommodation and private rented accommodation and to increase the number of affordable social housing to avoid the use of expensive and inappropriate guest house accommodation.

As at 1 April 2016 there were 1420 households on the Council waiting list. We continue to meet with registered providers to ensure we are assisting those registered on the Council's housing register.

Planning Policy and Economic Development / Development Management

In response to the changing environment, from austerity to preparing for growth and service improvement particularly in relation to regeneration, it is recognised that this is a significant growth area for the Council.

The Council's development management function continues to receive high volumes of planning applications, in the first 6 months of 2016/17 there was an 18% increase in applications compared to 2015/16. This is anticipated to increase with 2,700 applications expected in 2017/18.

A key Council project, the Burgess Hill Growth area is recognised by the Government to be of strategic significance, the Coast to Capital (C2C) Local Enterprise Partnership has identified it as a spatial priority and West Sussex County Council has made it one of their top three priorities. It is unsurprising that this scale of development has attracted significant Government attention and support. The planned growth enjoys political support from all tiers of local government, the Homes and Communities Agency (HCA), Cabinet Office Delivery Unit and Local MPs.

Burgess Hill has a population of 30,600 and with the addition of 5,000 homes is likely to increase the population to 45,000 over the next 15 years.

The key outcomes from the Burgess Hill growth are:

- 5,000 new homes and an additional 400 starter homes (subject to bid to HCA),
- 100,000 sqm of employment space,
- £65 million private investment in the development of a new town centre,
- Science and technology park,
- Creation of 13,600 jobs.

Whilst the majority of the planned development is on the northern edge of the town it is crucial that it is not seen as a separate settlement but is properly and fully integrated into the existing town in order to promote and support a sustainable economy and community.

The vast majority of the investment required to support the key developments in Burgess Hill will be provided by the private sector, 93% or £947m will be funded that way. However, some public sector/ Government will be necessary. We estimate that the whole package of growth planned for Burgess Hill will generate an estimated Gross Value Added of £283m. The Council has already secured £31.86m from C2C to deliver largely transport measures and is anticipating receiving financial assistance from the HCA in order to deliver the coherent infrastructure required to secure the full benefits of the planned growth.

The service will also continue to work with other Council services to promote economic growth across the district by working with the private sector to encourage investment in our town centres and by directly investing ourselves in the district through procurement of assets to promote economic development and provide a revenue stream for the Council to support service delivery.

More generally the Council during 2017/18 will review the Council's economic development strategy to ensure it supports delivery of a strong Mid Sussex economy. The Council will also administer of a grant programme to support the growth of micro-businesses (until September 2017).

In 2017/18 we have also increased the funding available to the local community and business through the Economic and Community Development grant.

A key Council ambition is to adopt the District Plan during 2017/18.

During 2017/18 the Council will also work to adopt community infrastructure levy, and review current supplementary planning documents to ensure they are consistent with current planning policy and legislative requirements.

Contract Management

The management of the Council's key external contracts has been brought together to provide a more commercial approach and improve services through digital delivery. This provides the platform to strengthen the resilience, management and monitoring of the Council's key contracts.

In 2017/18 the service is planning to continue to exploit new technologies aimed at streamlining processes and improving customer experience.

Waste Services

The service continues to work with West Sussex Waste Partnership to deliver the joint Waste Strategy aimed at improving recycling targets.

During 2016/17 the Council successfully rolled out the green waste service to over 2000 customers eradicating the waiting list. It is anticipated that this will increase the Council's recycling rates by 2.6% by March 2018.

As part of the waste strategy a capital bid will be made during 2017/18 for a wheelie bin replacement programme to support improved recycling rates to be achieved. This will include a phased replacement of bins and proposals to increase the size of recycling bins in high demand areas.

Parking Services

The service deals with over 1.6 million pay and display transactions and issues approximately 14,000 parking enforcement notices (PCNs). The team will continue to ensure the service meets the needs of residents and visitors to the district particularly in supporting our town centres.

This will involve working with West Sussex County Council to:

- Improve lines and signs to support enforcement
- Commission two parking audits in Burgess Hill and East Grinstead to support town centre regeneration
- Consider parking payment options and technology that meet customer and business requirements in a cost effective way
- Automate and streamline processes to reduce paperwork and improve customer response times
- Review car parking assets, provision and utilisation to ensure they are fit for purpose and sufficient in capacity to meet future requirements.
- Improve enforcement on foreign registered vehicles and blue badge fraud.

Landscapes

The Council currently manages almost 400 public open spaces, 130 play areas and 55 playing pitches

This year the team will work with Corporate Estates and Facilities to implement a programme of parks refurbishment projects for soft landscaping as part of the annual works programme including work at Beech Hurst Gardens, St Johns Park and Brooklands Park.

Leisure

Attendance and membership at our leisure centres has increased over the first 2 years of the Places for People (PfPL) contract.

Joint investment of £3.1m by the Council's contractor, PfPL and the Council will deliver the following improvements in 2017/18.

- Climbing facility at the Triangle
- Extended gym at the Triangle
- Upgraded changing facilities at Kings Centre and Dolphin

The Council will continue to work a partnership with PfPL to ensure the leisure services in the district meet the needs of local residents.

HOUSING VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustment*	2
Inflation	8
2015/16 Ongoing pressure - Temporary accommodation	30
Pressure - Temporary Accommodation	139
Pressure - Management restructure	64
Contribution to immigration issues	10
Total	<u>253</u>
Budget Changes - Decreasing	
Staff transfer from Housing to Performance and Partnership	(44)
Ongoing saving - Minor variations	(6)
Recharges	(25)
Total	<u>(75)</u>
Total Variation for Housing	<u><u>178</u></u>

* Includes salary increments and approved establishment changes.

Housing Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Housing Needs £'000	Housing Enabling £'000
Gross Expenditure			
387 Employees	414	296	118
2 Premises Related Expenditure	2	0	0
17 Transport Related Expenditure	13	9	4
239 Supplies and Services	253	249	4
0 Third Party Payments	0	0	0
227 Transfer Payments	396	396	0
231 Support Services	205	137	68
1,103	1,281	1,086	193
Gross Income			
(9) Customer and Client Receipts	(9)	(9)	0
0 Rents	0	0	0
0 Government Grants	0	0	0
(130) Other Grants and Contributions	(130)	(130)	0
0 Recharges	0	0	0
(139)	(139)	(139)	0
964	1,142	947	193
Budget 2016/17	964	758	204
Change from 2016/17			
£'000 Change	178	189	(11)
% Change	18%		
Other Items 2017/18			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	91		

PLANNING POLICY VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	4
Pressure - Management restructure	11
Pressure - Community Infrastructure Levy - New administrative software maintenance	9
Total	<u>24</u>
Budget Changes - Decreasing	
Salary adjustments *	(12)
Recharges	(2)
Total	<u>(14)</u>
Total Variation for Planning Policy	<u><u>10</u></u>

* Includes salary increments and approved establishment changes

Planning Policy & Economic Development Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Planning Policy £'000	Economic Development Promotion £'000
Gross Expenditure			
283 Employees	293	236	57
1 Premises Related Expenditure	1	1	0
11 Transport Related Expenditure	9	7	1
55 Supplies and Services	60	44	15
0 Third Party Payments	0	0	0
0 Transfer Payments	0	0	0
270 Support Services	269	207	62
619	630	495	135
Gross Income			
(17) Customer and Client Receipts	(18)	(18)	0
0 Government Grants	0	0	0
0 Other Grants and Contributions	0	0	0
0 Recharges	0	0	0
(17)	(18)	(18)	0
602	612	477	135
Net Expenditure			
Budget 2016/17	602	484	118
Change from 2016/17			
£'000 Change	10	(7)	17
% Change	2%		
Other Items 2017/18			
Capital Financing Costs	2	2	0
Capital Financing Income	0	0	0
Specific Items	1,043		

DEVELOPMENT MANAGEMENT VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Salary adjustments *	31
Recharges	83
Ongoing pressure - New post - Assistant Tree Officer	23
Pressure - Consultants fees	50
Pressure - Counsels fees	10
Pressure - Discontinue Development Management function for South Downs National Park	54
Total	<u>260</u>
Budget Changes - Decreasing	
Saving - Planning income	(300)
Ongoing Planning fee income to offset new Application Officer in Planning Services Support	(25)
Ongoing Planning fee income to offset Assistant Tree Officer	(23)
Staff training budget moved to Personnel	(5)
Total	<u>(353)</u>
Total Variation for Development Management	<u><u>(93)</u></u>

* Includes salary increments and approved establishment changes.

Development Management Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Development Management £'000
Gross Expenditure		
918	980	980
0	0	0
35	36	36
146	209	209
0	0	0
528	604	604
1,627	1,828	1,828
Gross Income		
(919)	(1,214)	(1,214)
0	0	0
0	0	0
0	0	0
(919)	(1,214)	(1,214)
707	614	614
Net Expenditure		
	707	707
Budget 2016/17		
	707	707
Change from 2016/17		
£'000 Change	(93)	(93)
% Change	(13%)	
Other Items 2017/18		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	33	

CLEANSING SERVICES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	60
Recharges	37
Pressure - Refuse contract indexation	24
Pressure - Waste contract variation - Growth in properties	34
Pressure - Waste contract variation - Additional cost of new vehicle	8
Pressure - Management restructure	43
Total	206
Budget Changes - Decreasing	
Saving - Recycling credits	(52)
Salary adjustments *	(25)
New income - Garden waste	(159)
Total	(236)
Total Variation for Cleansing Services	(30)

* Includes salary increments and approved establishment changes.

Cleansing Services Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Refuse Collection £'000	Recycling £'000	Highway Cleansing £'000	Highway Mtnce £'000
Gross Expenditure						
260	Employees	283	127	56	69	31
58	Premises Related Expenditure	59	0	44	0	15
16	Transport Related Expenditure	14	4	4	4	2
147	Supplies and Services	137	103	32	2	0
3,961	Third Party Payments	4,083	2,980	0	1,103	0
196	Support Services	228	154	36	30	9
4,638		4,804	3,369	172	1,208	56
Gross Income						
(1,070)	Customer and Client Receipts	(1,214)	(1,214)	0	0	0
(844)	Other Grants and Contributions	(896)	(15)	(865)	(17)	0
(1,914)		(2,110)	(1,228)	(865)	(17)	0
2,724	Net Expenditure	2,694	2,140	(693)	1,191	56
	Budget 2016/17	2,724	2,163	(632)	1,148	45
	Change from 2016/17					
	£'000 Change	(30)	(23)	(61)	43	11
	% Change	(1%)				
	Other Items 2017/18					
	Capital Financing Costs	157	157	0	0	0
	Capital Financing Income	0	0	0	0	0
	Specific Items	20				

PARKING SERVICES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Recharges	9
Inflation	2
2015/16 Ongoing pressure - Minor variations	3
2015/16 Ongoing pressure - Season Tickets	17
Pressure - NNDR revaluation	2
Total	33
Budget Changes - Decreasing	
Salary adjustments *	(34)
2015/16 Ongoing saving - Pay and Display income	(69)
Saving - Season Tickets	(12)
Total	(115)
Total Variation for Parking Services	(82)

* Includes salary increments and approved establishment changes.

Parking Services Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Car Parks £'000	Parking Enforcement £'000
Gross Expenditure			
604 Employees	625	69	556
385 Premises Related Expenditure	394	394	0
34 Transport Related Expenditure	32	6	26
103 Supplies and Services	103	62	41
5 Third Party Payments	5	5	0
201 Support Services	209	209	0
1,332	1,368	745	623
Gross Income			
(2,314) Customer and Client Receipts	(2,428)	(1,972)	(456)
0 Rents	0	0	0
(163) Other Grants and Contributions	(166)	0	(166)
0 Recharges	0	0	0
(2,476)	(2,594)	(1,972)	(623)
(1,145)	Net Expenditure	(1,227)	(1,227)
		0	
Budget 2016/17	(1,145)	(1,145)	0
Change from 2016/17			
£'000 Change	(82)	(82)	0
% Change	7%		
Other Items 2017/18			
Capital Financing Costs	5	5	0
Capital Financing Income	0	0	0
Specific Items	0		

LANDSCAPES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Recharges	32
Landscapes restructure **	754
Staff split from Emergency and Outdoor Services **	153
Pressure - Additional grounds maintenance costs resulting from land adoptions	21
Pressure - Grounds maintenance contract increase due to additional grass cuts	15
Pressure - Arboriculture contract increase	18
Total	1,002
Budget Changes - Decreasing	
Salary adjustments*	(49)
Total	(49)
Total Variation for Landscapes	953

* Includes salary increments and approved establishment changes.

** Base adjustments required due to management restructure which have been accounted for as an in-year movement. (refer Emergency and Outdoor Services Table).

Landscapes Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Outdoor Facilities Landscapes £'000
Gross Expenditure		
0 Employees	97	97
0 Premises Related Expenditure	769	769
0 Transport Related Expenditure	7	7
0 Supplies and Services	54	54
0 Support Services	32	32
0	959	959
Gross Income		
0 Rents	(6)	(6)
0 Other Grants and Contributions	0	0
0	(6)	(6)
0	953	953
Net Expenditure		
Budget 2016/17	0	0
Change from 2016/17		
£'000 Change	953	953
% Change		
Other Items 2017/18		
	0	0
Specific Items	0	

LEISURE PARTNERSHIP VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	1
Salary adjustments *	14
Recharges	6
	21
Budget Changes - Decreasing	
Reduction in payment to Leisure Improvement Reserve	(300)
Ongoing saving - Leisure contract indexation	(21)
2015/16 Ongoing saving - Minor variations	(3)
Budgeted payment to reserves to fund Major Capital	(654)
Renewals - moved to Property	(5)
Life cycle costing - Part of £72k scheduled saving for repairs	(5)
	(983)
	(962)
Total Variation for Leisure Partnerships	(962)

* Includes salary increments and approved establishment changes.

Leisure Partnership Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Leisure Centres £'000
Gross Expenditure		
88	102	102
98	95	95
2	2	2
1,266	309	309
0	0	0
46	50	50
1,499	558	558
Gross Income		
(1,537)	(1,558)	(1,558)
0	0	0
0	0	0
(1,537)	(1,558)	(1,558)
(38)	(1,000)	(1,000)
Budget 2016/17	(38)	(38)
Change from 2016/17		
£'000 Change	(962)	(962)
% Change	2532%	
Other Items 2017/18		
Capital Financing Costs	1,214	1,214
Capital Financing Income	0	0
Specific Items	1,000	

Head of Corporate Resources

Business Units: **Performance and Partnerships**
 Corporate Estates and Facilities
 Finance
 CenSus Revenues and Benefits

Performance and Partnerships

This business unit is responsible for a wide range of functions, some of which are partially or fully funded by our partners.

