

Mid Sussex Corporate Plan and Budget 2022 - 2023



THE CORPORATE PLAN AND BUDGET REPORT 2022/23

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CORPORATE PLAN AND BUDGET 2022/23**SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****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 £1.2m . 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.
- 1.9. 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 for 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 Final Financial Settlement was published on 9th February and simply confirmed the Provisional draft set out before Christmas with very minor changes. The New Homes Bonus scheme continues for another year with some £1.6m extra being transferred to reserves as a result. The 'Lower Tier Services Grant' also rolls over for another year at a figure of £98k 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 £377k of income, the Council is forecast to receive well below the total income levels enjoyed in previous year.
- 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. The car parking tariff changes have now been agreed and this additional forecast income has now been included within our financial plans.
- 3.7. Other income increases are limited to inflationary amounts only.

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 5.4% for the year to December 2021 increased from 5.1% in November.
- 3.12. As a rule, inflationary pressures do seem to be increasing beyond those forecast which is of concern. Inflation 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
Grants		
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2021.	3.1%	7
Other Supplies and Services		
A 'basket' of items which will increase by different allowances, or remain static.	3.1%	91
<i>Third Party Payments</i>		
Contracts		
The contract terms for refuse collection, street sweeping and highway maintenance are subject to increases relating to NJC Labour rates for Local Government (60%), price adjustment formulae for construction contracts civil engineering, Index No 2 plant and road vehicles (10%), price adjustment formulae for construction contracts civil engineering, Index No 10 derf fuel (5%) and National Statistics index RPI all items (25%).	3.9%	192
<i>Fees and Charges</i>		
Discretionary Charges		
An allowance based on the CPI index for September 2021.	3.1%	(1)
Mandatory Charges		
No further increases have been announced.		0
Rents		
Increases of rents are currently dependent on the review of individual leases rather than annual growth. Therefore rental income streams are not inflated but are reported as corporate savings if applicable.	0.0%	0
<i>Recharges</i>		
CPE		
The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.	0.0%	(19)
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. That is used as income for the 2022/23 budget.

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) in Section 5 of this report. 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 over this period.
- 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	£181k
Year 2 2023/24	£1,395k
Year 3 2024/25	£1,330k
Year 4 2025/26	£1,248k

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

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.

Lower Tier Services Grant

3.23. This grant was meant to be one year only but has been resurrected for 2022/23 again at a total of £98k which covers our increase in National Insurance costs.

Services Grant

3.24. 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

Contribution to Reserves

3.25. Transfers to reserves take place in the following areas:

Development Plan Reserve

3.26. 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

3.27. 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.

3.28. 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 2022/23 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>(Commuted 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 Managing Agent
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
Cost of Collection NNDR	(12)	Increase to the cost of collection allowance
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 Managing Agent
Total savings arising from Service Planning	(666)	

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).
Parking Income	(350)	Approved after Scrutiny - Additional Income resulting from an increase to Parking charges, approved at Council 8th December 2021
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	(633)	

5.0 Conclusion

- 5.1. The effect of the changes described above is to achieve a balanced budget position for 2022/23 with some use of reserves. This is summarised in the table below showing the changes in the MTFP and the required use of General Reserve since last reported to Cabinet 14 February 2022.

Medium Term Financial Plan Changes since Cabinet 14th February 2022

Revenue Spending

Deficit position Scrutiny Cabinet 14th February 2022

Local Government Final Settlement changes:

-Lower Tier Services Grant increased from £96,096 to £98,003

Deficit position Council 2nd March 2022

<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
183	1,395	1,330	1,248
(2)			
181	1,395	1,330	1,248

- 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	17,024	1
Net Benefits	(119)	2
Balance unallocated	20	3
Contribution to Development Plan Reserve	300	4
Contribution to Job Evaluation Reserve	532	4
Savings from efficiency programme from Public Realm contract	(50)	
Budget Requirement	17,707	
<i>Financed by :</i>		
Rates Retention Scheme (RRS) Funding	(5,146)	
HB Admin Grant /Localised CT Support Grant	(315)	
Services Grant 22/23	(148)	
Lower Tier Services Grant 21/22	(98)	
Income from Council Tax	(11,404)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(175)	
RRS Deficit / (Surplus)	4,440	
Contribution from Rate Retention Scheme Equalisation		
Reserve including s31 Grant	(4,440)	
Use of General Reserve to balance budget	(181)	
	<u>(17,707)</u>	

Notes:

1. Council net expenditure budgets for all services as shown in the tables set out in Section 2 of this report which is inclusive of the on-savings from 20/21 of £37k, net savings from budget working papers of £866k, and net general inflation £632k. This total has also been increased to include drainage levies of £1k and represents the starting point for the MTFP Base Net Expenditure of £17,024k as detailed in Section 5 of this report.
2. Forecast for Benefits in 2022/23. Refer Section 2c for further detail.
3. The contingency provision for unexpected costs totalling £20k.
4. Refer contribution to Reserves paragraphs above.

6.0 S25 Local Government Act 2003

6.1 Section 25 of the Local Government Act 2003 requires that:

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

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

6.2 The annual budget is compiled in the context of the Corporate Plan, the Financial Strategy and the Medium Term Financial Plan. It provides the means whereby each service plan can be adequately financed to achieve the relevant part of the Corporate Plan. The recommendations for the budget for 2022/23 ensure that the net budget can be financed from Council Tax income, business rates, Housing Benefit Administration Grant and a collection fund surplus and some use of General Reserve. This budget has been compiled in close consultation and agreement with the Chief Executive and the Heads of Service. The estimates have been evidenced in detailed working papers, which were compiled jointly between the staff of the Finance Section and each Head of Service. The Head of Corporate Resources or his representative has also met with each Head of Service to ensure their detailed budget is well understood. This process has ensured that the implications of the estimates included in the budget are owned and are considered realistic and achievable by each Head of Service.

6.3 There are risks associated with any estimate and the main risks are explained below. It should be noted though, that the budget monitoring process updates both Officers and Members on the current and forecast position at frequent intervals. If this process exposes areas of concern, action will be taken to minimise the possibility of a significant variation. This process has been evidenced during previous years where Budget Management reports have continually adjusted the budget to ensure spending remains broadly on target.

6.4 Once again this year the reporting on the robustness of the budget has been made very much more difficult by the effect of the pandemic on the finances of all authorities, and Mid Sussex is no exception. It is almost certain that the figures that make up the budget will change, and the extent of those changes is hard to predict. The risk analysis below is therefore written in that context and has had regard to the CIPFA resilience index recently published.

7.0 Risk Analysis

7.1 The annual budget is the plan of how the Council will manage its finances in the next year. Approving the budget is the first step in managing the financial risks in the following year. However, in approving the budget, there are a number of key risks that need to be acknowledged. For 2022/23, the risks of adverse variances can be considered to be at a high level because of the uncertainty created by the pandemic.

7.2 Assumptions have been made at the point the budget was prepared based on information currently to hand and there is always a risk that these assumptions do not hold true. However, again, senior management accept that these projections need to be managed in-year. Every effort will be made to identify opportunities to make further net savings in the year to accommodate any shortfall and to be used to offset further budget pressures that may arise.

Inflation

7.3 It is necessary to budget for the realistic probability that prices will increase. Clearly, this cannot be calculated accurately in advance and there is therefore a risk that prices will vary from the estimate. We have been seeing recently that Inflation is proving difficult to control, and this is leading to rising prices to the consumer and organisations.

- 7.4 Inflation is therefore difficult to predict but we have attempted to build in enough of an increase in some of the affected budgets to allow for pressures over the year. There is of course a risk that we have under-budgeted for expenditure across that period in which case it will be picked up as we proceed through the year.
- 7.5 Energy inflation is of particular concern. Whilst Mid Sussex forward purchases its energy via the LASER consortium which operates across the South East, our leisure contractors appear to be paying day to day rates which is leading to significant cost increases in its operation. Given we are assisting in their contract operation this is concerning as it represents a cost budget over which we have little control and for which we have temporarily assumed responsibility. It therefore represents a risk to our overall budget forecast and will need careful monitoring and some form of corrective action if it is not to influence the Council's financial performance.

Income Budgets

- 7.6 The budget requirement includes income from fees and charges which are inherently demand led. There is a risk, therefore, that budgeted income levels will not be achieved; conversely, they could be exceeded. For 2022/23 prudent assumptions have been made and these will need careful monitoring as we proceed through the year.
- 7.7 There are four areas of income where some significant fluctuation can be expected; car parking, development management income, leisure income and commercial property income.
- 7.8 The car park income budget has been decreased to the actual achieved during 2021/22 by activity, but then increased for tariff changes as set out elsewhere. This is reflective of some changed customer behaviour, principally around commuter parking and the temporary closure of shops and hospitality venues.
- 7.9 Development Management income has fallen as described last year. However, there is every likelihood that the previous income will come back, given that Mid Sussex is a desirable area in which to live and work but again, we will continue to monitor the situation.
- 7.10 The largest single loss of income to Mid Sussex arose from the closure of the leisure centres. This amounted to £1.4m pa and whilst around 75% of that loss was compensated by the government in 20/21 and considerably less in 21/22, there is no clear indication when the full sum will return. On top of that, we have been making a significant payment on a monthly basis to keep the centres closed, and further payments to cover the cost of reopening when that has been permitted.
- 7.11 For 2022/23 we have budgeted to receive £600k from our contract and make no supporting payments. However, there is considerable uncertainty over these forecasts and assumptions. Firstly, we are dependent upon the 'Qualifying Change of Law' falling away with the retreat of the pandemic but we are also dependent upon the business environment being restored to near pre-pandemic levels of confidence. In essence, our contract is very sensitive to consumer confidence and while the Contracts Team have engaged specialist help with negotiations, there remains a great deal of uncertainty that we will return to the income we enjoyed pre-pandemic. That being so, this remains a very high level of risk to the authority, both of contract default and of financial loss.

- 7.12 The position regarding commercial property income has become clearer as the new financial year approaches. Members will know that some tenants have approached the Council for rent deferments and reductions and we have been taking each case on its own merits. We have been successful in the majority of cases and have acted to ensure continuity of occupation across our portfolio so there is optimism that trading conditions return to some normality in the future. The main risk here is that rent levels are permanently reduced and thereby result in a reduced yield from our portfolio, rather than there being losses from non-collection.
- 7.13 The last significant risk to our income budget over the medium term arises from the Rate Retention Scheme. This firmly puts the risk of income shortfall with the local authority, whether that derives from a downturn in business rate collection from economic reasons, the outflow of cash for backdated Rateable Value appeals or a loss of a key business to another district. For 2022/23 as part of a Business Rate Pool we have no safety net, save that of the pool itself, which amounts to some £2m which should offer satisfactory risk mitigation, but in extremis we also have our Equalisation Reserve were the pool to prove to have too little by way of reserves. This is unlikely and it can be considered that 2022/23 is adequately financed.
- 7.14 However, the real risk over the medium term is that as part of any 'Reset', our rate growth is stripped out and we return to a baseline funding amount as shown in the MTFP. Unless there is damping to reduce that annual loss, our income will drop to the baseline level of some £3.4m from £5.1m. Unless expenditure also reduces, we will need to use reserves to bridge that gap. This is not sustainable over a longer period.

Expenditure budgets

- 7.15 Most expenditure budgets can be effectively controlled by management. The experience of controlling previous years' budgets is that it is most effective when the budget is considered as a whole by the Management Team and the Chief Executive and the Heads of Service as a group own the need to aim for a nil overspend. This approach will be used again in 2022/23 and can be expected to rigorously control costs. As previously mentioned, the pandemic does have the potential to upset these plans but reports will be made via the usual channels.

Reserves

- 7.16 The total of the Council's non-earmarked General Reserves are projected to be £6.687m at 1st April 2022 and projected to be £8.186m at 1st April 2023. The financial strategy includes that the target for the minimum level of total unearmarked reserves is £1.7m. The estimated positions at the start and end of the year demonstrate that this minimum level will be exceeded. The projections for reserves also include capital expenditure commitments and other commitments (included in the specific reserve). This level of reserves is considered adequate for managing the council's existing commitments whilst allowing the Council the scope to invest in new capital projects over the forecast period.
- 7.17 However, there is no room for complacency. Over the medium term the MTFP shows a structural imbalance and this will need addressing if our finances are to become sustainable once again.

Capital Programme

- 7.18 All the projects in the Programme are supported by existing or projected funding and reserves. There is no reliance on capital receipts being received in order to finance the programme, and we are not forecasting any significant receipts within the year.
- 7.19 However, the Parks Investment Programme for Victoria Park, Haywards Heath will need S106s to be received in year if the full programme of work is to be achieved. As it is, a restricted budget has been agreed and work will cease on the project when that level of expenditure has been met, unless Council agrees to release more General Reserve.

