

DRAFT CORPORATE PLAN AND BUDGET 2022/23

SECTION 1: SUMMARY

1.0 Summary

- 1.1 The Covid 19 pandemic is not over and has created a crisis for many organisations in both the public and private sectors and can be expected to continue to affect services and finances for many years to come. This makes planning for the future a very uncertain process indeed, but our focus is now on the recovery and how we best help that.
- 1.2 Members will know that the Council has a robust Service and Financial planning process which has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We are not going to alter our approach now – in fact it becomes ever more important to use our existing methodologies to retain stability in uncertain times.
- 1.3 In previous years we have highlighted that the Council can be considered ‘financially independent’. This means we receive no Revenue Support Grant. While this does not confer any financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship and ensures the Council can deliver its strategic ambitions for the residents of Mid Sussex.
- 1.4 If there is any downside to this, it is that we must look only to ourselves to rebuild our strong financial base, whether through being actively commercial where circumstances demand, straightforward in our tax collection strategy and empathetic but efficient when offering support services.
- 1.5 In 2021 we have again supported our leisure business with day to day revenue so that residents can enjoy the top-grade facilities offered, but this has cost us some £736k . Members will note that we no longer continue to forecast financial support for this part of our service.
- 1.6 The Medium Term Financial Plan, outlined within these papers, sets out the need to address the gap between income and expenditure over the next four years and thereby bring the Plan back into balance. This will require the making of some difficult decisions over the course of the next year.
- 1.7 There is though, a great deal of uncertainty over the national financial picture, with the outcome that many of our longer-term projections are necessarily estimates only, and we become less confident of their accuracy the further ahead we look. This is especially true of the Fair Funding Review and the Business Rates reset where implementation dates are pencilled in for the 23/24 financial year but with an unknown impact.
- 1.8 Regardless of the challenges ahead; this document sets out our plan for 2022/23 where recovering from the effects of the pandemic is our top priority. The rest of this document sets out what this means for the year ahead.

2.0 The Council’s Corporate Priorities

- 2.1 Taking into account the impacts of the pandemic, the Council’s corporate priorities and main purpose, last refreshed in 2017, continue to reflect the current challenges and opportunities facing the Council and to direct its plans for the year ahead.

2.2 In September 2020 the Council adopted a revised Corporate Plan, in response to the impacts of the pandemic, which consisted of a wide-ranging set of recovery plans, designed to reshape and reaffirm our offer to the community and direct necessary redesigns our services to ensure efficient delivery in a post-Covid19 world. Primary amongst those plans is the Council's role in supporting economic recovery and growth in the District, enabling community resilience and the need to maintain financial independence.

2.3 The statement of main purpose and Council priorities are:

Statement of Main Purpose

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

Council Priorities

2.5 The Council's Priorities are:

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

Service Plans and Performance

2.6 The proposals in this report are underpinned by, and should be read in conjunction with, the service plans that have been produced by each Business Unit.

2.7 Members of the Scrutiny Committee will be familiar with the quarterly service performance statistics. Since the pandemic has affected service delivery and demand, we have adjusted our indicators by agreement with the Committee.

2.8 Despite challenges in some service areas, the Council's services continue to perform strongly. The latest reports show that 76% of our indicators are green with only 8% being red where performance needs improvement. The Committee has a role to play in tracking the progress of those improvements

3.0 The Financial Outlook for 2022/23

3.1 Local government, and indeed the nation, is facing an uncertain outlook over the medium term as a result of the Covid 19 pandemic. It is almost impossible to predict the effect of the pandemic on our finances over the medium term and of course, the further ahead one looks, the less accurate such predictions can be.

3.2 Many of the initiatives that the Council had prepared for, such as the Fair Funding Review, have been put to one side temporarily and we must hope that some stability is now what is offered across the sector. This part of the report therefore briefly recaps on the factors that affect our financial planning, although to avoid duplication, some detail which has been set out in the previous reports has been omitted.

- 3.3 The Provisional Settlement was published on 16th December and was slightly better than expected for Mid Sussex. The New Homes Bonus scheme continues for another year with some £1.6m extra being transferred to reserves as a result. The 'Lower Tier Support Grant' also rolls over for another year at a figure of £96k and a 'Core Services Grant' of £148k is introduced for one year only also. The effect of this additional income is to reduce the need to draw on the General Reserve for 2022/23.

Income from Fees, Charges and Rents

- 3.4 The pandemic has severely affected the income generated from fee charging services and, to an extent, from the Council's commercial estate. Whilst for 2021/22 the 'Income Compensation Scheme' has again helped mitigate this loss of income, this is restricted to just the first three months of this financial year. Whilst this has been welcome and may provide some £0.5m of income, the Council is forecast to receive well below the total income levels enjoyed in previous years
- 3.5 Combined with the Business Rates reset, the effect of this is that the use of general reserve is required to balance the budget over each of the next four years.
- 3.6 Members should note that these papers do not assume any increased income from price rises for green waste, car parking, development management, building control or rents arising from the purchase of any other commercial assets.
- 3.7 Price rises for car parking represent a separate governance route via Council and will be taken into account when those have been consulted upon and agreed.

Council Tax

- 3.8 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the single largest proportion of the Council's income.
- 3.9 For 2022/23 Members have informally indicated that a modest rise of £4.95 (the maximum is £5.00 or 2%, whichever is higher) should be budgeted in order that the Council keeps up with inflation. The ability to increase by £5 was confirmed within the Provisional Settlement announcement.
- 3.10 This would provide an estimated additional £313k whilst increasing the tax at Band D by £4.95. Recipients of the Council Tax Reduction Scheme would not be affected by this increase due to the scheme parameters being appropriately updated.

Inflation (including salaries)

- 3.11 The Consumer Price Index measure of inflation is 3.1% for the year to September 2021 decreased from 3.2% in August.
- 3.12 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 **£632k** in 2022/23. The details of this calculation are set out below. The principal increase is in relation to contracts £192k, other supplies and services £91k and maintenance £40k. The inflation figure assumes £267k pay increase for staff in 2022/23 of which £13k is recovered from WSCC in relation to Controlled Parking Enforcement.

Inflation Calculation for 2022/23 Budget

	Inflation %	£'000
<i>Employees</i>		
Pay		
Salaries have been forecast to be an estimated 2% pay award for 2022/23.	2.0%	267
Other employee costs		
No inflationary increases have been assumed.	0.0%	0
<i>Buildings and Premises</i>		
Maintenance		
An estimate of the increase for 2022/23 is based on the CPI index for September 2021.	3.1%	40
Energy		
An estimate of the increase for 2022/23 is based on information provided by our Energy suppliers.	18.0%	17
NNDR		
Price increase for NNDR is usually based on CPI index for September 2021. However, the Spending Review announcement of 25th November 2020 indicated this would be frozen for 2021/22 and 2022/23.	0.0%	0
Water		
The inflationary percentage on this category is based on the CPI index for September 2021	3.1%	2
<i>Transport</i>		
Travel Allowances		
The inflationary percentage on this category is based on the CPI index for September 2021	3.1%	7
<i>Supplies and Services</i>		
Postage		
An estimate of the increase for 2022/23 is based on the CPI index for September 2021	3.1%	5
Subscriptions		
An estimate of the increase for 2022/23 is based on the CPI index for September 2021	3.1%	2
Telephones		
An estimate of the increase for 2022/23 is based on the CPI index for September 2021	3.1%	3

Insurance

An estimate of the increase for 2022/23 is based on the weighted average of property and other insurances where property premiums correlate to property values.	9.0%	19
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Grants

An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2021.	3.1%	7
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Other Supplies and Services

A 'basket' of items which will increase by different allowances, or remain static.	3.1%	91
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*Third Party Payments***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%).	3.9%	192
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*Fees and Charges***Discretionary Charges**

An allowance based on the CPI index for September 2021.	3.1%	(1)
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Mandatory Charges

No further increases have been announced.		0
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Rents

Increases of rents are currently dependent on the review of individual leases rather than annual growth. Therefore rental income streams are not inflated but are reported as corporate savings if applicable.	0.0%	0
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*Recharges***CPE**

The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.	0.0%	(19)
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TOTAL

632

Council Tax Collection Fund Surplus/Deficit

3.13 At this stage, a surplus of £175k on the Mid Sussex part of the Collection Fund is forecast by the end of the year.

Tax Base

3.14 The tax base for the year was set at Council on 8 December 2021. For this year we are predicting growth of 1.62% reflecting the upswing in the local housing economy post peak pandemic.

Balance Unallocated

3.15 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 2022/23 it needs to be set at £20k.

Capital Programme

3.16 The proposed Capital Programme is set out later in the report. It comprises a range of projects to be delivered including the start of the Parks Improvement Programme, where S106 and funding from general reserve will together invest in these well-used assets.

Four Year Position

3.17 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) below. As stated above, it is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change – particularly this year.

3.18 It is currently forecast that the gap / (surplus) in the Council's budget over the next 4 years is predicted to be:

Year 1 2022/23	£545k
Year 2 2023/24	£1,757k
Year 3 2024/25	£1,692k
Year 4 2025/26	£1,610k

And as outlined above, such deficits would need to be financed from General Reserve in the absence of any other funding being available.

	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
General Reserve December 2021	£'000s 7,903	£'000s 9,156	£'000s 7,455	£'000 5,857	£'000s 4,460

NB post Cabinet 29/11 and 20/12 and including Capital Programme for 22/23

Medium Term Financial Plan
Scrutiny Committee for Leader Finance and Performance 12th January 2022

Revenue Spending	<u>Year 0</u> 2021/22 £'000	<u>Year 1</u> 2022/23 £'000	<u>Year 2</u> 2023/24 £'000	<u>Year 3</u> 2024/25 £'000	<u>Year 4</u> 2025/26 £'000
Base Net Expenditure	17,066	16,958	17,015	17,102	17,159
Benefits	(119)	(119)	(119)	(119)	(119)
Base Revenue Spending	16,947	16,839	16,896	16,983	17,040
Balance Unallocated	20	20	20	20	20
Council Net Expenditure	16,967	16,859	16,916	17,003	17,060
Contribution to Development Plan Reserve	243	300	300	300	300
Contribution to Job Evaluation Reserve	392	532	594	594	594
Net General inflation		632	1,075	1,518	1,961
Future year effect of 2% Pay Award in 21/22 (including £35k previously built into MTFP for salaries less than £24k)	35	248	248	248	248
NI increase of 1.25% from 22/23		89	89	89	89
Net On-going savings from 2020/21		(37)	(37)	(37)	(37)
Net savings from Budget Working papers		(504)	(1,319)	(1,319)	(1,319)
Savings from efficiency programme from Public Realm contract		(50)	(250)	(250)	(250)
Total Revenue Spending	17,637	18,069	17,616	18,146	18,646
Rates Retention Scheme (RRS) funding	(5,203)	(5,146)	(3,423)	(3,530)	(3,612)
Damping payments to LA	-	-	-	-	-
HB Admin Grant / LCTS Grant	(409)	(315)	(315)	(315)	(315)
Services Grant 22/23 only	-	(148)	-	-	-
Lower Tier Services Grant 21/22 and 22/23 only	(451)	(96)	-	-	-
Covid 19 Support Grant 21/22 only	(536)	-	-	-	-
Council Tax Requirement @ 2.8% in 22/23	(10,915)	(11,404)	(11,881)	(12,369)	(12,869)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(167)	(175)	-	-	-
-Rates Retention Scheme deficit / (surplus)	8,633	481	481	-	-
Contribution from Rate Retention Scheme Equalisation Reserve including s31 Grant	(8,349)	(481)	(481)	-	-
SFC Grant (estimated for first quarter) for Leisure 21/22	-	-	-	-	-
Use of General Reserve to balance budget	-	(545)	(1,757)	(1,692)	(1,610)
Cumulative Balance deficit; / (surplus)	0	0	0	0	0
Difference year on year		(0)	(0)	(0)	0