Health and Wellbeing

The Wellbeing service supports and advises people who wish to make improvements to their lifestyle. In 2016/17 we delivered over 1,500 health and wellbeing interventions with an average of 85% of clients reporting a health improvement. This level of demand for the service is expected to continue in 2017/18.

The Wellbeing Service continues to consolidate its links with the Clinical Commissioning Group (CCG), through the well-received pre-diabetes and weight management programme. Jointly these projects are on target to deliver over 350 interventions this year and subject to funding a further 400 plus interventions will be delivered in 2017/18. There is high demand for our commissioned services including Falls Prevention, Back to Exercise and Workplace Health and this is expected to continue in 2017/18.

West Sussex County Council's Public Health Service is currently reviewing the future of all its prevention programmes and indications are that the service will face a budget cut of 8%. Although the size of the budget reduction has yet to be confirmed work is underway to minimise any impact on service delivery during 2017/18.

Community Safety

During the coming year, we will make further progress in implementing key tools and powers to tackle anti-social behaviour as set out in the Anti-Social Behaviour, Crime and Policing Act 2014. This will include extending the use of Fixed Penalty Notices and changing Dog Orders to Public Space Protection Orders.

The CCTV cameras within the District are reaching the end of their operational life. Working with our partners and following consultation with the public, procurement of new CCTV cameras will be completed in 2017/18.

Mid Sussex Partnership

The Partnership Team will continue to support the Leader of the Council, the Cabinet Portfolio Holder and the Chief Executive in their work with partners through the Mid Sussex Partnership (MSP) and its operational sub groups. During 2016/17 a significant amount of work was undertaken on a Strategic Intelligence Assessment (SIA) to establish areas of greatest need across the District. In 2017/18 this SIA will be used to better target the commissioning of projects, particularly the "Mid Sussex Funding for All" grant which will support the most vulnerable people in the district.

Subject to continued funding from the Police and Crime Commissioner, we hope to continue our Early Intervention project. In 2016/17 our Early Intervention Project (working in collaboration with Sussex University trainee social workers) helped more than 20 families to make positive changes by helping them address issues such as debt, domestic abuse and poor school attendance.

Assistance will be provided to those Not in Education Employment or Training (NEETS) through continued support for the NEETs Forum and commissioning of the Positive Placements Scheme through the YMCA Downlink. This provides mentor support for 16-19 year olds on their journey towards education, employment or training.

Community Services

In 2017/18 we will continue to build upon the projects and developments which were delivered last year. Key projects for the team will include:

- Working with Better Young Lives partner organisations to plan and organise a Schools Day / Young Citizens Day.
- Working with West Sussex County Council to ensure a smooth transition from current funding arrangements to new Day Activities Contracts to provide support services for older people. We will also be holding another Silver Sunday event for older people, building on the success of the musical afternoon tea held last year.
- Developing the Armed Forces Community Covenant in order to ensure that ex and serving personnel and their families are not disadvantaged and their needs are recognised.
- Delivering a programme of Play Days and the Youth Awards to recognise young volunteers in the District.
- Supporting third sector partners to provide effective services for older people, rural communities, local voluntary organisations and residents needing information and advice on money, benefit, housing or employment problems.
- Providing grants and support for capital improvements to the leisure infrastructure across the District and community activities.

Policy and Performance Management

The team will continue to work with business units to ensure that appropriate remedial action is taken when performance falls below targets and that indicators are relevant, appropriate and challenging.

Corporate Estates and Facilities

2017/18 will be a busy year for the team, with the economic upturn driving property transactions both in our own estate and that under our stewardship and requiring advice and guidance on behalf of the other Business Units.

Internally we will introduce effective processes for managing work flow and workload visibility within the service by using Technology Forge as a single point of access, rather than relying on multiple systems. We also aim to introduce performance indicators to enable us to measure and evaluate service improvements and individual property performance.

Crucially, we will create a Council-wide Property Strategy which will guide all property and asset management decisions. This will build on current life-cycle costings, enable us to agree details of building life-cycle costs with business units, and review suitability and performance to identify the potential for asset rationalisation and re-provision of facilities.

This strategy will also include the completion of a drainage asset condition survey to produce a 20 year forward maintenance plan for funding approval.

The Team will also be a central partner in the 'flagship' Burgess Hill growth programme, assisting with accessing the land necessary for the Science and Technology Park, developing out the Brow, and agreeing pre-lets at the new Hub. We will also commence the decommissioning of Martlets Hall as part of the New River Retail redevelopment.

The Council will review the current Community Toilet Scheme and assess the need for increased Changing Places provision across the district.

We will work with partners to deliver Community projects on Council land to enhance the leisure experience being offered. As the projects are being externally funded the Council's role is to facilitate only, but these include development of new community and sports facilities at Ansty Recreation ground, Finches Field, Pease Pottage Community Hall, and Hickmans Lane, Lindfield.

We will also implement a programme of refurbishment projects for soft landscaping within parks and deliver play projects as set out in the corporate plan which are primarily funded from S106 monies.

Finance

Some challenging targets are expected for 2017/18. We need to complete the dry run for the earlier closedown process and auditing reporting deadlines required for the 2017/18 Accounts, as set out in the Accounts and Audit Regulations 2015. The dry run will require communication of new deadlines across the organisation and a change to Cabinet and Audit Committee reporting dates. There will need to be changes in the way that the Council works with External Audit to achieve the reporting deadline of July. The outcome will be the production of a draft Statement of Accounts by 31 May with a view to the Audited Accounts being signed off by the 31 July – two months earlier than previously.

We will have to cost the financial implications, and identify the final account requirements in preparation for the withdrawal of Adur DC from the Census shared services partnership in October 2017. This entails Finance involvement in a project team to address all the financial issues arising from the disaggregation of the current membership and the creation of budgets for remaining partners.

Finally, but important to the success of the move to become infrastructure-free, we will investigate the change of the Financial Management System. Using an existing framework we will plan out the project to move systems with a view to the new system being in place for 1st April 2018.

CenSus Revenues and Benefits

In line with other Council services CenSus is improving customer service and digital access while reducing costs. Following completion (during 16/17) of a new CenSus website by the MSDC communications team, exhaustive testing of all self-service modules and advertising of the self-services available during 17/18 annual billing, we will continue to maximise the use of Digital Services (including on-line claim forms and changes of circumstance notifications) with the aim of achieving 40% service access by and to customers via self-service, the internet and e-mail by the end of 17/18.

Customer service will be improved as the need for direct contact with members of CenSus staff and the completion of paper documentation will diminish significantly. Speed of processing times and accuracy of information at the point of claim will improve, particularly in respect of new claims to Benefit and Council Tax Support as claims are made either on-line or, by appointment over the telephone.

We will implement the project plan developed during 16/17 to ensure the smooth and effective departure of Adur from the CenSus partnership and then reorganise following Adur's departure.

Finally, we will continue to explore the options for a simplified replacement for the Council Tax Reduction Scheme (preferably a discount) for both Mid Sussex and Horsham. If change is to be considered a thorough impact assessment will be undertaken during the summer of 2017 and consultation undertaken during the autumn with a view to possible implementation from April 2018.

PERFORMANCE & PARTNERSHIPS VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	8
Inflation	4
Restructure - Housing to Performance and Partnerships	44
	<hr/>
Total	56
	<hr/>
Budget Changes - Decreasing	
Recharges	(10)
	<hr/>
Total	(10)
	<hr/>
Total Variation for Performance and Partnerships	46
	<hr/> <hr/>

* Includes salary increments and approved establishment changes.

Performance & Partnerships Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Community Services £'000	Partnership Funding £'000	Corporate Improvement £'000
Gross Expenditure				
372	426	140	181	104
1	1	0	0	1
9	9	3	4	3
96	98	73	9	16
60	60	60	0	0
184	175	62	45	68
722	768	337	239	192
Gross Income				
(162)	(162)	(40)	(122)	0
0	0	0	0	0
0	0	0	0	0
(6)	(6)	(6)	0	0
0	0	0	0	0
(168)	(168)	(46)	(122)	0
554	600	291	117	192
Net Expenditure				
Budget 2016/17	554	260	167	126
Change from 2016/17				
£'000 Change	46	31	(50)	66
% Change	8%			
Other Items 2017/18				
Capital Financing Costs	0	0	0	0
Specific Items	70			

COMMUNITY LEISURE VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	4
Salary adjustments *	45
	49
Total	49
Budget Changes - Decreasing	
Recharges	(8)
2015/16 Ongoing saving - Minor variations	(11)
Staff move to Corporate Estates and Facilities	(39)
Saving - Management restructure	(67)
	(125)
Total	(125)
	(76)
Total Variation for Community Leisure	(76)

* Includes salary increments and approved establishment changes.

Community Leisure Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Grants to Organisations £'000	Community Leisure and Devlpmt £'000
Gross Expenditure			
180 Employees	118	38	80
0 Premises Related Expenditure	0	0	0
8 Transport Related Expenditure	11	5	6
303 Supplies and Services	298	245	53
0 Third Party Payments	0	0	0
4 Transfer Payments	2	0	2
105 Support Services	96	33	62
600	524	322	203
Gross Income			
0 Customer and Client Receipts	0	0	0
0 Government Grants	0	0	0
0 Other Grants and Contributions	0	0	0
0 Recharges	0	0	0
0	0	0	0
600	524	322	203
Net Expenditure			
	600	321	278
Change from 2016/17			
£'000 Change	(76)	1	(75)
% Change	(13%)		
Other Items 2017/18			
Capital Financing Costs	0	0	0
Capital Financing Income	0	0	0
Specific Items	100		

CORPORATE ESTATES AND FACILITIES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	13
Payment to reserves to fund MCR moved from Leisure	654
Part of lifecycle costing asset repairs	1
Staff move from Community Leisure	39
Staff move from Emergency and Outdoor Services	34
Delegation of Drainage Levy to District to manage flood risk	9
Pressure - Premises cleaning contract	3
Pressure - Asset Register software licence and maintenance	12
Pressure - Minor variations	5
Orchards Shopping Centre Minimum Revenue Provision (MRP)	100
Orchards Shopping Centre payment to reserves	900
Total	1,770
Budget Changes - Decreasing	
Salary adjustment*	(73)
Recharges	(29)
Part of lifecycle costing asset management	(93)
Saving - Salaries (market factor supplements)	(27)
Saving - Increase in rental income	(184)
Saving - NNDR revaluation	(30)
Orchards Shopping Centre net rental income	(1,850)
Total	(2,286)
Total Variation for Corporate Estates and Facilities	(516)

* Includes salary increments and approved establishment changes.

Corporate Estates and Facilities Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Property Operational £'000	Investment Property £'000	Contracts £'000	Oaklands £'000	District Drainage £'000	Better Mid Sussex £'000	Sustainability Climate £'000
Gross Expenditure								
342	325	0	83	0	159	50	(9)	41
566	540	29	4	0	443	64	0	0
13	20	0	2	0	5	11	0	2
114	1,743	591	1,077	10	45	12	0	7
81	693	0	605	0	88	0	0	0
362	312	21	84	103	64	17	0	24
1,478	3,632	641	1,856	114	804	153	(9)	73
Gross Income								
(3)	(3)	0	(3)	0	(1)	0	0	0
(1,530)	(3,966)	(278)	(3,688)	0	0	0	0	0
0	0	0	0	0	0	0	0	0
(10)	(267)	(1)	(256)	0	0	(10)	0	0
(1,000)	(977)	0	0	(114)	(864)	0	0	0
(2,543)	(5,214)	(279)	(3,947)	(114)	(864)	(10)	0	0
(1,065)	(1,581)	362	(2,091)	0	(60)	143	(9)	73
Budget 2016/17	(1,065)	(211)	(1,022)	0	(50)	70	67	81
Change from 2016/17								
£'000 Change	(516)	573	(1,069)	0	(10)	73	(76)	(8)
% Change	48%							
Other Items 2017/18								
Capital Financing Costs	284	39	0	0	68	177	0	0
Capital Financing Income	0	0	0	0	0	0	0	0
Specific Items	172							

EMERGENCY & OUTDOOR SERVICES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustment*	180
Inflation	12
Pressure - Playground inspections	9
Pressure Pavilion and public toilet cleaning contract	16
Pressure - NNDR revaluation	4
Total	221
Budget Changes - Decreasing	
Recharges	(27)
2015/16 Ongoing saving - Public conveniences cleaning	(9)
20 year Life cycle costing - Part of £72k scheduled saving for repairs	(68)
Landscapes restructure to new heading**	(754)
Staff move to Corporate Estates and Facilities	(34)
Staff move to Landscapes**	(153)
Saving - Management restructure	(67)
Total	(1,112)
Total Variation for Emergency & Outdoor Services	(891)

* Includes salary increments and approved establishment changes.

** Base adjustments required due to management restructure which have been accounted for as an in-year movement. (refer Landscapes Table).

Emergency and Outdoor Services Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Outdoor Facilities £'000	Trust Fund Accounts £'000	Public Convnces £'000	Emergency Planning £'000	
Gross Expenditure						
416	Employees	349	295	0	25	29
1,523	Premises Related Expenditure	770	610	97	63	0
21	Transport Related Expenditure	18	15	0	1	2
112	Supplies and Services	58	48	2	1	8
80	Third Party Payments	87	35	0	52	0
0	Transfer Payments	0	0	0	0	0
373	Support Services	346	306	0	25	14
2,525		1,628	1,309	99	167	53
Gross Income						
(266)	Customer and Client Receipts	(266)	(257)	(9)	0	0
(127)	Rents	(122)	(32)	(90)	0	0
(9)	Other Grants and Contributions	(9)	0	0	(9)	0
0	Recharges	0	0	0	0	0
(402)		(397)	(289)	(99)	(9)	0
2,122	Net Expenditure	1,231	1,020	0	158	53
	Budget 2016/17	2,122	1,905	0	157	60
	Change from 2016/17					
	£'000 Change	(891)	(885)	0	1	(7)
	% Change	(42%)				
	Other Items 2017/18					
	Capital Financing Costs	278	268	0	11	0
	Capital Financing Income	0	0	0	0	0
	Specific Items	38				

FINANCE ACCOUNTANCY VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	1
Inflation	7
	<hr/>
Total	8
Budget Changes - Decreasing	
Recharges	(8)
	<hr/>
Total	(8)
	<hr/>
Total Variation for Finance Accountancy	0
	<hr/> <hr/>

* Includes salary increments and approved establishment changes.