REVENUE BUDGET CONTENTS

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SUMMARY OF REVENUE BUDGET 2022/23

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

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

Table 1: Budget 2022 /23 Summary

Notes	Budget 2022/23 £'000	Budget 2021/22 £'000
1 Council Service Net Expenditure	16,925	16,967
Contribution to Reserves- Employees	0	35
Contribution to Development Plan Reserve	300	243
Savings from Efficiency Programme from Public Realm contract	(50)	0
Contribution to Job Evaluation Reserve	532	392
Total Revenue Spending	17,707	17,637
2 Specific Items	4,003	1,334
3 Capital Charges	1,774	1,611

Notes:

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

SERVICE BUDGETS

1. Budgets for 2022/23 for each Business Unit are shown on the next pages. There is a section for each containing :
 - a) an introduction by the Head of Service for 2022/23;
 - b) tables showing the variation for each Business Unit between 2021/22 and 2022/23 budgets, and
 - c) a budget summary including an analysis by type of spending which shows data for 2020/21 outturn (objective analysis only), original budget 2021/22 and budget 2022/23. Also included are figures to show the amount and percentage change between 2021/22 and 2022/23.

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

2. *Definitions:*

Employee costs:

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

Premises related expenditure:

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

Transport related expenditure:

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

Supplies and services:

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

Third party payments

- Private contractor payments

Transfer Payments

- Homelessness
- Funeral costs
- Housing benefits

Support Services

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

- Office accommodation recharges

- Computer recharges

Income

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

Revenue Budget Summary 2022/23

Actual 2020/21 £'000		Budget 2022/23 £'000	Budget 2021/22 £'000	Change from 2021/22 £'000	%
973	Planning Policy	1,219	1,197	22	2%
1,114	Development Management	1,281	1,058	223	21%
1,514	Housing Services	2,029	1,821	208	11%
78	Parking Services	(788)	(426)	(362)	85%
4,041	Cleansing Services	4,319	4,044	275	7%
5,397	Landscapes and Leisure	2,245	2,758	(513)	(19%)
1,423	Community Services Policy and Performance	1,453	1,387	66	5%
0	Finance Accountancy	0	0	0	
1,123	Finance Corporate	970	1,055	(85)	(8%)
2,556	Revenues and Benefits	2,711	2,554	157	6%
(2,456)	Corporate Estates and Facilities	(2,639)	(2,429)	(210)	9%
(36)	Customer Services and Communications	0	0	0	
(84)	Human Resources and Payroll	0	0	0	
1	Digital & Technology	(181)	(2)	(179)	8950%
(38)	Planning Service Support	0	0	0	
1,145	Environmental Health	1,332	1,192	140	12%
388	Building Control	449	406	43	11%
(15)	Legal Services	0	0	0	
893	Democratic Services	975	974	1	0%
44	Land Charges	161	156	5	3%
1,430	Strategic Core	1,487	1,320	167	13%
(119)	Benefits	(119)	(119)	0	
1	Drainage Levies	1	1	0	
0	Balance Unallocated	20	20	0	
(1,808)	Covid 19 Emergency Funding				
(2,161)	Income Compensation Scheme grant (SFC)				
15,404	Council Net Expenditure	16,925	16,967	(42)	
0	Contribution to Reserves - Employees	0	35	(35)	(100%)
365	Contribution to Development Plan Reserve	300	243	57	23%
0	Efficiency Programme savings	(50)	0	(50)	
267	Contribution to JE Reserve	532	392	140	36%
0	Contribution to ICT Reserve	0	0	0	
0	Contribution to Burgess Hill Growth Reserve	0	0	0	
0	Contribution to Rate Retention Scheme Eq. Reserve	0	0	0	
0	Contribution to Orchards Growth Reserve	0	0	0	
0	Contribution to Corporate Estates Restructure	0	0	0	
0	Contribution to Tree Works Reserve	0	0	0	
16,036		17,707	17,637	70	

Gross Expenditure and Income Budget Summary 2022/23

	Budget 2022/23 £'000	Budget 2021/22 £'000	Change from 2021/22	
			£'000	%
Gross Expenditure				
Employees	14,653	14,055	598	4%
Premises Related Expenditure	3,354	3,366	(12)	(0%)
Transport Related Expenditure	323	322	1	0%
Supplies and Services	5,555	5,637	(82)	(1%)
Third Party Payments	5,667	5,358	309	6%
Transfer Payments	33,496	33,296	200	1%
Support Services	7,077	6,706	371	6%
	70,126	68,739	1,387	2%
Gross Income				
Customer and Client Receipts	(7,518)	(6,547)	(971)	15%
Rents	(4,077)	(4,094)	17	(0%)
Other Grants and Contributions	(33,548)	(33,755)	207	(1%)
Recharges	(7,277)	(6,706)	(571)	9%
	(52,419)	(51,102)	(1,317)	3%
	17,707	17,637	70	

Specific Items Summary 2022/23

	Budget 2022/23 £'000	Budget 2021/22 £'000
Business Unit		
Planning Policy	1,185	398
Housing Services	210	260
Parking Services	15	0
Cleansing Services	25	83
Landscapes and Leisure	168	323
Community Services Policy and Performance	328	32
Digital & Technology	5	0
Human Resources and Payroll	7	6
Environmental Health	15	165
Democratic Services	23	0
Corporate Funds	50	67
Finance Corporate	1,597	0
Finance Accountancy	12	0
Revenues and Benefits	237	0
Corporate Estates and Facilities	127	0
	4,003	1,334

Capital Charges Summary 2022/23

	Budget 2022/23 £'000	Budget 2021/22 £'000
Business Unit		
Housing Services	54	87
Parking Services	27	2
Cleansing Services	14	0
Landscapes and Leisure	1,193	1,129
Revenues and Benefits	13	12
Corporate Estates and Facilities	251	247
Digital & Technology	181	96
Democratic Services	3	0
Land Charges	37	37
	1,774	1,611

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.

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.

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.

Housing Services Budget 2022/23

	Budget 2021/22 £'000	Housing Needs £'000	Oth Council Property £'000	Housing Enabling £'000	Temporaty Accomodat £'000
Budget 2021/22	2,090				
Budget 2022/23	2,297				
Gross Expenditure					
611 Employees	611	502	0	172	51
5 Premises Related Expenditure	5	0	5	0	0
15 Transport Related Expenditure	15	10	0	4	1
263 Supplies and Services	263	329	0	5	0
0 Third Party Payments	0	0	0	0	0
882 Transfer Payments	882	1,082	0	0	0
313 Support Services	313	38	0	97	1
	2,090	1,962	5	278	53
Gross Income					
0 Customer and Client Receipts	0	0	0	0	0
0 Rents	0	0	0	0	0
(269) Other Grants and Contributions	(269)	(269)	0	0	0
0 Recharges	0	0	0	0	0
	(269)	(269)	0	0	0
Net Expenditure	1,821	1,693	5	278	53
Budget 2021/22	1,821	1,497	5	269	51
Change from 2021/22					
£'000 Change	208	196	0	9	2
% Change	11%				
Other Items 2022/23					
Capital Financing Costs	54	0	0	0	54
Capital Financing Income	0	0	0	0	0
Specific Items	210				

HOUSING VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
Budget Changes - Increasing	
Inflation	26
Recharges	23
Salary adjustments *	14
Supported Housing	50
Pressure - Contribution to Immigration issues	10
Pressure - Housing restructure	85
Total	208
Budget Changes - Decreasing	
Total	0
Total Variation for Housing	208

* Includes salary increments and approved establishment changes.

Planning Policy Budget 2022/23

	Budget 2021/22 £'000	Budget 2022/23 £'000	Planning Policy £'000	Eco Devmt Promotion £'000
Gross Expenditure				
601 Employees	601	623	389	235
0 Premises Related Expenditure	0	0	0	0
14 Transport Related Expenditure	14	14	9	5
279 Supplies and Services	279	284	43	241
0 Third Party Payments	0	0	0	0
0 Transfer Payments	0	0	0	0
327 Support Services	327	322	213	108
Total	1,221	1,244	655	589
Gross Income				
(24) Customer and Client Receipts	(24)	(24)	(24)	0
0 Rents	0	0	0	0
0 Other Grants and Contributions	0	0	0	0
0 Recharges	0	0	0	0
Total	(24)	(24)	(24)	0
Net Expenditure	1,197	1,219	630	589
Budget 2021/22	1,197		617	580
Change from 2021/22				
£'000 Change	22		13	9
% Change	2%			
Other Items 2022/23				
Capital Financing Costs	0	0	0	0
Capital Financing Income	0	0	0	0
Specific Items	1,185			

PLANNING POLICY & ECONOMIC DEVELOPMENT VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23

Description	Variation £'000
Budget Changes - Increasing	
Inflation	21
Salary adjustments *	8
Total	29
Budget Changes - Decreasing	
Recharges	(7)
Total	(7)
Total Variation for Planning Policy & Economic Development	22

* Includes salary increments and approved establishment changes

Development Management Budget 2022/23

DEVELOPMENT MANAGEMENT VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	29
Recharges	79
Salary adjustments *	118
Total	226
Budget Changes - Decreasing	
Saving - Householder Pre-planning visits fee income	(3)
Total	(3)
Total Variation for Development Management	223

* Includes salary increments and approved establishment changes.

	Budget 2021/22 £'000	Budget 2022/23 £'000	Development Mgmt £'000
Gross Expenditure			
Employees	1,358	1,501	1,501
Premises Related Expenditure	0	0	0
Transport Related Expenditure	48	49	49
Supplies and Services	181	194	194
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	680	754	754
Total	2,267	2,497	2,497
Gross Income			
Customer and Client Receipts	(1,209)	(1,216)	(1,216)
Rents	0	0	0
Other Grants and Contributions	0	0	0
Recharges	0	0	0
Total	(1,209)	(1,216)	(1,216)
Net Expenditure	1,058	1,281	1,281
Budget 2021/22	1,058	1,058	1,058
Change from 2021/22			
£'000 Change		223	223
% Change		21%	
Other Items 2022/23			
Capital Financing Costs		0	0
Capital Financing Income		0	0
Specific Items		0	0

Parking Services Budget 2022/23

PARKING SERVICES VARIATION TABLE		
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget		
Description	Variation £'000	
Budget Changes - Increasing		
Inflation	7	
Recharges	10	
Salary adjustments *	7	
Total	24	
Budget Changes - Decreasing		
Saving - Car Park repairs	(10)	
Saving - Financial transaction processing	(16)	
Saving - Security Services	(10)	
Saving - Parking income	(350)	
Total	(386)	
Total Variation for Parking Services	(362)	

* Includes salary increments and approved establishment changes.

Budget 2021/22 £'000	Budget 2022/23 £'000	Car Parks £'000	Parking Enforcement £'000
Gross Expenditure			
720	758	95	662
578	573	563	10
31	28	2	26
222	197	140	57
4	4	4	0
0	0	0	0
227	238	238	0
1,782	1,798	1,042	756
Gross Income			
(2,017)	(2,392)	(1,831)	(561)
0	0	0	0
(191)	(195)	0	(195)
0	0	0	0
(2,208)	(2,587)	(1,831)	(756)
(426)	(788)	(789)	0
Net Expenditure			
(426)	(426)	(426)	0
Change from 2021/22			
£'000 Change	(362)	(363)	0
% Change	85%		
Other Items 2022/23			
Capital Financing Costs	27	27	0
Capital Financing Income	0	0	0
Specific Items	15		

Cleansing Services Budget 2022/23

CLEANSING SERVICES VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	198
Recharges	22
Waste contract variation - Growth in properties	31
Pressure - Bin delivery service	150
Pressure - Clinical waste collections - Waste contract	12
Total	413
Budget Changes - Decreasing	
Salary adjustments *	(8)
Waste contract indexation 2020/21	(37)
Garden waste - Future year effect of 2020/21 saving	(17)
Saving - Commercial collections - Waste contract	(40)
Saving - Bulky Household Collection income	(10)
Saving - A23 Highway cleansing	(6)
Saving - Provision of bins fee	(20)
Total	(138)
Total Variation for Cleansing Services	275

* Includes salary increments and approved establishment changes.

Budget 2021/22 £'000	Budget 2022/23 £'000	Refuse Collection £'000	Recycling £'000	Highway Cleansing £'000	Highway Maintenance £'000
----------------------------	----------------------------	-------------------------------	--------------------	-------------------------------	---------------------------------

Gross Expenditure					
364	363	125	74	126	37
29	30	0	14	0	16
17	16	8	3	4	1
91	94	55	38	1	0
4,919	5,236	3,899	0	1,337	0
0	0	0	0	0	0
283	304	185	48	56	15
5,703	6,044	4,273	176	1,525	70

Gross Income					
(1,638)	(1,703)	(1,703)	0	0	0
0	0	0	0	0	0
(22)	(22)	0	0	(22)	0
0	0	0	0	0	0
(1,659)	(1,724)	(1,703)	0	(22)	0
4,044	4,319	2,570	176	1,503	70

Net Expenditure

4,044	2,381	170	1,432	62	
Change from 2021/22	275	189	6	71	8
£'000 Change					
% Change	7%				

Other Items 2022/23					
14	14	0	0	0	0
0	0	0	0	0	0
25	25				

Landscapes and Leisure Budget 2022/23

LANDSCAPES & LEISURE VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
-------------	--------------------

Budget Changes - Increasing

Inflation	28
Recharges	46
Salary adjustments*	40
Pressure - Land adoptions	21
Total	135

Budget Changes - Decreasing

Playground cleansing half year cost	(48)
Saving - Leisure Management income fee	(600)
Total	(648)

Total Variation for Landscapes & Leisure**(513)**

* Includes salary increments and approved establishment changes.

