

DRAFT CORPORATE PLAN AND BUDGET 2023/24

SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT

1.0 Overall Summary

1. There remains much uncertainty in local government finance across both the short and medium term, with funding reform continuing to be delayed, multiple one-year settlements, the economic downturn and recession, combined with unprecedented levels of inflation. Mid Sussex District Council has, despite these challenges, worked tirelessly to maintain financial stability and to continue to attract investment to the District. This means that, despite funding pressures and the challenges of the external climate, we are still able to maintain one of the lowest levels of Council Tax in the region whilst delivering an ambitious programme of work for residents.
2. In relation to funding, the Autumn Statement was silent on New Homes Bonus and other smaller grants for District and Borough Councils. The Council therefore await the provisional Local Government Financial Settlement (LGFS). This is anticipated the week commencing 19 December 2022. The Autumn statement froze departmental budgets, which given inflation levels, sees real term cuts across government. For this reason, it is broadly anticipated that local government can expect a similar settlement to previous years, with no provision for inflationary pressure. Lack of clarity of funding, in particular in relation to Business Rates reform, and a volatile economic and financial climate mean that many of our short and medium-term projections are necessarily estimates only, and we become less confident of their accuracy the further ahead we look.
3. Officers continue to work hard to produce a balanced budget for 2023/24, that aligns to 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 Council's priorities of:
 - **Effective and responsive services**
 - **Sustainable economic growth**
 - **Strong and resilient communities**
 - **Financial independence**

As is set out in the detail of this plan, Officers have developed ambitious plans to deliver a wide range of projects alongside delivering stable and well performing services.
4. In the ongoing uncertain financial and economic climate some councils have been close to collapse as they have grappled with the challenge of delivering services within a difficult financial landscape, combined with the considerable costs and pressures presented by high inflation and a cost-of-living crisis. That uncertainty is brought into sharp focus given the lack of clarity about what funding will be provided for councils in future years. It therefore remains difficult to bring the Medium-Term Financial Plan (MTFP) into balance, but the Council is in a better place to do this than many. This paper sets out financial assumptions and makes recommendations to achieve a balanced position. The Medium-Term Financial Plan, outlined within these papers, highlights the need to address the gap between income and expenditure over the next four years and thereby bring the Plan back into balance.
5. The table below summarises the budget setting position. These figures will evolve as we move through the budget setting process and further external information received in advance of the finalisation of the Scrutiny papers.

Table 1: Income/expenditure gap to be financed from General Reserve

	2023/24	2024/25	2025/26	2026/27
	<i>£'000s</i>	<i>£'000s</i>	<i>£'000s</i>	<i>£'000s</i>
Cabinet 26 September 2022	169	2,222	2,383	2,628
Current position	0*	605	3,233	3,281

*the budget position is balanced using the measures set out in this report.

6. The Council can however be considered to be '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. However, the uncertainty of potential reforms particularly in relation to Business Rates make longer term forecasting challenging and the above figures are indicative of the potential challenge facing Mid Sussex in the next Parliament.

2.0 Key Areas of Consideration

Service Plans and Performance

7. In the annual planning process, Assistant Directors and Heads of Service have prepared draft plans for their services which propose activities, projects, and levels of performance for the coming year. These are available for review by Members, and they are summarised in Section 2 of this document.
8. As Members of the Scrutiny Committee are aware, performance is routinely monitored, and action taken to address areas for improvement. Quarterly reports will be prepared on the Council's performance using key performance indicators which have been agreed with the Committee.
9. The detail of service specific changes is shown at Section 2.

Funding Reform and Rates Retention Scheme (RRS) funding

10. The Fair Funding Review and Business Rate Retention changes are further delayed and will now not happen before 2025/26 at the earliest, at which time current funding mechanism and formulas will be changed. The main impact of this for the Council is anticipated to be the redistribution of Business Rate Growth, for which Mid Sussex is above the national average. This creates a significant cliff edge for the Council's finances. The delay provides more time to plan but only delays the considerable financial impact. To reflect this the MTFP assumes reform from 2025/26, the impact being taken from local government advisors Pixel and their assessment of what this reform might look like, although the exact timing and mechanism, and therefore impact, remain unknown.

Business Rates Revaluations

11. Revaluations will be every 3 years starting from 1 April 2023. Although the revaluation will be fiscally neutral country wide, there may be regional variations and it remains difficult to estimate the impact this will have on business rates. In addition, there is an Appeals process which makes the timing of any financial impact unclear. Therefore, the estimate in these papers, is set at a prudent level until more information is available.