Financing Revenue Spending	<u>Year 0</u> 2021/22	<u>Year 1</u> 2022/23	<u>Year 2</u> 2023/24	<u>Year 3</u> 2024/25	<u>Year 4</u> 2025/26
Council Taxbase	62,223.8	63,230.6	64,116	65,013	65,924
Change in Taxbase	0.83%	1.62%	1.40%	1.40%	1.40%
Revenue Budget	17,637	18,069	17,616	18,146	18,646
Rates Retention Scheme (RRS) funding	(5,203)	(5,146)	(3,423)	(3,530)	(3,612)
Damping payments to LA	0	0	0	0	0
HB Admin Grant / LCTS Grant	(409)	(315)	(315)	(315)	(315)
Services Grant 22/23 only	-	(148)	-	-	-
Lower Tier Services Grant 21/22 and 22/23 only	(451)	(96)	-	-	-
Covid 19 Support Grant 21/22 only	(536)	-	-	-	-
Council Tax Requirement	(10,915)	(11,404)	(11,881)	(12,369)	(12,869)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(167)	(175)	-	-	-
-Rates Retention Scheme deficit / (surplus)	8,633	481	481	-	-
Contribution from Rate Retention Scheme Equalisation Reserve including s31 Grant	(8,349)	(481)	(481)	-	-
SFC Grant (estimated for first quarter) for Leisure	-	-	-	-	-
Use of General Reserve to balance budget	-	(545)	(1,757)	(1,692)	(1,610)
Total Financing	(17,637)	(18,069)	(17,616)	(18,146)	(18,646)
Balance [(deficit); /surplus]	0	(0)	(0)	(0)	(0)
Council Tax at Band D	£ 175.41	£ 180.36	£ 185.31	£ 190.26	£ 195.21
Change from previous year	2.90%	2.80%	2.75%	2.65%	2.60%

Notes on Medium Term Financial Plan

Year 1 (2022/23): This is the year for which the budget is being proposed. It is balanced with a total spending requirement of £18.069m financed from a combination of Rates Retention scheme, Council Tax, Dividend income, other grants and use of General Reserve. Inflation is assumed to make up £632k of that expenditure and Council Tax is set to rise by 2.8%.

Year 2 (2023/24): In this year shows a further 2.75% increase in Council Tax. Inflationary pressures add a further £443k to expenditure which includes a 2% average pay rise on payroll. This year marks the return of the full leisure contract payment which facts needs treating with caution. The net result is a forecast deficit of £1,757k which will be funded from General Reserve.

Year 3 (2024/25): Once again, inflationary pressures are projected to add a further £443k to expenditure with Council Tax projected to rise by 2.65%. The net result is a forecast deficit of some £1,692k, to be funded from General Reserve.

Year 4 (2025/26): This is obviously the more difficult year to forecast given that it starts in some 42 months' time and is beyond the scope of the current spending review timeframe. It is expected that changes will have taken place by this time so any projections must be treated with caution. Given what we know at this time, council tax is shown as rising by 2.60% and assumed inflationary pressures of some £443k would result in a deficit of £1,610k, which again would be funded from General Reserve.

Rates Retention Scheme (RRS) funding

- 3.19 In Mid Sussex there has been good growth in our Business Rate taxbase since the scheme started. We can therefore forecast income of £5.1m in 2022/23 whilst keeping our RRS reserve to cover income shortfalls where these arise.
- 3.20 A Business Rates Reset is to take place at some time in the future and our best estimate of that is that implementation takes effect ready for financial year 2023/24. We are therefore forecasting a significant reduction in retained business rates in that year, which greatly affects the income/expenditure gap in all subsequent years.
- 3.21 However, this is all very uncertain. Depending upon how this reduction is tapered (if at all), and indeed when the implementation takes place, there will be a need to recast our Plan to get the finances back on a sustainable basis.

Revenue Support Grant (RSG)

- 3.22 Mid Sussex no longer receives RSG, being financially independent. As a stop gap, Core Services Grant seems to have been applied in order to assist local government with Covid pressures, for one year only.

Lower Tier Support Grant

- 3.23 This grant was meant to be one year only but has been resurrected for 2022/23 again at a total of £96k which covers our increase in National Insurance costs.

Contribution to Reserves

- 3.24 Transfers to specific reserves take place in the following areas:

Development Plan Reserve

- 3.25 To keep the District Plan updated the Council will need to start a review ready for adoption in 2023. It is proposed that the Reserve is topped up next year with £300k.

Job Evaluation reserve

- 3.26 This is a long-running project which aims to introduce a simple and straightforward scheme to evaluate job roles and thereby, reward. Inevitably there will be both increases and decreases in remuneration when introduced; this reserve will act to dampen the pressure in any one year, whilst providing finance for establishment changes that arise. Given that the scheme has yet to be implemented, the funding is being placed into a reserve so that the financial commitment can be met when appropriate.
- 3.27 There is an overlap here with the management restructure presently under consultation; any amendment to the sums needed will be reported through the Corporate Plan if available, or through Budget Management reports if not.

4.0 Service specific changes for 2021/22 and beyond

- 4.1 Each year, budget holders match their service levels and aspirations with the level of resources available. This gives rise to year to year increases and decreases in individual budgets, particularly where project work requires fluctuating staff and financial resources.
- 4.2 For 2022/23 a draft budget has been assembled that maintains services at acceptable, (as measured by Performance Indicator) levels whilst accommodating reduced levels of income that have resulted from the pandemic. This necessitates the use of the General Reserve over the medium term.
- 4.3 Budget holders have brought forward a number of changes that can be described as:
- in-year savings from 2021/22 carried forward into 2022/23;
 - increased service expenditure where demand for services has increased by way of economic or demographic growth.
 - Some income increases where inflation has been erosive or where cost recovery has been inadequate, and,
 - Some income decreases where demand has been affected by the pandemic.
- 4.4 The budget is now balanced, with use of reserves, as set out in the following paragraphs which contain some of the more significant changes.

Pressures arising from Service Planning

Pressures Arising from Service Planning	2022/23 £'000	Comments
Performance & Partnerships -staffing	10	ASB officer post made permanent. Salary increase to reflect current establishment
Finance - Bank Charges	10	Increase in charges
Finance - National Fraud initiative	3	New requirement from Internal Audit
Digital & Technology- staffing	21	Service Delivery Engineer post now 37 hours. Salary increase to reflect current establishment
Housing - Upgrades of three staff posts	16	Upgrades to three staff posts approved by Management team
Local Land Charges fees	46	Migration to the Land Registry of the LLC searches resulting in loss of income
Clinical Waste collections - Waste contract	12	Clinical Waste collections service is currently capped at 15,600 collections but actually already nearing 17,000. This additional cost allows for expected growth to 18,000.
Land Adoptions	21	Grounds Maintenance contract increases due to Land adoptions(new open spaces and cemeteries) for which commuted sums were received. <i>(Committed sums are held in General reserves on the basis that the interest covers any costs in perpetuity (100 years+) but should not directly finance these costs, so that the commuted sum remains intact to generate interest as required. Relevant increases to maintenance costs are therefore required to show as increases to the revenue budget.)</i>
Human Resources & Payroll -staffing	7	2 posts now 37 hours. Salary increase to reflect current establishment
Strategic Core -subscriptions	5	Increase of various subscriptions LG Futures, TIS online, Pixel etc.
The Orchards Retail - rental income	25	Reduction in rental income due to new lettings being agreed at a lower annual rent
The Orchards Residential - Service Charges expenditure and recovery	6	Net effect of the Service Charges expenditure and recovery being undertaken by Stiles Harrold Williams (SHW)
Total Pressures arising from Service Planning	182	

Pressures arising from Service Review /Enhancement

Pressures Arising from Service Enhancement	2022/23 £'000	Comments
Housing - Two new Homelessness Prevention Officers	69	Two new Homelessness Prevention Officers were created on Temporary contracts in 2018 funded by external grant. These posts have been successful and proven to be much needed by the service. Given the projected increase in pressures on homelessness, it would be timely to now make them part of the permanent establishment so that the posts are secured to meet the services's needs going forward.
Housing - Contribution to Refugee Resettlement	10	West Sussex County Council are to put a request to West Sussex Chief Execs group that this budget be reinstated, with a contribution from MSDC of £10,000 per annum. This will fund the employment of a post at County to fund the county and districts requirement to deal with refugee resettlement.
Legal Services upgrade of IKEN system and additional licences	22	Upgrade of IKEN to cloud based system to enable greater efficiency. Increase in the number of licences from 9 to 15.
Bin Delivery Service	150	<p>The existing annually-applied contractual growth rate for Serco makes no allowance for a Bin Delivery service. This is because bin delivery has historically been managed within existing contractual resources by being flexible in the use any spare capacity on ancillary services such as bulky waste collections. Recently, due to an increase in demand, we have on an ad-hoc basis paid for additional hours as and when appropriate.</p> <p>However, as demand continues to grow for both ancillary services but also as a result of increased housing growth we now need to provide a dedicated bin delivery service. This service will also support the reissuing of bins as the current stock approaches its anticipated end of life.</p> <p>A phased capital programme of bin replacement is also proposed over the next 15 years.</p> <p>Bin Delivery for Housing growth has been partially funded by recharges to Developers £20K (see additional partially offsetting income forecast), but there is no allowance for additional refuse and recycling bin requirements due to increases in recycling capacity or replacement of end-of-life stock.</p>
Total Pressures arising from Service Enhancement	251	