	Budget 2021/22 £'000	Budget 2022/23 £'000	Outdoor Facilities £'000	Trust Fund Accounts £'000	Leisure Centres £'000
Gross Expenditure					
Employees	648	697	556	0	141
Premises Related Expenditure	1,862	1,857	1,655	108	94
Transport Related Expenditure	25	26	24	0	2
Supplies and Services	108	108	106	2	1
Third Party Payments	30	30	30	0	0
Transfer Payments	0	0	0	0	0
Support Services	471	511	448	0	63
Total	3,144	3,230	2,819	110	302
Gross Income					
Customer and Client Receipts	(253)	(853)	(244)	(9)	(600)
Rents	(133)	(133)	(32)	(101)	0
Other Grants and Contributions	0	0	0	0	0
Recharges	0	0	0	0	0
Total	(386)	(986)	(276)	(110)	(600)
Net Expenditure	2,758	2,245	2,543	0	(298)
Budget 2021/22	2,758		2,468	0	290
Change from 2021/22		(513)	75	0	(588)
£'000 Change					
% Change					
Other Items 2022/23					
Capital Financing Costs		1,193	217	0	975
Capital Financing Income		0	0	0	0
Specific Items		168			

Head of Corporate Resources

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

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.

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 car 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.

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.

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.

COMMUNITY SERVICES, POLICY AND PERFORMANCE VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description Variation
£000

Budget Changes - Increasing

Inflation	24
Salary adjustments *	27
Recharges	5
Pressure - Salary budget to reflect the Establishment	10

Total **66**

Budget Changes - Decreasing

Total **0**

Total Variation for Policy & Performance

66

* Includes salary increments and approved establishment changes.

Community Services Policy and Performance Budget 2022/23

	Budget 2021/22 £'000	Sustainability C £'000	Community Services £'000	Partnership Funding £'000	Corp Improvement £'000	Grants Organisations £'000	Community L&D £'000
Budget 2022/23 £'000							
Gross Expenditure							
777 Employees	831	65	271	214	89	40	150
9 Premises Related Expenditure	9	0	0	8	1	0	0
33 Transport Related Expenditure	33	2	9	13	3	2	5
468 Supplies and Services	476	8	89	65	15	263	37
0 Third Party Payments	0	0	0	0	0	0	0
2 Transfer Payments	2	0	0	0	0	0	2
335 Support Services	342	23	95	83	73	38	29
1,623	1,692	97	464	384	182	343	223
Gross Income							
(31) Customer and Client Receipts	0	0	0	0	0	0	0
0 Rents	0	0	0	0	0	0	0
(205) Other Grants and Contributions	(240)	0	(10)	(192)	0	0	(38)
0 Recharges	0	0	0	0	0	0	0
(236)	(240)	0	(10)	(192)	0	0	(38)
1,387	1,453	97	455	192	182	343	185
Net Expenditure							
Budget 2021/22	1,387	109	430	142	191	333	182
Change from 2021/22	66	(12)	25	50	(9)	10	3
£'000 Change							
% Change	5%						
Other Items 2022/23							
Capital Financing Costs	0	0	0	0	0	0	0
Capital Financing Income	0	0	0	0	0	0	0
Specific Items	328						

Corporate Estates and Facilities Budget 2022/23

CORPORATE ESTATES AND FACILITIES VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	58
Salary adjustment*	27
Lifecycle costing - repairs	3
Repair and Renewals - Condition survey	40
Pressure - Orchards Retail - Rental income	25
Pressure -Orchards Residential - Service Charge	6
Total	159
Budget Changes - Decreasing	
Recharges	(81)
Lifecycle costing - payment to reserves to fund capital	(123)
Saving - Orchards interest - Borrowing repaid	(154)
Saving - Orchards Residential - Rental income	(8)
Saving - Orchards Retail - Service Charge	(3)
Total	(369)
Total Variation for Corporate Estates and Facilities	(210)

* Includes salary increments and approved establishment changes.

	Budget 2021/22 £'000	Budget 2022/23 £'000	Contracts £'000	Public Conveniences £'000	Oaklands District Drainage £'000	Better Mid Sussex £'000	Property Operational £'000	Investment Property £'000
Gross Expenditure								
453 Employees	499	0	39	145	38	0	0	277
853 Premises Related Expenditure	848	0	66	553	142	0	30	57
10 Transport Related Expenditure	10	0	2	4	1	0	0	3
733 Supplies and Services	296	7	3	44	5	0	189	48
395 Third Party Payments	387	0	60	102	0	0	0	225
0 Transfer Payments	0	0	0	0	0	0	0	0
273 Support Services	271	0	81	2	44	0	22	121
Total	2,717	7	251	850	230	0	242	731
Gross Income								
(9) Customer and Client Receipts	(9)	0	0	(1)	0	0	0	(8)
(3,957) Rents	(3,940)	0	0	0	0	0	(369)	(3,571)
(353) Other Grants and Contributions	(95)	0	(9)	0	(13)	0	(4)	(70)
(827) Recharges	(906)	(7)	0	(899)	0	0	0	0
Total	(5,146)	(7)	(9)	(899)	(13)	0	(373)	(3,649)
Net Expenditure	(2,429)	(2,639)	0	242	(50)	218	0	(131)
Budget 2021/22	(2,429)	(2,429)	0	254	(50)	182	(9)	(6)
Change from 2021/22	(210)	(210)	0	(12)	0	36	9	(125)
£'000 Change	9%							
% Change								
Other Items 2022/23								
Capital Financing Costs	251	0	0	10	52	145	0	44
Capital Financing Income	0	0	0	0	0	0	0	0
Specific Items	127	127						

Finance Accountancy Budget 2022/23

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Accountancy Support
Budget Changes - Increasing				
Salary adjustments*	15			
Inflation	15			
Total	30			
Budget Changes - Decreasing				
Recharges	(23)			
Saving - Contribution to reserve for Cash receiving system upgrade not required for new Adelante system	(7)			
Total	(30)			
Total Variation for Finance Accountancy				
	0			
* Includes salary increments and approved establishment changes.				

	Budget 2021/22 £'000	Budget 2022/23 £'000	Accountancy Support
Gross Expenditure			
542 Employees	569	569	
0 Premises Related Expenditure	0	0	
1 Transport Related Expenditure	1	1	
144 Supplies and Services	141	141	
0 Third Party Payments	0	0	
0 Transfer Payments	0	0	
143 Support Services	160	160	
Total	871	871	
Gross Income			
0 Customer and Client Receipts	0	0	
0 Rents	0	0	
0 Other Grants and Contributions	0	0	
(829) Recharges	(871)	(871)	
Total	(829)	(871)	
Net Expenditure	0	0	
Budget 2021/22	0	0	
Change from 2021/22	0	0	
£'000 Change	0	0	
% Change			
Other Items 2022/23			
Capital Financing Costs	0	0	
Capital Financing Income	0	0	
Specific Items	12	12	

Finance Corporate Budget 2022/23

FINANCE CORPORATE VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Initiation	26
Pressure - Bank Charges	10
Pressure - National Fraud Initiative - Internal Audit requirement	3
Total	39
Budget Changes - Decreasing	
Recharges	(23)
Pension valuation	(91)
Saving- ESCC Pension pre 74 Employees- Natural reduction	(5)
Saving- WSCC Pension post 74 Employees- Revaluation	(5)
Total	(124)
Total Variation for Finance Corporate	(85)

Budget 2021/22 £'000	Budget 2022/23 £'000	Other Corp £'000	Demo Core £'000	Non Dist Costs £'000	Insurance £'000	Finance Control £'000
Gross Expenditure						
876	774	34	759	(19)	0	0
23	24	0	0	24	0	0
0	0	0	0	0	0	0
208	227	153	0	6	68	68
0	0	0	0	0	0	0
0	0	0	0	0	0	0
23	24	24	0	0	0	0
1,130	1,049	211	759	12	68	68
Gross Income						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
(12)	(12)	0	0	(12)	0	0
(63)	(68)	0	0	0	(68)	(68)
(75)	(79)	0	0	(12)	(68)	(68)
1,055	970	211	759	0	0	0
Net Expenditure						
1,055	1,055	195	860	0	0	0
Change from 2021/22						
	(85)	16	(101)	0	0	0
	-8%					
Other Items 2022/23						
	0	0	0	0	0	0
	0	0	0	0	0	0
	1,597					

Revenues and Benefits Budget 2022/23

REVENUES & BENEFITS VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	49
Recharges	67
Salary adjustments*	53
Total	169
Budget Changes - Decreasing	
Saving - Cost of Collection allowance	(12)
Total	(12)
Total Variation for Revenues and Benefits	157

* Includes salary increments and approved establishment changes

Budget 2021/22 £'000	Budget 2022/23 £'000	Benefits £'000	Revenue £'000
Gross Expenditure			
1,616	1,702	730	972
0	0	0	0
25	26	13	13
526	535	167	367
0	0	0	0
0	0	0	0
892	966	493	473
3,059	3,228	1,403	1,825
Gross Income			
(330)	(330)	(1)	(329)
0	0	0	0
(175)	(187)	0	(187)
0	0	0	0
(505)	(517)	(1)	(516)
2,554	2,711	1,402	1,309
Net Expenditure			
2,554	2,554	1,329	1,225
Change from 2021/22			
£'000 Change	157	73	84
% Change	6%		
Other Items 2022/23			
Capital Financing Costs	13	0	13
Capital Financing Income	0	0	0
Specific Items	237		

Head of Digital and Customer Services

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

Customer Services & Communications

The Council's Customer Services team responds to over 11,000 customer enquiries by phone 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.

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.

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.

Customer Services and Communications Budget 2022/23

CUSTOMER SERVICE AND COMMUNICATIONS VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	12
Salary adjustments*	21
Total	33
Budget Changes - Decreasing	
Recharges	(5)
Saving - Customer Service Licences - moving to cloud based telephony system- Microsoft Teams	(28)
Total	(33)
Total Variation for Customer Service and Communications	0

* Includes salary increments and approved establishment changes

Budget 2021/22 £'000	Budget 2022/23 £'000	Customer Serv Comms £'000
Gross Expenditure		
421	451	451
0	0	0
1	1	1
105	81	81
0	0	0
0	0	0
186	223	223
713	756	756
Gross Income		
0	0	0
(4)	(4)	(4)
0	0	0
(709)	(752)	(752)
(713)	(756)	(756)
0	0	0
Net Expenditure		
0	0	0
Change from 2021/22		
£'000 Change	0	0
% Change		
Other Items 2022/23		
Capital Financing Costs	0	0
Capital Financing Income	0	0
Specific Items	0	0

Digital & Technology Budget 2022/23

DIGITAL AND TECHNOLOGY VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	40
Recharges	
Salary Adjustments*	32
Pressure - Salary budget to reflect current Establishment	21
Total	93
Budget Changes - Decreasing	
Recharges	(272)
Total	(272)
Total Variation for Digital & Technology Services	(179)

* Includes salary increments and approved establishment changes

Budget 2021/22 £'000	Budget 2022/23 £'000	Central Computer £'000	Corporate System Acc £'000
Gross Expenditure			
847	918	918	0
0	0	0	0
1	1	1	0
619	632	632	0
0	0	0	0
0	0	0	0
178	94	94	0
1,645	1,645	1,645	0
Gross Income			
0	0	0	0
0	0	0	0
0	0	0	0
(1,647)	(1,825)	(1,825)	0
(1,647)	(1,825)	(1,825)	0
Net Expenditure			
(2)	(181)	(181)	0
Budget 2021/22			
	(2)	(2)	0
Change from 2021/22			
	(179)	(179)	0
	8950%		
Other Items 2022/23			
	181	181	0
	0	0	0
	5		

Human Resources and Payroll Budget 2022/23

HUMAN RESOURCES AND PAYROLL VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Inflation	9
Salary adjustments *	7
Pressure - Salary budget to reflect current Establishment	7
Total	23
Budget Changes - Decreasing	
Recharges	(23)
Total	(23)
Total Variation for Human Resources and Payroll	0
* includes salary increments and approved establishment changes	

Budget 2021/22 £'000	Budget 2022/23 £'000	Personnel & Payroll £'000
Gross Expenditure		
366	380	380
0	0	0
0	0	0
160	168	168
0	0	0
0	0	0
71	74	74
598	623	623
Gross Income		
0	0	0
0	0	0
0	0	0
(598)	(623)	(623)
(598)	(623)	(623)
0	0	0
Net Expenditure		
Budget 2021/22		
Change from 2021/22		
£'000 Change		
% Change		
Other Items 2022/23		
Capital Financing Costs		
Capital Financing Income		
Specific Items		
	0	0
	0	0
	7	7

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.