Finance Accountancy Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Accountancy Support £'000
Gross Expenditure		
465	479	479
0	0	0
1	1	1
119	114	114
0	0	0
146	119	119
731	713	713
Gross Income		
0	0	0
0	0	0
(735)	(717)	(717)
(735)	(717)	(717)
(4)	(4)	(4)
Net Expenditure		
	(4)	(4)
Budget 2016/17		
	(4)	(4)
Change from 2016/17		
£'000 Change	0	0
% Change		
Other Items 2017/18		
Capital Financing Costs	4	4
Capital Financing Income	0	0
Specific Items	9	

FINANCE CORPORATE VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	4
Pressure - Apprenticeship levy	25
Pressure - Credit card charges	3
Total	32
Budget Changes - Decreasing	
Recharges	(10)
Ongoing saving from 2015/16 - Pre-74 pension contributions	(12)
Total	(22)
Total Variation for Finance Corporate	10

Finance Corporate Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Other Corp Democratic Core £'000	Non Distributed Costs £'000	Insurance £'000	Finance Control Support £'000	
Gross Expenditure						
1,320	Employees	1,322	24	1,318	(21)	0
2	Premises Related Expenditure	17	0	0	17	0
0	Transport Related Expenditure	0	0	0	0	0
200	Supplies and Services	198	136	0	5	57
0	Third Party Payments	0	0	0	0	0
40	Support Services	39	27	0	5	7
1,562		1,576	188	1,318	7	63
Gross Income						
0	Customer and Client Receipts	0	0	0	0	0
(3)	Other Grants and Contributions	(7)	0	0	(7)	0
(64)	Recharges	(63)	0	0	0	(63)
(66)		(70)	0	0	(7)	(63)
1,496	Net Expenditure	1,506	188	1,318	0	0
	Budget 2016/17	1,496	166	1,330	0	0
	Change from 2016/17					
	£'000 Change	10	22	(12)	0	0
	% Change	1%				
	Other Items 2017/18					
		0	0	0	0	0
	Specific Items	1,105				

CENSUS REVENUES & BENEFITS VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	5
Inflation	12
Pressure - Credit card charges	6
	<hr/>
Total	23
Budget Changes - Decreasing	
Recharges	(65)
	<hr/>
Total	(65)
	<hr/>
Total Variation for CenSus Revenues and Benefits	(42)
	<hr/> <hr/>

* Includes salary increments and approved establishment changes.

Revenues & Benefits Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Census Benefits Admin £'000	Census Revenue Collection £'000	Benefits Admin £'000	Revenue Collection £'000
Gross Expenditure						
2,795	Employees	2,841	1,497	1,294	46	3
0	Premises Related Expenditure	0	0	0	0	0
72	Transport Related Expenditure	72	38	35	0	0
796	Supplies and Services	784	252	471	10	51
0	Third Party Payments	0	0	0	0	0
0	Transfer Payments	0	0	0	0	0
929	Support Services	857	0	0	493	364
4,590		4,554	1,786	1,800	550	418
Gross Income						
(603)	Customer and Client Receipts	(578)	(3)	(565)	0	(10)
0	Government Grants	0	0	0	0	0
(2,059)	Other Grants and Contributions	(2,089)	(1,131)	(783)	0	(175)
0	Recharges	0	0	0	0	0
(2,662)		(2,667)	(1,134)	(1,348)	0	(185)
1,929	Net Expenditure	1,887	652	451	550	234
	Budget 2016/17	1,929	637	449	654	189
	Change from 2016/17					
	£'000 Change	(42)	15	2	(104)	45
	% Change	(2%)				
	Other Items 2017/18					
	Capital Financing Costs	17	0	0	0	17
	Specific Items	25				

Head of Digital

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

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 focusing on refining the new Customer Relationship Management system (CRM) introducing new services so that more can be resolved at the first point of contact. We will become more proactive, providing customers and residents with information about our services so that they do not need to contact us. They will also be focusing on using the information from customer contacts to identify service improvements that can help to redesign services so that they are better for our residents and customers.

The Digital team will redesign the Census Revenues and Benefits and Mid Sussex websites with an unapologetic focus on resident and customer needs. They will work with users of the sites to ensure transactions and journeys are as good as they can be, facilitating a faster and improved customer digital experience. This work will support the work of the Customer Services team, ensuring our residents and customers have as positive an experience when they call us as when they use online services.

The Digital Team, alongside Census ICT will focus on delivering the next phase of the Council's Digital Strategy. This will support delivering better services, for example so that staff do less administration and can focus more on the services that provide value to residents and customers. This work will include working alongside partners to review and change the Census ICT partnership so that we can take advantage of new infrastructure technology and support. This will simplify the infrastructure and systems the Council uses. The teams will also support colleagues in digital skills to enable more effective working practices that reflect changing customer needs and expectations.

The Communications team is to focus its efforts on understanding the Council's audiences and their preferred means of contact through a range of communications channels. Communications and Social Media monitoring is in place, providing analysis of the effectiveness of the team's work. In 2017/18 the team will ensure that all communications are evaluated, develop social marketing techniques and multi-media skills. This will support the Council in building on its successes in providing information to specific audiences and developing ongoing engagement with specific communities. The team will continue to offer marketing and communications support to business units. This in turn can help them identify communities of interest and place so that they can deliver effective campaigns and better understand resident and customer needs.

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

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. This will include employee development to ensure they have the skills for the future and not the past. New systems will be implemented to underpin this aim.

The HR team, alongside the digital team, will be replacing the HR, payroll and training systems as well as continuing to develop and improve management practice. This will reduce the amount of administration required, improve information for managers and support all staff to be flexible and adaptable for the changing needs of the Council's business.

CUSTOMER SERVICE AND COMMUNICATIONS VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	4
Recharges	17
	<hr/>
Total	21
	<hr/>
Budget Changes - Decreasing	
Salary adjustments*	(1)
LAGAN Partnership	(20)
	<hr/>
Total	(21)
	<hr/>
Total Variation for Customer Service and Communications	0
	<hr/> <hr/>

* Includes salary increments and approved establishment changes

Customer Services & Communications Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Customer Service and Comms £'000
Gross Expenditure			
362	Employees	363	363
0	Premises Related Expenditure	0	0
1	Transport Related Expenditure	1	1
118	Supplies and Services	99	99
0	Third Party Payments	0	0
180	Support Services	210	210
661		672	672
Gross Income			
0	Customer and Client Receipts	0	0
(5)	Rents	(5)	(5)
0	Other Grants and Contributions	0	0
(656)	Recharges	(667)	(667)
(661)		(672)	(672)
0	Net Expenditure	0	0
	Budget 2016/17	0	0
	Change from 2016/17		
	£'000 Change	0	0
	% Change		
	Other Items 2017/18		
	Capital Financing Costs	0	0
	Specific Items	0	

CENSUS ICT VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	10
Recharges	35
Pressure - Printing	5
Pressure - Telephones	11
Pressure - Aerial photography	4
Total	<u>65</u>
Budget Changes - Decreasing	
Scanning Contract for Land Charges moved to Land Charges	(20)
Saving - CenSus ICT - Operational and revenue projects	(67)
Total	<u>(87)</u>
Total Variation for CenSus ICT	<u><u>(22)</u></u>

ICT Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Central Computer Costs £'000	Census ICT £'000	Corporate System Accounts £'000
Gross Expenditure				
197 Employees	199	199	0	0
0 Premises Related Expenditure	0	0	0	0
1 Transport Related Expenditure	1	1	0	0
152 Supplies and Services	136	140	0	(3)
960 Third Party Payments	899	0	899	0
310 Support Services	241	238	0	3
1,620	1,475	577	899	0
Gross Income				
0 Customer and Client Receipts	0	0	0	0
0 Other Grants and Contributions	0	0	0	0
(1,648) Recharges	(1,526)	(628)	(899)	0
(1,648)	(1,526)	(628)	(899)	0
(29) Net Expenditure	(51)	(51)	0	0
Budget 2016/17	(29)	(29)	0	0
Change from 2016/17				
£'000 Change	(22)	(22)	0	0
% Change	76%			
Other Items 2017/18				
Capital Financing Costs	193	193	0	0
Capital Financing Income	0	0	0	0
Specific Items	699			

HUMAN RESOURCES AND PAYROLL VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	4
Training budget moved from Development Management to Human Resources	5
Total	9
Budget Changes - Decreasing	
Recharges	(9)
Total	(9)
Total Variation for Human Resources and Payroll	0

* Includes salary increments and approved establishment changes.

Human Resources & Payroll Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Human Resources and Payroll £'000
Gross Expenditure		
301 Employees	308	308
0 Premises Related Expenditure	0	0
1 Transport Related Expenditure	0	0
77 Supplies and Services	77	77
0 Third Party Payments	0	0
125 Support Services	99	99
504	484	484
Gross Income		
0 Customer and Client Receipts	0	0
(4) Other Grants and Contributions	0	0
(500) Recharges	(484)	(484)
(504)	(484)	(484)
0	0	0
Net Expenditure		
Budget 2016/17	0	0
Change from 2016/17		
£'000 Change	0	0
% Change		
Other Items 2017/18		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	7	

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 agreements, and property work relating to the Council's land holdings and new acquisitions. In addition legal becomes involved in some community work.

The IKEN computer system continues to be developed to ensure 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.

County Council elections will be held in May 2017 based on revised boundaries which raises polling station issues particularly in Burgess Hill. In addition the team continue to conduct Neighbourhood Plan referendums as and when these are needed. The Referendums for the three towns have now been completed.

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 let for the scanning of data. Records are being digitalised to improve efficiency.

Environmental Health

There is a local shortage of trained environmental health staff and staff turnover has been quite high as people move Councils for better conditions. With the public's use of the internet, complaints have been more complex and more difficult to deal with. The team are working to further digitalise to improve efficiency. Processing Disabled facility Grants in a timely manner remains a priority.

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 are now training from within and this process is likely to continue in 2017/18.

LEGAL SERVICES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	1
Inflation	3
	<hr/>
Total	4
	<hr/>
Budget Changes - Decreasing	
Recharges	(4)
	<hr/>
Total	(4)
	<hr/>
Total Variation for Legal Services	0
	<hr/> <hr/>

* Includes salary increments and approved establishment changes

Legal Services Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Legal Support Costs £'000
Gross Expenditure		
292 Employees	297	297
0 Premises Related Expenditure	0	0
1 Transport Related Expenditure	1	1
39 Supplies and Services	44	44
0 Third Party Payments	0	0
0 Transfer Payments	0	0
107 Support Services	85	85
438	427	427
Gross Income		
(84) Customer and Client Receipts	(88)	(88)
0 Other Grants and Contributions	0	0
(354) Recharges	(339)	(339)
(438)	(427)	(427)
0	0	0
Budget 2016/17	0	0
Change from 2016/17		
£'000 Change	0	0
% Change		
Other Items 2017/18		
	0	0
Specific Items	0	

DEMOCRATIC SERVICES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments*	1
Inflation	14
Recharges	5
Pressure - Postage	18
Pressure - Printing	22
	<hr/>
Total	60
	<hr/>
Budget Changes - Decreasing	
	<hr/>
Total	0
	<hr/>
	<hr/>
Total Variation for Democratic Services	60
	<hr/> <hr/>

* Includes salary increments and approved establishment changes

Democratic Services Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Elections and Registration £'000	Members Services £'000
Gross Expenditure			
250 Employees	254	137	117
4 Premises Related Expenditure	4	3	1
14 Transport Related Expenditure	19	1	18
552 Supplies and Services	597	180	417
0 Third Party Payments	0	0	0
224 Support Services	237	129	108
1,044	1,111	450	662
Gross Income			
(4) Customer and Client Receipts	(4)	(2)	(2)
0 Rents	0	0	0
0 Government Grants	0	0	0
0 Other Grants and Contributions	0	0	0
(181) Recharges	(189)	0	(189)
(185)	(192)	(2)	(191)
859	919	448	471
Net Expenditure			
Budget 2016/17	859	384	475
Change from 2016/17			
£'000 Change	60	64	(4)
% Change	7%		
Other Items 2017/18			
Capital Financing Costs	14	14	0
Specific Items	8		

LAND CHARGES VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	2
Scanning contract for Land Charges moved from ICT	20
Pressure - Delay achieving savings from computerisation project	16
Total	<u>38</u>
Budget Changes - Decreasing	
Salary adjustments*	(3)
Recharges	(87)
Savings relating from computerisation project	(20)
Total	<u>(110)</u>
Total Variation for Land Charges	<u><u>(72)</u></u>

* Includes salary increments and approved establishment changes

Land Charges Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Local Land Charges £'000
Gross Expenditure			
116	Employees	110	110
0	Premises Related Expenditure	0	0
1	Transport Related Expenditure	1	1
4	Supplies and Services	24	24
0	Third Party Payments	0	0
240	Support Services	154	154
361		289	289
Gross Income			
(150)	Customer and Client Receipts	(150)	(150)
0	Government Grants	0	0
0	Recharges	0	0
(150)		(150)	(150)
211	Net Expenditure	139	139
	Budget 2016/17	211	211
	Change from 2016/17		
	£'000 Change	(72)	(72)
	% Change	(34%)	
	Other Items 2017/18		
	Capital Financing Costs	30	30
	Capital Financing Income	0	0
	Specific Items	15	

PLANNING & BUILDING CONTROL SUPPORT VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	3
Permanent staff change - Application Officer	25
Pressure - Salaries	3
	<hr/>
Total	31
	<hr/>
Budget Changes - Decreasing	
Salary adjustments *	(31)
	<hr/>
Total	(31)
	<hr/>
Total Variation for Planning & Building Control Support	0
	<hr/> <hr/>

* Includes salary increments and approved establishment changes

Planning Service Support Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Planning Services Support £'000
	Gross Expenditure		
0	Employees	0	0
0	Transport Related Expenditure	0	0
0	Supplies and Services	0	0
0		0	0
	Gross Income		
0		0	0
0		0	0
0	Net Expenditure	0	0
	Budget 2016/17	0	0
	Change from 2016/17		
	£'000 Change	0	0
	% Change		
	Other Items 2017/18		
		0	0
	Specific Items	15	

ENVIRONMENTAL HEALTH VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Recharges	29
Pressure - Contaminated land consultants	20
Total	<u>58</u>
Budget Changes - Decreasing	
Salary adjustments*	(29)
Total	<u>(29)</u>
Total Variation for Environmental Health	<u><u>29</u></u>

* Includes salary increments and approved establishment changes.

Environmental Health Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Contaminatd Land £'000	Housing Standards £'000	Safety and Licensing £'000	Environmntl Protection £'000	Health and Safety £'000	
Gross Expenditure							
857	Employees	838	31	139	472	154	42
0	Premises Related Expenditure	0	0	0	0	0	0
41	Transport Related Expenditure	41	1	6	22	9	1
67	Supplies and Services	88	21	4	21	40	3
5	Third Party Payments	5	0	0	0	5	0
2	Transfer Payments	2	0	0	0	2	0
370	Support Services	374	15	44	220	95	0
1,341		1,348	68	194	735	304	46
Gross Income							
(277)	Customer and Client Receipts	(278)	(1)	(1)	(261)	(15)	0
0	Government Grants	0	0	0	0	0	0
0	Other Grants and Contributions	0	0	0	0	0	0
(69)	Recharges	(46)	0	0	0	0	(46)
(347)		(324)	(1)	(1)	(261)	(15)	(46)
995	Net Expenditure	1,024	68	193	474	290	0
	Budget 2016/17	995	50	187	455	303	0
	Change from 2016/17						
	£'000 Change	29	18	6	19	(13)	0
	% Change	3%					
	Other Items 2017/18						
	Capital Financing Costs	0	0	0	0	0	0
	Capital Financing Income	0	0	0	0	0	0
	Specific Items	50					

BUILDING CONTROL VARIATION TABLE

Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget

Description	Variation £'000
Budget Changes - Increasing	
Recharges	7
Inflation	5
Salary adjustments *	43
2015/16 Ongoing pressure - Salary Market Enhancements	39
Total	<u>94</u>
Budget Changes - Decreasing	
2015/16 Ongoing saving - Minor variations	(2)
Total	<u>(2)</u>
Total Variation for Building Control	<u><u>92</u></u>

* Includes salary increments and approved establishment changes.