Savings arising from Service Planning

Savings Arising from Service Planning	2022/23 £'000	Comments
Development Management Householder pre-application visits	(3)	Additional income due to increase in demand for this service as identified in last years actual income
ESCC Pension pre 74 Employees	(5)	Natural reduction in number of pensioners
WSCC Pension Post 74 Employees	(5)	Pension revaluation saving
Land Charges - Scanning of Data	(2)	Reduction in scanning required
Leisure Management Fee Income	(600)	Part recovery of Leisure management fee loss of income pressure of £1.4M, allowed in 2021/22 budget, due to the effects of the pandemic. This conservative estimate is based on consultancy open book reconciliations and forecasts for the current year, with assumptions that this recovery will continue into 2022/23.
Car Park Repairs	(10)	Budget amended to reflect the ongoing cost of reactive repairs at car parks
Car Parks Financial Transaction processing	(16)	Saving due to fewer financial transactions as a result of fewer customers parking following the pandemic.
Car Parks Security Services	(10)	Saving in security charges as a result of fewer cash collections
Orchards Retail - Service Charges expenditure & recovery	(3)	Net effect of the Service Charges expenditure and recovery being undertaken by Stiles Harrold Williams
Total savings arising from Service Planning	(654)	

Savings arising from Service Review /Enhancement

Savings Arising from Service Enhancement	2022/23 £'000	Comments
Finance - Contribution to reserve	(7)	Annual contribution to Reserves to cover bi-annual cash receipting system upgrade costs not required for new cloud-based Adelante system.
Commercial Collections - Waste contract	(40)	The saving reflects plans to negotiate out of commercial collections within the Serco contract. This business is valued at £20k and officers believe we can secure a more competitive price in accordance with the Environmental Protection Act 1990.
A23 Highway cleansing	(6)	Budget reduced to reflect actual spend over recent years
Provision of Bins Fee	(20)	Increased income from recharges to developers for bin delivery service for new properties. This reflects anticipated income by outturn for 21/22. (Partially offsetting £150K pressure)
Bulky Waste Collections	(10)	Increases in demand for Bulky waste collection to reflect actual income in 2020/21. This additional income has previously partially offset the additional cost of bin delivery(See £150K pressure).
Customer Services Licences	(28)	Efficiencies in licensing and maintenance costs by moving from physical telephony to Teams cloud system. This was facilitated by a renegotiated enterprise agreement with Microsoft.
Strategic Core restructure of Support Team	(10)	Reduction of 2 PAs after allowing for an increase in salary budget for Democratic Services and a new Executive Office Manager post.
Orchards Residential - Rent	(8)	Increase in rental income
Orchards External Interest	(154)	Orchards borrowing due to be repaid on 21.11.21 - removal of budget wef 22/23
Total savings arising from Service Enhancement	(283)	

The next stage is to combine the corporate changes to the MTFP and service changes described earlier in the report (and reconciled below) to show the revised level of spending for next and future years:

Corporate changes since Cabinet 13 September 2021	2022/23 £'000	2022/23 £'000	2022/23 £'000	Comments
	savings	pressures	Net change	
Ongoing net savings 20/21	(37)		(37)	These were reported in the Budget Management Report to Cabinet 26 July 2021
Salary increments	(14)		(14)	Effect of salary increments in Base Net Expenditure
Increased General Inflation		262	262	This includes increased Pay Award 2022/23 to 2%
Pay award for 2021/22		42	42	Future Year Effect of 2% Pay award 2021/22 (previously 1.75%) - increase from 206k to 248k
National Insurance increase		89	89	Effect of NI increasing by 1.25% from April 2022
Reduced Efficiency savings in 22/23		200	200	Savings from Efficiency savings (£250k). Amended to £50k from Public Realm contract
Council Taxbase for 2022/23	(25)		(25)	Increase in the Council Taxbase for 2022/23 from 1.4% to 1.62%
Council Tax Surplus on Collection Fund	(175)		(175)	Position as at 30 November 2021
Services Grant 22/23 only	(96)		(96)	Provisional Settlement 2022/23 16 Dec 21
Lower Tier Services Grant 22/23	(148)		(148)	Provisional Settlement 2022/23 16 Dec 21
Total Other Corporate Changes	(495)	593	98	

5.0 Conclusion

5.1 The effect of the changes described above is to achieve a balanced budget position for 2022/23 by use of the General Reserve. This is summarised in the table below and overleaf.

Medium Term Financial Plan Changes since Cabinet 13 September 2021

<i>Revenue Spending</i>	<u>Year 1</u> 2022/23 £'000	<u>Year 2</u> 2023/24 £'000	<u>Year 3</u> 2024/25 £'000	<u>Year 4</u> 2025/26 £'000
Deficit position Cabinet 13 September 2021	951	2,684	2,541	2,361
Total Pressures arising from Service Planning Table	182	182	182	182
Total Pressures arising from Service Review / Enhancement Table	251	236	236	236
Total Savings arising from Service Planning Table	(654)	(1,454)	(1,454)	(1,454)
Total Savings arising from Service Review / Enhancement Table	(283)	(283)	(283)	(283)
Total Other Corporate Changes Table	98	392	470	568
Deficit position Scrutiny Committee for Leader, Finance and Performance 12th January 2022	545	1,757	1,692	1,610

5.2 A summary of the draft Budget for 2022/23 is shown below which is the total of all net revenue expenditure for the services the Council provides.

Summary of Revenue Spending 2022/23

<i>Description</i>	<i>Original Estimate 2022/23 £'000</i>	<i>Notes</i>
Base net expenditure 2022/23	16,958	1
Net Benefits	(119)	
Balance unallocated	20	2
Contribution to Development Plan Reserve	300	
Contribution to Job Evaluation Reserve	532	
Net 2020/21 ongoing savings	(37)	
NI increase of 1.25% from 22/23	89	
Net savings from Budget working papers	(504)	3
Future year effect of 2% Pay award 21/22 not in base	248	
Net general inflation	632	4
Savings from efficiency programme	(50)	
	<hr/>	
Budget Requirement	18,069	
<i>Financed by :</i>		
Rates Retention Scheme (RRS) Funding	(5,146)	
HB Admin Grant /Localised CT Support Grant	(315)	
Services Grant 22/23 only	(148)	
Lower Tier Services Grant	(96)	
Income from Council Tax	(11,404)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(175)	
RRS Deficit / (Surplus)	0	
Use of General Reserve to Balance Budget	(545)	
	<hr/>	
	(18,069)	
	<hr/>	

Notes:

1. Base net budgets for all services as shown in the tables set out in Section 2 of this report total £17,257k which is inclusive of the on-going savings from 20/21 of £37k. This total has increased as a result of the removal of this item as it is shown separately in the table above. It has also been increased to include drainage levies of £1k. This total has been reduced as a result of the removal of £248k relating to the future year effect of the 21/22 pay award and further reduced by £89k for the 1.25% NI increase for 22/23 as these items are also shown separately in the table above. This leaves a starting point for the MTFP Base Net Expenditure of £16,958k.
2. The contingency provision for unexpected costs totalling £20k.
3. Detail included in pressures /savings tables set out in this report.
4. Detailed in the inflation table set out in this report.

SECTION 2: SERVICE PLANS AND SUMMARY BUDGET TABLES

1. Budgets for 2022/23 for each Business Unit are shown on the following pages. There is a section for each containing:
 - a) An introduction by the Head of Service including a brief synopsis of projects and principal workstreams to be undertaken by each Unit. Multi-disciplinary projects appear under the lead Business Unit;
 - b) Tables showing the variation for each Business Unit between 2021/22 and 2022/23 budgets.
2. To assist Members, a guidance note is set out below explaining how the Summary Budget Tables work.
3. The tables below should be read in conjunction with the relevant Service Plans for each Business Unit. The tables below should be read in conjunction with the relevant Service Plans for each Business Unit which can be found at <http://thewire.midsussex.gov.uk/working-at-msdc/corporate-plan-and-service-plans> from the afternoon of Monday 20th December 2021.

Guidance Note Explaining the Summary Budget Tables

4. The Summary Budget tables **exclude** the following:
 - a) **Inflation** - This is added to individual Business Unit areas after the Scrutiny Committee for Leader, Finance and Performance have considered this report in January 2022, as the Budget estimates are fixed at this point.
 - b) **Recharges** - This allows Members to see the true cost of the recharged service. Recharges are the cost of Support Services which are added to a Service to show the full cost of each service. However, if Recharges were included in Services in this report, the tables showing the Support Service costs would be zero, rather than showing their true cost.
5. **Forecast 2021/22** - This is the Forecast Outturn for 2021/22, which includes all pressures and savings highlighted in the 2021/22 Budget Management process to Cabinet 29 November 2021, as well as in-year virements approved under delegated authority. Whilst the forecast can be used to compare with the Original Estimate for 2022/23, only on-going pressures / savings can be included as changes to the Budget each year. These on-going changes impact on the Budget estimate for 2022/23.
6. **Base Net Budget (Original Estimate 2022/23)** - This is the Budget set at the start of 2021/22 (with Recharges removed) before allowing for any on-going changes highlighted in the 2021/22 Budget Management process, and any Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments; Budget pressures, Budget savings).
7. **Budget Changes (Variations 2022/23)** - These are the changes highlighted in the Budget working papers. These include forecast changes to the 2021/22 Base Budget such as salary adjustments which includes salary increments and pension increases (if applicable). Salary adjustments also include any approved establishment changes (e.g. restructures) as well as revisions to staff time allocations between Business Units. Other forecast changes are increases / decreases to the 2021/22 Base Budget arising from Council/ Cabinet decisions, and on-going savings/ pressures highlighted in the 2021/22 Budget Management process. These changes are added to the 2021/22 Base Budget to produce the 2022/23 Base Net Expenditure total.

8. **Base Net Expenditure** - This is the 2021/22 Budget (with Recharges removed) after allowing for on-going variations highlighted in the 2021/22 Budget Management process, and Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments).
9. **Total Recommended budget for Business Unit for 2022/23** – This is the 2022/23 Budget (without inflation and Recharges) after the inclusion of changes in the Budget as outlined above, and Budget pressures or Budget savings emerging from the Budget working papers.

Assistant Chief Executive

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

Housing

The pandemic continues to have a significant impact on the number of households seeking help and consequently the number of people in temporary accommodation continues to rise. At the end of November 497 households had approached the Council for help with their housing; almost 100 more than this time last year. As at end of November we had 117 households in temporary accommodation.

In response, we are continuing to acquire temporary accommodation to provide more suitable temporary housing in the district and to relieve the impact on the public purse. Over the last two years the Council has acquired 23 units and will continue to explore all opportunities to acquire more in the coming year.

Working with planning, estates and housebuilders we continue to make good progress on delivery of affordable housing, and we anticipate delivering 250 affordable unit in 202/23. However, demand for affordable housing remains high.

In partnership with the County Council and other West Sussex district councils we are supporting the work to resettle Afghan refugees and to implement the new duties introduced in the Domestic Abuse Act.

Housing Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Housing Needs	1,278		1,278
Housing Enabling	176		176
Other Council Property	5		5
Temporary Accommodation Asset Management	49		49
Housing Staff Control	35	35	0
Base Net Budget	1,543		1,508
Budget Changes			
Salary adjustments		14	
Supported Housing		50	64
Base Net Expenditure			1,572
Pressure – Contribution to Immigration issues		10	
Pressure – Housing restructure		85	95
Total recommended budget for Business Unit for 2022/23			1,667

Planning Policy and Economic Development

The Council has made excellent progress in delivering the Site Allocations Development Plan Document (the Sites DPD) which allocates housing and employment land to meet the residual requirements up to 2031. Adoption is anticipated in Spring 2022.