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.

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.

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

Legal Services Budget 2022/23

LEGAL SERVICES VARIATION TABLE	
Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget	
Description	Variation £'000
Budget Changes - Increasing	
Salary adjustment*	21
Inflation	11
Pressure - Iken system upgrade and additional licences	22
Total	54
Budget Changes - Decreasing	
Recharges	(54)
Total	(54)
Total Variation for Legal Services	0

* Includes salary increments and approved establishment changes

	Budget 2021/22 £'000	Budget 2022/23 £'000	Legal Support Costs £'000
Gross Expenditure			
Employees	437	468	468
Premises Related Expenditure	0	0	0
Transport Related Expenditure	1	1	1
Supplies and Services	47	72	72
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	133	142	142
Total	618	683	683
Gross Income			
Customer and Client Receipts	(123)	(123)	(123)
Rents	0	0	0
Other Grants and Contributions	0	0	0
Recharges	(495)	(560)	(560)
Total	(618)	(683)	(683)
Net Expenditure	0	0	0
Budget 2021/22	0	0	0
Change from 2021/22			
£'000 Change		0	0
% Change			
Other Items 2022/23			
Capital Financing Costs		0	0
Capital Financing Income		0	0
Specific Items		0	0

Democratic Services Budget 2022/23

DEMOCRATIC SERVICES VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
-------------	--------------------

Budget Changes - Increasing

Salary adjustments*	13
Inflation	11
Restructure of Support Team from Strategic Core	4
Total	28

Budget Changes - Decreasing

Recharges	(27)
Total	(27)

Total Variation for Democratic Services

1

* Includes salary increments and approved establishment changes

	Budget 2021/22 £'000	Budget 2022/23 £'000	Electors & Registrn £'000	Members Services £'000
Gross Expenditure				
Employees	287	310	155	156
Premises Related Expenditure	4	4	3	1
Transport Related Expenditure	23	24	4	20
Supplies and Services	632	636	162	474
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	240	256	124	132
1,186	1,229	447	782	

Gross Income

Customer and Client Receipts	(4)	(2)	(2)	(2)
Rents	0	0	0	0
Other Grants and Contributions	0	0	0	0
Recharges	(208)	(250)	0	(250)
(212)	(254)	(2)	(252)	

Net Expenditure

974	975	445	530
------------	------------	------------	------------

Budget 2021/22

974	452	522
------------	------------	------------

Change from 2021/22

£'000 Change	1	(7)	8
% Change	0%		

Other Items 2022/23

Capital Financing Costs	3	3	0
Capital Financing Income	0	0	0
Specific Items	23		

Land Charges Budget 2022/23

LAND CHARGES VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
-------------	--------------------

Budget Changes - Increasing

Inflation	4
Recharges	38
Pressure - Local Land Charge fee income - migration to Land Registry of LLC searches	46
Total	88

Budget Changes - Decreasing

Salary adjustments*	(70)
Salary reduction - migration to Land Registry of LLC searches	(11)
Saving - Scanning costs	(2)
Total	(83)

Total Variation for Land Charges

5

* Includes salary increments and approved establishment changes

Budget 2021/22 £'000	Budget 2022/23 £'000	Local Land Charges £'000
----------------------------	----------------------------	--------------------------------

Gross Expenditure		
124	48	48
0	0	0
1	1	1
15	32	32
0	0	0
0	0	0
169	187	187
309	268	268

Gross Income		
(153)	(107)	(107)
0	0	0
0	0	0
0	0	0
(153)	(107)	(107)
156	161	161

Budget 2021/22	156	156
-----------------------	-----	-----

Change from 2021/22

£'000 Change	5	5
% Change	3%	

Other Items 2022/23

Capital Financing Costs	37	37
Capital Financing Income	0	0
Specific Items	0	0

Environmental Health Budget 2022/23

Budget 2021/22 £'000	Budget 2022/23 £'000	Contaminated Land £'000	Housing Standards £'000	Safety & Licensing £'000	Env Protection £'000	Health & Safety £'000
Gross Expenditure						
1,003	1,061	16	274	559	159	53
4	4	0	3	0	0	0
39	39	1	10	21	6	1
61	65	3	5	28	26	3
8	9	0	0	0	9	0
2	2	0	0	0	2	0
436	521	20	52	337	111	0
1,552	1,700	39	345	945	313	57
Gross Income						
(310)	(311)	(1)	(12)	(285)	(14)	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
(50)	(57)	0	0	0	0	(57)
(360)	(368)	(1)	(12)	(285)	(14)	(57)
1,192	1,332	39	333	661	299	0
Net Expenditure						
1,192	1,192	40	306	569	277	0
Budget 2021/22						
Change from 2021/22						
	140	(1)	27	92	22	0
	12%					
Other Items 2022/23						
	0	0	0	0	0	0
	0	0	0	0	0	0
	15					

Section 2b

ENVIRONMENTAL HEALTH VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
Budget Changes - Increasing	
Recharges	81
Salary adjustments*	36
Inflation	23
Total	140
Budget Changes - Decreasing	
Total	0
Total Variation for Environmental Health	140

* Includes salary increments and approved establishment changes.

Building Control Budget 2022/23

	Budget 2021/22 £'000	Budget 2022/23 £'000	Building Control £'000
Gross Expenditure			
Employees	637	657	657
Premises Related Expenditure	0	0	0
Transport Related Expenditure	27	27	27
Supplies and Services	43	45	45
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	146	167	167
	853	895	895
Gross Income			
Customer and Client Receipts	(446)	(447)	(447)
Rents	0	0	0
Other Grants and Contributions	0	0	0
Recharges	0	0	0
	(446)	(447)	(447)
Net Expenditure	406	449	449
Budget 2021/22	406		406
Change from 2021/22			
£'000 Change		43	43
% Change		11%	
Other Items 2022/23			
Capital Financing Costs		0	0
Capital Financing Income		0	0
Specific Items		0	0

BUILDING CONTROL VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	9
Inflation	12
Recharges	22
Total	43
Budget Changes - Decreasing	
Total	0
Total Variation for Building Control	43

* Includes salary increments and approved establishment changes.

Strategic Core

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

Corporate Funds

This section includes housing benefits income and expenditure, contributions to reserves described elsewhere, Balance Unallocated and drainage levies.

STRATEGIC CORE VARIATION TABLE

Analysis of changes in budget between 2021/22 original budget, and 2022/23 budget

Description	Variation £'000
Budget Changes - Increasing	
Salary adjustments *	30
Inflation	24
Recharges	122
Pressure - Subscriptions	5
Total	181
Budget Changes - Decreasing	
Restructure of Support Team - additional costs to Democratic Services	(4)
Saving - Restructure of Support Team	(10)
Total	(14)
Total Variation for Strategic Core	167

* Includes salary increments and approved establishment changes

Strategic Core Budget 2022/23

Corporate Funds Budget 2022/23

Budget 2021/22 £'000	Budget 2022/23 £'000	Strategic Core £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Corporate Funds £'000
Gross Expenditure					
1,332	1,370	1,370	35	(50)	(50)
0	0	0	0	0	0
12	11	11	0	0	0
75	86	86	655	852	852
0	0	0	1	1	1
0	0	0	32,410	32,410	32,410
1,182	1,385	1,385	0	0	0
2,601	2,852	2,852	33,101	33,213	33,213
Gross Income					
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	(32,529)	(32,529)	(32,529)
(1,280)	(1,365)	(1,365)	0	0	0
(1,280)	(1,365)	(1,365)	(32,529)	(32,529)	(32,529)
1,320	1,487	1,487	572	684	684
Net Expenditure					
1,320	1,320	1,320	572	684	684
Budget 2021/22					
Budget 2022/23					
Change from 2021/22					
£'000 Change		167	£'000 Change		112
% Change		13%	% Change		20%
Other Items 2022/23					
Capital Financing Costs		0	Capital Financing Costs		0
Capital Financing Income		0	Capital Financing Income		0
Specific Items		0	Specific Items		50

Forecast of Benefits Costs 2022/23

	2020/21 Accounts	2021/22 Estimate	2021/22 Forecast	2022/23 Estimate	
Non HRA Rent Rebates					
	£'000	£'000	£'000	£'000	
<i>gross expenditure</i>	1073	1023	1302	1302	
net expenditure at standard subsidy					
effect of reduced subsidy	576	550	699	699	
effect of overpayments	(86)	(73)	(75)	(75)	
Total Rent Rebates	490	477	624	624	1
Rent Allowances					
	£'000	£'000	£'000	£'000	
<i>gross expenditure</i>	24,683	24,790	22,753	22,753	
net expenditure at standard subs	0	0	0	0	
effect of reduced subsidy	413	424	425	425	
effect of overpayments	(499)	(493)	(447)	(447)	
Total Rent Allowances	(86)	(69)	(22)	(22)	2
Discretionary Local Scheme					
Council Tax Benefit					
Rent Allowances	12	12	12	12	
Subsidy 75%	(9)	(9)	(9)	(9)	
Total Discretionary scheme	3	3	3	3	
Total Support	407	411	605	605	
Add : Previous Year Adjustment					
Less : LA Error subsidy	(35)	(30)	(47)	(47)	2
Expenditure above the cap recoverable from Housing Services (cells 13 &15)	(483)	(468)	(627)	(627)	1
(Less)/Add : Funding (from)/to Benefits					
Equalisation Reserve	(8)	(32)	(50)	(50)	3
Cost to MSDC	(119)	(119)	(119)	(119)	

Reasons for Variation from 2021/22 Estimate:

(1) To maximise the amount of government subsidy received for Temporary Accommodation cases, the benefits team has been using the full rent to assess the claim rather than the previous calculations based on the weekly rate. Whilst there are complications to this, it does have the effect of increasing the subsidy to be paid at 100%. Any expenditure above the cap which does not attract subsidy, is recoverable internally from Housing Services.

(2) Rent Allowance Subsidy allows for a percentage of overpayments to be claimed back from Central Government in the form of Benefits Subsidy, as well as the recovery of these overpayments from benefits recipients, resulting in a net income for the council. The volume of overpayments has decreased since the last budget, reducing the overall net income for the Council. The percentage of Local Authority error overpayments has remained below the lower threshold, allowing for Local Authority error subsidy to be retained.

(3) The amount to be drawn from or transferred to the Benefits Equalisation reserve is calculated to bring the final cost to MSDC back to required budget. The Benefits equalisation reserve was set up from previous years surplus'.

CAPITAL PROGRAMME 2021/22 - 2025/26

1. Background

- 1.1 This section sets out a proposed Capital Programme and outlines a Capital Strategy.
- 1.2 Each year, the Council sets out its Capital Programme for the forthcoming year. Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year timeline. On this basis, this section sets out an overall Programme for the next four years.
- 1.3 The Capital Strategy is first considered by the Audit Committee which then recommends it to Council before the start of the financial year. This year Council will be asked to approve the Strategy at its meeting of 2nd March 2022 with the Audit Committee considering it on 1st March.

2. Capital Strategy to 2025/26

2.1 Overview

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

2.2 Member approval and review

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

2.3 Governance Framework

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

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

2.4 **Strategic Direction of the Council**

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

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

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

2.5 **Capital Expenditure**

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

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

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

2.6 **Whole life costing for capital schemes**

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

2.7 **Scheme Evaluation and Risk**

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

2.8 **Monitoring of approved capital schemes**

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

3. GENERAL FUND PROGRAMME

3.1 Core annual programme

The Council has a core annual programme comprising asset management (all owned or leased assets), Information Technology and Disabled Facilities Grants (DFGs). DFGs pay for essential adaptations to help people with disabilities stay in their own homes. The DFG programme is entirely funded by Government grant. Asset management and Information technology programmes are funded by capital receipts where available or general reserve if no receipts are available or capitalisation is not appropriate.

3.2 Land and Property Revenue Reserve

A property investment fund has been established with the aim of acquiring properties to generate a return for the Council. Property acquisitions have been funded from earmarking a proportion of the Council's general reserve but in the future we will prioritise the use of receipts from land and property disposals. Acquisitions can only be made once a full business case has been completed and the risks fully understood and evaluated. Presently the reserve is not adequately financed and will require more funding in the future.

3.3 Other Schemes

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

3.4 Prioritising new schemes

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

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

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

3.5 Affordability and available resources

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

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

3.6 **Specific resource issues**

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

Revenue contributions are a flexible source of funding but they put an immediate strain on the General Fund balance and can therefore only be used to a limited extent. Borrowing spreads the cost over a number of years but loan servicing costs (MRP) and the overall level of debt exposure both need to be considered and clearly flagged in a business case. Guidance on assessing and calculating MRP is set to change as a result of consultation which has been driven by the huge surge in commercial property investment undertaken by councils using relatively cheap finance from the PWLB.