Building Control Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Building Control £'000
Gross Expenditure			
517	Employees	606	606
0	Premises Related Expenditure	0	0
30	Transport Related Expenditure	30	30
28	Supplies and Services	26	26
0	Third Party Payments	0	0
157	Support Services	162	162
732		824	824
Gross Income			
(486)	Customer and Client Receipts	(486)	(486)
0	Recharges	0	0
(486)		(486)	(486)
246	Net Expenditure	338	338
	Budget 2016/17	246	246
	Change from 2016/17		
	£'000 Change	92	92
	% Change	37%	
	Other Items 2017/18		
		0	0
	Specific Items	0	

Strategic Core

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

STRATEGIC CORE VARIATION TABLE	
Analysis of changes in budget between 2016/17 original budget, and 2017/18 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Recharges	24
Total	<u>33</u>
Budget Changes - Decreasing	
Salary adjustments *	(29)
Saving - Management restructure	(28)
Total	<u>(57)</u>
Total Variation for Strategic Core	<u><u>(24)</u></u>
* Includes salary increments and approved establishment changes	

Strategic Core Budget 2017/18

Budget 2016/17 £'000		Budget 2017/18 £'000	Strategic Core £'000
Gross Expenditure			
1,098	Employees	1,051	1,051
1	Premises Related Expenditure	0	0
9	Transport Related Expenditure	7	7
68	Supplies and Services	71	71
0	Third Party Payments	0	0
974	Support Services	983	983
2,150		2,112	2,112
Gross Income			
0	Customer and Client Receipts	0	0
0	Other Grants and Contributions	0	0
(1,089)	Recharges	(1,076)	(1,076)
(1,089)		(1,076)	(1,076)
1,061	Net Expenditure	1,037	1,037
	Budget 2016/17	1,061	1,061
	Change from 2016/17		
	£'000 Change	(24)	(24)
	% Change	(2%)	
	Other Items 2017/18		
		0	0
	Specific Items	0	

Corporate Funds Budget 2017/18

Budget 2016/17 £'000	Budget 2017/18 £'000	Balance Unallocated £'000
Gross Expenditure		
0 Employees	50	50
41 Supplies and Services	1,532	1,532
10 Third Party Payments	1	1
34,160 Transfer Payments	33,504	33,504
34,211	35,087	35,087
Gross Income		
0 Customer and Client Receipts	0	0
(34,279) Other Grants and Contributions	(33,623)	(33,623)
(34,279)	(33,623)	(33,623)
(68)	1,464	1,464
Net Expenditure		
Budget 2016/17	(68)	(68)
Change from 2016/17		
£'000 Change	1,532	1,532
% Change	(2253%)	
Other Items 2017/18		
	0	0
Specific Items	0	

Forecast of Benefits Costs 2017/18

	2015/16 Accounts	2016/17 Estimate	2016/17 Forecast	2017/18 Estimate
Non HRA Rent Rebates				
	£'000	£'000	£'000	£'000
gross expenditure	109	85	186	186
net expenditure at standard subsidy				
effect of reduced subsidy	11	12	16	16
effect of overpayments	(9)	(10)	(14)	(14)
Total Rent Rebates	2	2	2	2
Rent Allowances				
	£'000	£'000	£'000	£'000
gross expenditure	33,588	34,077	33,318	33,318
net expenditure at standard subsidy	0	0	0	0
effect of reduced subsidy	956	1,064	744	744
effect of overpayments	(1,069)	(1,169)	(853)	(853)
Total Rent Allowances	(113)	(105)	(109)	(109)
Discretionary Local Scheme				
Council Tax Benefit				
Rent Allowances	7	18	12	12
Subsidy 75%	(5)	(14)	(9)	(9)
Total Discretionary scheme	2	4	3	3
Total Support	(109)	(99)	(104)	(104)
Add : Previous Year Adjustment				
Less : LA Error subsidy	(69)	0	(86)	(86)
Adjustment for 2013/14 claim	2	0	0	0
Adjustment for 2014/15 claim	205	0	0	0
DHP Subsidy Effect of Overpayments	(4)			
(Less)/Add : Funding (from)/to Benefits Equalisation Reserve	(170)	(20)	71	71
Cost to MSDC	(145)	(119)	(119)	(119)

1

2

Reasons for Variation from 2016/17 Estimate:

(1) The volume of Local Authority Error has reduced to below the lower threshold, resulting in the reinstatement of Local Authority Error subsidy. Maximum subsidy is achieved when volumes are as close to the lower threshold as possible without exceeding it.

(2) The amount to be drawn from or transferred to the Benefits Equalisation reserve is calculated to bring the final cost to MSDC back to required budget. The Benefits equalisation reserve was set up from previous years surplus'. Due to the favourable change in overpayment volumes and the reduction in Local Authority Error overpayments to below the lower performance threshold, attracting subsidy, as detailed in (1) , a balancing contribution to the equalisation reserve is now forecast.

CAPITAL PROGRAMME 2016/17 - 2020/21

1.0 Background

- 1.1 This section sets out a proposed Capital Programme and Capital Strategy.
- 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.

2.0 Capital Strategy

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

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

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

3.0 Proposed Projects for 2017/18

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

i) ICT /CenSus ICT

These relate to a minimal PC replacement programme at £25k, and a range 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 refurbish the Council Chamber and Members' facilities to provide updated accommodation within the existing building envelope. We also include the second year of the scheme for the expansion of the green waste service which was fully described last year.

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.

3.2 The proposed capital projects to be included in the 2017/18 Capital Programme are set out on the next page.

Proposed New Projects - Capital Programme 2017/18 - 2020/21						
	Project Justification	Total 2017/18	Total 2018/19	Total 2019/20	Total 2020/21	Revenue Implications
Project		£'000s	£'000s	£'000s	£'000s	£'000s
ICT Projects/ CenSus ICT						
PC Replacement Programme	yes	25	25	25	25	
Switch Replacements	yes	60				
Storage Area Network (SAN) Replacement	yes	65				
New Remote Access	yes	10				
Virtual infrastructure upgrade	yes	20				
Relocation of IDOX UNiform software to Oaklands	yes	68				
Total ICT Projects:		248	25	25	25	0
Others:						
Council Chamber Modernisation	yes	300				
Expansion of Green Waste Service (year 2)	yes	40				
Total Others:		340	0	0	0	0
Major Capital Renewals						
Oaklands:						
- Window Replacements		80				
- Roof Light replacements		55				
- Upgrade Council Chamber toilets & Reception area		81				
- Photovoltaic (PV) panels		62				
- Replacement of reception desk. Rationalisation and extension of personal alarm system.		15				
New Auditorium floor - Clair Hall, Haywards Heath		25				
Resurface Orchards Car Park, Haywards Heath		50				
Drainage works		50				
Renewal of sanitaryware & internal upgrade -Adastra Park PCs, Hassocks		25				
New disabled WC and access - Ashurst Wood Pavilion, HH		25				
New changing cabin, Fairfield Recreation ground		43				
Replace lighting columns with LED - District Car Parks		15				
New multi-play unit - Fry Crescent Playground, Bhill		35				
Unallocated funding for future years			430	229	179	
Total Major Capital Renewals	n/a	561	430	229	179	0
Housing						
Affordable Housing	n/a	500	583			
Total Housing		500	583	0	0	0
Environmental Health						
Disabled Facility Grants	n/a	600	600	600	600	
Total Environmental Health		600	600	600	600	0
S106 Fully Funded Schemes:						
		tbd	tbd	tbd	tbd	
Total S106 Fully Funded Schemes:		0	0	0	0	0
Total New Capital Projects						
		2,249	1,638	854	804	0
Financed By:						
Grant Contributions WSCC		600	600	600	600	
S106 Agreements -non time limited		0				
S106 Housing - non time limited		140	228			
Met from Revenue Contributions (for MCR)		561	430	229	179	
General Reserve / NHB (Housing)		725	380	25	25	
Specific Reserve		223	0			
Total Financed:		2,249	1,638	854	804	0

- 3.3 Each project (excluding Major Capital Renewals, Affordable Housing and Disabled Facility Grants) has a full accompanying justification statement, and has been the subject of Ward and Cabinet Member consultation. The justification proformas for all service projects are included at the end of this section.

Background Papers

Report to Scrutiny Committee for Leader, Resources and Economic Growth on 18th January 2017.

Draft Corporate Plan and Budget for 2017/18 report to Cabinet 13th February 2017.

Budget working papers.

Capital Programme 2016/17 - 2020/21								
Programming Summary								
<i>Total Costs £'000</i>	<i>Scheme Description</i>	<i>Payments to 31/3/2016 £'000</i>						
			<i>2016/17 £'000</i>	<i>2017/18 £'000</i>	<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>	
28,380	Schemes in Progress	450	27,377	535	18	0	0	
1,224	New Projects	0	0	1,149	25	25	25	
838	Unallocated Funding - Future Projects	0	0	0	430	229	179	
3,887	Disabled Facility Grants	691	796	600	600	600	600	
1,088	Affordable Housing	5	0	500	583	0	0	
35,417	Total Programme	1,146	28,173	2,784	1,656	854	804	
			<----- £34,271,000 ----->					

Capital Programme 2016/17 - 2020/21								
Financing Schedule								
<i>Description</i>	<i>Notes</i>							
		<i>2016/17 £'000</i>	<i>2017/18 £'000</i>	<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>		
Grant Contributions from WSCC-Disabled Facility Grants	1	796	600	600	600	600		
Capital Grants & Contributions Reserve :	2							
: - S106 Contributions -non time limited		44	0	0	0	0		
: - S106 Contributions - Housing -non time limited		0	140	228	0	0		
Capital Grants & Contributions - Receipts in Advance :	3							
: - S106 Contributions -time limited		12	473	18	0	0		
Loan	4	24,860	0	0	0	0		
Use of General Reserves /Specific Reserves / Revenue Contributions	5	2,461	1,571	810	254	204		
Total Programme		28,173	2,784	1,656	854	804		

Notes for Financing Schedule:

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

Capital Programme 2016/17 - 2020/21							
<i>Scheme Description</i>	<i>Total £'000</i>	<i>Pre 1/4/16 £'000</i>	<i>2016/17 £'000</i>	<i>2017/18 £'000</i>	<i>2018/19 £'000</i>	<i>2019/20 £'000</i>	<i>2020/21 £'000</i>
Housing							
Affordable Housing	1,088	5	0	500	583	0	0
<i>Total Housing</i>	1,088	5	0	500	583	0	0
Cleansing Services							
Purchase of Dog Bins	21	11	10				
Expansion of Green waste service	80	0	40	40			
<i>Total Cleansing Services</i>	101	11	50	40	0	0	0
Parking Services							
Resurface Queens Crescent overflow car park, Bhill	21	0	21				
<i>Total Parking Services</i>	21	0	21	0	0	0	0
Corporate Estates & Facilities							
Oaklands Invest to save - electrical works	44	44	0				
Replacement Heating Systems Berrylands Farm & East Court Pavilion, EG	14	0	14				
Bridge Road HH Business Starter Units	50	0	50				
31 Victoria Gardens - Land acquisition	414	0	414				
Unit 3 Burrell Road Land Acquisition	542	0	542				
Orchards Shopping Centre land acquisition	24,860	0	24,860				
Council Chamber Modernisation	300	0		300			
Invest to Save Improvement works to Pavilions- East Court Roof & outdoor play area	33	33	0				
Space Planning & Office Moves (previously "Data Cabling works, Oaklands)	431	71	360				
Drainage capital works	55	25	30				
Oaklands old building-roof replacement	9	9					
Roof Replacement, associated lead work & guttering (old building)	100	0	100				
Roof Replacement including guttering (East and West wings)	100	0	100				
Window Replacement works	107	0	107				
Space Planning and Office Moves	244	0	244				
External Fabric Works including concrete & painting	90	0	90				
Hazelgrove Road Car Park, Haywards Heath	46	0	46				
Horsted Keynes Car Park	19	0	19				
Imberhome Lane Car Park, East Grinstead	0	0	0				
Orion Car Park, Hassocks	31	0	31				
Additional Car Parking Norton House EG	23	0	23				
Drainage capital works	50	0	25	25			
Drainage works	50	0		50			
Window Replacements, Oaklands	80	0		80			
Roof Light Replacements, Oaklands	55	0		55			
Upgrade Council Chamber toilets & Reception area, Oaklands	81	0		81			

Capital Programme 2016/17 - 2020/21							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Photovoltaic (PV) panels, Oaklands	62	0		62			
Replacement of reception desk. Rationalisation and extension of personal alarm system, Oaklands	15	0		15			
New Auditorium floor - Clair Hall, Haywards Heath	25	0		25			
Resurface Orchards Car Park, Haywards Heath	50	0		50			
Renewal of sanitaryware & internal upgrade - Aadastra Park PCs, Hassocks	25	0		25			
New disabled WC and access - Ashurst Wood Pavilion, HH	25	0		25			
New changing cabin, Fairfield Recreation ground	43	0		43			
Replace lighting columns with LED-District Car Parks	15	0		15			
New multi-play unit - Fry Crescent Playground, Bhill	35	0		35			
Major Capital Renewals Unallocated Funding	838	0	0		430	229	179
Total Corporate Estates & Facilities	28,961	182	27,055	886	430	229	179
Emergency and Outdoor Services							
Improvement works to Open Space at Spring Copse EG	30	12	0		18		
Finches Field Community Building Pavilion & Car Park	527	54	0	473			
Playground Improvements at St Johns Park Burgess Hill	15	6	9				
Playground Improvements at Parklands Hassocks	12	10	2				
Playground Improvements at Sunnyside Rec Ground, EG	44	0	44				
Playground Improvements at Wyvern Way, BH	15	0	15				
Playground Improvements at Coos Lane, Handcross	25	0	25				
Playground Improvements at Pavilion Way Open Space, EG	11	0	11				
Total Emergency and Outdoor Services	679	82	106	473	18	0	0
ICT & CenSus							
PC replacement programme	25	0	25				
PC replacement programme (future years)	100	0		25	25	25	25
Replace NetApp SAN	50	0	50				
Identity & Access Management tool	0	0	0				
Census ICT - Implement Redhat Linux	22	0	22				
Census Strategy -Disaster Recovery	25	19	6				
Protective Monitoring software	20	0	20				
Switch Replacements	60	0		60			
Storage Area Network (SAN) Replacement	65	0		65			
New Remote Access	10	0		10			
Virtual Infrastructure upgrade	20	0		20			
Relocation of IDOX UNiform software to Oaklands	68	0		68			
Total ICT & CenSus	465	19	123	248	25	25	25
Land Charges							
Modernisation of corporate records	215	156	22	37			
Total Land Charges	215	156	22	37	0	0	0
Environmental Health							
Disabled Facility Grants	3,887	691	796	600	600	600	600
Total Environmental Health	3,887	691	796	600	600	600	600
Grand Total	35,417	1,146	28,173	2,784	1,656	854	804

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 years. This project forms part of the ongoing PC replacement programme and represents the monies required to replace a number of PCs' each year which have been deemed to have reached the end of their useful life.