In line with government requirements, we are also reviewing the current District Plan. Significant work has been carried out this year and it is anticipated that initial consultation will be held in Spring 2022 and the second in Autumn 2022.

Through the Economic Recovery Plan (ERP) the Council has continued to deliver actions to support covid recovery, inward investment and the local business community. This has included providing £130k of Welcome Back funds and £70k of grant funding to independent retailers.

In 2021 the Council committed to bring the Economic Development Strategy and the Sustainability Strategy together and a cross party Member working group was set up to oversee the preparation of a new Sustainable Economy Strategy (SES). Extensive work has been carried out including the appointment of consultants to provide baseline evidence and engagement with key stakeholders including businesses and the local community. We are aiming for the SES to be adopted by the Council in Spring 2022 with delivery of the Action Plan across the next three financial years.

During 2021/22 the Burgess Hill Growth Programme, including the Northern Arc, saw:

- Dualling works on the A2300 nearing completion.
- Delivery of 10km of the Place and Connectivity projects to provide sustainable transport and public realm improvements.
- Completion of the odour treatment works at Goddards Green Wastewater Treatment Works.
- The start of Freeks Farm which will deliver 460 new homes 52% of which will be affordable.
- The start of key infrastructure at the Northern Arc such as the Western Link Road and the Eastern Bridge and Link Road.

In 2022/23 Lowland Farm will be delivered which will see 247 new homes and the expansion of the Bedelands Nature Reserve. We are also anticipating applications for the first primary school; the secondary school; and the first neighbourhood centre in the north east of the scheme.

Development Management

Despite a drop in the number of planning applications in 2020/21, by November 2021 the Council has seen a 10 percent increase in applications when compared to the November 2020. Although there has been a 32 percent increase in fees from last year they remain 9 percent lower than November 2019.

During the last two years the Government has implemented significant changes in planning legislation and guidance to provide flexibility to business operations. These have included temporary measures to facilitate extended working hours on development sites and to allow temporary structures, alongside changes to permitted development rights. Following the adoption of the Sites DPD, the Council is anticipating a significant number of planning applications to deliver the 22 housing and the employment allocations, including the 48ha Science and Technology Park. Where appropriate, the Council will enter into Planning Performance Agreements to ensure effective consideration and delivery of these proposals.

Planning Policy and Economic Development Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Planning Policy	405		405
Economic Development	465		465
Planning Policy Staff Control	9	9	0
	<hr/>		<hr/>
Base Net Budget	879		870
Budget Changes			
Salary adjustments		8	8
			<hr/>
Base Net Expenditure			878
			<hr/>
Total recommended budget for Business Unit for 2022/23			878 <hr/> <hr/>

Development Management Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Development Management	378		378
Development Management Staff	17	17	0
	<hr/>		<hr/>
Base Net Budget	395		378
Budget Changes			
Salary adjustments		118	118
			<hr/>
Base Net Expenditure			496
Saving - Householder Pre-planning visits fee income		(3)	(3)
			<hr/>
Total recommended budget for Business Unit for 2022/23			493 <hr/> <hr/>

Commercial Services and Contracts

Despite the ongoing challenges presented by the pandemic we have continued to make good progress in a number of important work streams which will benefit all residents.

The uncertainty around the final direction of the Government's National Resources and Waste Strategy has meant that in 2021/22 the Council was unable to introduce a district wide food waste collection service, in partnership with West Sussex County Council. However, work has continued to prepare for the new statutory requirements which are expected in the coming two years; including the reinstatement of the '1-2-3' food waste collection trial across 3,000 properties in 2022/23.

We have continued to deliver our ambitious Parks Improvement Programme. Four parks have been fully master planned and another two masterplans will be completed by the end of the year. This will provide an excellent blueprint for improvements and enhancements to our parks which will start next year. This work will be complemented by an ongoing prioritised programme of playground improvements across the district.

Alongside this, 2022 will see further work taking place, in consultation with key stakeholders, on the design and implementation of the new Burgess Hill Centre for Outdoor Sports, in readiness for construction to start early in 2023. This will result in a new, high-quality regional multi-sports facility which will provide for the future outdoor leisure needs of the residents of Mid Sussex.

The impact of the pandemic has continued to be felt throughout 2021/22 across all parts of the Council's business, most notably in the leisure sector. Despite a gradual improvement, the substantial impact on the viability of leisure centres has continued throughout the year, and this has required the Council to significantly subsidise the service. Work with Places Leisure will continue over the coming year to optimise leisure centre usage and minimise the ongoing burden on the taxpayer.

The impact of the pandemic also continues to be felt in relation to car parking income where a 75% reduction on pre-Covid income is anticipated during 2021/22. Despite this, we continue to deliver the actions in the Parking Strategy, including a review of the management regimes and tariffs across the district's off-street carparks, the introduction of new flexible season tickets to reflect changing working patterns and the development of a Car Park Investment Strategy. This work will continue into 2022/23 to deliver a high quality, modern, and cost-effective service that is responsive to customer needs and better able to support the vitality of the district's towns and villages.

Parking Services Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Car Parks	(732)	(78)	(654)
Parking Enforcement	0		0
	<hr/>		<hr/>
Base Net Budget	(732)		(654)
Budget Changes			
Salary adjustments		7	7
			<hr/>
Base Net Expenditure			(647)
Saving – Car Park repairs		(10)	
Saving – Financial transaction processing		(16)	
Saving – Security Services		(10)	
			<hr/>
			(36)
Total recommended budget for Business Unit for 2022/23			<hr/> (683) <hr/>

Cleansing Services Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Refuse Collection	2,169	(37)	2,206
Recycling	136	14	122
Highway Cleansing	1,385		1,385
Highway Maintenance	49		49
Cleansing Staff Control	5	5	0
	<hr/>		<hr/>
Base Net Budget	3,744		3,762
Budget Changes			
Salary adjustments		(8)	
Waste contract variation – Growth in properties		31	
Waste contract indexation 2020/21		(37)	
Garden waste – future year effect of 2020/21 saving		(17)	(31)
			<hr/>
Base Net Expenditure			3,731
Pressure – Bin delivery service		150	
Pressure – Clinical waste collections – Waste contract		12	
Saving - Commercial collections – Waste contract		(40)	
Saving – Bulky Household Collection income		(10)	
Saving – A23 Highway cleansing		(6)	
Saving – Provision of bins fee		(20)	86
			<hr/>
Total recommended budget for Business Unit for 2022/23			3,817
			<hr/>

Landscapes & Leisure Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Outdoor Facilities	2,011	(48)	2,059
Trust Fund Accounts	0		0
Facilities Management Staff Control	0		0
Landscapes Staff Control	7	7	0
Leisure Centres	229		229
	<hr/>		<hr/>
Base Net Budget	2,247		2,288
Budget Changes			
Salary adjustments		40	
Playground cleansing half year cost		(48)	(8)
			<hr/>
Base Net Expenditure			2,280
Pressure – Land Adoptions		21	
Saving – Leisure Management income fee		(600)	(579)
			<hr/>
Total recommended budget for Business Unit for 2022/23			1,701 <hr/>

Head of Corporate Resources

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

Revenues and Benefits

During the pandemic the business unit has been kept very busy administering the many and various COVID grants to affected businesses and organisations, and the large scale retail reliefs. Recovery action on both council tax and non-domestic bills was temporarily suspended and has only recently been reinstated from May 2021.

For 2022/23 then, the Unit should be able to return to business as usual (provided there are no additional COVID schemes to administer) but with an emphasis on reviewing our Discretionary Rate Relief scheme to take into account the need to support economic recovery from the pandemic, and investigating the potential for reducing the use of external collection agents in council tax recovery as we seek to continue to adopt a more sensitive attitude to financial vulnerability when collecting.

Revenues & Benefits Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Benefits Administration	844	(26)	870
Revenue Collection	703	(89)	792
	<hr/>		<hr/>
Base Net Budget	1,547		1,662
Budget Changes			
Salary adjustments		53	53
			<hr/>
Base Net Expenditure			1,715
			<hr/>
Total recommended budget for Business Unit for 2022/23			1,715
			<hr/>

Finance

The Unit will be fully occupied with both business as usual activities and introducing new elements of the Cash Management system (which goes live in December 2021) over the spring of 2022. These include

1. Payment Kiosk: a tablet style kiosk, where customers can pay using a simple menu structure (with MSDC branding) and make payments using ApplePay, Contactless or Chip and Pin. Placing one of these in Oaklands reception will take our network out of PCI compliance regulations.
2. Staff Smartphone App: works like a Chip and Pin machine (but without the costs) where staff can take payments from customers using their Council-owned smartphone.
3. Consumer Smartphone App: an additional payment channel for our customers (the supplier, Adelante, state that over 50% of online transactions are made using a smart phone).

There will also be a need to reconfigure the Financial Management System and associated sources to take account of any changes arising from the restructure to be implemented early in the new year.

Finance Accountancy Draft Budget 2022/23				
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Estimate 2022/23 £'000</i>	
Base Net Budget				
Accountancy Support	688	2	686	
Base Net Budget	688		686	
Budget Changes				
Salary adjustments		15	15	
Base Net Expenditure			701	
Saving – Contribution to reserve for Cash receipting system upgrade not required for new Adelante system		(7)	(7)	
Total recommended budget for Business Unit for 2022/23			694	

Finance Corporate Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Other Corporate & Democratic Core	223	51	172
Non-Distributed Costs	860		860
Insurance	0		0
Finance Control Support	63		63
	<hr/>		<hr/>
Base Net Budget	1,146		1,095
Budget Changes			
Pension valuation		(91)	(91)
			<hr/>
Base Net Expenditure			1,004
Pressure – Bank Charges		10	
Pressure – National Fraud Initiative – Internal Audit Requirement		3	
Saving – ESCC Pension pre 74 Employees – Natural reduction		(5)	
Saving – WSCC Pension post 74 Employees - Revaluation		(5)	3
			<hr/>
Total recommended budget for Business Unit for 2022/23			1,007 <hr/>

Community Services, Policy and Performance

Response to the pandemic continues in partnership with West Sussex County Council and other public, community and voluntary sector partners to maintain and evolve the support available through the Community Hub, provide ongoing support to the NHS Covid 19 vaccination programme and work with and through the Sussex Resilience Forum. Alongside not established Covid19 driven workstreams, the business unit will continue to deliver its traditional services through the range of platforms and channels that continue to evolve and adapt to the needs of our residents.

The Wellbeing service has succeeded in the award of a new 5 years contract to deliver services to Mid Sussex Residents on behalf of west Sussex Public Health. The service will continue to offer a suite of virtual interventions to supporting the wellbeing of residents and those employed across the district complementing face to face services. This multi-channel service offer will ensure continuity of service in the face of another potentially challenging year for the District.