3.7 **Major schemes already approved and committed**

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

4. **LINKS TO OTHER COUNCIL STRATEGIES**

4.1 **Treasury Management Strategy**

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

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

4.2 **Property Investment Strategy**

The landscape around property investment has recently changed with the amendments to the rules around using the Public Works Loans Board, and the forthcoming changes to the MRP regime. The strategy needs to take this fundamental shift into account but while this is being worked up we are working to the general principles outlined in the 2016/17 Corporate Plan and the approval process contained therein; *'Individual transactions would need concurrent agreement by a variety of key Members, i.e. appropriate Cabinet Portfolio Holders and the Chairs of the Scrutiny Committee for Leader and Service Delivery and the Audit Committee.'*

4.3 **Asset Management Strategy**

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

4.4 The adoption of the foregoing principles results in a modest proposed Capital Programme for 2022/23, as detailed further in the paragraphs below.

5. Proposed Projects for 2022/23

5.1 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 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 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.

5.2 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 £'000s	Total 2023/24 £'000s	Total 2024/25 £'000s	Total 2025/26 £'000s	Revenue Implications £'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						
Oaklands:						
Oaklands Replacement Windows Phase V	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		
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						
Car Parks:						
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						
Playground Improvements:						
Dolphin Leisure Centre Play Area Haywards Heath	Yes	30				
Hollands Way Play Area, East Grinstead	Yes	62				
Parks Improvement Programme						
Hemsleys Meadow and Finches Field, Pease Pottage Masterplan	Yes	900				
Victoria Park, Haywards Heath Masterplan	Yes	326	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	1,498	196	319	0	0
Total New Revenue Projects		1,565	196	319	0	0
Financed By:						
Met from Revenue Contributions (MCR (£67k))		67	0	0	0	0
S106s (time limited / non-time limited)		1,055	96	200		
General Reserve		443	100	119	0	
Total Financed:		1,565	196	319	0	0

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

Background Papers

Report to Scrutiny Committee for Leader, Finance and Performance on 12 January 2022. Draft Corporate Plan and Budget for 2022/23 report to Cabinet 14 February 2022. Budget working papers.

Capital Programme 2021/22 - 2025/26							
Programming Summary							
<i>Total</i> <i>Costs</i> <i>£'000</i>	<i>Scheme Description</i>	<i>Payments</i> <i>to 31/3/2021</i> <i>£'000</i>					
			<i>2021/22</i> <i>£'000</i>	<i>2022/23</i> <i>£'000</i>	<i>2023/24</i> <i>£'000</i>	<i>2024/25</i> <i>£'000</i>	<i>2025/26</i> <i>£'000</i>
8,792	Schemes in Progress	5,356	3,404	32	0	0	0
7,838	New Projects	0	7,115	456	167	50	50
409	Unallocated Funding - Future Projects	0	0	0	130	146	133
6,039	Disabled Facility Grants	1,030	1,409	900	900	900	900
1,751	Affordable Housing	5	440	650	656	0	0
24,829	Total Programme	6,391	12,368	2,038	1,853	1,096	1,083
			←----- £18,438,000 ----->				
3,255	Total Revenue Projects	141	509	2,090	196	319	
28,084	Total Capital Programme and Revenue Projects	6,532	12,877	4,128	2,049	1,415	1,083

Capital Programme 2021/22 - 2025/26							
Financing Schedule							
<i>Description</i>	<i>Notes</i>						
		<i>2021/22</i> <i>£'000</i>	<i>2022/23</i> <i>£'000</i>	<i>2023/24</i> <i>£'000</i>	<i>2024/25</i> <i>£'000</i>	<i>2025/26</i> <i>£'000</i>	
Grant Contributions from WSCC-Disabled Facility Grants	1	1,409	900	900	900	900	
Grant Contributions from third parties	2	5,962	0	0			
Capital Grants & Contributions Reserve :	3						
:- S106 Contributions -non time limited		295					
:- S106 Contributions - Housing -non time limited		440	650	510			
Capital Grants & Contributions - Receipts in Advance :	4						
:- S106 Contributions -time limited		556					
:- S106 Contributions - Housing time limited			0	146			
Loan	5	0					
Capital Receipts	6	3,104	243	167	50	50	
Use of General Reserves /Specific Reserves / Revenue Contributions	7	602	245	130	146	133	
Total Programme		12,368	2,038	1,853	1,096	1,083	
Revenue Projects							
OPE Fund via Greater Brighton One Public Estate Programme		73					
Grant Contributions from third Parties		14	3				
S106 Agreements -time limited		44	1082	58			
S106 Agreements -non time limited		28	303	38	200		
Use of General Reserves / Specific Reserves/ Rev Contrib		141	635	100	119		
Revenue Contributions (MCR and drainage)		209	67				
		509	2,090	196	319	0	

Notes for Financing Schedule:

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

Capital Programme 2021/22 - 2025/26							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2021</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Housing							
Temporary Accommodation -Stonefield Way	219	219	0	0	0	0	0
TA Project - 11 Redgrath Court	292	292	0	0	0	0	0
Temporary Accommodation	2,800	0	2,800	0	0	0	0
Affordable Housing	1,751	5	440	650	656	0	0
Total Housing	5,062	516	3,240	650	656	0	0
Planning Policy							
Goddards Green Sewage Treatment works	0	0					
Burgess Hill Place and Connectivity Programme	5,335	2,597	2,738	0	0	0	0
Total Planning Policy	5,335	2,597	2,738	0	0	0	0
Commercial Services and Contracts							
Padel Tennis Court at the Triangle leisure Centre	110	110					
Twineham Playground Improvements	40	40					
Bolney Recreation Ground(Batchelor's Field) Playground Improvements	80	48	0	32			
Petanque Rink construction, Marle Place Recreation Grd, Bhill	30	0	30				
Forest Field, Haywards Heath	60	0	60				
London Road Recreation Ground, Hassocks	0	0	0				
Turners Hill Recreation Ground	60	0	60				
St Andrews Play Area, Burgess Hill	73	0	73				
Clair Park - Cricket Ball Stop Fencing	27	27					
King Georges Field, East Grinstead New Playground Equipment	46	46					
Scaynes Hill Recreation Ground Playground Equipment	43	0	43				
Garden Waste Bins	20	0	20				
Replacement Wheelie Bin Puchase	234	0		117	117		
Total Commercial Services and Contracts	823	271	286	149	117	0	0
Parking Services							
Total Parking Services	0	0	0	0	0	0	0
Corporate Estates & Facilities							
Council Chamber Modernisation	798	652	146				
Upgrading Play Equipment at St. John's Playground Bhill	30	0	30				

Capital Programme 2021/22 - 2025/26							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2021</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Resurface Queensway car park, East Grinstead	41	0	41				
Major Capital Renewals Unallocated Funding	409	0	0	0	130	146	133
Finches Field Community Building Pavilion & Car Park	840	839	1				
Replacement of CCTV system at Oaklands, Haywards Heath	19	19					
Oaklands Window Replacement	110	106	4				
Intruder Alarm Upgrade	52	19	33				
Disposal of Handcross car park	15	13	2				
St John's Park - Burgess Hill Pavilion Improvements	180	179	1				
Stone Quarry Post Office Hollands Way EG	25	25					
Bolnore Road Disposal Costs	22	22					
Oaklands Window Replacement Phase IV	175	0	175				
Partial Resurfacing of Oaklands Car Park	34	0	34				
East Court Pavilion Sewage pump	85	0	0	85			
Cuckfield Pavilion Refurbishment	35	0	35				
Hurst Farm Development Costs	34	0	34				
Heating works Phase 3	139	0	139				
Oaklands Replacement Windows	95	0		95			
Heating works Phase IV	65	0		65			
Oaklands Staff Room and Remodelling and Refurbishment	44	0		44			
Total Corporate Estates & Facilities	3,247	1,874	675	289	130	146	133
Revenues and Benefits							
Total Revenues and Benefits	0	0	0	0	0	0	0
Digital & Technology							
Workstation replacement programme (future years)	250	0	50	50	50	50	50
Workstation replacement programme	50	33	17				
Protective Monitoring software	0	0					
Host Replacement- Production farm and DMZ	55	0	55				
Fibre Channel Switch Replacement	36	0	36				
Replacement Document Management	0	0	0				
COVID 19 -purchase of laptops	70	70					
Local Full fibre Network	0	0					
Rural Connectivity Programme	3,182	0	3,182				
Research and Innovation Fibre Ring (RIFR)	612	0	612				
Oaklands Wifi Refit	50	0	50				
Total Digital & Technology	4,305	103	4,002	50	50	50	50
Environmental Heath							
Air Quality Monitoring Station	18	0	18				
Disabled Facility Grants	6,039	1,030	1,409	900	900	900	900
Total Environmental Health	6,057	1,030	1,427	900	900	900	900
Grand Total	24,829	6,391	12,368	2,038	1,853	1,096	1,083

Revenue Projects 2021/22 - 2025/26							
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2021</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Drainage works (20/21)	109	34	75				
About the Place Public Arts Project	98	0	10	88			
Installation of electronic access gates- John Pears Recreation Ground Tennis courts, Ashurst Wood	9	3	6				
Income Management Replacement System	63	0	51	12			
CCTV East Court and Mount Noddy Recreation Ground in East Grinstead	43	0	43				
Keymer Brick & Tile Community Building improvement works	4	0	4				
Renovation of Clair Park Pavilion phase 2	75	0	75				
Lindfield Common Play Area Surface improvement works	16	0	16				
Digital & Technology							
Telephony System replacement (hardware)	250	48	22	180			
Network Infrastructure Maintenance Project	20	0	20				
MCR							
Refurbishment of Committee Room	0	0	0				
Refurbishment of Oaklands Meeting Room	0	0	0				
Refurbishment of Committee Room and Oaklands Meeting Room	105	0	105				
Resurfacing Oaklands Car Park, Haywards Heath	32	23	9				
Resurfacing Heath Road Car Park, Haywards Heath	41			41			
Resurfacing of Muster Green Car Park, Haywards Heath	16			16			
Unallocated MCR 22/23	10			10			
	0						
Playground Improvements	0						
Dolphin Leisure Centre Play Area Haywards Heath	30			30			
Hollands Way Play Area, East Grinstead	62			62			
Parks Improvement Programme	0						
Hemsleys Meadow and Finches Field, Pease Pottage Masterplan	900			900			
Victoria Park, Haywards Heath Masterplan	326			326			
Mount Noddy, East Grinstead Masterplan	695			180	196	319	
St. John's Park, Burgess Hill Masterplan	0			TBD			
Council Priority Projects							
Burgess Hill Station Project	106	33	73				
Centre for Outdoor Sport (Master Planning)	245	0	0	245			
Grand Total Revenue Projects	3,255	141	509	2,090	196	319	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 area have the best tools to deliver their workload the replacement budget needs to be sufficient to replace nearer 20% of workstations on a rolling basis. Phase one was extremely successful in this respect and has eased the purchase of new hardware to support the initial roll-out of Windows10, therefore it is recommended that this scheme continue for year 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 Jonathan Ash-Edwards

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 Jonathan Ash-Edwards

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

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: Cllr Jonathan Ash-Edwards

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 : Cllr Jonathan Ash-Edwards

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

Victoria Park 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)
- St Johns Park (Burgess Hill)
- Victoria Park (Haywards Heath)

The Masterplan for Victoria Park proposed a range of improvements, including:

- Improvements to the South Road Boundary
- Improvements to access and park entrances
- Pitch improvements
- Enhanced play space
- A community hub/ space
- Improved cycling/ walking routes
- An event space
- Improvements to the plantation area

This capital justification form is for the commencement of works to implement the first phase of the Master Plan, comprising improvements to the play area and the South Road boundary; with further phases of work to follow as funding becomes available.

Total Amount : £326,244

Capitalised Salaries included in the project total: £0

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

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

Play Space	Beacon Heights, 4 Church Road	PL12-001035	£22,796
Kickabout	Ashton House, Bolnore Road	PL12-000511	£4,822
Formal Sport	Land at Oldfield, 55 Lewes Road	PL12-001225	£8,399
LCI	Land at Former Horace Hilton Premises, Gower Rd	P35/489c	£1,973
	Land known as Wilmington Way	P35/641	£18,984
	Ashton House, Bolnore Road	PL12-000511	£2,256
	Land at Oldfield, 55 Lewes Road	PL12-000709	£1,662
	Land at the Mayflower PH	PL13-000162	£4,000
	17-21 Boltro Road	PL13-000539	£6,275
	The Oaks, 36 Paddockhall Road	PL13-000616	£7,892
	1-3 Church Road - Petlands Lodge	PL13-000841	£19,592
	Land at Mill Close	P35/763	£7,175

Public Art	Land at Former Horace Hilton Premises	P35/489c	£2,789
	Land at Sawyers Heath Club	P35/562b	£2,440
	Land at Elizabeth House, Heath Road	P35/611b	£360
Recycling	Phase 4 and 5 Bolnore	P35/595	£37,700
Total			£149,115

In addition to the above, the following sums are available for improvements to the South Road (West) Public Realm, and could reasonably be allocated to this project to finance the improvements to the park's South Road Boundary:

Local Community Infrastructure	37-55 Perrymount Road	PL13-002343	£38,094
			£39,035
			£77,129

- Total available s106 in Y1- **£226,244**

Further sums of s106 for Victoria Park, totalling approximately £80,000 have been signed for but not yet received; and work is underway to explore the potential to renegotiate up to £147,000 of s106, currently allocated to nearby sites, to enable the delivery of this masterplan.