Council Tax inflation

12. The Council's element of the Council Tax charged across the District is set each year by Members and is the largest area of income for the Council. The autumn statement announced a change to allowable increases in Council Tax before referendum from 2% to 3%, or £5, whichever is higher. Historically the Council has taken the £5 approach (because of its low Council Tax base) meaning that increases have usually been above 2%.
13. In compiling this forecast Officers have assumed that Council Tax will not be increased to the highest allowable level. Rather Officers have used the modest rise of £4.95 to Band D properties (a 2.75% increase) which has been forecast in the Medium-Term Financial Plan for some time. This is clearly within the allowable limits. This approach mirrors previous years and raises an estimated additional income of £313k.
14. Should Members wish to increase Council Tax to the highest allowable level of 2.99%, this would be an increase of £5.40 to Band D properties and generate a further £29k. To aid decision making the current position across similar authorities is shown below highlighting that Mid Sussex remains low in relation to others.

Table 2: Council Tax at Band D

West Sussex Local Authority Area	Council Tax Band D for 2022/23 £
Adur	318
Arun	196
Chichester	176
Crawley	219
Horsham	167
Mid Sussex	180
Worthing	252

15. Council tax rates will be presented in the body of the Corporate Plan and Budget Report to Council in March 2023, in the same format as presented below for 2022/23. This information will only be available for update when Parishes and Major Preceptors advise us of their precepts (required by 31 January and early February respectively).

	Average Council Tax 2022/23				
	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

Council Tax Base

16. The calculation of Council Tax base is prescribed by regulation. The projection being based on figures at 30 November annually. This year has seen growth of 2.27% reflecting good recovery from the pandemic. However, growth may be impacted in future years by the economic downturn and recession, so growth thereafter remains at a prudent level.

Council Tax Collection Fund Surplus/Deficit

17. At this stage, a surplus of £191k on the Mid Sussex part of the Collection Fund is forecast by the end of the year.

Inflation

18. The MTFP includes an estimate for pay award for 2023/24 at 5%. This is an average increase across all pay grades reflecting the trend towards a flat cash award, which provides for higher percentage increases to lower grades. Thereafter it reduces to 2%. This is reflective of the continuation of the cost-of-living crisis and forecasts of continued (all be it reducing) high levels of inflation. It is also in line with neighbouring local authorities' assumptions. Such high levels of inflation, and its impact on the economy and wages, are unprecedented in recent years. While the pay estimate is based on reasonable assumptions, the final agreement of the pay award is not expected before the budget is set, or this financial year. A mechanism is therefore required to manage potential fluctuation, and it is therefore proposed to manage this in year from the General Reserve.
19. The Consumer Price Index (CPI) measure of inflation was at 11% in November (10.1% in September), providing a marker for the high inflation position nationally. Inflation is required to be added annually to the Council's contracts where applicable and a detailed model ensures that the most appropriate inflationary increases are applied. The significant movements in inflation that we have seen recently create an unpredictable market, and as with pay inflation, a mechanism is required to manage potential fluctuation and it is proposed to manage this in year from the General Reserve.
20. The inflation index is important to us, since it is used to calculate price increases on contracts and gives an indication of the general level of price increases that the Council should apply to its expenditure figures. Overall, net inflation relating to pay, contracts, other expenditure and fees and charges is expected to be £1,623k in 2023/24. The details of this calculation are set out below.

Inflation Calculation for 2023/24 Budget

	Inflation %	£'000
<i>Employees</i>		
Pay		
Salaries have been forecast to be an estimated 5% pay award for 2023/24.	5.0%	684
Other employee costs		
Inflationary increases follow forecast salary increases	5.0%	8
<i>Buildings and Premises</i>		
Maintenance		
An estimate of the increase for 2023/24 is based on the CPI index for September 2022.	10.1%	219
Energy		
An estimate of the increase for 2023/24 is based on information provided by our Energy suppliers.	17.6%	68
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. This has been frozen for a further year for 2023/24.	0.0%	0
Water		
The inflationary percentage on this category is based on the CPI index for September 2022	10.1%	6
<i>Transport</i>		
Travel Allowances		
The inflationary percentage on this category is based on the CPI index for September 2022	10.1%	15
<i>Supplies and Services</i>		
Postage		
An estimate of the increase for 2023/24 is based on the CPI index for September 2022	10.1%	19
Subscriptions		
An estimate of the increase for 2023/24 is based on the CPI index for September 2022	10.1%	13
Telephones		
An estimate of the increase for 2023/24 is based on the CPI index for September 2022	10.1%	8