Work will continue through the Mid Sussex Partnership to provide strategic leadership, bringing agencies together to address the issues that face our communities and to maintain and build upon the resilience that has been so keenly demonstrated over the past year. This will be supported by the new commissioning arrangements with our community and voluntary sector providers which reflect the evolving needs of our communities. It will be a priority to continue to maintain and build back resilience in our vibrant third sector including the addition of a newly establish Food Partnership and the further development of the Community Hub partnership model.

The provision of community services will continue to be supported with the delivery of high-quality community assets where they are needed most, with new development led community buildings continuing to come online and the implementation of improvements at community sports venues. We will continue to work closely in partnership with Sussex Police and the Safer West Sussex Partnership to ensure the safety of our communities.

Community Services, Policy and Performance Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Grants to Organisations	294		294
Concessionary Fares	0		0
Sustainability Climate Change	78		78
Community Services	336	11	325
Partnership Funding	98		98
Community Leisure and Development	140		140
Corporate Improvement	118		118
Base Net Budget	1,064		1,053
Budget Changes			
Salary adjustments		27	27
Base Net Expenditure			1,080
Pressure – Salary budget to reflect the Establishment		10	10
Total recommended budget for Business Unit for 2022/23			1,090

Corporate Estates and Facilities

The Business Unit continues to be very busy with a range of business as usual activities, such as lease renewals taking place, as well as a host of more minor projects to lead and take part in, such as window and heating replacement at Oaklands and the usual repairs and maintenance of the large asset base.

Among the more major projects are those to refine the proposal to redevelop part of the Orchards Shopping Centre in Haywards Heath with a view to creating more care park capacity and a more mixed use of the centre, develop a business case for the redevelopment of Burgess Hill Station alongside Network Rail, and work on realising the actions within the Parking Strategy.

Work to increase the supply of temporary accommodation will continue with two larger properties being purchased and improved in conjunction with colleagues in Housing, and safety improvements on the Bedelands site in Burgess Hill made within the year.

Two playgrounds will be delivered at Turners Hill and Forest Fields and plan drawn up to maintain and improve the playgrounds across the district. Two parks, Hemsleys and Mt Noddy, will start their larger scale improvement programmes in conjunction with the Contracts section.

The drain adoption process will continue at the Northern Arc and trash screen replacements made at various locations around the district, as well as providing drainage advice to a number of bodies, where improved drainage may be needed as our climate and the level of housebuilding changes.

Finally, the Section will be involved in the business case and feasibility for the facilities at the Clair Hall site in Haywards Heath where redevelopment or refurbishment are being considered.

Corporate Estates and Facilities Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Contracts	7		7
Oaklands	763		763
Property Operational	(27)		(27)
Building Maintenance Staff Control	0		0
Investment Property	(2,820)	109	(2,929)
Property Staff Control	14	14	0
District Drainage	168		168
Better Mid Sussex	(9)		(9)
Public Conveniences	152		152
	<hr/>		<hr/>
Base Net Budget	(1,752)		(1,875)
Budget Changes			
Salary adjustments		27	
Lifecycle costing– payment to reserves to fund capital		(123)	
Lifecycle costing - repairs		3	
Repairs and Renewals – Condition survey		40	(53)
			<hr/>
Base Net Expenditure			(1,928)
Pressure – Orchards Retail – Rental income		25	
Pressure – Orchards Residential – Service Charge		6	
Saving – Orchards interest – Borrowing repaid		(154)	
Saving – Orchards Residential – Rental income		(8)	
Saving – Orchards Retail – Service Charge		(3)	(134)
			<hr/>
Total recommended budget for Business Unit for 2022/23			(2,062)

Head of Digital and Customer Services

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

Customer Services and Communications

The Council's Customer Services team responds to over 11,000 customer enquiries by phone and in person every month and over 640,000 social media engagements every year. Its aim is to provide great customer service, online and off, in the speedy resolution of all customer enquiries.

COVID-19 has highlighted the importance of the service in keeping everyone informed and safe.

There has also been an increase in the number of residents interacting online. The Customer Services teams will continue to support and provide the first point of contact for many of the Council customers. It will deliver public services communications which supports the Council's priorities and efficient and effective operation of its services.

Building on the learning from the pandemic we will also use analysis of the reasons why customers contact the Council to improve our services so that they more effectively meet residents' needs.

The Communications team will continue to ensure that the Council reaches our residents with our latest news and key information. As has been the case during the past year, they will continue to work closely with colleagues in public health, grants and other stakeholders to ensure that messaging relating to recovery from the pandemic is timely and targeted to ensure the safety of our district.

Customer Services and Communications Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Customer Service & Communications	502	(21)	523
Base Net Budget	502		523
Budget Changes			
Salary adjustments		21	21
Base Net Expenditure			544
Saving – Customer Service Licences – moving to cloud based telephony system – Microsoft Teams		(28)	(28)
Total recommended budget for Business Unit for 2022/23			516

Digital and Technology

Digital and Technology is responsible for the implementation and upkeep of the council's digital infrastructure. Its remit is to provide technology and technical solutions sustainably and effectively to the council's business units, enabling efficient and effective services. It proactively plans for future needs by investing in robust, risk averse technologies such as cloud-based services and infrastructure that can be scaled according to business need and provide value for money.

Uninterrupted, secure, and sustainable service provision for staff and residents are key objectives. Digital and Technology delivered an enormous effort to enable the Council's staff remote working throughout the pandemic. This saw distribution of mobile devices, secure access to Council hosted systems and introducing a cloud-based telephony system, allowing staff to work remotely and providing additional security.

This year will see additional focus on security risks, resilience and digital literacy across the council. The service will ensure the Council conforms to sector and national regulations such as the Public Service Network and UK GDPR. The phase 2 implementation of Office 365, preparation for Windows 11 and the Council's website redesign and improvement will be key projects this year.

2021 has seen the completion of three projects to install fibre for digital infrastructure in Mid Sussex. A third project is underway and due for completion at the beginning of 2022/23. These £10M grant funded projects will have installed nearly 100km of fibre and by the end of 2021/22 will have spent over 75% of budget with local businesses and diverting 100% of tipped waste from landfill. This digital infrastructure is designed to provide world class digital infrastructure to speed up the scale and pace of connectivity in our communities and provide a key foundation for sustainable economic growth.

Digital and Technology Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Central Computer Costs	1,480	13	1,467
ICT	0		0
Corporate Systems Accounts	0		0
Base Net Budget	<u>1,480</u>		<u>1,467</u>
Budget Changes			
Salary Adjustments		32	32
Base Net Expenditure			<u>1,499</u>
Pressure – Salary budget to reflect current Establishment		21	21
Total recommended budget for Business Unit for 2022/23			<u><u>1,520</u></u>

Human Resources & Payroll

The Council employs staff working across a range of specialist areas. The key aim for Human Resources (HR) is to ensure managers and staff are equipped to deliver effective and responsive services to people in Mid Sussex.

The focus in the coming year will be supporting managers and employees through the changes in the Council following the impacts and learning from the pandemic. The team will support service redesign and restructures as well as help managers to focus on employee development and well-being. This will feed into the new People Strategy and Workforce Plan for the organisation. HR will support the Council in managing change and its effects on staff. All changes will be based on improving organisational capabilities through our staff so that services continue to meet residents' needs.

Staff wellbeing is an important priority. Improved wellbeing can lead to increased resilience, better staff engagement, reduced sickness absence and higher performance and productivity. Our role is to ensure that wellbeing priorities are integrated throughout the council, embedded in our culture, leadership and people management. This is particularly important considering recovery from the pandemic.

Human Resources & Payroll Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
HR & Payroll	530	4	526
	<hr/>		<hr/>
Base Net Budget	530		526
Budget Changes			
Salary adjustments		7	7
			<hr/>
Base Net Expenditure			533
Pressure – Salary budget to reflect current Establishment		7	7
			<hr/>
Total recommended budget for Business Unit for 2022/23			540
			<hr/>

Head of Regulatory Services (and Monitoring Officer)

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

Legal

The Legal Team will continue to support all Business Units across the Council as well as dealing with community and charity matters where the council has an interest.

The coming year will see the likely acquisition of more temporary accommodation, work to support the Northern Arc, particularly in relation to the Centre for Outdoor Community Sport, the Boundary Commission Mid Sussex Electoral Review, the review of the Local Plan, the implementation of the Parks Investment Project and the Council's Parking Strategy, work at Clair Hall and the Orchards Shopping Centre and the acquisition of further SANG provision to offset the effects of future local development on the Ashdown Forest.

The Legal Team have retained their Lexcel accreditation which is a quality mark for excellence in Legal Practice, Management and Client Care.

The Legal Team charge commercial fees to third parties where appropriate and, in particular, in relation to S106 Agreements required to make planning applications acceptable in accordance with our infrastructure Supplementary Planning Document.

Land Charges

The data from the Land Charges Register has been transferred to the Land Registry which will result in a loss in income. The level of work in Land Charges is likely to decrease from the unprecedented level that has been the case in 2021/22.

Whilst the statutory duty to maintain the Local Land Charges Register has passed to Land Registry, our continuing responsibility is to ensure accurate Land Charges data is maintained and exported to Land Registry daily via a fully digitised system. The Land Charges Team will continue to provide detailed answers to the CON 29 element of Official Searches.

The planning and building control support team expect an upturn in work as we get beyond the Covid pandemic and more large planning applications are submitted as a result of the Planning Policy work.

Democratic Services

The Democratic Services Team will continue to service meetings of the Council and Committees, provide support to the Chairman and Vice Chairman in their civic roles and to deal with Member issues including member allowances.

The Team will implement the recommendations of the Boundary Commission for the elections in May 2023. They will also complete two Governance Reviews that need to be completed by the Autumn of 2022 once again for implementation ahead of the May 2023 Local Elections.

There are no District Wide Elections scheduled for 2022/23, but preparations will start for the Local Elections in the Autumn of 2022 alongside the Annual Canvas as May 2023 is when Voter ID is due to take effect. The electorate increase is approximately 2,000 per annum.

Environmental Health

There have been additional resources in Environmental Health to continue providing the normal services throughout the Covid pandemic. Covid itself has produced a lot of additional work in assessing risks and advising businesses on how they can hold events in a Covid safe way and inspecting compliance as and when restrictions applied.

It is expected Covid work will end in 2022/23 and the normal food inspections, environmental control interventions, public health matters and housing in the private sector will form a large part of the workload as in earlier years. The level of activity is expected to be similar to previous years save that the number of food hygiene interventions is expected to increase as more food businesses have opened and the Team will need to spend more time looking at possible homes in multiple occupation and other housing enforcement matters as housing possession applications come back in the private sector.

Building Control

Building Control work has continued throughout the Pandemic. The level of business is currently being held back by a shortage of materials and the high cost of some of these materials. It is hoped that the materials supply market will settle down in 2022/23 so that more work is available for the Team. The Team continue to get further qualifications to enable them to take on additional work and for the trainees to be able to take a full part in the work of the building control team.