Total Amount : £25,000

Capitalised Salaries included in the project total : None

Other sources of funding : None

Revenue Implications : None

Value For Money Assessment:

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

Current practice / doing nothing:

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

Other alternative approaches:

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

Business Unit/Service: ICT Services

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

Project Manager : Julie Simpson, Census ICT

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

Cabinet Members : Cllr Mandy Thomas-Atkin

Continued..

PC Replacement Programme

Ward Members : Not applicable

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

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

Summary of discussions with Cabinet Member:.

Cllr Mandy Thomas-Atkin is supportive of the rolling programme for the forthcoming years.

Risk Analysis :

The main risks for this project are:

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

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

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

Mitigation actions:

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

PROJECT JUSTIFICATION DETAILS

Switch replacements

Purpose of project :

The 2 Core switches are the heart of the network delivering ICT & Telephony throughout the MSDC site. 24 Data switches throughout the Campus route from these 2 Core switches giving users access to the MSDC network, WSCC wide area network, Internet and Telephony. These switches become hardware end of life at the end of 2016. There have been no bug patches for the software since April 2015. This puts the network in a vulnerable position if one of them fails as replacement parts will be difficult, expensive or impossible to obtain. The hardware is no longer PSN compliant due to the end of life software support.

New switches will ensure the network remains secure and able to support any new technology needing connection to the MSDC network.

Total Amount : £60,000

Capitalised Salaries included in the project total : None

Other sources of funding :(i.e. s106/ big lottery etc.) None

Revenue Implications : None

Value For Money Assessment :

As the Core switches underpins the delivery of ICT & Telephony for MSDC the risks and costs associated with out of support equipment increases as the equipment ages therefore doing nothing may increase financial pressures on the budget.

The current software level is the latest level of software that is available for the current hardware. A move up to version 7 would require a (prohibitively expensive) major upgrade of the chassis, fan trays, CPU modules and line modules.

Alternative solutions such as secure Wi-Fi provision would still include core network elements and currently exceed the cost for the switch replacement project when all additional costs are included e.g. full desktop/laptop replacement.

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 :

(use Corporate plan reference numbers for example and confirm that it is in the relevant service plan.)

BS 2.1 - Better Services

Summary of discussions with Cabinet Member : The Cabinet Member agrees with this proposal.

Risk Analysis :

Present hardware is a security risk due to being end of life.

PROJECT JUSTIFICATION DETAILS

Storage Area Network replacement

Purpose of project :

The Storage Area Network (SAN) holds the majority of the Councils information and is one of the core elements of MSDC's ICT provision. It's currently on Extended warranty which is due to expire during 2017. The manufacturer rapidly increases the cost of supporting aging equipment such that replacement with new equipment is more cost efficient (recently other CenSus partners were quoted in excess of £90K for one year vs £65 for new equipment with 3 year support)

While the business is working towards putting as much information as possible in a cloud or hosted environment there will still be some information where it's not possible to move for security reasons (approx. 10%) or because applications/systems are incapable of working in a cloud environment. The data migration will not be complete within the timeframe imposed by the extended warranty expiry date.

Total Amount : £65,000

Capitalised Salaries included in the project total : None

Other sources of funding :(ie s106/ big lottery etc) None

Revenue Implications : The cost of procuring new is cheaper than renewing maintenance support costs. Support costs are included for the first 3 years.

Value For Money Assessment :

The option of doing nothing will greatly increase the revenue cost for support and expose MSDC to a significant Business Continuity risk in the event of a fault, including the possibility of breaching the Data Protection Act if sensitive information is lost.

As part of the specification phase of the project work will be an undertaking to size the environment such that it takes into account the amount of data that will be transferred to a Cloud or hosted infrastructure as part of the Digital Transformation Programme.

Business Unit/Service : Digital and Customer Services

Head of Service : Simon Hughes

Project Manager : Howard Knowelden

Cabinet Members : Cllr Mandy Thomas-Atkins

Ward Members : Not applicable

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

(use Corporate plan reference numbers for example and confirm that it is in the relevant service plan.)

BS 2.1 - Better Services

Summary of discussions with Cabinet Member : The Cabinet Member agrees with this proposal.

Risk Analysis : Ageing unsupported equipment which stores sensitive information is a security risk. The proposal provisions support for the MSDC SAN for the next 3 years enabling information to be held securely whilst the Digital Transformation Programme is put in place.

PROJECT JUSTIFICATION DETAILS

New Remote Access

Purpose of project :

As part of the Digital Transformation Programme Investigate and evaluate Microsoft Remote Desktop Services (RDS) through a proof of concept. It's expected this system will give a better user performance for our larger systems that are presently accessed via Citrix remote access (i.e. Academy). The new system will also be more compatible with the Census ICT skills working at MSDC to manage and support.

As part of the project the usage of Micosoft's RDS as a platform will be investigated e.g. cloud TS

Total Amount : £10,000

Capitalised Salaries included in the project total : None

Other sources of funding :(ie s106/ big lottery etc) None

Revenue Implications : Savings from Citrix maintenance & licensing cost.

Value For Money Assessment :

With the introduction of the new off-site remote access system 'Direct Access' the use of the present Citrix system can be greatly reduced. The Microsoft solution, which we are already paying most of the licence cost for in our Enterprise agreement, will give a saving of £6,000 - £7,000 per annum on Citrix support and licencing that will no longer be required.

There will also be future savings from no longer needing to upgrade the Citrix environment.

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.

Summary of discussions with Cabinet Member : This proposal is agreed by the Cabinet Member.

Risk Analysis :

There are no specific risks that arise from implementing this proof of concept.

PROJECT JUSTIFICATION DETAILS

Virtual infrastructure upgrade

Purpose of project :

To support the Digital Transformation Programme an evaluation of alternative virtualisation technologies e.g. Microsoft HyperV and Azure Stack should be carried out through a proof of concept.

A Microsoft cloud environment is available to MSDC as part of the Office365 migration, this proof of concept will enable us to evaluate whether we can configure our own cloud environment rather than hosting externally. Management and costings can also be compared.

Cost savings against the existing Virtualisation platform could be realised (upgrading, maintenance and licensing).

Total Amount : £20,000

Capitalised Salaries included in the project total : None

Other sources of funding :(ie s106/ big lottery etc) None

Revenue Implications : None – future cost savings

Value For Money Assessment :

Additional hardware and/or expertise may need to be procured.

The project will pave the way for future savings by removing licencing costs and simplify support of systems. Using our own cloud environment would save on extra virtual licencing costs whilst maintaining those services that must be secured in house.

Business Unit/Service : Digital and Customer Services

Head of Service : Simon Hughes

Project Manager : Howard Knowelden

Cabinet Members : Cllr Mandy Thomas-Atkin

Ward Members : Not applicable

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

BS 2.1 - Better Services

Summary of discussions with Cabinet Member : This project and the overall paradigm is agreed with by the Cabinet Member.

Risk Analysis :

There are no risks with evaluating this proof of concept.

PROJECT JUSTIFICATION DETAILS

Relocation of IDOX UNIFORM software to Oaklands

Purpose of project:

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

Since 2011, the IDOX UNIFORM database and application service has been hosted on the CENSUS network at their Horsham datacentre. A number of factors have arisen that have led to a review of the existing arrangements:

- A major database version upgrade is required which require a significant amount of work and cost regardless of location.
- The Council is currently reviewing its involvement with the CENSUS partnership.
- The Council is implementing a new digital programme, that places greater emphasis on the effective use of integrated data resources. The LLPG is an example of this.

Officers are therefore of the opinion that the time has come to migrate both the database and application server back to the Mid Sussex campus and operate both from the Council's own datacentre.

Costs:

Total Amount : **£67,500**

Capitalised Salaries included in the project total : None.

Other sources of funding : None

Revenue implications:

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

Value for money assessment:

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

Alternative options considered:

IDOX are at the early stages of considering alternative approaches to platform delivery, which may include delivering UNIFORM as a wholly web based service. This would fit well with the authority's direction of travel with respect to harnessing internet or 'cloud based' technology, but at this point, IDOX do not have a viable market offering and the existing UNIFORM system was designed to operate in a traditional database / application server environment. The Council also needs to retain control of the data, so that it can be harnessed for other purposes. For this reason, officers have concluded that the only reliable path at this point is to progress the migration using tried and trusted methods.

Business Unit/Service: Digital and Customer Services

Head of Service: Simon Hughes

Project Manager: Keith Stanton

Cabinet Member: Mandy Thomas-Atkin

Ward Member: Not applicable

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

BS 2.1 - Better Services.

Summary of discussions with Cabinet Member:

Given that this proposal sits within the Strategy objectives, it has been agreed by the Cabinet Member.

Risk Analysis:

The proposal intends to make sensible provision for support of the UNiform system for the next 4-5 years. There are no specific risks that arise from the decision to migrate the UNiform system back to the Council's own datacentre.

PROJECT JUSTIFICATION DETAILS

Expansion of the Garden Waste Service (Year 2):

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

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

This bid is to support year two of the programme.

Total Amount : £40k for 2017/18

Capitalised Salaries included in the project total: None

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

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

Value For Money Assessment:

The planned expansion will increase the subscription level to 18,200 subscribers when completed, and therefore the requirement to provide an additional 1500 bins in the second year of roll out.

Other alternative approaches:

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

Business Unit/Service: Contracts Management Division (Waste project)

Head of Service : Judy Holmes, Assistant Chief Executive

Project Manager: David Harper

Cabinet Members : Cllr Gary Marsh

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

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

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

By reducing the amounts of waste going to landfill

Continued..

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

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

Risk Analysis :

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

- The Council is implementing the new Garden waste module of the new CRM system and is moving across to the new system in the new year 2017. (Low)
- The initial roll out of the services in 2016, has removed the subscriber waiting lists, so the second year of the deployment will be far more dependent on marketing of the service.
- There is a risk that the additional service will not be fully taken up, but other local authorities have exceeded levels of uptake predicted by this expansion phase. (Low)
- The 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:

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

Project justification details

Council Chamber Modernisation

Purpose of project :

The project comprises refurbishment of the Council Chamber, to create a modern, flexible space which will meet the Council's business needs for the foreseeable future.

The existing Council Chamber, which was built in the mid-1960s for Cuckfield Urban District Council, has not undergone significant refurbishment in 50 years. There are also a number of specific issues which require attention:

- There is a shortage of space at full Council meetings, principally due to the current use of tables and chairs and the space taken up by the fixed dais.
- There is limited seating in the public gallery. Although overflow space can be provided in the Committee Room and reception hall, the quality of audio feeds to these areas is poor, and there is no video link.
- Facilities for members, staff and visitors with disabilities are inadequate. The wheelchair lift to the lower ground floor level no longer works and the upper wheelchair lift is reaching the end of its serviceable life. The public gallery is not accessible to visitors with impaired mobility. The chamber, public gallery and circulation areas are not suitable for use by blind or partially-sighted people. There are no facilities for people with hearing impairments (such as induction loops) in the chamber, public gallery, Committee Room or reception area.
- The electrical services are old, with insufficient socket outlets for modern-day use.
- The heating system can no longer be effectively controlled. The chamber and public gallery are both prone to over-heating, which is uncomfortable and wasteful. The cooling units which were installed in recent years are noisy and the heating and cooling controls are not linked. Consequently, both the heating and cooling systems are able to operate simultaneously.
- The chamber and public gallery rely on natural ventilation from high-level windows. The ratchet window mechanisms have worn out and the windows can no longer be operated properly. The height of the windows above the chamber floor prevents effective air circulation.
- Audio-visual equipment is rudimentary. In particular, the quality of video projection is poor, making it difficult to view the screen from the public gallery. The view from the gallery is further impaired by columns and the pendant light fittings in the chamber. Microphone equipment is connected for each meeting, and then removed and stored until the next meeting. As mentioned above, there is no video feed to overflow public rooms, and sound quality in these areas is poor.
- Acoustic insulation for the chamber and gallery is inadequate. Meetings are disturbed by staff using the adjacent corridors and stairs.

In order to improve the dated appearance and address the issues outlined above, it is proposed to modernise the chamber and public gallery. The key objectives of refurbishment are:

- To provide an up to date working environment which will support the Council's business needs for the foreseeable future.
- To enhance the public image of Mid Sussex District Council as a modern and professional local authority.
- To ensure that Council and other meetings are accessible to people with disabilities.
- To provide adequate visitor space and deliver quality audio and video feeds to the overflow public areas.
- To facilitate future web-casting of meetings, if desired.
- To create a flexible space and thus encourage greater use between Council meetings. To provide a potential revenue source from external hirers.

- To replace worn-out and obsolete facilities and services, and improve energy efficiently and user comfort.

Total Amount : £300,000 (this must be the total scheme cost incl of any other sources of funding)

The project cost for modernisation of fabric, mechanical and electrical services and furniture within the chamber and public gallery is estimated at £250,000, including professional fees.

An additional cost of £50,000 is estimated for upgrading audio-visual equipment, including audio and video feeds to the overflow spaces.

Capitalised Salaries included in the project total : N/A

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

Revenue Implications : N/A

Value For Money Assessment :

Brief summary of the case for why this project provides value for money for the Council compared to a) current practice/doing nothing and b) other alternative approaches that have been considered.

The Council Chamber is long overdue for modernisation, having been in use for some 50 years without significant refurbishment. A comprehensive modernisation project will enable the issues described above to be addressed in a single scheme. As well as delivering value for money through economies of scale, a compressed project will avoid future closure of the Council Chamber.

Replacement of time-expired and worn out services will reduce future maintenance, with associated costs and inconvenience.

More energy-efficient heating and cooling will reduce both operating costs and CO₂ emissions.

Refurbishment into a more flexible space will provide revenue-earning opportunities.