Insurance			
An estimate of the increase for 2023/24 is based on the weighted average of property and other insurances where property premiums correlate to property values.	19.0%	44	
Grants			
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2022.	-	-	
Other Supplies and Services			
A 'basket' of items which will increase by different allowances, or remain static.	10.1%	331	
<i>Third Party Payments</i>			
Contracts			
The contract terms for refuse collection, street sweeping and highway maintenance are subject to increases relating to NJC Labour rates for Local Government (60%), price adjustment formulae for construction contracts civil engineering, Index No 2 plant and road vehicles (10%), price adjustment formulae for construction contracts civil engineering, Index No 10 derv fuel (5%) and National Statistics index RPI all items (25%).	8.8%	479	
<i>Fees and Charges</i>			
Discretionary Charges			
Weighted average of proposed increases in Discretionary Services across various Service Areas	9.1%	(206)	
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>			
External funding			
The amount of inflation from various types of expenditure recovered from activities funded externally.	0.0%	(65)	
TOTAL			1,623

Efficiency Programme

21. There is also a reset on the savings to be derived from the public realm contract. It is currently a difficult market in which to negotiate favourable changes and an alternate procurement approach is being explored. It is therefore expected that any tangible delivery will be in 2024/25 so the forecast has been amended to reflect this. After that, the forecast saving remains at £250k, although this will not be firmed up until the contracts have been let. In addition, other savings options will be explored to meet this target.

Treasury Management (TM)

22. Net receipts for treasury management have historically been paid directly into the General Reserve. However, in the current climate whilst inflationary pressures drive our expenditure up, there is a correlation in the increased income generated by our investments. For 2023/24 it is anticipated that income will reduce from the levels seen this financial year, although remaining high when compared to historic levels. It is proposed that in the first instance treasury management income is used to close the budget deficit with the balance to reserve.

Fees and Charges

23. Income from fees and charges have recovered well from the pandemic. With the high levels of inflation, it has been necessary to conduct a wider review of fees and charges this year to ensure that they remain aligned to the Council's priorities and continue to recover appropriate levels of income. Officers have taken a detailed approach across a number of areas and their recommendations are set out below. It is not proposed to set a blanket percentage increase but rather to consider a more nuanced approach. In many cases recommendations are providing a real terms freeze or decrease as they do not recoup increasing costs. The rationale for each approach is set out below.
 - (a) For fees such as some planning and licensing and building control fees these are set by central government and we await an announcement on any changes to these. These will be fed into the budget setting process once known. Where there is discretion, such as fees for pre-application planning advice, and hackney carriages licences, a 13% increase is recommended for the former and a 10% increase on the latter (reflecting cost recovery).
 - (b) For waste, recycling, and garden waste charges broadly a 10% uplift is recommended. These charges reflect the actual costs of delivery and the anticipated contractual uplift with Serco. The increased fee for the garden waste service (from £70 to £77 annual charge) will also support investment to expand the service to residents on the waiting list and to meet future projected need.
 - (c) For outdoor leisure charges, Officers have undertaken a detailed review. Noting that the main user groups are often young people, older people, and community groups, alongside the price sensitivity of this market, the recommendation is more modest increases.
 - (d) The Parking Strategy 2020-2030 and Action Plan aligns with the Council's wider corporate objectives to support Sustainable Economic Growth and promote Financial Independence. The accompanying 5-Year Action Plan sets a clear ambition for the Council to invest in and modernise its car park estate. The Council's parking tariffs and stay restrictions had not been reviewed since 2012 but costs, inflation and investment requirements had risen. Therefore, in March 2022 tariffs were raised by 25%.

- (e) While data shows a continuing improvement in parking revenue which is currently 5% above forecast, the income is still slightly lower than in 2019. It is important for the Council to regularly review its car park estate to ensure it continues to support our towns and village centres and remains fit for purpose. The Parking Strategy commits to an annual review of tariffs. Officers are not recommending an increasing in tariffs at this point. Instead, they suggest that income should continue to be closely monitored and the position reviewed (consistent with the agreed Parking Strategy) later in 2023/24 together with options for investment in the parking estate.