The following tables detail the proposed budget for 2022/23 excluding internal recharges for each business unit under the responsibility of the Head of Regulatory Services.

Legal Services Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/22</i>	<i>Variations</i>	<i>Original Estimate 2022/23</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Base Net Budget			
Legal Support Costs	368	6	362
	<hr/>		<hr/>
Base Net Budget	368		362
Budget Changes			
Salary adjustments		21	21
			<hr/>
Base Net Expenditure			383
Pressure – Iken system upgrade and additional licences		22	22
			<hr/>
Total recommended budget for Business Unit for 2022/23			405
			<hr/> <hr/>

Land Charges Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Local Land Charges	(13)		(13)
Land Charge Admin Staff Control	3	3	0
	<hr/>		<hr/>
Base Net Budget	(10)		(13)
Budget Changes			
Salary adjustments		(70)	
Salary reduction - migration to Land Registry of LLC searches		(11)	(81)
			<hr/>
Base Net Expenditure			(94)
Pressure – Local Land Charge fee income – migration to Land Registry of LLC searches		46	
Saving – Scanning costs		(2)	44
			<hr/>
Total recommended budget for Business Unit for 2022/23			(50)
			<hr/> <hr/>

Planning and Building Control Service Support Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Planning Service Support	4	4	0
	<hr/>		<hr/>
Base Net Budget	4		0
Budget Changes			
Salary reduction - migration to Land Registry of LLC searches		(5)	(5)
			<hr/>
Base Net Expenditure			(5)
			<hr/>
Total recommended budget for Business Unit for 2022/23			(5)
			<hr/> <hr/>

Democratic Services Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Elections & Registrations	337		337
Members Services	610	4	606
Base Net Budget	947		943
Budget Changes			
Salary adjustments		13	
Restructure of Support Team from Strategic Core		4	17
Base Net Expenditure			960
Total recommended budget for Business Unit for 2022/23			960

Environmental Health Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2022/23 £'000</i>
Base Net Budget			
Contaminated Land	22		22
Housing Standards	262		262
Safety & Licensing	291		291
Environmental Protection	181		181
Environmental Health Staffing	(5)	(5)	0
Health and Safety	50		50
Base Net Budget	801		806
Budget Changes			
Salary adjustments		36	36
Base Net Expenditure			842
Total recommended budget for Business Unit for 2022/23			842

Building Control Draft Budget 2022/23

<i>Description</i>	<i>Forecast 2021/22 £'000</i>	<i>Variations £'000</i>	<i>Estimate 2022/23 £'000</i>
Base Net Budget			
Building Control	258	(2)	260
	<hr/>		<hr/>
Base Net Budget	258		260
Budget Changes			
Salary adjustments		9	9
			<hr/>
Base Net Expenditure			269
			<hr/>
Total recommended budget for Business Unit for 2022/23			269
			<hr/> <hr/>

Strategic Core

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

The following table details the proposed budget for 2022/23 excluding internal recharges for Strategic Core.

Strategic Core Draft Budget 2022/23			
<i>Description</i>	<i>Forecast 2021/2</i>	<i>Variations</i>	<i>Original Estimate 2022/23</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Base Net Budget			
Strategic Core	1,580	162	1,418
	<hr/>		<hr/>
Base Net Budget	1,580		1,418
Budget Changes			
Salary adjustments		30	
Restructure of Support Team - additional costs to Democratic Services		(4)	26
			<hr/>
Base Net Expenditure			1,444
Pressure – Subscriptions		5	
Saving – Restructure of Support Team		(10)	(5)
			<hr/>
Total recommended budget for Business Unit for 2022/23			1,439
			<hr/> <hr/>

SECTION 3: CAPITAL PROGRAMME

1. This section sets out a proposed Capital Programme and outlines a Capital Strategy.
2. Each year, the Council sets out its Capital Programme for the forthcoming year. Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year timeline. On this basis, this section sets out an overall Programme for the next four years.
3. The Capital Strategy is first considered by the Audit Committee which then recommends it to Council before the start of the financial year.

Capital Strategy

4. 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:
 - Use of Revenue Reserves including interest earned;
 - contributions from the Revenue Budget;
 - loan;
 - capital receipts and capital and other grants;
 - contributions from stakeholders (including s106 agreements);
 - external funding from partners in both the public and private sectors, which is consistent with this Financial Strategy
 - 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 including making payments in line with the Minimum Revenue Provision guidance.
 - 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.
 - 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

5. Using this Strategy for guidance results in a modest proposed Capital Programme for 2022/23 as detailed below.

Proposed Capital and Revenue Projects for 2022/23

6. In light of the comments above, the capital and revenue projects that have come forward are as follows:
 - (i) **ICT (Capital Projects)**
These relate to a workstation replacement programme at £50k, and projects designed to upgrade our capabilities whilst moving us towards being infrastructure free in the longer term.
 - (ii) **Other Capital Schemes**
This project relates to the purchase of replacement Rubbish and Recycling Service Wheelie Bins over two years.
 - (iii) **Major Capital Renewals (Capital Projects)**
This is the cost of maintaining our assets and includes Phase V of the Oaklands Window Replacements programme. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the existing Corporate Sustainability Strategy and will be a focus of the forthcoming Sustainable Economy Strategy.
 - (iv) **Disabled Facility Grants**
This is a mandatory scheme and is currently fully funded from a WSCC grant contribution.
 - (v) **Housing**
Affordable Housing schemes are funded wholly or mainly from S106 contributions.
7. The proposed capital and revenue projects to be included in the 2022/23 Capital Programme of Capital and Revenue Projects are set out on the next page.

Proposed New Projects - Capital Programme and Revenue Projects 2022/23 - 2025/26						
	Project Justification	Total 2022/23	Total 2023/24	Total 2024/25	Total 2025/26	Revenue Implications
		£'000s	£'000s	£'000s	£'000s	£'000s
Capital Projects						
Digital & Technology Projects						
PC Replacement Programme IV	Yes	50	50	50	50	
Total Digital & Technology Projects funded from Capital Receipts:		50	50	50	50	0
Others:						
Replacement Wheelie Bin Purchase	Yes	117	117	0	0	
Total Others:		117	117	0	0	0
Major Capital Renewals						
<u>Oaklands:</u>						
Oaklands Replacement Windows	Yes	95				
Heating works Phase IV	Yes	65				
Oaklands Staff Room and Remodelling and Refurbishment	Yes	44				
Unallocated Funding for future years	n/a		130	146	133	
Total Major Capital Renewals	n/a	204	130	146	133	0
Housing						
Affordable Housing	n/a	650	656			
Total Housing		650	656	0	0	0
Environmental Health						
Disabled Facility Grants	n/a	900	900	900	900	
Total Environmental Health		900	900	900	900	0
Total New Capital Projects						
		1,921	1,853	1,096	1,083	0
Financed By:						
Grant Contributions WSCC		900	900	900	900	
S106 Housing - non time limited		650	510	0	0	
S106 Housing - time limited		0	146	0	0	
Met from Revenue Contributions (for MCR)		95	130	146	133	
General Reserve		65	0	0	0	
Capital Receipts		211	167	50	50	
Total Financed:		1,921	1,853	1,096	1,083	0

		£'000s	£'000s	£'000s	£'000s	£'000s
Revenue Projects						
Major Capital Renewals						
<u>Car Parks:</u>						
Resurfacing Heath Road Car Park, Haywards Heath	Yes	41				
Resurfacing of Muster Green Car Park, Haywards Heath	Yes	16				
Unallocated	n/a	10				
Total Major Capital Renewals	n/a	67	0	0	0	0
Other						
<u>Playground Improvements:</u>						
Dolphin Leisure Centre Play Area Haywards Heath	Yes	30				
Hollands Way Play Area, East Grinstead	Yes	62				
<u>Parks Improvement Programme</u>						
Hemsleys Meadow and Finches Field, Pease Pottage Masterplan	Yes	900				
Victoria Park, Haywards Heath Masterplan	Yes	tbd	tbd	tbd		
Mount Noddy, East Grinstead Masterplan	Yes	180	196	319		
St. John's Park, Burgess Hill Masterplan	Yes	tbd	tbd	tbd		
Total Landscapes	n/a	1,172	196	319	0	0
Total New Revenue Projects						
		1,239	196	319	0	0
Financed By:						
Met from Revenue Contributions (MCR (£67k))		67	0	0	0	0
S106s (time limited / non-time limited)		829	96	200		
General Reserve		343	100	119	0	
Total Financed:		1,239	196	319	0	0

CAPITAL PROJECT JUSTIFICATION DETAILS

PC Replacement Programme – Phase IV

Purpose of project :

The Council currently has approximately 400 workstations and to ensure efficiency and reliability a replacement programme is required. At present the workstations are bought with an extended 5 year warranty and they should be replaced when this expires. Service areas with aging non-compatible workstations are disadvantaged when looking to improve their work process by leveraging modern digital tools and workflows. The original 10% replacement programme was insufficient to ensure staff had the best tools to improve efficiency, reliability and compatibility with the Digital Programme. Phase IV of this project will look at any equipment not updated in response to the pandemic which could still provide a more effective and efficient working environment.

Total Amount : £50,000*Capitalised Salaries included in the project total: None**Other sources of funding:(i.e. s106/ big lottery etc) N/A**Revenue Implications: None***Value For Money Assessment:**

The original replacement budget of £25,000 only replaced approximately 10% of all workstations. This resulted in a major financial cost to upgrade and replace workstations incompatible with installation of the Windows10 operating system before our present Windows7 operating system became unsupported in January 2020. To avoid this expense in future and to ensure service areas have the best tools to deliver their workload the replacement budget needs to be sufficient to replace nearer 20% of workstations on a rolling basis. Phase one was extremely successful in this respect and has eased the purchase of new hardware to support the initial roll-out of Windows10, therefore it is recommended that this scheme continue for year 4 of the proposed 5 year program at the increased amount of 50K in order to mitigate the need for future large scale workstation replacements, and to further facilitate more flexible approaches to working by allowing us where appropriate to procure a wider range of solutions that are more fit for purpose (e.g. laptops and tablets).

Business Unit/Service : Digital and Customer Services**Head of Service :** Simon Hughes**Project Manager:** Simon Jones**Cabinet Members:** Cllr Ruth De Mierre**Ward Members:** If applicable**This project contributes to achieving the Corporate Plan in the following ways:**

Efficient and Responsive Services

As detailed above this readjusts the workstation replacement programme timescales. Workstations include any equipment for staff to use digital technologies, for example laptops, tablets and

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

Summary of discussions with Cabinet Member: The Cabinet Member has been consulted and has confirmed their support for this bid.

Previous Consideration at Scrutiny Committee:

Risk Analysis:

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

CAPITAL PROJECT JUSTIFICATION DETAILS

Rubbish and Recycling Service- Replacement Wheelie Bin Purchase

Purpose of project:

The Council delivered black and blue-lidded wheelie bins to all households as part of the roll-out of an alternate weekly collection service in 2008. The average life of a wheelie bin is 10 years, and it has become clear over the last year that a large number of wheelie bins supplied in 2008 (14 years ago) are now at the end of their useful life and require replacing.