Upgrade of audio-visual systems will provide the infrastructure to enable future web-casting, if desired.

Business Unit/Service : Corporate Estates & Facilities

Head of Service : Peter Stuart

Project Manager : Lance Kester, Surveyor & Team Leader. Lance has considerable project management experience and attended the MSDC project management training course in 2016.

The project team will comprise managers from Corporate Estates & Facilities, Democratic Services and Communications ; together with Member representatives.

Cabinet Members : Cllr J Ash-Edwards

Ward Members : N/A

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

Better Services

- A fit for purpose Council Chamber will support Members in providing strong and effective leadership. This in turn will facilitate delivery of efficient and effective services.

Better Environment

- Reduced energy consumption and CO₂ emissions will contribute to achieving a sustainable environment.

Better Lives

- Improved access for members, staff and visitors with disabilities will contribute towards providing opportunities and quality of life for all.

Summary of discussions with Cabinet Member :

On 28 November 2016 Cabinet approved expenditure of £20,000 to undertake a feasibility study for modernisation of the Council Chamber. The feasibility study is the necessary precursor to the project forming the subject of this paper.

Risk Analysis :

The principal risks associated with this project are outlined below :

- Failure to obtain project approval.
- Significant cost over-run.
- Delays in delivering the project.
- Disruption to Council business, due to Council Chamber being out of use.

A risk register will be prepared as part of the feasibility study. The register will be reviewed regularly by the project team throughout the life of the project, and appropriate action taken to manage risks.

USABLE RESERVES AND OTHER BALANCES

1. This part of the report considers the Council's usable reserves and other cash balances. These are amounts held for future revenue or capital expenditure and to ensure the Council has sufficient cash resources for any unforeseen demands.
2. Details are set out in Table 1 overleaf, which shows that overall balances held at 1st April 2016 were £30.260m and with the estimated changes, the expectation is that £62.764m will be held at 31st March 2021. Brief notes explaining each item are given after the table. Please note that the figures contained within the table are displayed to the nearest thousand pounds. Consequently, the sum of individual figures may not necessarily agree with the totals displayed due to roundings.
3. Estimated interest received on investing surplus balances is based on rates averaging 0.88% for 2016/17, decreasing to 0.80% for the year 2017/18 and 2018/19. The rate rises to 1.25% in 2019/20 and 2020/21. Rates are forecast to remain low well into the medium term as a result of the Government's quantitative easing regime and uncertainty over the performance of the world and European economy.
4. As was the case last year, further details relating to the management of the Council's daily cash balances and the borrowing limits will be set out in the Treasury Management Strategy Statement and Annual Investment Strategy 2017/18 to 2019/20 report. This is a stand-alone report that will be considered by Audit Committee on 15th March 2017 before Council later on in the month.
5. This Council classifies its Usable Reserves as follows:
 - **General Reserve:** This Reserve includes amounts earmarked for the Capital Programme. It also includes the non-earmarked element.
 - **Earmarked Specific Reserve:** This contains amounts for particular purposes and for which Member authorisation has been obtained as to how these may be applied.
 - **Usable Capital Receipts Reserve:** This represents the capital receipts from the sale of assets that are available to finance future capital expenditure.
 - **Capital Grants Unapplied Account:** This comprises capital grants and S106s contributions from developers with no conditions to repay.
6. This Council also holds other balances as follows:
 - **Capital Grants & Contributions receipts in advance:** This comprises capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

Table 1: Usable Reserves and other balances - Council 1st March 2017

		Balance 31/03/16 £'000	Balance 31/03/17 £'000	Balance 31/03/18 £'000	Balance 31/03/19 £'000	Balance 31/03/20 £'000	Balance 31/03/21 £'000
Usable Reserves							
General Reserve:							
Non-Earmarked General Reserve	1	12,729	13,974	17,904	21,479	25,757	29,719
Total Earmarked General Reserve	2	677	677	677	677	677	677
Total General Reserve:		13,406	14,651	18,581	22,157	26,434	30,397
Specific Reserve :							
Housing		199	205	114	114	114	114
Planning Policy		643	715	172	172	172	172
Development Management		90	49	16	0	0	0
Cleansing Services		24	20	0	0	0	0
Leisure Partnership		625	1,200	500	0	0	0
Performance & Partnerships		70	70	0	0	0	0
Community Leisure		131	75	195	95	95	95
Corporate Estates and Facilities		408	311	1,040	1,940	2,840	3,740
Emergency and Outdoor Services		97	38	0	0	0	0
Finance Accountancy		7	9	5	9	5	9
Finance Corporate		404	1,105	0	0	0	0
CenSus Revenues & Benefits		369	394	369	369	369	369
Census ICT		482	364	41	21	21	21
Human Resources & Payroll		12	3	3	3	3	3
Democratic Services		121	135	170	204	58	100
Land Charges		17	17	2	2	2	2
Planning and Building Control Service Support		25	15	0	0	0	0
Environmental Health		0	0	0	0	0	0
Corporate Funds	3	2,643	2,319	1,203	1,403	1,603	1,803
Total Specific Reserve:	4	6,367	7,044	3,830	4,333	5,282	6,428
Total Revenue Reserves		19,773	21,695	22,411	26,489	31,716	36,825
Total Usable Capital Receipts Reserve	5	1,261	1,261	1,261	11,261	11,261	11,261
Total Capital Grants Unapplied Account	6	3,335	4,032	4,492	5,014	5,764	6,514
Total Usable Reserves		24,369	26,988	28,164	42,764	48,741	54,600
Other Balances							
Total Capital Grants & Contributions -Receipts in Advance		5,891	7,255	8,182	8,164	8,164	8,164
Total Other Balances	7	5,891	7,255	8,182	8,164	8,164	8,164
Total Reserves and Other Balances		30,260	34,244	36,347	50,928	56,906	62,764

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

Notes:

1. Total available to provide additional finance for day-to-day services and/or additional capital expenditure (after financing the current capital programme). Included in this total are planned contributions to reserves from revenue, windfall income and non-ring fenced grants received in 2016/17, amounts received from developers in respect of land adoptions in lieu of maintenance (e.g. culvert commuted sums), interest receipts forecast for the period, and New Homes Bonus monies.
2. It includes an amount set aside to lend to owners of historic buildings to assist in keeping properties in good repair, and the balance on the SAMM and SANG Investment Fund in perpetuity.
3. Corporate Funds' includes the Rate Retention Scheme Reserve (£1,863k @31/3/16), Benefits Equalisation Reserve (£680k @31/3/16 and the Council Tax Reduction Scheme Equalisation Reserve (£100k @31/3/16).
4. Representing a number of balances held for specific purposes for which a decision has previously been taken of how to apply.
5. Accumulated proceeds from asset disposals.
6. This comprises capital grants and S106s contributions from developers with no conditions to repay.
7. This comprises capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

FINANCIAL STRATEGY, MEDIUM TERM FINANCIAL PLAN AND INFLATION

1.0 Introduction

- 1.1 This section sets out the plan for revenue spending and outlines some assumptions made in its preparation. Whilst it is a legal requirement to draw up such a plan it also forms part of the 'Sustainable Finances' workstream which aims to achieve financial equilibrium in the medium term.
- 1.2 The last position adopted by Council was reported in September 2016 as part of the budget-setting guidelines report. A feature of that position was that the state of the Council's finances had stabilised and we could start to see an improvement in the years ahead with the possibility of some investment now being possible.
- 1.3 Officers have therefore been working throughout 2016 to update the four-year financial plan as set out at the end of this section and this now reflects the system of government funding that will be in place to 2020. Where terminology has changed we explain that again where necessary.

2.0 FINANCIAL STRATEGY 2017/18 – 2020/21

2.1. Main Principles

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

2.2. Strategy for Revenue Spending

- 2.2.1. The Council will continue to adopt a prudent approach to financing the Council Tax Requirement which will, in the main be financed by council tax, Business Rate Retention and Formula Grant, but will be supported from other sources as necessary to maintain a level of council tax considered, at the time of setting, to be in the best interests of the community as a whole.
- 2.2.2. All payments forming pension contributions will be paid from the revenue budget. The deficit on the Council's element of the pensions fund will be paid from the revenue budget but spread over the maximum period the Actuary advises (usually 20 years).
- 2.2.3. The budget will include an allowance for inflation that is considered realistic at the time it is estimated.

- 2.2.4. Income estimates which include volume (rather than price) increases must be the subject of detailed risk and sensitivity analysis in conjunction with the Head of Corporate Resources to ensure they are realistic and robust.
- 2.2.5. A fundamental and detailed examination of the Council's budget will be undertaken to ensure all aspects contribute to the Council's priorities. Savings that are identified as a result of this process will be used to further the Council's priorities and the decision on how to apply these savings will be taken corporately.
- 2.2.6. Income that arises which is unbudgeted will be made available for corporate use in achieving the Council's priorities.
- 2.2.7. The Council will aim to achieve net expenditure reductions by exploring alternative ways to deliver existing services.
- 2.2.8. Opportunities for charging for services under powers provided by the Local Government Act 2003 will be maximised. The Council should make such decisions in the light of the best information available to it at the time.
- 2.2.9. The Medium Term Financial Plan will show the difference between projected net spending and income from the council tax and other sources and Cabinet will recommend how this is to be managed in a way that is consistent with this Financial Strategy.

2.3. Strategy for Capital Spending

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

2.4. Strategy for Reserves and Cash Balances

- 2.4.1. The target for the total level of unearmarked reserves will be a minimum of £1,500,000. This is equivalent to approximately 12% of the Total Revenue Spending and is an amount held which can, legally, be used for any purpose. However, the reason for its being held is to act as a buffer, and a source of ready cash, were the need to arise. It is there to financially protect the Council were the unexpected to happen, and it cannot therefore be earmarked for any particular purpose or form part of any budget plans. Holding such a sum represents good governance on the part of the Council and is a direct recommendation of the Head of Corporate Resources; Members will appreciate that it also represents good financial management on behalf of the community they serve.
- 2.4.2. The Treasury Management Strategy Statement will determine the investment of cash balances. The Council as a whole will plan and decide how interest from all sources is applied. The target for the generation of interest will be shown in the Medium Term Financial Plan.

3.0 SUMMARY MEDIUM TERM FINANCIAL PLAN

- 3.1 The Budget forecast summarises projected changes in the Council's finances over a five-year timescale, the current period for which is 2016/17 to 2020/2021. This is shown on the next two pages with explanatory comments and the key assumptions made in the projections below:

- 3.2 The expenditure and income projections in the Medium Term Financial Plan are based on likely commitments apparent at the present time. It is important to note that they do not dictate the estimate for any particular year. Their purpose is to provide a view of the Council's likely financial position for the period of the plan. The figures making up the plan will need to be analysed further and approved when the annual budget for each year is prepared.
- 3.3 Similarly the council tax figures are purely indications of increases in future years beyond the current year. They are not intended to show the amounts that will be approved. That will be for the Council to decide in relation to the circumstances and budget decisions for the particular year.
- 3.4 Revenue Spending
- Increases in net expenditure are based on commitments known at the present time.
 - Inflation on Head of Service Net Expenditure has been estimated using varying rates according to the type of expenditure.
- 3.5 Council Tax calculations
- This section shows the effect on council tax at Band D as a result of projected changes in Revenue Spending, but having regard to Council Tax 'capping'.
 - Decreases in Revenue Support Grant are based on the Settlement figures given to us in mid February which shows that for the last two years of the plan we move into negative, or tariff, RSG implying a payment to be made to the government rather than vice versa. In all probability this arrangement will be superseded by the effects of 100% business rate retention.
 - Increases in the council tax base are a prudent view to reflect the increase in properties in the district. For 2017/18 the taxbase has increased significantly mainly as a result of new housebuilding but including the effect of reduced Council Tax Reduction Scheme take up.
- 3.6 Capital Spending
- This section is a summary of the programme shown in detail in section 3.
- 3.7 Receipts and Contributions
- The amount for Disabled Facility Grants is the grant from government via WSCC on mandatory awards relating to the expenditure shown in the capital programme in the above section.
 - Capital receipts take account of asset disposals known at the present time,
 - The level of contributions is a view of payments from developers.
 - Anticipated New Homes Bonus is also shown as an annual receipt in line with our housing projections.
- 3.8 Interest
- Projected interest rates used in estimating interest receipts are a combination of rates averaging 0.88% for 2016/17, decreasing to 0.80% for the year 2017/18 and 2018/19. It then rises to 1.25% in 2019/20 and 2020/21.
- 3.9 Cash Balances
- The total of cash balances is detailed in Section 4. The amount of cash balances is determined by the assumptions made in the rest of the forecast.

**Medium Term Financial Plan
Council 1st March 2017**

Revenue Spending	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Base Net Expenditure	12,799	11,358	11,240	11,059	11,115
Benefits	(119)	(119)	(119)	(119)	(119)
Base Revenue Spending	12,680	11,239	11,121	10,940	10,996
Balance Unallocated	41	12	12	12	12
Council Net Expenditure	12,721	11,251	11,133	10,952	11,008
Contribution to Rate Retention Scheme Equalisation Reserve	-	200	200	200	200
Additional Contribution to ICT Reserve (Digital)	-	600	400	400	400
Contribution to Economic Development & Burgess Hill Growth Area Reserve	-	500	500	500	500
Contribution to Environmental Health staffing	-	50	50	50	50
Contribution to Economic & Community Development Fund	-	220	-	-	-
Net General inflation	-	-	212	424	636
Total Revenue Spending	12,721	12,821	12,495	12,526	12,794
External Funding (RSG)	(845)	(128)	-	767	767
Rates Retention Scheme (RRS) funding	(2,564)	(2,775)	(2,858)	(2,944)	(2,700)
Transitional Grant 16/17 & 17/18	(145)	(145)	-	-	-
HB Admin Grant / LCTS Grant	(378)	(374)	(374)	(374)	(374)
Council Tax Requirement @ 1.99%	(8,844)	(9,183)	(9,476)	(9,780)	(10,095)
Dividend income LAPF	(160)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(178)	(110)	-	-	-
-Rates Retention Scheme deficit / (surplus)	697	1,521	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(304)	(1,387)	-	-	-
Cumulative Balance deficit; / (surplus)	0	0	(453)	(45)	152
Difference year on year		0	(453)	408	197