At this stage therefore, subject to any further s106 funding coming forward in-year, it is proposed that the year 1 (2022/23) work will be funded as follows:

Year 1		
22/23		
s106	General Reserves	Total
£226,244	£100,000	£326,244

It is important to note that the master plan implementation will be flexible. The costs are approximate and if they don't fully align with the available budget it is proposed that work will be either tailored to fit the available budget or would be started in one year and completed in the next.

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 20% (and potentially up to 68%) funded from s106 funds collected from nearby developments, with the Council being required to fund the balance.

The site is a strategically important open space in Haywards Heath town centre, and has a key role to play in the delivery of the Haywards Heath Town Centre Masterplan, so the full delivery of the park 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 Anne Boutrup and Cllr Richard Bates

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.

USABLE RESERVES AND OTHER BALANCES

1. This part of the report considers the Council's usable reserves and other cash balances. These are amounts held for future revenue or capital expenditure and to ensure the Council has sufficient cash resources for any unforeseen demands.
2. Details are set out in Table 1 overleaf, which shows that overall balances held at 1st April 2021 were £53.197m and with the estimated changes, the expectation is that £38.082m will be held at 31st March 2026. Brief notes explaining each item are given after the table. Please note that the figures contained within the table are displayed to the nearest thousand pounds. Consequently, the sum of individual figures may not necessarily agree with the totals displayed due to roundings.
3. Estimated interest received on investing surplus balances is based on rates averaging 0.2% for 2021/22, increasing to 0.5% in 2022/23, 0.75% in 2023/24, 1.00% in 2024/25 and then rising to 1.25% in 2025/26.
4. As was the case last year, further details relating to the management of the Council's daily cash balances and the borrowing limits will be set out in the Treasury Management Strategy Statement and Annual Investment Strategy 2022/23 to 2024/25 report. This is a stand-alone report that will be considered by Audit Committee on 1 March 2022 before Council on 30 March 2022.
5. This Council classifies its Usable Reserves as follows:
 - **General Reserve:** This Reserve includes amounts earmarked for the Capital Programme. It also includes the non-earmarked element.
 - **Earmarked Specific Reserve:** This contains amounts for particular purposes and for which Member authorisation has been obtained as to how these may be applied.
 - **Usable Capital Receipts Reserve:** This represents the capital receipts from the sale of assets that are available to finance future capital expenditure.
 - **Capital Grants Unapplied Account:** This comprises capital grants and S106s contributions from developers with no conditions to repay.
6. This Council also holds other balances as follows:
 - **Capital Grants & Contributions receipts in advance:** This comprises capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

Table 1: Usable Reserves and other balances - Council 2nd March 2022

		Balance 31/03/21 £'000	Balance 31/03/22 £'000	Balance 31/03/23 £'000	Balance 31/03/24 £'000	Balance 31/03/25 £'000	Balance 31/03/26 £'000
	<i>Note</i>						
Usable Reserves							
General Reserve:							
Non-Earmarked General Reserve	1	6,734	6,687	8,186	7,018	5,989	5,247
Total Earmarked General Reserve	2	1,077	1,077	1,077	1,077	1,077	1,077
Total General Reserve:		7,811	7,765	9,263	8,095	7,066	6,324
Specific Reserve :							
Housing		608	1,075	865	865	865	865
Planning Policy & Economic Development		1,659	1,057	171	171	171	171
Development Management		0	0	0	0	0	0
Parking Services		20	17	2	2	2	2
Cleansing Services		48	25	(0)	(0)	(0)	(0)
Landscapes and Leisure		793	197	53	53	53	53
Community Services, Policy & Performance		781	502	174	122	122	122
Corporate Estates and Facilities		5,368	5,298	5,172	5,160	5,160	5,160
Finance Accountancy		34	12	0	0	0	0
Finance Corporate		441	1,379	314	908	1,502	2,096
Revenues & Benefits		378	648	411	411	411	411
Digital & Technology		51	51	47	47	47	47
Human Resources & Payroll		0	0	0	0	0	0
Democratic Services		87	133	157	51	99	146
Land Charges		0	0	0	0	0	0
Planning and Building Control Service Support		0	0	0	0	0	0
Environmental Health		146	15	5	10	15	5
Corporate Funds	3	13,402	7,681	2,411	2,955	3,980	5,006
Total Specific Reserve:	4	23,817	18,089	9,782	10,754	12,426	14,083
Total Revenue Reserves		31,628	25,854	19,045	18,849	19,493	20,408
Total Usable Capital Receipts Reserve	5	5,641	3,774	2,085	1,918	1,868	1,818
Total Capital Grants Unapplied Account	6	5,635	4,924	4,721	4,885	5,235	5,985
Total Usable Reserves		42,904	34,552	25,852	25,653	26,596	28,211
Other Balances							
Total Capital Grants & Contributions -Receipts in Advance		10,294	11,360	10,275	10,071	9,871	9,871
Total Other Balances	7	10,294	11,360	10,275	10,071	9,871	9,871
Total Reserves and Other Balances		53,197	45,912	36,126	35,724	36,467	38,082
NB. Figures to nearest £'000 therefore totals subject to rounding variations							

Notes:

1. Total available to provide additional finance for day-to-day services and/or additional capital expenditure (after financing the current capital programme). Included in this total are planned contributions to reserves from revenue, windfall income and non-ring fenced grants received in 2021/22, amounts received from developers in respect of land adoptions in lieu of maintenance (e.g. culvert commuted sums), interest receipts forecast for the period, and New Homes Bonus monies.
2. It includes an amount set aside to lend to owners of historic buildings to assist in keeping properties in good repair and SANG Investment Fund in perpetuity.
3. Corporate Funds' includes the Rate Retention Scheme Reserve (£12,795k @31/3/21), Benefits Equalisation Reserve (£588k @31/3/21, and Local Authority EU Exit Preparation (£19k @31/3/21).
4. Representing a number of balances held for specific purposes for which a decision has previously been taken of how to apply.
5. Accumulated proceeds from asset disposals.
6. This comprises capital grants and S106s contributions from developers with no conditions to repay.
7. This comprises third party contributions, capital grants and S106s contributions from developers with conditions to repay if not used within a specified time limit. These sums are restricted to being spent only in accordance with the agreement concluded with the developer.

FINANCIAL STRATEGY, MEDIUM TERM FINANCIAL PLAN

1.0 Introduction

- 1.1 This section sets out the plan for revenue spending and outlines some assumptions made in its preparation.
- 1.2 The last position adopted by Council was reported in September 2021 as part of the Budget Update 2021/22 report. Whilst this was the usual annual report it did evidence that the pandemic was continuing to have an effect on the Council's income and expenditure and was expected to do so for the foreseeable future..
- 1.3 Officers have therefore been working throughout the latter part of 2021 to update the four-year financial plan as set out at the end of this section. Caution should be exercised regarding 2023/24 onwards given the uncertain financial situation and our ability to accurately forecast both income and expenditure over the medium term.

2.0 FINANCIAL STRATEGY 2022/23 – 2025/26

2.1. Main Principles

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

2.2. Strategy for Revenue Spending

- 2.2.1. The Council will continue to adopt a prudent approach to financing the Council Tax Requirement which will, in the main be financed by council tax, Business Rate Retention and service income including investment property rents. For the years 2022/23 onwards it is forecast that the use of General Reserve will be necessary in order to balance the budget, although this will be minimised whenever possible.
- 2.2.2. All payments forming pension contributions will be paid from the revenue budget. The deficit on the Council's element of the pensions fund will be paid from the revenue budget but spread over the maximum period the Actuary advises (usually 20 years).
- 2.2.3. The budget will include an allowance for inflation that is considered realistic at the time it is estimated.
- 2.2.4. Income estimates which include volume (rather than price) increases must be the subject of detailed risk and sensitivity analysis in conjunction with the Head of Corporate Resources to ensure they are realistic and robust.

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

2.3. Strategy for Capital Spending

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

2.4. Strategy for Reserves and Cash Balances

- 2.4.1. The target for the total level of unearmarked reserves will be a minimum of £1,750,000. This is equivalent to approximately 10% of the Total Revenue Spending and is an amount held which can, legally, be used for any purpose. However, the reason for its being held is to act as a buffer, and a source of ready cash, were the need to arise. It is there to financially protect the Council were the unexpected to happen, and it cannot therefore be earmarked for any particular purpose or form part of any budget plans. Holding such a sum represents good governance on the part of the Council and is a direct recommendation of the Head of Corporate Resources; Members will appreciate that it also represents good financial management on behalf of the community they serve.
- 2.4.2. The Treasury Management Strategy Statement will determine the investment of cash balances. The Council as a whole will plan and decide how interest from all sources is applied. The target for the generation of interest will be shown in the Medium Term Financial Plan.

3.0 SUMMARY MEDIUM TERM FINANCIAL PLAN

- 3.1 The Budget forecast summarises projected changes in the Council's finances over a five-year timescale, the current period for which is 2021/22 to 2025/2026. This is shown on the next two pages with explanatory comments and the key assumptions made in the projections below:
- 3.2 The expenditure and income projections in the Medium Term Financial Plan are based on likely commitments apparent at the present time. It is important to note that they do not dictate the estimate for any particular year. Their purpose is to provide a view of the Council's likely financial position for the period of the plan. The figures making up the plan will need to be analysed further and approved when the annual budget for each year is prepared.

- 3.3 Similarly the council tax figures are purely indications of increases in future years beyond the current year. They are not intended to show the amounts that will be approved. That will be for the Council to decide in relation to the circumstances and budget decisions for the particular year.
- 3.4 Revenue Spending
- Increases in net expenditure are based on commitments known at the present time.
 - Inflation on Head of Service Net Expenditure has been estimated using varying rates according to the type of expenditure.
- 3.5 Council Tax calculations
- This section shows the effect on council tax at Band D as a result of projected changes in Revenue Spending, but having regard to Council Tax 'capping'.
 - Increases in the council taxbase are a prudent view to reflect the increase in properties in the district. For 2022/23, we are predicting growth in the taxbase of +1.62% reflecting the upswing in the local housing economy post peak pandemic.
- 3.6 Capital Spending
- This section is a summary of the programme shown in detail in section 3.
- 3.7 Receipts and Contributions
- The amount for Disabled Facility Grants is the grant from government via WSCC on mandatory awards relating to the expenditure shown in the capital programme in the above section.
 - Capital receipts take account of asset disposals known at the present time,
 - The level of contributions is a view of payments from developers.
 - Anticipated New Homes Bonus is also shown as an annual receipt in line with our housing projections. Members should note that a revised scheme is still being considered by Government.
- 3.8 Interest
- Projected interest rates used in estimating interest receipts are a combination of rates averaging 0.2% for 2021/22, increasing to 0.5% in 2022/23, 0.75% in 2023/24, 1.00% in 2024/25 and then rising to 1.25% in 2025/26.
- 3.9 Cash Balances
- The total of cash balances is detailed in Section 4. The amount of cash balances is determined by the assumptions made in the rest of the forecast.