Table 3: Proposed Fees and Charges

Service Area	Discretionary /Fixed	Inflation % Rate	Increased £ Achieved
Central Government determined Fees - Planning Fees and Licencing	Fixed	0.0%	0
Planning Advice Fees	Discretionary	13.0%	8,320
Building Control - Fees	Fixed	0.0%	0
Local Land Charges	Fixed	0.0%	0
Waste and Recycling charges (excluding Garden waste)	Discretionary	10.0%	15,299
Garden Waste	Discretionary	10.0%	158,311
Outdoor Leisure charges	Discretionary	2.8%	8,391
Car Parking Fees	Discretionary (but should align with locally agreed car parking strategy)	0.0%	0
Hackney Carriage Fees	Discretionary	10.0%	11,565
Other Licencing	Discretionary	10.0%	3,970
Total		9.1%	205,856

Balance Unallocated

24. 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 2023/24 it is proposed to be set at £20k.

Government Grants

25. It is assumed that local government can expect a similar settlement to previous years, with no provision for inflationary pressure. The MTFP therefore assumes the continuation of the Services Grant and lower tier services grant for 2023/24 or similar. The Council no longer receives Revenue Support Grant.
26. New Homes Bonus (NHB) is not included in the revenue budget as it is being phased out and therefore to do so would be unsustainable. Should the Council receive this in 2023/24 it will go to General Reserve as in previous years.
27. These figures will be confirmed in the settlement announcement w/c 19 December 2022.

Capital Programme

28. The current Capital Programme and the framework for the update to the strategy for next year is set out at section 3 of the report. The Council has a 5-year rolling programme (current year plus 4) to which a year is added annually. The Capital Strategy and planned programme are considered by Audit Committee annually in February which then recommends it to Council before the start of the financial year. The programme, however, should be dynamic in support of the Council's investment need, its sustainability and long-term delivery of services. Consequently, projects are added to the programme during the year, as business cases are developed.

3.0 Medium-Term Financial Plan - Four Year Position

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

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

Year 1 2023/24	£0k
Year 2 2024/25	£605k
Year 3 2025/26	£3,233k
Year 4 2026/27	£3,281k

31. The budget is balanced for 2023/24, with a total spending requirement of £19.820m financed from a combination of Rates Retention scheme, Council Tax, Dividend income, other grants, and use of Treasury Management Interest. Inflation is assumed to make up £1,623k of that net expenditure and Council Tax is set to rise by 2.75%.

General Reserve

32. This reserve includes amounts earmarked for the Capital Programme and maintenance together with a non-earmarked element (that ensures the Council has funds for any unforeseen events and to manage financial risk). The table below shows the current estimated balance of the General Reserve. Note that the current forecast shows a dramatic reduction in reserves on the assumption that the reserve is used to balance the funding gap created by potential changes to Business Rates. This is shown as an illustration and as the detail of any changes becomes clear the detail of this approach will be reviewed and revised. It should also be noted that these projections remain high level assumptions until there is greater clarity on the timing and detail of any proposed scheme.

Table 4 – General Reserve estimated balance

	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027
General Reserve December 2022	£'000s 10,418*	£'000s 8,753	£'000s 8,449	£'000 5,722	£'000s 2,441

*Excludes any benefit from the LGFS including NHB

Medium Term Financial Plan
Scrutiny Committee for Leader, Deputy Leader & housing and Customer Service 11 January 2023

Revenue Spending	<u>Year 0</u> 2022/23 £'000	<u>Year 1</u> 2023/24 £'000	<u>Year 2</u> 2024/25 £'000	<u>Year 3</u> 2025/26 £'000	<u>Year 4</u> 2026/27 £'000
Base Net Expenditure	17,024	16,181	16,239	16,229	16,286
Benefits	(119)	(119)	(119)	(119)	(119)
Drainage levies	-	-	-	-	-
Base Revenue Spending	16,905	16,062	16,120	16,110	16,167
Balance Unallocated	20	20	20	20	20
Council Net Expenditure	16,925	16,082	16,140	16,130	16,187
Contribution to Reserves in base budget	832	894	894	894	894
Net Service Change (including pay award uplift 22/23)		1,221	1,211	1,071	961
Net General inflation excluding Fees and Charges		1,829	2,616	3,403	4,190
Fees and Charges Inflation 23/24		(206)	(206)	(206)	(206)
Savings from efficiency programme	(50)	-	(250)	(250)	(250)
Total Revenue Spending	17,707	19,820	20,405	21,042	21,776
External Funding (RSG)	0	0	0	0	0
Rates Retention Scheme (RRS) funding	(5,146)	(6,170)	(6,470)	(4,275)	(4,446)
HB Admin Grant / LCTS Grant	(315)	(315)	(315)	(315)	(315)
Services Grant 22/23 only	(148)	(148)	-	-	-
Lower Tier Services Grant 21/22 and 22/23 only	(98)	(98)	-	-	-
Council Tax Requirement @ 2.75% in 23/24	(11,404)	(11,983)	(12,475)	(12,979)	(13,494)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(175)	(191)	-	-	-
Use of Treasury Management Interest to balance budget	-	(675)	(300)	-	-
Use of General Reserve to balance budget	(181)	-	-	-	-
Cumulative Balance deficit; / (surplus)	0	0	605	3,233	3,281