Financing Revenue Spending	<u>Year 0</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Council Taxbase	57,975.6	59,012.1	59,720	60,437	61,162
Change in Taxbase	1.77%	1.79%	1.20%	1.20%	1.20%
Revenue Budget	12,721	12,821	12,495	12,526	12,794
% change in Formula Grant /External Funding	-49.4%	-84.9%	-100.0%		
External Funding (RSG)	(845)	(128)	0	767	767
Rates Retention Scheme (RRS) funding	(2,564)	(2,775)	(2,858)	(2,944)	(2,700)
Transitional Grant 16/17 & 17/18	(145)	(145)	0	0	0
HB Admin Grant / LCTS Grant	(378)	(374)	(374)	(374)	(374)
Council Tax Requirement	(8,844)	(9,183)	(9,476)	(9,780)	(10,095)
Dividend income LAPF	(160)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(178)	(110)	-	-	-
-Rates Retention Scheme deficit / (surplus)	697	1,521	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(304)	(1,387)	-	-	-
Total Financing	(12,721)	(12,821)	(12,948)	(12,571)	(12,642)
Balance [(deficit); /surplus]	0	0	453	45	(152)
	(12,721)	(12,821)	(12,495)	(12,526)	(12,794)
Council Tax at Band D	£ 152.55	£ 155.61	£ 158.67	£ 161.82	£ 165.06
Change from previous year	1.99%	1.99%	1.99%	1.99%	1.99%

Medium Term Financial Plan as at Council 1st March 2017

Capital Spending							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2016/17	2017/18	2018/19	2019/20	2020/21	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schemes in Progress	27,930	27,377	535	18	-	-	
New Projects	1,224	-	1,149	25	25	25	
Unallocated Funding -future projects	838	-	-	430	229	179	
Disabled Facility Grants	3,196	796	600	600	600	600	
Affordable Housing	1,083	-	500	583	-	-	
Total Programme	34,271	28,173	2,784	1,656	854	804	
Receipts and Contributions							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2016/17	2017/18	2018/19	2019/20	2020/21	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facility Grants	3,196	796	600	600	600	600	
Capital Receipts	20,000	0	10,000	10,000	0	0	
New Homes Bonus	19,279	4,429	4,408	3,579	3,618	3,245	
Other Third Party Contributions (including S106s)	6,397	2,147	2,000	750	750	750	
Total	48,872	7,372	17,008	14,929	4,968	4,595	
Interest							
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
	Total	2016/17	2017/18	2018/19	2019/20	2020/21	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Interest	2,444	328	310	377	686	743	
Usable Reserves & Other Balances							
	Base						
	31.03.16	31.3.17	31.3.18	31.3.19	31.3.20	31.3.21	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserves							
General Reserve	13,406	14,651	18,581	22,157	26,434	30,397	
Specific Reserve	6,367	7,044	3,830	4,333	5,282	6,428	
Usable Capital Receipts Reserve	1,261	1,261	1,261	11,261	11,261	11,261	
Capital Grants Unapplied Account	3,335	4,032	4,492	5,014	5,764	6,514	
Total Usable Reserves	24,369	26,988	28,164	42,764	48,741	54,600	
Other balances							
Capital Grants & Contributions -Receipts in Advance	5,891	7,255	8,182	8,164	8,164	8,164	
Total Usable Reserves & Other Balances	30,260	34,244	36,347	50,928	56,906	62,764	
NB. Figures to nearest £'000 therefore totals subject to rounding variations							

4.0 Net Inflation

- 4.1. A realistic budget needs to take account of price increases in the year. The net inflation allowance set out in the Budget Forecast for 2017/18 in the Medium Term Financial Plan to Council on 24th February 2016 was £212,000.
- 4.2. After examining each type of expenditure and income in more detail, and in the light of indications for future inflation, the inflation allowance has been recalculated and the overall total has remained the same. The table below shows the inflation rate to be applied to each element of the budget.

Inflation Calculation for 2017/18 Budget		
Item	Inflation	
	%	£'000
	age	
<i>Employees</i>		
Pay		
Salaries have been forecast to increase by 1.0% in 2017/18 to allow for an estimated pay award to all staff.	1.0	109
Other employee costs		
The inflationary percentage on this category is linked to the estimated pay award for 2017/18 of 1.0%.	1.0	1
<i>Buildings and Premises</i>		
Maintenance		
An estimate of the increase for 2017/18 is based on the CPI index for September 2016.	1.0	22
Energy		
Our energy suppliers have advised us of a 2.0% inflationary increase for electricity and 2.0% increase for gas respectively.	2.0	3
NNDR		
No price increase for NNDR (usually based on September RPI) due to a revaluation for 2017/18.	-	-
Water		
This increase is based on the CPI index for September 2016 for both metered water and sewerage as no notifications of alternative increases have been received.	1.0	1
<i>Transport</i>		
Travel Allowances		
The inflationary percentage on this category is based on the CPI index for September 2016	1.0	2
<i>Supplies and Services</i>		
Postage		
An estimate of the increase for 2017/18 is based on the CPI index for September 2016	1.0	3
Subscriptions		
An estimate of the increase for 2017/18 is based on the CPI index for September 2016.	1.0	1
Telephones		
An estimate of the increase for 2017/18 is based on the CPI index for September 2016.	1.0	1

Inflation Calculation for 2017/18 Budget		
Item	Inflation	
	%	£'000
	age	
Insurance		
An estimate of the increase for 2017/18 is based on the weighted average of property and other insurances where property premiums correlate to property values.	1.01	2
Grants		
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2016.	1.0	2
Other Supplies and Services		
A 'basket' of items which will increase by different allowances, or remain static.	1.0	35
<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 derf fuel (5%) and National Statistics index RPI all items (25%).	1.47	58
<i>Fees and Charges</i>		
Discretionary Charges		
An allowance based on the CPI index for September 2016 has not increased discretionary charges (car park fees excluded).	1.0	-
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		(22)
CPE		
The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.		(6)
Total		212

COLLECTION FUND

The latest Collection Fund estimates are shown below:

Collection Fund				
	2016/17 Original Estimate £'000	2016/17 Revised Estimate £'000	2017/18 Original Estimate £'000	<i>Note</i>
Council Tax Income				
Council Taxpayers	(91,725)	(92,571)	(96,713)	
Contribution to estimated deficit for previous year	0	0	0	
Total Council Tax	<u>(91,725)</u>	<u>(92,571)</u>	<u>(96,713)</u>	<i>a</i>
Council Tax Expenditure				
West Sussex County Council	70,028	70,028	74,095	<i>b</i>
Sussex Police & Crime Commissioner	8,633	8,633	9,083	<i>b</i>
Mid Sussex District Council	12,426	12,426	12,958	
Contribution paid for estimated C Fund surplus for previous year	1,291	1,291	809	<i>c</i>
Allowance for Bad & Doubtful Debts	638	407	577	
	<u>93,016</u>	<u>92,785</u>	<u>97,522</u>	
Movement on Fund Balance for Council Tax	<u>1,291</u>	<u>214</u>	<u>809</u>	
Business Ratepayers Income				
Business Ratepayers	(45,850)	(44,059)	(47,188)	<i>d</i>
Contribution to estimated deficit for previous year	(1,743)	(1,743)	(3,802)	<i>e</i>
	<u>(47,593)</u>	<u>(45,802)</u>	<u>(50,990)</u>	
Business Rates Expenditure				
Rate Retention Scheme to Central Govt	22,042	22,042	22,179	
Rate Retention Scheme to WSCC	4,408	4,408	4,436	
Rate Retention Scheme MSDC	17,633	17,633	17,743	
Cost of collection	175	175	173	
Allowance for Bad & Doubtful Debts and Appeals Provision	1,592	2,251	2,657	
Contribution paid for estimated surplus for previous year	0	0	0	
	<u>45,850</u>	<u>46,509</u>	<u>47,188</u>	
Movement on Fund Balance for RRS	<u>(1,743)</u>	<u>707</u>	<u>(3,802)</u>	
Total Movement on Fund Balance	<u>(452)</u>	<u>921</u>	<u>(2,993)</u>	
Collection Fund Balance				
At the beginning of the year	452	2,072	2,993	
Total Movement on Fund Balance	<u>(452)</u>	<u>921</u>	<u>(2,993)</u>	
Total Deficit/(Surplus) at Year End	<u>0</u>	<u>2,993</u>	<u>0</u>	

Notes

Council Tax

- a. For 2017/18, total Council Tax, less provision for bad debts of 0.6%, totals £96,713m - the amount required to meet the "precepts" of WSCC, Sussex Police & Crime Commissioner, MSDC and the parish/town councils. The effect of the local Council Tax Support Scheme (CTSS) is that Council Tax Benefit is given as a discount to the council tax bill.
- b. The precept for WSCC will be set on 17 February 2017 and the precept for Sussex Police & Crime Commissioner will be set on 16 February 2017.
- c. In accordance with legislation, the estimated balance as at 31 March 2017 on the Council Tax Collection Fund is (£809,000) surplus and both the County Council and Police Crime Commissioner have been notified. This surplus is paid to each of these principal authorities in proportion to their Council Tax for the current year.

	%	£
West Sussex CC	76.88	(621,960)
Sussex Police & Crime Commissioner	9.48	(76,680)
MSDC	13.64	(110,360)
	<hr/>	<hr/>
Total Council Tax Estimated Surplus	100.00	(809,000)
	<hr/>	<hr/>

Business Rates

- d. For 2017/18, the amounts are taken from the CLG NNDR1 return. These are derived from the number of hereditaments 4,237, and the total rateable value of £118.2m as at 31 December 2016. An allowance of 1.0% for losses on collection has been made.
- e. The Rate Retention Scheme (RRS) was introduced as part of the Finance Act 2012. The RRS sets a target for the collection of business rates. The net yield is paid 50% to central government, 10% to WSCC leaving 40% as the estimate of funding to be retained by MSDC, which can be compared to the Business Rates Baseline. The estimated balance as at 31 March 2017 on the Collection Fund for RRS is a deficit of £3,802,285, although this will be monitored and adjusted at the end of the financial year, by way of the NNDR3 form for 2016/17. The estimated deficit is shared as shown below.

	%	£
Central Government	50	1,901,142
MSDC	40	1,520,914
West Sussex CC	10	380,229
	<hr/>	<hr/>
Total Business Rates Estimated Deficit	100	3,802,285
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COUNCIL TAX LEVELS

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

Table 1: Council Tax Calculation		
	£	£
Mid Sussex DC Net Revenue Spending	12,821,006	
Town and Parish Council precepts	3,774,844	
		16,595,850
Council Tax Support Grant	(91,169)	
Housing Benefit Admin Grant (includes Universal Credit & New Burdens)	(282,431)	
Revenue Support Grant	(128,360)	
Transition Grant	(144,811)	
Dividend Income Local Authority Property Fund	(240,000)	
Rate Retention Scheme (RRS)	(2,775,438)	
Rate Retention Equalisation Reserve	(1,386,476)	
Collection Fund Estimated Deficit 16-17(Business Rates)	1,520,914	
Collection Fund Estimated Surplus 16-17(Council Tax)	(110,360)	
		(3,638,131)
Mid Sussex DC Council Tax Requirement	9,182,875	
Town and Parish Council Tax Requirement	3,774,844	
Total Council Tax Requirement for 2017-18		12,957,719
		12,957,719
	Divided by 59,012.1 (tax base)	£219.58

This represents the *average* Council Tax for a dwelling in valuation band D in respect of District and Parish/Town Council requirements.

2. From the average council tax calculated in paragraph 1, Parish and Town Council precepts are removed to give a Council Tax at band D of £155.61 for this Council's Council Tax Requirement. For each parish area a sum is added to this amount being the relevant precept divided by the parish tax base. The results of these calculations for each parish area are set out in table 4 overleaf.
3. The method of calculation of the tax base is laid down in the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2012.
4. The starting point is the actual number of properties within each tax band as shown on the Council's Valuation List as at 30 November 2016 (the "Relevant Day") less the actual number of exemptions and discounts at that time. The resulting figures are adjusted to take account of estimated movements within and between bands affecting 2017/18 (i.e. changes from 1 December 2016 to 31 March 2018) to arrive at the number of chargeable properties within each band for the year.
5. The numbers of chargeable properties within each tax band are expressed as band D equivalents. The aggregate of all bands is multiplied by the estimated collection rate to determine the tax base for the area. The collection rate represents the effect of losses on collection due to non-payment. For 2017/18 the rate has been set at 99.4%.

6. The calculations referred to in the previous paragraphs are shown in table 2 below, together with tax base figures for each of the twenty-four parish areas, which are shown in table 3 overleaf.

Table 2: Mid Sussex Tax Base 2017/18 - Analysed by Chargeable dwellings

	band A	band B	band C	band D	band E	band F	band G	band H	Total
No of dwellings									
Property equivalents*	2,060.42	6,427.09	13,359.77	16,630.78	10,940.57	8,089.72	4,336.84	377.88	62,223.07
Exemptions (various classes)	-116.00	-137.00	-127.00	-141.00	-69.00	-52.00	-24.00	0.00	-666.00
Disabled reductions	8.00	27.00	38.00	-26.00	-3.00	-13.00	-15.00	-16.00	0.00
Chargeable	1,952.42	6,317.09	13,270.77	16,463.78	10,868.57	8,024.72	4,297.84	361.88	61,557.07
Single discounts	1,108.00	3,757.00	4,923.00	4,527.00	2,350.00	1,227.00	559.00	40.00	18,491.00
Two discounts	4.00	5.00	9.00	6.00	4.00	15.00	22.00	11.00	76.00
Council Tax Support Scheme Discounts**	303.77	1,160.36	1,283.46	721.60	165.35	42.96	17.08	0.29	3,694.87
Net chargeable	1,369.65	4,214.98	10,752.06	14,607.43	10,113.72	7,667.51	4,130.01	346.09	53,201.45
Ratio to Band D	6/9ths	7/9ths	8/9ths	9/9ths	11/9ths	13/9ths	15/9ths	18/9ths	
Band D equivalent	913.10	3,278.32	9,557.39	14,607.43	12,361.21	11,075.29	6,883.35	692.18	59,368.3
Total multiplied by Collection Rate of 99.4%									59,012.1

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

** Reductions under the local council tax support scheme.

7. The 2017/18 tax base so calculated for the whole district is 59,012.1 which represents an increase of 1,036.5 (1.79%) on the tax base for the current year. The effect at parish area level ranges from a decrease of -1.2 to an increase of 275.7 and in percentage terms from -0.9% to +5.5%.