The Council is likely, over the next 10-15 years, to have to replace all wheelie bins delivered in 2008 (of which there were c.112,000 delivered to 55,900 properties); some of these wheelie bins have been replaced over the course of the 2021/22 financial year.

In summary, it is expected that, the Council will replace a total of 7,500 end of life wheelie bins per year over the next 15 years in order to support the continued use of the Council's kerbside rubbish and recycling collection service. Costs for replacement wheelie bins are outlined below.

Item	Current cost (each)	Indexation applicable
Black wheelie bin	£15.25	CPI applied on contract anniversary
Blue wheelie bin	£15.25	CPI applied on contract anniversary

The anticipated costs to support this replacement programme over the remaining two years of the Council's contract with its current wheelie bin supplier are as follows:

Financial year	Black wheelie bins costs	Blue wheelie bins costs	Total cost
2022/ 23	£58,300	£58,300	£116,600
2023/ 24	£58,300	£58,300	£116,600

Total Amount over two years: £233,200

A further Capital bid will be made in readiness for 2024/25 (when the Council has secured a new wheelie bin supplier following the expiry of the current contract on 31 March 2024).

Capitalised Salaries included in the project total: £0

There is currently no s106 funding available for replacement wheelie bins and delivery.

Revenue implications:

The Council has a very limited wheelie bin delivery service and, as a result of housing growth, the continued growth of the garden waste service, the introduction of new services and the wheelie bins replacement programme, a dedicated service will be required. Annual revenue implications have been reflected in the draft budget working papers for 2022/23.

Value for money assessment:

A do-nothing approach will result in the inability of householders to correctly use the waste and recycling collection service.

Business Unit/Service: Waste, Landscapes and Leisure

Divisional Leader: Rob Anderton

Head of Service: Judy Holmes

Project Manager: Jo Reid

Cabinet Members: Cllr John Belsey

Ward Members: All

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

- 'Effective and Responsive Services'.

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

Previous Consideration at Scrutiny Committee:

None

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

Risk	Likelihood	Severity	Financial impact
Wheelie bin supply inconsistent	2	4	1

Mitigation actions: Use of qualified contractors, Risk Assessments, Method Statements, thorough project planning (including contingency planning), Communications with customers in the event of supply shortage.

CAPITAL PROJECT JUSTIFICATION DETAILS

Oaklands Windows – Phase V

Purpose of Project :

The Project will be the Fifth Phase of Windows To replace the existing windows to the original house portion of the Oaklands Campus, also known as the Chambers Area. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan, these have the backing of the Council and Management Team respectively. The existing windows have reached the end of their economic life and in some cases have had various repairs undertaken. This has resulted in poorly fitting casements which allows excessive draughts, coupled with the fact that the majority of these windows are still only single glazed means these windows have particularly poor thermal properties and currently are the point of greatest heatloss throughout the building. This project intends to retain the existing timber sub frames which are sound and replace the sliding sashes etc. in a style that complements the character of this part of the building. The single glazing system contributes to the overall discomfort to office occupants by allowing excessive solar gains during the summer months and allowing excessive heat loss during the heating season.

Total Amount : £95K (this must be the total scheme cost incl of any other sources of funding)

Capitalised Salaries included in the project total :N/A

Other sources of funding: N/A

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

Value For Money Assessment:

A do nothing approach will result in increased maintenance costs as the windows age and deteriorate further. Energy usage will continue to rise whilst providing no further comfort to building users. The works will bring the Chambers area in line with those areas already completed elsewhere around the building.

Business Unit/Service : Corporate Estates & Facilities

Head of Service : Peter Stuart

Project Manager: TBC – Propose that PM is Darren Prior however this is subject to agreement of permanent contract

Cabinet Members : Cllr Judy Llewellyn-Burke

Ward Members : Haywards Heath - Heath

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

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

Enhancing the thermal properties of the campus.
Reducing ongoing Maintenance Costs.

Improving the working environment for users.

Summary of discussions with Cabinet Member : At this stage no discussion has been held with Cllr Judy Llewellyn-Burke

Previous Consideration at Scrutiny Committee : N/A

Risk Analysis :

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

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

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

CAPITAL PROJECT JUSTIFICATION DETAILS

Oaklands Heating Phase IV

Purpose of Project :

The Project will be the Fourth Phase of heating works and will focus on creating individually controllable heating zones within the East Wing, these zones will be added to the new BMS system so all areas of Oaklands are controlled by this system (with the exception of the North Wing).

This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan, these have the backing of the Council and Management Team respectively. The existing heating system is antiquated and highly inefficient which results in excessive running costs and a lack of local control. This has an adverse effect on the working environment and therefore the comfort of users.

Total Amount : £65K (this must be the total scheme cost incl of any other sources of funding)

Capitalised Salaries included in the project total:N/A

Other sources of funding: N/A

Revenue Implications: Improvements to the heating system will reduce ongoing maintenance costs, will provide the potential benefit of reduced heating bills through improved efficiency as well as having a positive effect on the working environment in the winter months. With New controls there will be greater levels of comfort within the building.

Value For Money Assessment:

Energy usage will continue to rise whilst providing no further comfort to building users. The works will bring the West Wing in line with those areas already completed.

Business Unit/Service : Corporate Estates & Facilities

Head of Service : Peter Stuart

Project Manager: TBC – Propose that PM is Darren Prior

Cabinet Members : Cllr Judy Llewellyn-Burke

Ward Members : Haywards Heath - Heath

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

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

Enhancing the thermal efficiency of the campus.

Reducing ongoing Maintenance Costs.

Improving the working environment for users.

Adding the East Wing to the new BMS Heating System

Summary of discussions with Cabinet Member : At this stage no discussion has been held

with Cllr Judy Llewellyn-Burke

Previous Consideration at Scrutiny Committee : N/A

Risk Analysis :

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

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

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

CAPITAL PROJECT JUSTIFICATION DETAILS

Capital Project Justification Form

Oaklands Staff and Members Room Remodelling and Refurbishment

Purpose of project:

To provide the staff with a welcoming breakout room.

The existing staff room in its current condition requires updating and improvement. The existing Councillor Members Room is also in need of updating and improvement. It is proposed to swap the two rooms around and create one large modern staff breakout room by combining the existing kitchen at the top of the oak stairs (C104), with the new staff room and create a new refurbished Councillor Members Room in what is now the staff room. It is proposed that this project forms part of the Office Space Pilot Project and staff feedback from this will be used to influence the design of the new breakout room.

Costs:

Total Construction cost: £40,000.00

10% Contingency Sum: £4,000.00

Project Cost: £44,000.00

Revenue implications:

The project will not produce a revenue income.

Legal Implications:

There are no legal requirements to provide staff with Breakout Room. Providing a breakout room that is modern and fit for purpose, however should improve staff wellbeing by encouraging staff not to eat their lunch at their desks, take a break from their computer screens and socialise with other staff members from different teams.

Value for money assessment:

The works will not increase the value of the overall site, but could possibly increase staff morale and productivity.

Business Unit/Service: Corporate Estates and Facilities

Head of Service: HOS Peter Stuart

Project Manager: Paul Williams

Cabinet Member: Judy Llewellyn-Burke

Ward Members: Haywards Heath- Heath

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

Reducing ongoing Maintenance Costs. Improving the working environment for users.

Summary of discussions with Cabinet Member:

Discussions have taken place with the Cabinet Member Judy Llewellyn-Burke who is supportive of the project.

Risk Analysis:

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

Risk	Likelihood	Severity	Financial impact
Further dilapidation of internal materials and fittings	medium	medium	medium
Low staff moral	medium	medium	medium

Mitigation actions: Upgrade the facility to extend the life cycle of the building and to create a welcoming staff breakout room and refurbished more attractive Members Room.

REVENUE PROJECT JUSTIFICATION DETAILS

Resurfacing of Heath Road and Muster Green Car Parks

Purpose of project :

These two public car parks have been identified as requiring improvements to their surfaces as part of MSDC's continuous maintenance strategy. They are widely used by the public both for short term parking and by season ticket holders and bring in a high revenue to MSDC. Both sites are earmarked to remain as car parks for the foreseeable future. Maintaining the condition of our car parks ensures not only the Health and Safety of users which is of the highest priority for the council, but also encourages usage and increases footfall in our town centres. These are the major reasons for the continued investment.

Total Amount : £57,000 for both car parks

**Split : Heath Road Car Park £41,000
Muster Green Car Park £16,000**

Capitalised Salaries included in the project total : N/A

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

Value For Money Assessment :

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

The alternative option is to accept short term expenditure which overall is costly and increase the risk of insurance claims.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager : Mark Hayler

Cabinet Members : Judy Llewellyn Burke

Ward Members : HH Heath Ward : Cllrs Sandy Ellis and Clive Laband

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

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

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

Risk Analysis :

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

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

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

REVENUE PROJECT JUSTIFICATION DETAILS

Playground Improvements- Dolphin Leisure Centre- Haywards Heath

Purpose of project:

The Play and Amenity Greenspace Strategy produced by Ethos Environmental Planning in September 2019 makes recommendations regarding a variety of open space typologies, including children's and youth play space.

The Study examined local need for a wide range of different types of open space, via questionnaire surveys which included a general household survey, a survey of Town and Parish councils and a local groups and organisations survey.

In summary, this study concluded that:

- people expect a 10-minute travel time to a play area which is about 800m walk
- the recommended quantity standards for play space we should provide is 0.07ha/1000 population.

It went on to demonstrate:

- how each parish compares to the recommended quantity standards. i.e. Which parish is over / under providing.
- where there are populations currently not being served by existing children's or youth play space.

The annual playground inspections carried out by the Play Inspection Company in Spring 2020 make recommendations regarding likely life span of each item of playground equipment.

Using the above studies, and on the basis that some of the equipment on site has an estimated life expectancy of 3 years and under and would leave a gap in provision were it to be removed, it is proposed to carry out improvements to the play area at The Dolphin Leisure Centre, Haywards Heath.

Total Amount: £30,000

Capitalised Salaries included in the project total: £0

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

There is currently no S106 funding available for The Dolphin Play Area.

Balance required from Reserves: £30,000

Revenue implications:

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

Value for money assessment:

A do nothing approach will result in a decrease in usage and a deterioration in the condition of

the play area and will result in a continued annual increase in maintenance costs. There would also be a risk of injury to the users.

Business Unit/Service: Waste, Landscapes and Leisure

Divisional Leader: Rob Anderton

Head of Service: Judy Holmes

Project Manager: Jo Reid

Cabinet Members: Cllr John Belsey

Ward Members: Cllr Ruth De Mierre and Cllr Jim Knight

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

- 'Strong and Resilient Committees'. This project would see significant investment in one of the Council's parks to improve the facilities for all users.
- 'Effective and Responsive Services'.