**Medium Term Financial Plan
Council 2nd March 2022**

<i>Revenue Spending</i>	<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	17,024	16,266	16,353	16,410
Benefits	(119)	(119)	(119)	(119)	(119)
Base Revenue Spending	16,947	16,905	16,147	16,234	16,291
Balance Unallocated	20	20	20	20	20
Council Net Expenditure	16,967	16,925	16,167	16,254	16,311
Contribution to Development Plan Reserve	243	300	300	300	300
Contribution to Job Evaluation Reserve	392	532	594	594	594
Net General inflation			443	886	1,329
Contribution to Reserve for 21/22 Pay Award for salaries less than £24k	35				
Savings from efficiency programme from Public Realm contract		(50)	(250)	(250)	(250)
Total Revenue Spending	17,637	17,707	17,254	17,784	18,284
Rates Retention Scheme (RRS) funding	(5,203)	(5,146)	(3,423)	(3,530)	(3,612)
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)	(98)	-	-	-
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	4,440	481	-	-
Contribution from Rate Retention Scheme Equalisation Reserve including s31 Grant	(8,349)	(4,440)	(481)	-	-
Use of General Reserve to balance budget	-	(181)	(1,395)	(1,330)	(1,248)
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%
	£'000	£'000	£'000	£'000	£'000
Revenue Budget	17,637	17,707	17,254	17,784	18,284
Rates Retention Scheme (RRS) funding	(5,203)	(5,146)	(3,423)	(3,530)	(3,612)
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)	(98)	-	-	-
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	4,440	481	-	-
Contribution from Rate Retention Scheme Equalisation Reserve including s31 Grant	(8,349)	(4,440)	(481)	-	-
Use of General Reserve to balance budget	-	(181)	(1,395)	(1,330)	(1,248)
Total Financing	(17,637)	(17,707)	(17,254)	(17,784)	(18,284)
<i>Balance [(deficit); /surplus]</i>	0	(0)	(0)	(0)	(0)
	(17,637)	(17,707)	(17,254)	(17,784)	(18,284)
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%

Medium Term Financial Plan as at Council 2 March 2022

Capital Spending						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Schemes in Progress	3,436	3,404	32	-	-	-
New Projects	7,838	7,115	456	167	50	50
Unallocated Funding -future projects	409	-	-	130	146	133
Disabled Facility Grants	5,009	1,409	900	900	900	900
Affordable Housing	1,746	440	650	656	-	-
Total Programme	18,438	12,368	2,038	1,853	1,096	1,083
Total Revenue Projects	3,114	509	2,090	196	319	-
Total Capital Programme and Revenue Projects	21,552	12,877	4,128	2,049	1,415	1,083
Receipts and Contributions						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facility Grants	4,709	1,109	900	900	900	900
Capital Receipts	987	987	0	0	0	0
New Homes Bonus	4,539	2,311	2,228	0	0	0
Other Third Party Contributions (including S106s)	5,015	2,015	750	750	750	750
Total	15,250	6,422	3,878	1,650	1,650	1,650
Interest						
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Interest	1,631	149	226	328	421	507
Usable Reserves & Other Balances						
	Base					
	31.03.21	31.3.22	31.3.23	31.3.24	31.3.25	31.3.26
	£'000	£'000	£'000	£'000	£'000	£'000
Reserves						
General Reserve	7,811	7,765	9,263	8,095	7,066	6,324
Specific Reserve	23,817	18,089	9,782	10,754	12,426	14,083
Usable Capital Receipts Reserve	5,641	3,774	2,085	1,918	1,868	1,818
Capital Grants Unapplied Account	5,635	4,924	4,721	4,885	5,235	5,985
Total Usable Reserves	42,904	34,552	25,852	25,653	26,596	28,211
Other balances						
Capital Grants & Contributions -Receipts in Advance	10,294	11,360	10,275	10,071	9,871	9,871
Total Usable Reserves & Other Balances	53,197	45,912	36,126	35,724	36,467	38,082
NB. Figures to nearest £'000 therefore totals subject to rounding variations						

COLLECTION FUND

The latest Collection Fund estimates are shown below:

	Collection Fund			Note
	2021/22 Original Estimate £'000	2021/22 Revised Estimate £'000	2022/23 Original Estimate £'000	
Council Tax Income				
Council Taxpayers	(123,689)	(125,112)	(129,653)	
Contribution to estimated deficit for previous year	0	0	0	
Total Council Tax Income	(123,689)	(125,112)	(129,653)	<i>a</i>
Council Tax Expenditure				
West Sussex County Council	93,993	93,993	98,370	<i>b</i>
Sussex Police & Crime Commissioner	13,373	13,373	14,221	<i>b</i>
Mid Sussex District Council	15,585	15,585	16,289	
Contribution paid for estimated C Fund surplus for previous year	1,288	1,288	1,377	<i>c</i>
Allowance for Bad & Doubtful Debts	738	800	773	
Total Council Tax Expenditure	124,977	125,039	131,030	
Movement on Council Tax Fund Balance	1,288	(73)	1,377	
Business Ratepayers Income				
Business Ratepayers	(53,431)	(41,515)	(49,063)	<i>d</i>
2020/21 deficit adjustment for 3 year spread	0	(1,201)	0	
Contribution to estimated deficit for previous year	(20,503)	(20,503)	(11,100)	<i>e</i>
	(73,934)	(63,219)	(60,163)	
Business Rates Expenditure				
Rate Retention Scheme to DLUHC	25,074	25,074	22,944	
Rate Retention Scheme to WSCC	5,015	5,015	4,589	
Rate Retention Scheme MSDC	20,059	20,059	18,355	
Cost of collection to MSDC	175	175	187	
Renewable energy income to MSDC	993	1,025	1,025	
Allowance for Bad & Doubtful Debts and Appeals Provision	2,115	3,129	1,963	
Contribution paid for estimated surplus for previous year	0	0	0	<i>e</i>
	53,431	52,109	49,063	
Movement on RRS Fund Balance	(20,503)	(11,110)	(11,100)	
Total Movement on Fund Balance	(19,215)	(11,183)	(9,723)	
Collection Fund Balance				
At the beginning of the year	19,215	20,906	9,723	
Total Movement on Fund Balance	(19,215)	(11,183)	(9,723)	
Total Deficit/(Surplus) at Year End	0	9,723	0	

Notes

Council Tax

- a. For 2022/23, total Council Tax, less allowance for bad debts of 0.6%, totals £129,653m - the amount required to meet the “precepts” of WSCC, Sussex Police & Crime Commissioner, MSDC and the parish/town councils. The effect of the local Council Tax Support Scheme (CTSS) is that Council Tax Benefit is given as a discount to the council tax bill.
- b. The precept for WSCC will be set on 18 February 2022 and the precept for Sussex Police & Crime Commissioner will be set on 9 February 2022.
- c. In accordance with legislation, the estimated balance as at 31 March 2022 on the Council Tax Collection Fund is (£1,377,000) surplus and both WSCC and SPCC have been notified. This surplus is paid to each of these principal authorities in proportion to their Council Tax for the current year.

	%	£
West Sussex CC	76.45	(1,052,680)
Sussex Police & Crime Commissioner	10.88	(149,770)
MSDC	12.67	(174,550)
	<hr/>	<hr/>
Total Council Tax Estimated Surplus	100.00	(1,377,000)
	<hr/>	<hr/>

Business Rates

- d. For 2022/23, the amounts are taken from the DLUHC NNDR1 return. These are derived from the number of hereditaments 4,556, and the total rateable value of £125.2m at 31 December 2021. An allowance of 1.0% for losses on collection has been made.
- e. The Rate Retention Scheme (RRS) was introduced as part of the Finance Act 2012. The RRS sets a target for the collection of business rates. For 2022/23 the net yield is paid 50% to DLUHC, 10% to WSCC leaving 40% as the estimate of funding to be retained by MSDC, which can be compared to the baseline. The estimated deficit balance at 31 March 2022 for RRS is £11,100,373 although this will be monitored and adjusted at the end of the financial year, by way of the NNDR3 form for 2021/22. This deficit is mainly due to the Covid-19 pandemic and DLUHC granting business reliefs that were not part of the original estimate for the year. It will though be completely mitigated by Section 31 grant paid direct to the authorities.

The estimated deficit at 31 March 2022 is shared as shown below in the current year split.

	%	£
DLUHC	50	5,550,187
MSDC	40	4,440,149
WSCC	10	1,110,037
	<hr/>	<hr/>
Total Business Rates Estimated Deficit	100	11,100,373
	<hr/>	<hr/>

COUNCIL TAX LEVELS

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

Table 1: Council Tax Calculation		
	£	£
Mid Sussex DC Net Revenue Spending	17,706,789	
Town and Parish Council precepts	4,884,433	
		22,591,222
Council Tax Support Grant	(91,462)	
Housing Benefit Admin Grant	(223,701)	
Lower Tier Services Grant	(98,003)	
Services Grant 22/23 only	(147,683)	
Dividend Income Local Authority Property Fund	(240,000)	
Use of General Reserve	(181,116)	
Rate Retention Scheme (RRS)	(5,146,000)	
Rate Retention Equalisation Reserve	(4,440,149)	
Collection Fund Estimated Deficit 21-22(Business Rates)	4,440,149	
Collection Fund Estimated Surplus 21-22(Council Tax)	(174,550)	
		(6,302,515)
Mid Sussex DC Council Tax Requirement	11,404,274	
Town and Parish Council Tax Requirement	4,884,433	
Total Council Tax Requirement for 2022-23		16,288,707
	Divided by 63,230.6 (tax base)	£257.61

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

2. From the average council tax calculated in paragraph 1, Parish and Town Council precepts are removed to give a Council Tax at band D of £180.36 for this Council's Council Tax Requirement. For each parish area a sum is added to this amount being the relevant precept divided by the parish tax base. The results of these calculations for each parish area are set out in table 4 overleaf.
3. The method of calculation of the tax base is laid down in the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2012.
4. The starting point is the actual number of properties within each tax band as shown on the Council's Valuation List as at 30 November 2021 (the "Relevant Day") less the actual number of exemptions and discounts at that time. The resulting figures are adjusted to take account of estimated movements within and between bands affecting 2022/23 (i.e. changes from 1 December 2021 to 31 March 2023) to arrive at the number of chargeable properties within each band for the year.
5. The numbers of chargeable properties within each tax band are expressed as band D equivalents. The aggregate of all bands is multiplied by the estimated collection rate to determine the tax base for the area. The collection rate represents the effect of losses on collection due to non-payment. For 2022/23 the rate has been set at 99.4%.

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

Table 2: Mid Sussex Tax Base 2022/23 - Analysed by Chargeable dwellings

	band A	band B	band C	band D	band E	band F	band G	band H	Total
No of dwellings									
Property equivalents*	2,235.88	7,183.84	14,515.55	17,253.99	11,645.93	8,690.66	4,798.68	416.88	66,741.41
Exemptions (various classes)	-131.00	-211.00	-164.00	-174.00	-98.00	-62.00	-27.00	-3.00	-870.00
Disabled reductions	8.00	36.00	30.00	-14.00	4.00	-30.00	-14.00	-20.00	0.00
Chargeable	2,112.88	7,008.84	14,381.55	17,065.99	11,551.93	8,598.66	4,757.68	393.88	65,871.41
Single discounts	1,269.00	4,362.00	5,482.00	4,850.00	2,651.00	1,401.00	593.00	37.00	20,645.00
Two discounts	3.00	4.00	6.00	10.00	10.00	14.00	30.00	9.00	86.00
Council Tax Support Scheme Discounts**	322.24	1,204.81	1,295.07	665.57	141.24	38.51	13.50	0.99	3,681.93
Net chargeable	1,471.89	4,711.53	11,712.98	15,182.92	10,742.94	8,202.90	4,580.93	379.14	56,985.23
Ratio to Band D	6/9ths	7/9ths	8/9ths	9/9ths	11/9ths	13/9ths	15/9ths	18/9ths	
Band D equivalent	981.26	3,664.52	10,411.54	15,182.92	13,130.26	11,848.63	7,634.88	758.28	63,612.3
Total multiplied by Collection Rate of 99.4%									63,230.6

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

** Reductions under the local council tax support scheme.

7. The 2022/23 tax base so calculated for the whole district is 63,230.6 which represents an increase of 1,006.8 (1.62%) on the tax base for the current year. The effect at parish area level ranges from a decrease of -3.5 to an increase of 151.0 and in percentage terms from -1.35% to +9.01%.

Table 3: Mid Sussex Tax Base 2022/23 - Analysed by Parish Area

Parish area	band A	band B	band C	band D	band E	band F	band G	band H	Total
Albourne	3.8	6.4	33.0	70.9	39.7	40.9	105.6	13.4	313.7
Ansty & Staplefield	18.6	25.8	112.2	198.9	278.9	233.6	355.1	62.6	1,285.7
Ardingly	15.9	20.5	78.6	178.1	162.0	168.3	109.3	19.4	752.1
Ashurst Wood	7.6	17.4	95.9	181.7	157.6	133.9	164.3	2.0	760.4
Balcombe	17.3	39.4	76.0	135.8	122.7	219.4	214.7	24.4	849.7
Bolney	17.3	22.8	21.1	84.1	82.0	146.1	232.3	54.2	659.9
Burgess Hill	133.0	700.9	3,007.7	3,650.7	2,595.4	1,620.9	669.2	17.9	12,395.7
Cuckfield	21.1	39.3	184.9	218.5	405.8	291.3	476.2	48.2	1,685.3
East Grinstead	275.7	758.5	2,051.9	2,567.5	2,546.5	2,349.1	933.0	37.3	11,519.5
Fulking	3.5	5.1	13.7	13.9	27.0	20.1	52.2	9.9	145.4
Hassocks	22.5	210.1	438.6	984.9	1,060.8	530.5	349.6	25.8	3,622.8
Haywards Heath	141.4	1,177.2	2,541.0	3,127.8	1,825.0	2,269.9	1,228.3	40.3	12,350.9
Horsted Keynes	6.1	14.0	74.2	122.6	107.7	161.2	182.9	32.3	701.0
Hurstpierpoint and Sayers Common	45.8	128.0	388.4	707.5	821.8	478.1	568.2	59.1	3,196.9
Lindfield	8.0	140.4	203.1	552.3	533.3	787.4	591.0	48.2	2,863.7
Lindfield Rural	15.7	55.0	130.8	271.9	404.8	453.0	261.7	55.7	1,648.6
Newtimber	0.5	5.3	14.5	7.2	3.4	1.4	6.2	2.0	40.5
Poynings	4.5	12.4	27.9	11.3	21.6	15.2	34.0	7.9	134.8
Pyecombe	3.1	2.9	6.3	28.1	16.4	32.6	42.3	0.0	131.7
Slaugham	34.6	127.7	303.0	330.5	292.2	316.4	154.0	56.6	1,615.0
Turners Hill	133.7	29.2	111.7	110.8	100.4	100.2	70.8	9.4	666.2
Twineham	5.1	3.6	8.4	19.5	26.1	26.2	50.5	19.9	159.3
West Hoathly	18.7	22.2	104.8	184.2	218.5	178.1	174.0	61.0	961.5
Worth	21.9	78.4	321.3	1,333.2	1,201.9	1,203.7	563.7	46.2	4,770.3
Total	975.4	3,642.5	10,349.0	15,091.9	13,051.5	11,777.5	7,589.1	753.7	63,230.6