Table 3: Mid Sussex Tax Base 2017/18 - Analysed by Parish Area

Parish area	band A	band B	band C	band D	band E	band F	band G	band H	Total
Albourne	3.3	7.6	33.1	71.0	38.9	41.3	100.6	11.4	307.2
Ansty & Staplefield	12.9	19.4	74.6	138.2	170.7	188.1	260.0	60.6	924.5
Ardingly	15.8	17.9	79.0	183.9	149.4	154.5	99.0	19.4	718.9
Ashurst Wood	7.3	16.4	90.4	179.2	151.9	132.7	160.2	2.0	740.1
Balcombe	11.5	40.3	75.8	137.6	118.4	226.7	192.6	17.9	820.8
Bolney	14.2	18.3	15.9	84.3	83.2	145.4	218.7	50.6	630.6
Burgess Hill	129.5	664.2	2,678.9	3,508.4	2,433.7	1,538.0	580.6	18.4	11,551.7
Cuckfield	15.1	37.2	185.7	213.2	404.7	296.6	456.4	40.7	1,649.6
East Grinstead	260.6	625.8	1,938.7	2,507.7	2,551.0	2,328.6	916.4	42.7	11,171.5
Fulking	3.1	5.1	15.3	15.9	24.6	18.7	51.4	11.4	145.5
Hassocks	22.8	191.7	401.6	943.4	979.7	455.8	329.7	23.3	3,348.0
Haywards Heath	126.7	1,056.4	2,414.2	3,027.9	1,699.7	2,091.8	1,089.3	39.8	11,545.8
Horsted Keynes	5.1	15.1	71.6	122.0	110.5	158.5	175.1	30.8	688.7
Hurstpierpoint and Sayers Common	42.8	112.6	370.0	675.7	776.8	412.8	463.3	38.3	2,892.3
Lindfield	7.3	142.8	201.2	557.9	539.0	777.6	571.3	45.7	2,842.8
Lindfield Rural	13.4	41.3	120.6	235.6	339.5	369.6	195.4	58.1	1,373.5
Newtimber	0.5	5.1	12.5	6.1	3.7	1.4	9.1	2.0	40.4
Poynings	4.5	14.2	27.6	13.9	20.3	15.3	31.1	7.9	134.8
Pyecombe	3.3	4.1	8.4	23.7	15.8	26.9	33.1	0.0	115.3
Slaugham	36.2	98.7	196.7	276.9	170.9	202.2	133.1	51.7	1,166.4
Turners Hill	130.6	26.8	103.6	109.8	74.3	83.8	63.4	7.9	600.2
Twineham	3.8	1.4	7.9	18.7	27.6	18.7	36.5	19.4	134.0
West Hoathly	16.2	21.4	103.3	180.5	219.3	167.7	171.2	46.7	926.3
Worth	21.1	74.8	273.5	1,288.5	1,183.5	1,156.1	504.5	41.2	4,543.2
Total	907.6	3,258.6	9,500.1	14,520.0	12,287.1	11,008.8	6,842.0	687.9	59,012.1

Table 4: Basic Tax

Parish area	Tax base	Precept		MSDC	Basic
		Precept	band D	band D	Tax
		£	£	£	£
Albourne	307.2	15,022	48.90	155.61	204.51
Ansty & Staplefield	924.5	51,180	55.36	155.61	210.97
Ardingly	718.9	79,501	110.59	155.61	266.20
Ashurst Wood	740.1	64,575	87.25	155.61	242.86
Balcombe	820.8	60,000	73.10	155.61	228.71
Bolney	630.6	35,500	56.30	155.61	211.91
Burgess Hill	11,551.7	820,756	71.05	155.61	226.66
Cuckfield	1,649.6	176,950	107.27	155.61	262.88
East Grinstead	11,171.5	856,580	76.68	155.61	232.29
Fulking	145.5	8,526	58.60	155.61	214.21
Hassocks	3,348.0	188,760	56.38	155.61	211.99
Haywards Heath	11,545.8	526,257	45.58	155.61	201.19
Horsted Keynes	688.7	33,412	48.51	155.61	204.12
Hurstpierpoint & Sayers Common	2,892.3	193,736	66.98	155.61	222.59
Lindfield	2,842.8	162,000	56.99	155.61	212.60
Lindfield Rural	1,373.5	52,323	38.09	155.61	193.70
Newtimber	40.4	225	5.57	155.61	161.18
Poynings	134.8	5,096	37.80	155.61	193.41
Pyecombe	115.3	7,500	65.05	155.61	220.66
Slaugham	1,166.4	75,000	64.30	155.61	219.91
Turners Hill	600.2	68,250	113.71	155.61	269.32
Twineham	134.0	7,500	55.97	155.61	211.58
West Hoathly	926.3	53,195	57.43	155.61	213.04
Worth	4,543.2	233,000	51.29	155.61	206.90
Total	59,012.1	3,774,844	63.97	155.61	219.58

8. The above amounts represent the level of Council Tax to be set for a dwelling within band D in respect of the requirements of this Council and the appropriate Parish/Town Council. These amounts are used to determine the Council Tax for each valuation band in the area by applying the following proportions:

band A	6/9ths
band B	7/9ths
band C	8/9ths
band D	9/9ths
band E	11/9ths
band F	13/9ths
band G	15/9ths
band H	18/9ths

The amounts so calculated are set out in recommendation 3.3.3(g).

9. The Council Tax amounts to be set for 2017/18 are determined by adding to the amounts calculated for District, Parish and Town Council requirements, the amounts calculated by West Sussex County Council(WSCC) and Sussex Police and Crime Commissioner(SPCC) in respect of their precepts for the year.
10. For illustrative purposes *average* Council Tax figures for each valuation band are shown below:

	WSCC	SPCC	MSDC	Parish/Town	Total
				Councils	
	£	£	£	£	£
band A	837.06	102.61	103.74	42.65	1,086.06
band B	976.57	119.71	121.03	49.75	1,267.06
band C	1,116.08	136.81	138.32	56.86	1,448.07
band D	1,255.59	153.91	155.61	63.97	1,629.08
band E	1,534.61	188.11	190.19	78.19	1,991.10
band F	1,813.63	222.31	224.77	92.40	2,353.11
band G	2,092.65	256.52	259.35	106.62	2,715.14
band H	2,511.18	307.82	311.22	127.94	3,258.16

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

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

Parish	Council Tax £
Newtimber (minimum)	1,570.68
Turners Hill (maximum)	1,678.82

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

Parish	Increase/ (Decrease) on 2016/17 %
Ardingly (increase)	3.2
Pyecombe (increase)	4.3

Analysis of Council Tax set for 2017/18 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	32.60		38.03		43.47		48.90	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,076.01	1,096.28	1,255.34	1,252.89	1,434.68	1,409.50	1,614.01
Ansty & Staplefield	parish	36.91		43.06		49.21		55.36	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,080.32	1,096.28	1,260.37	1,252.89	1,440.42	1,409.50	1,620.47
Ardingly	parish	73.73		86.01		98.30		110.59	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,117.14	1,096.28	1,303.32	1,252.89	1,489.51	1,409.50	1,675.70
Ashurst Wood	parish	58.17		67.86		77.56		87.25	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,101.58	1,096.28	1,285.17	1,252.89	1,468.77	1,409.50	1,652.36
Balcombe	parish	48.73		56.86		64.98		73.10	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,092.14	1,096.28	1,274.17	1,252.89	1,456.19	1,409.50	1,638.21
Bolney	parish	37.53		43.79		50.04		56.30	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,080.94	1,096.28	1,261.10	1,252.89	1,441.25	1,409.50	1,621.41
Burgess Hill	town	47.37		55.26		63.16		71.05	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,090.78	1,096.28	1,272.57	1,252.89	1,454.37	1,409.50	1,636.16
Cuckfield	parish	71.51		83.43		95.35		107.27	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,114.92	1,096.28	1,300.74	1,252.89	1,486.56	1,409.50	1,672.38
East Grinstead	town	51.12		59.64		68.16		76.68	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,094.53	1,096.28	1,276.95	1,252.89	1,459.37	1,409.50	1,641.79
Fulking	parish	39.07		45.58		52.09		58.60	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,082.48	1,096.28	1,262.89	1,252.89	1,443.30	1,409.50	1,623.71
Hassocks	parish	37.59		43.85		50.12		56.38	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,081.00	1,096.28	1,261.16	1,252.89	1,441.33	1,409.50	1,621.49
Haywards Heath	town	30.39		35.45		40.52		45.58	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,073.80	1,096.28	1,252.76	1,252.89	1,431.73	1,409.50	1,610.69
Horsted Keynes	parish	32.34		37.73		43.12		48.51	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,075.75	1,096.28	1,255.04	1,252.89	1,434.33	1,409.50	1,613.62
Hurstpierpoint & Sayers Common	parish	44.65		52.10		59.54		66.98	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,088.06	1,096.28	1,269.41	1,252.89	1,450.75	1,409.50	1,632.09
Lindfield	parish	37.99		44.33		50.66		56.99	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,081.40	1,096.28	1,261.64	1,252.89	1,441.87	1,409.50	1,622.10
Lindfield Rural	parish	25.39		29.63		33.86		38.09	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,068.80	1,096.28	1,246.94	1,252.89	1,425.07	1,409.50	1,603.20
Newtimber	parish	3.71		4.33		4.95		5.57	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,047.12	1,096.28	1,221.64	1,252.89	1,396.16	1,409.50	1,570.68
Poynings	parish	25.20		29.40		33.60		37.80	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,068.61	1,096.28	1,246.71	1,252.89	1,424.81	1,409.50	1,602.91
Pyecombe	parish	43.37		50.59		57.82		65.05	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,086.78	1,096.28	1,267.90	1,252.89	1,449.03	1,409.50	1,630.16
Slaugham	parish	42.87		50.01		57.16		64.30	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,086.28	1,096.28	1,267.32	1,252.89	1,448.37	1,409.50	1,629.41
Turners Hill	parish	75.81		88.44		101.08		113.71	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,119.22	1,096.28	1,305.75	1,252.89	1,492.29	1,409.50	1,678.82
Twineham	parish	37.31		43.53		49.75		55.97	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,080.72	1,096.28	1,260.84	1,252.89	1,440.96	1,409.50	1,621.08
West Hoathly	parish	38.29		44.67		51.05		57.43	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,081.70	1,096.28	1,261.98	1,252.89	1,442.26	1,409.50	1,622.54
Worth	parish	34.19		39.89		45.59		51.29	
	district	103.74		121.03		138.32		155.61	
	wsc/pcc	939.67	1,077.60	1,096.28	1,257.20	1,252.89	1,436.80	1,409.50	1,616.40

Analysis of Council Tax set for 2017/18 in each parish area (bands E to H)

band E		band G				band H		Parish area
£	£	band F		£	£	£	£	
		£	£					
59.77		70.63		81.50		97.80		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,972.68	2,035.94	2,331.34	2,349.17	2,690.02	2,819.00	3,228.02	wsccl/pcc
Albourne								
67.66		79.96		92.27		110.72		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,980.57	2,035.94	2,340.67	2,349.17	2,700.79	2,819.00	3,240.94	wsccl/pcc
Ansty & Staplefield								
135.17		159.74		184.32		221.18		parish
190.19		224.77		259.35		311.22		district
1,722.72	2,048.08	2,035.94	2,420.45	2,349.17	2,792.84	2,819.00	3,351.40	wsccl/pcc
Ardingly								
106.64		126.03		145.42		174.50		parish
190.19		224.77		259.35		311.22		district
1,722.72	2,019.55	2,035.94	2,386.74	2,349.17	2,753.94	2,819.00	3,304.72	wsccl/pcc
Ashurst Wood								
89.34		105.59		121.83		146.20		parish
190.19		224.77		259.35		311.22		district
1,722.72	2,002.25	2,035.94	2,366.30	2,349.17	2,730.35	2,819.00	3,276.42	wsccl/pcc
Balcombe								
68.81		81.32		93.83		112.60		town
190.19		224.77		259.35		311.22		district
1,722.72	1,981.72	2,035.94	2,342.03	2,349.17	2,702.35	2,819.00	3,242.82	wsccl/pcc
Bolney								
86.84		102.63		118.42		142.10		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,999.75	2,035.94	2,363.34	2,349.17	2,726.94	2,819.00	3,272.32	wsccl/pcc
Burgess Hill								
131.11		154.95		178.78		214.54		parish
190.19		224.77		259.35		311.22		district
1,722.72	2,044.02	2,035.94	2,415.66	2,349.17	2,787.30	2,819.00	3,344.76	wsccl/pcc
Cuckfield								
93.72		110.76		127.80		153.36		town
190.19		224.77		259.35		311.22		district
1,722.72	2,006.63	2,035.94	2,371.47	2,349.17	2,736.32	2,819.00	3,283.58	wsccl/pcc
East Grinstead								
71.62		84.64		97.67		117.20		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,984.53	2,035.94	2,345.35	2,349.17	2,706.19	2,819.00	3,247.42	wsccl/pcc
Fulking								
68.91		81.44		93.97		112.76		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,981.82	2,035.94	2,342.15	2,349.17	2,702.49	2,819.00	3,242.98	wsccl/pcc
Hassocks								
55.71		65.84		75.97		91.16		town
190.19		224.77		259.35		311.22		district
1,722.72	1,968.62	2,035.94	2,326.55	2,349.17	2,684.49	2,819.00	3,221.38	wsccl/pcc
Haywards Heath								
59.29		70.07		80.85		97.02		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,972.20	2,035.94	2,330.78	2,349.17	2,689.37	2,819.00	3,227.24	wsccl/pcc
Horsted Keynes								
81.86		96.75		111.63		133.96		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,994.77	2,035.94	2,357.46	2,349.17	2,720.15	2,819.00	3,264.18	wsccl/pcc
Hurstpierpoint & Sayers Common								
69.65		82.32		94.98		113.98		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,982.56	2,035.94	2,343.03	2,349.17	2,703.50	2,819.00	3,244.20	wsccl/pcc
Lindfield								
46.55		55.02		63.48		76.18		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,959.46	2,035.94	2,315.73	2,349.17	2,672.00	2,819.00	3,206.40	wsccl/pcc
Lindfield Rural								
6.81		8.05		9.28		11.14		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,919.72	2,035.94	2,268.76	2,349.17	2,617.80	2,819.00	3,141.36	wsccl/pcc
Newtimber								
46.20		54.60		63.00		75.60		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,959.11	2,035.94	2,315.31	2,349.17	2,671.52	2,819.00	3,205.82	wsccl/pcc
Poynings								
79.51		93.96		108.42		130.10		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,992.42	2,035.94	2,354.67	2,349.17	2,716.94	2,819.00	3,260.32	wsccl/pcc
Pyecombe								
78.59		92.88		107.17		128.60		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,991.50	2,035.94	2,353.59	2,349.17	2,715.69	2,819.00	3,258.82	wsccl/pcc
Slaugham								
138.98		164.25		189.52		227.42		parish
190.19		224.77		259.35		311.22		district
1,722.72	2,051.89	2,035.94	2,424.96	2,349.17	2,798.04	2,819.00	3,357.64	wsccl/pcc
Turners Hill								
68.41		80.85		93.28		111.94		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,981.32	2,035.94	2,341.56	2,349.17	2,701.80	2,819.00	3,242.16	wsccl/pcc
Twineham								
70.19		82.95		95.72		114.86		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,983.10	2,035.94	2,343.66	2,349.17	2,704.24	2,819.00	3,245.08	wsccl/pcc
West Hoathly								
62.69		74.09		85.48		102.58		parish
190.19		224.77		259.35		311.22		district
1,722.72	1,975.60	2,035.94	2,334.80	2,349.17	2,694.00	2,819.00	3,232.80	wsccl/pcc
Worth								