Financing Revenue Spending	<u>Year 0</u> 2022/23 £'000	<u>Year 1</u> 2023/24 £'000	<u>Year 2</u> 2024/25 £'000	<u>Year 3</u> 2025/26 £'000	<u>Year 4</u> 2026/27 £'000
Council Taxbase	63,230.6	64,664.1	65,569	66,487	67,418
Change in Taxbase	1.62%	2.27%	1.40%	1.40%	1.40%
Revenue Budget	17,707	19,820	20,405	21,042	21,776
Rates Retention Scheme (RRS) funding	(5,146)	(6,170)	(6,470)	(4,275)	(4,446)
HB Admin Grant / LCTS Grant	(315)	(315)	(315)	(315)	(315)
Services Grant 22/23 only	(148)	(148)	-	-	-
Lower Tier Services Grant 21/22 and 22/23 only	(98)	(98)	-	-	-
Council Tax Requirement	(11,404)	(11,983)	(12,475)	(12,979)	(13,494)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(175)	(191)	-	-	-
Use of Treasury Management Interest to balance budget	-	(675)	(300)	-	-
Use of General Reserve to balance budget	(181)	-	-	-	-
Total Financing	(17,707)	(19,820)	(19,800)	(17,809)	(18,495)
<i>Balance [(deficit); /surplus]</i>	(0)	(0)	(605)	(3,233)	(3,281)
Council Tax at Band D	£ 180.36	£ 185.31	£ 190.26	£ 195.21	£ 200.16
Change from previous year	2.80%	2.75%	2.65%	2.60%	2.55%

Contributions to Specific Reserves

33. A review of reserves is currently underway. Base Transfers to specific reserves, consistent with previous years planning assumptions, take place in the following areas:

Development Plan Reserve

34. A contribution of £300k to support delivery of the District Plan review. It is anticipated that the revised draft District Plan will be submitted to the Planning Inspectorate by end of 2023/24.

Job Evaluation reserve

35. This is a long-running project which aims to introduce a simple and straightforward scheme to evaluate job roles and remuneration. 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. Following the implementation of phase one, the management restructure, the outstanding aspects will be taken forward in the next financial year. Amendments to the sums needed will be reported through the Corporate Plan if available, or through Budget Management reports if not.

4.0 Conclusion

36. The effect of the changes described above is to achieve a balanced budget position for 2023/24 by use of Treasury Management interest. This is summarised in the table below and overleaf.

Medium Term Financial Plan Changes since Cabinet 26 September 2022

	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000
Revenue Spending				
Deficit position Cabinet 26 September 2022	169	2,222	2,383	2,628
Base Net Expenditure				
Salary increments, National Insurance changes & Pension triannual valuation	(85)	(114)	(181)	(155)
Other changes:				
Revised Rates Retention Scheme (RRS) funding allowing Business Rates Reset to slip to 2025/26	(55)	(2,022)	356	247
Removal of savings from efficiency programme	250			
Removal of other known growth items previously reported as included in net pressures from budget working papers	(103)	(103)	(103)	(103)
Net pressures /savings from 2022/24 budget working papers	585	575	435	325
Increase in Council taxbase from 1.4% to 2.27% @ 30 November 2022	(102)	(106)	(110)	(114)
Council Tax Collection Fund Surplus @ 30 November 2022	(191)			
Services Grant 2023/24 only	(148)			
Lower Tier Services Grant 2023/24 only	(98)			
Reversal of inflation estimate in Budget Guidelines report Cabinet 26 September 2022	(1,170)	(1,957)	(2,744)	(3,531)
Revised Inflation estimate to include Pay award in 2023/24 from 2% to 5% and review of Fees & Charges	1,623	2,410	3,197	3,984
Use of Treasury Management Interest to balance budget in 2023/24 and 2024/25	(675)	(300)		
Surplus (-) / Deficit (+) position Scrutiny Committee for Leader, Deputy Leader & Housing and Customer Service 11 January 2023	-	605	3,233	3,281

37. A summary of the draft Budget for 2023/24 is shown below which is the total of all net revenue expenditure for the services the Council provides.