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

Previous Consideration at Scrutiny Committee:

None

Risk Analysis:

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

Risk	Likelihood	Severity	Financial impact
1. Incidents during construction	low	low	low
2. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

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

REVENUE PROJECT JUSTIFICATION DETAILS

Playground Improvements- Hollands Way, East Grinstead

Purpose of project:

The Play and Amenity Greenspace Strategy produced by Ethos Environmental Planning in September 2019 makes recommendations regarding a variety of open space typologies, including children's and youth play space.

The Study examined local need for a wide range of different types of open space, via questionnaire surveys which included a general household survey, a survey of Town and Parish councils and a local groups and organisations survey.

In summary, this study concluded that:

- people expect a 10-minute travel time to a play area which is about 800m walk
- the recommended quantity standards for play space we should provide is 0.07ha/1000 population.

It went on to demonstrate:

- how each parish compares to the recommended quantity standards. i.e. Which parish is over / under providing.
- where there are populations currently not being served by existing children's or youth play space.

The annual playground inspections carried out by the Play Inspection Company in Spring 2020 make recommendations regarding likely life span of each item of playground equipment.

Using the above studies, and on the basis that it has an estimated life expectancy of 3 years and under and would leave a gap in provision were it to be removed, it is proposed to carry out improvements/ replacement of the play area at Hollands Way, East Grinstead.

Total Amount: £61,781

Capitalised Salaries included in the project total: £0

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

S106 available for Hollands Way:

Play space:

- Land at 122-126 Holtye Rd- P35/642b - £895
- Land at Shovelstrode Beacon- P35/652b - £17,802
- Land at rear of 240-258 Holtye Rd- P35/694 - £19,921
- Land at St Lukes House, Holtye Rd- P35/761 - £11,149

Kickabout

- Land at Shovelstrode Beacon- P35/652b - £5,044
- Land at rear of 240-258 Holtye Rd- P35/694 - £6,970

Balance required from Reserves: £0

Revenue implications:

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

Value for money assessment:

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

Business Unit/Service: Waste, Landscapes and Leisure

Divisional Leader: Rob Anderton

Head of Service: Judy Holmes

Project Manager: Jo Reid

Cabinet Members: Cllr John Belsey

Ward Members: Cllr Margaret Belsey and Cllr Liz Bennett

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

- 'Strong and Resilient Committees'. This project would see significant investment in one of the Council's parks to improve the facilities for all users.
- 'Effective and Responsive Services'.

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

Previous Consideration at Scrutiny Committee:

None

Risk Analysis:

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

Risk	Likelihood	Severity	Financial impact
1. Incidents during construction	low	low	low
2. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low

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

REVENUE PROJECT JUSTIFICATION DETAILS

Hemsleys Meadow and Finches Field Masterplan Implementation

Purpose of project:

The 2019/20 Council's Corporate Plan set out proposals to undertake a two-year investment programme at six Council parks and at seven play areas. This was designed to 'bridge the gap' before the completion of the Play and Amenity Green Space and Playing Pitch Studies. These studies will be used to inform an investment plan for 2022/23 and beyond.

As part of this programme, costed and prioritised Master Plan designs have now been completed for:

- Hemsleys Meadow and Finches Field (Pease Pottage)
- Mount Noddy (East Grinstead)

The indicative budget to fully implement these Master Plans is approximately £1.6m and the original plan (before the onset of the Coronavirus pandemic and its resultant financial impact) was to implement these plans using a combination of s106 and Reserves. However, given the Council's current financial position it is recognised that the use of Capital funding to the extent that was originally proposed may no longer be desirable.

In light of this, it is now proposed that the works are phased over a longer period of time, prioritising investment based on available s106 funding and evidence of need.

This capital justification form is for the completion of the Master Plan at Hemsleys Meadow and Finches Field. This is the only site for which all potentially available s106 funding has been received; and at present it has few facilities, so the full delivery of the Master Plan would significantly benefit the local community. It is therefore proposed that this project is completed, in full, in Year One of the programme (2022/23).

Total Amount : £900,000

Capitalised Salaries included in the project total: £0

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

The following sums of s106 are available for this project:

Play Space:

- Hemsley Nursery Phase 1 (P35/559a)- £26,837
- Land at CUC House, Pease Pottage (P35/698b/ 11/00722/FUL)- £5,945
- Land at CUC House, Pease Pottage (P35/698a/ 09/01926/OUT)- £8,066
- Land at Former Grapes PH (P35/755/ 11/03666/OUT)- £4,404
- Land adj. Black Swan Close (P35/756/ 12/02128/FUL)- £42,670
- Former Driving Range, Horsham Rd (PL12-000635/ 13/02994/OUT)- £80,119
- Golf House (PL13-002339/ DM/18/3515)- £19,350

Kickabout:

- Land at CUC House, Pease Pottage (P35/698b/ 11/00722/FUL)- £1,685
- Land at CUC House, Pease Pottage (P35/698a/ 09/01926/OUT)- £2,287
- Land at Former Grapes PH (P35/755/ 11/03666/OUT)- £1,248
- Land adj. Black Swan Close (P35/756/ 12/02128/FUL)- £12,092
- Former Driving Range, Horsham Rd (PL12-000635/ 13/02994/OUT)- £22,704
- Golf House (PL13-002339/ DM/18/3515)- £5,483

Formal Sport

- Land SW of Handcross Primary Sch (PL3-000303/ 12/04032/OUT)- £82,900
- Golf House, Horsham Rd (PL13-002339/ DM/18/3515)- £25,096
- Formal Sport- Land east of Brighton Road (PL3-001254/ DM/15/4711)- £340,770

LCI

- Land at Caburn/St Georges House, Brighton Rd, Handcross (PL13-000368/ 13/03768/FUL) - £5,483
- Total available s106- £687,139
- Balance required from Reserves- £212,861

Revenue Implications:

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

Value For Money Assessment:

Based on current estimates, and available s106, this project can be 76% funded from existing s106 funds collected from nearby developments, with the Council only being required to fund the balance.

The site currently has few facilities, so the full delivery of the Master Plan would significantly benefit the local community, which has grown significantly over recent years following the completion of a number of relatively large residential developments.

Business Unit/Service: Waste, Landscapes and Leisure

Head of Service : Judy Holmes

Divisional Leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Members: Cllr John Belsey

Ward Members: Cllr Gary Marsh, Cllr Jenny Edwards

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

- 'Strong and Resilient Committees'. This project would see significant investment in one of the Council's parks to improve the facilities for all users.
- 'Effective and Responsive Services'.

Summary of discussions with Cabinet Member:

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

Previous Consideration at Scrutiny Committee:

None

Risk Analysis:

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

Risk	Likelihood	Severity	Financial impact
1. Incidents during construction	low	low	low
2. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low
4. Project running over time	low	medium	medium
5. Project running over budget	low	medium	medium

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

REVENUE PROJECT JUSTIFICATION DETAILS

Mount Noddy Masterplan Implementation

Purpose of project:

The 2019/20 Council's Corporate Plan set out proposals to undertake a two-year investment programme at six Council parks and at seven play areas. This was designed to 'bridge the gap' before the completion of the Play and Amenity Green Space and Playing Pitch Studies. These studies will be used to inform an investment plan for 2022/23 and beyond.

As part of this programme, Costed and prioritised Master Plan designs have now been completed for:

- Hemsleys Meadow and Finches Field (Pease Pottage)
- Mount Noddy (East Grinstead)

The indicative budget to fully implement these Master Plans is approximately £1.6m, including design costs and contingency sums, and the original plan (before the onset of the coronavirus pandemic and its resultant financial impact) was to implement these plans using a combination of s106 and Reserves. However, given the Council's current financial position it is recognised that the use of Capital funding to the extent that was originally proposed may no longer be desirable.

In light of this, it is now proposed that the works are phased over a longer period of time, prioritising investment based on available s106 funding and evidence of need.

This capital justification form is for the commencement of works to implement the Master Plan at Mount Noddy, East Grinstead; with further phases of work to follow as funding becomes available.

The Masterplan for Mount Noddy proposed a range of improvements, including:

- Improvements to the play area
- A new youth zone
- A picnic meadow
- Improvements to park entrances
- Improvements to the multi-use courts and playing pitch
- Footpath/ cycleway improvements
- A new 'central plaza'

Total Amount: £695,000

Capitalised Salaries included in the project total: £0

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

The following sums of s106 are specifically available for this project:

Kickabout	Land at St Lukes House, Holtye Road	P35/761	£3,160
	Faringdon House, Wood Street	PL13-002241	£7,300
Formal Sport	Land at 1 Christopher Road	PL13-000980	£6,783
	Land adj Greenstede House, Wood St	PL13-001136	£10,274
	Ashplats House, Holtye Rd	PL13-002606	£32,135
LCI	Ashplats House, Holtye Rd	PL13-002606	£1,931
Public Art	Mariners and Redwood, Lewes Rd	P35/501	£5,028
	Land at 1a-3a Whitehall Parade	P35/620a	£1,800
	Land at Maypole House	P35/633b	£2,582
	Land rear of 240-258 Holtye Road	P35/694	£6,703
	Land at Tobias School of Art	P35/709	£1,847.
Total			£79,543

- Total available s106- **£79,543**
- Balance required to deliver whole project - **£615,457**

Further sums of s106 for Mount Noddy, totalling approximately £40,000 have been signed for but not yet received; and work is underway to explore the potential to renegotiate up to £56,000 of s106, currently allocated to nearby sites, to enable the delivery of this masterplan.

Any shortfall remaining following this exercise will need to be funded from the Council's Reserves if the full project is to be delivered. Members should therefore be aware that- given that the programme financing includes S106s which are not yet received- further burden will fall on General Reserve should these not materialise.

At this stage therefore, a phased programme of works is proposed as follows:

Year 1		Year 2		Year 3	
22/23		23/24		24/25	
s106	General Reserves	s106	General Reserves	s106	General Reserves
£79,543	£100,000	£95,900	£100,000	£200,000	£119,557

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

Value for Money Assessment:

Based on current estimates, and available s106, this project can be at least 10% (and potentially up to 54%) funded from existing s106 funds collected from nearby developments, with the Council being required to fund the balance.

The site is a strategically important open space in East Grinstead town centre, and the full delivery of the Master Plan would significantly benefit the local community and visitors to the town.

Business Unit/Service: Waste, Landscapes and Leisure

Head of Service: Judy Holmes

Divisional Leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Members: Cllr John Belsey

Ward Members: Cllr Neville Walker and Cllr John Dabell

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

- 'Strong and Resilient Committees'. This project would see significant investment in one of the Council's parks to improve the facilities for all users.
- 'Effective and Responsive Services'.

Summary of discussions with Cabinet Member:

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

Previous Consideration at Scrutiny Committee:

None

Risk Analysis:

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

Risk	Likelihood	Severity	Financial impact
1. Incidents during construction	low	low	low
2. Severe weather impacting on construction	low	medium	low
3. Incident following construction	low	low	low
4. Project running over time	low	medium	medium
5. Project running over budget	low	medium	medium

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