Table 4: Basic Tax

Parish area	Tax base	Precept		MSDC	Basic
		Precept	band D	band D	Tax
		£	£	£	£
Albourne	313.7	15,022	47.89	180.36	228.25
Ansty & Staplefield	1,285.70	99,281	77.22	180.36	257.58
Ardingly	752.1	89,832	119.44	180.36	299.80
Ashurst Wood	760.4	70,000	92.06	180.36	272.42
Balcombe	849.7	75,000	88.27	180.36	268.63
Bolney	659.9	41,000	62.13	180.36	242.49
Burgess Hill	12,395.70	933,618	75.32	180.36	255.68
Cuckfield	1,685.30	241,467	143.28	180.36	323.64
East Grinstead	11,519.50	1,063,750	92.34	180.36	272.70
Fulking	145.4	10,080	69.33	180.36	249.69
Hassocks	3,622.80	312,302	86.20	180.36	266.56
Haywards Heath	12,350.90	717,463	58.09	180.36	238.45
Horsted Keynes	701	55,830	79.64	180.36	260.00
Hurstpierpoint & Sayers Common	3,196.90	281,608	88.09	180.36	268.45
Lindfield	2,863.70	189,000	66.00	180.36	246.36
Lindfield Rural	1,648.60	73,010	44.29	180.36	224.65
Newtimber	40.5	225	5.56	180.36	185.92
Poynings	134.8	7,200	53.41	180.36	233.77
Pyecombe	131.7	13,000	98.71	180.36	279.07
Slaugham	1,615.00	123,000	76.16	180.36	256.52
Turners Hill	666.2	84,306	126.55	180.36	306.91
Twineham	159.3	9,577	60.12	180.36	240.48
West Hoathly	961.5	78,862	82.02	180.36	262.38
Worth	4,770.30	300,000	62.89	180.36	243.25
Total	63,230.6	4,884,433	77.25	180.36	257.61

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

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

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

9. The Council Tax amounts to be set for 2022/23 are determined by adding to the amounts calculated for District, Parish and Town Council requirements, the amounts calculated by West Sussex County Council (WSCC) and Sussex Police and Crime Commissioner (SPCC) in respect of their precepts for the year.
10. For illustrative purposes *average* Council Tax figures for each valuation band are shown below:

	Parish/Town				Total £
	WSCC £	SPCC £	MSDC £	Councils £	
band A	1,037.16	149.94	120.24	51.50	1,358.84
band B	1,210.02	174.93	140.28	60.08	1,585.31
band C	1,382.88	199.92	160.32	68.67	1,811.79
band D	1,555.74	224.91	180.36	77.25	2,038.26
band E	1,901.46	274.89	220.44	94.42	2,491.21
band F	2,247.18	324.87	260.52	111.58	2,944.15
band G	2,592.90	374.85	300.60	128.75	3,397.10
band H	3,111.48	449.82	360.72	154.50	4,076.52

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

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

Parish	Council Tax £
Newtimber (minimum)	1,966.57
Cuckfield (maximum)	2,104.29

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

Parish	Increase/ (Decrease) on 2021/22 %
Balcombe (decrease)	(1.3)
Lindfield (increase)	9.3

Analysis of Council Tax set for 2022/23 in each parish area (bands A to D)

Parish area		band A		band B		band C		band D	
		£	£	£	£	£	£	£	£
Albourne	parish	31.93		37.25		42.57		47.89	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,339.27	1,384.95	1,562.48	1,582.80	1,785.69	1,780.65	2,008.90
Ansty & Staplefield	parish	51.48		60.06		68.64		77.22	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,358.82	1,384.95	1,585.29	1,582.80	1,811.76	1,780.65	2,038.23
Ardingly	parish	79.63		92.90		106.17		119.44	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,386.97	1,384.95	1,618.13	1,582.80	1,849.29	1,780.65	2,080.45
Ashurst Wood	parish	61.37		71.60		81.83		92.06	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,368.71	1,384.95	1,596.83	1,582.80	1,824.95	1,780.65	2,053.07
Balcombe	parish	58.85		68.65		78.46		88.27	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,366.19	1,384.95	1,593.88	1,582.80	1,821.58	1,780.65	2,049.28
Bolney	parish	41.42		48.32		55.23		62.13	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,348.76	1,384.95	1,573.55	1,582.80	1,798.35	1,780.65	2,023.14
Burgess Hill	town	50.21		58.58		66.95		75.32	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,357.55	1,384.95	1,583.81	1,582.80	1,810.07	1,780.65	2,036.33
Cuckfield	parish	95.52		111.44		127.36		143.28	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,402.86	1,384.95	1,636.67	1,582.80	1,870.48	1,780.65	2,104.29
East Grinstead	town	61.56		71.82		82.08		92.34	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,368.90	1,384.95	1,597.05	1,582.80	1,825.20	1,780.65	2,053.35
Fulking	parish	46.22		53.92		61.63		69.33	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,353.56	1,384.95	1,579.15	1,582.80	1,804.75	1,780.65	2,030.34
Hassocks	parish	57.47		67.04		76.62		86.20	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,364.81	1,384.95	1,592.27	1,582.80	1,819.74	1,780.65	2,047.21
Haywards Heath	town	38.73		45.18		51.64		58.09	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,346.07	1,384.95	1,570.41	1,582.80	1,794.76	1,780.65	2,019.10
Horsted Keynes	parish	53.09		61.94		70.79		79.64	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,360.43	1,384.95	1,587.17	1,582.80	1,813.91	1,780.65	2,040.65
Hurstpierpoint & Sayers Common	parish	58.73		68.51		78.30		88.09	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,366.07	1,384.95	1,593.74	1,582.80	1,821.42	1,780.65	2,049.10
Lindfield	parish	44.00		51.33		58.67		66.00	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,351.34	1,384.95	1,576.56	1,582.80	1,801.79	1,780.65	2,027.01
Lindfield Rural	parish	29.53		34.45		39.37		44.29	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,336.87	1,384.95	1,559.68	1,582.80	1,782.49	1,780.65	2,005.30
Newtimber	parish	3.71		4.32		4.94		5.56	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,311.05	1,384.95	1,529.55	1,582.80	1,748.06	1,780.65	1,966.57
Poynings	parish	35.61		41.54		47.48		53.41	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,342.95	1,384.95	1,566.77	1,582.80	1,790.60	1,780.65	2,014.42
Pyecombe	parish	65.81		76.77		87.74		98.71	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,373.15	1,384.95	1,602.00	1,582.80	1,830.86	1,780.65	2,059.72
Slaugham	parish	50.77		59.24		67.70		76.16	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,358.11	1,384.95	1,584.47	1,582.80	1,810.82	1,780.65	2,037.17
Turners Hill	parish	84.37		98.43		112.49		126.55	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,391.71	1,384.95	1,623.66	1,582.80	1,855.61	1,780.65	2,087.56
Twineham	parish	40.08		46.76		53.44		60.12	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,347.42	1,384.95	1,571.99	1,582.80	1,796.56	1,780.65	2,021.13
West Hoathly	parish	54.68		63.79		72.91		82.02	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,362.02	1,384.95	1,589.02	1,582.80	1,816.03	1,780.65	2,043.03
Worth	parish	41.93		48.91		55.90		62.89	
	district	120.24		140.28		160.32		180.36	
	wsccl/pcc	1,187.10	1,349.27	1,384.95	1,574.14	1,582.80	1,799.02	1,780.65	2,023.90

Analysis of Council Tax set for 2022/23 in each parish area (bands E to H)

band E		band F		band G		band H		Parish area
£	£	£	£	£	£	£	£	
58.53		69.17		79.82		95.78		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,455.32	2,572.05	2,901.74	2,967.75	3,348.17	3,561.30	4,017.80	wsccl/pcc
Albourne								
94.38		111.54		128.70		154.44		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,491.17	2,572.05	2,944.11	2,967.75	3,397.05	3,561.30	4,076.46	wsccl/pcc
Ansty & Staplefield								
145.98		172.52		199.07		238.88		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,542.77	2,572.05	3,005.09	2,967.75	3,467.42	3,561.30	4,160.90	wsccl/pcc
Ardingly								
112.52		132.98		153.43		184.12		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,509.31	2,572.05	2,965.55	2,967.75	3,421.78	3,561.30	4,106.14	wsccl/pcc
Ashurst Wood								
107.89		127.50		147.12		176.54		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,504.68	2,572.05	2,960.07	2,967.75	3,415.47	3,561.30	4,098.56	wsccl/pcc
Balcombe								
75.94		89.74		103.55		124.26		town
220.44		260.52		300.60		360.72		district
2,176.35	2,472.73	2,572.05	2,922.31	2,967.75	3,371.90	3,561.30	4,046.28	wsccl/pcc
Bolney								
92.06		108.80		125.53		150.64		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,488.85	2,572.05	2,941.37	2,967.75	3,393.88	3,561.30	4,072.66	wsccl/pcc
Burgess Hill								
175.12		206.96		238.80		286.56		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,571.91	2,572.05	3,039.53	2,967.75	3,507.15	3,561.30	4,208.58	wsccl/pcc
Cuckfield								
112.86		133.38		153.90		184.68		town
220.44		260.52		300.60		360.72		district
2,176.35	2,509.65	2,572.05	2,965.95	2,967.75	3,422.25	3,561.30	4,106.70	wsccl/pcc
East Grinstead								
84.74		100.14		115.55		138.66		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,481.53	2,572.05	2,932.71	2,967.75	3,383.90	3,561.30	4,060.68	wsccl/pcc
Fulking								
105.36		124.51		143.67		172.40		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,502.15	2,572.05	2,957.08	2,967.75	3,412.02	3,561.30	4,094.42	wsccl/pcc
Hassocks								
71.00		83.91		96.82		116.18		town
220.44		260.52		300.60		360.72		district
2,176.35	2,467.79	2,572.05	2,916.48	2,967.75	3,365.17	3,561.30	4,038.20	wsccl/pcc
Haywards Heath								
97.34		115.04		132.73		159.28		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,494.13	2,572.05	2,947.61	2,967.75	3,401.08	3,561.30	4,081.30	wsccl/pcc
Horsted Keynes								
107.67		127.24		146.82		176.18		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,504.46	2,572.05	2,959.81	2,967.75	3,415.17	3,561.30	4,098.20	wsccl/pcc
Hurstpierpoint & Sayers Common								
80.67		95.33		110.00		132.00		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,477.46	2,572.05	2,927.90	2,967.75	3,378.35	3,561.30	4,054.02	wsccl/pcc
Lindfield								
54.13		63.97		73.82		88.58		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,450.92	2,572.05	2,896.54	2,967.75	3,342.17	3,561.30	4,010.60	wsccl/pcc
Lindfield Rural								
6.80		8.03		9.27		11.12		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,403.59	2,572.05	2,840.60	2,967.75	3,277.62	3,561.30	3,933.14	wsccl/pcc
Newtimber								
65.28		77.15		89.02		106.82		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,462.07	2,572.05	2,909.72	2,967.75	3,357.37	3,561.30	4,028.84	wsccl/pcc
Poynings								
120.65		142.58		164.52		197.42		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,517.44	2,572.05	2,975.15	2,967.75	3,432.87	3,561.30	4,119.44	wsccl/pcc
Pyecombe								
93.08		110.01		126.93		152.32		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,489.87	2,572.05	2,942.58	2,967.75	3,395.28	3,561.30	4,074.34	wsccl/pcc
Slaugham								
154.67		182.79		210.92		253.10		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,551.46	2,572.05	3,015.36	2,967.75	3,479.27	3,561.30	4,175.12	wsccl/pcc
Turners Hill								
73.48		86.84		100.20		120.24		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,470.27	2,572.05	2,919.41	2,967.75	3,368.55	3,561.30	4,042.26	wsccl/pcc
Twineham								
100.25		118.47		136.70		164.04		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,497.04	2,572.05	2,951.04	2,967.75	3,405.05	3,561.30	4,086.06	wsccl/pcc
West Hoathly								
76.87		90.84		104.82		125.78		parish
220.44		260.52		300.60		360.72		district
2,176.35	2,473.66	2,572.05	2,923.41	2,967.75	3,373.17	3,561.30	4,047.80	wsccl/pcc
Worth								