Summary of Revenue Spending 2023/24

<i>Description</i>	<i>Original Estimate 2023/24 £'000</i>	<i>Notes</i>
Base net expenditure 2023/24	16,181	1
Net Benefits	(119)	
Balance unallocated	20	2
Contribution to Reserves in base budget	894	
Net Service Change (including pay award uplift 22/23)	1,221	3
Net General inflation excluding Fees & Charges	1,829	4
Fees and Charges Inflation 23/24	(206)	4
	<hr/>	
Budget Requirement	19,820	
<i>Financed by:</i>		
Rates Retention Scheme (RRS) Funding	(6,170)	
HB Admin Grant /Localised CT Support Grant	(315)	
Services Grant 23/24 only	(148)	
Lower Tier Services Grant	(98)	
Income from Council Tax	(11,983)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(191)	
RRS Deficit / (Surplus)	0	
Use of Treasury Management Interest to Balance Budget	(675)	
	<hr/>	
	(19,820)	
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Notes:

1. Base net budgets for all services as shown in the tables set out in Section 2 of this report total £16,816k which is inclusive of the on-going savings from 21/22 of £234k. This total has been increased as a result of the removal of this item as it is shown separately in the Net Service Change line in the table above. It has also been increased to include drainage levies of £1k which are not included in the tables in Section 2 of this report. This total has been reduced as a result of the removal of £870k relating to adjustments to the base budget for 22/23 inflation as this is shown separately in the Net Service Change in the table above. This leaves a starting point for the MTFP Base Net Expenditure of £16,181k.
2. The contingency provision for unexpected costs totalling £20k.
3. Detail included in pressures /savings tables set out in this report, and in the tables in Section 2 of this report.
4. Detailed in the inflation table set out in this report.

SECTION 2: SERVICE PLANS AND SUMMARY BUDGET TABLES

1.0 Service specific changes for 2023/24 and beyond

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. These are summarised as follows:
 - in-year unavoidable pressures amounting to £768k relating to changes to funding and core activity support provision.
 - £295k of additional costs for service enhancements as detailed in table 6.
 - £190k of savings as a result of service enhancements as detailed in table 5.
 - savings of £288k as detailed at table 7 relating to service planning.

Table 5 and 6 – Service Enhancement pressures and savings

Savings Arising from Service Enhancement	2023/24 £'000	Comments
Bulky Waste Collections	(30)	Estimate of increased income based on the service going from 3 days pw to 5 days pw
Garden Waste Service	(140)	Additional Income from Increase in Garden Waste subscribers. Assumed an additional 2000 in the first year, but the service will later have capacity to grow to 7500.
Car Parks Season Ticket Income	(20)	Increased income generated from season tickets following a review of the tickets currently provided free of charge, or at a reduced rate and increased marketing of tickets to the public.
Total savings arising from Service Enhancement	(190)	

Pressures Arising from Service Enhancement	2023/24 £'000	Comments
Garden Waste Service- Contract costs	240	The garden waste service is at capacity and in order to grow the service further an additional vehicle is required by the contractor. This will allow the service to grow up to 30,500 from the current capacity of 23,000 bins.
Garden Waste - Delivery costs	20	The delivery costs for an additional 2000 bins following the project justification to further expand the Garden Waste Service
Management salaries	35	Reduction in time chargeable and recoverable through West Sussex Parking Enforcement SLA
Total Pressures arising from Service Enhancement	295	

Table 7 – Service Savings

Savings Arising from Service Planning	2023/24 £'000	Comments
Revenues & Benefits Consultants	(23)	Further review of costs in line with 21/22 actuals
Revenues & Benefits Software Licence and Maintenance	(29)	Further review of costs in line with 21/22 actuals
Local Land Charges - Scanning of data	(10)	Further review of costs in line with 21/22 actuals
Legal Income	(28)	Further review of income in line with 21/22 actuals
Car Parks -Pay & Display	(50)	Assumed further partial recovery of Pay & Display Income - following a reported shortfall during the pandemic
Facilities - Postage for Document exchange	(4)	Contract cancelled 22/23
Estates -Industrial Estate rents	(2)	Further increased rents following rent reviews
Estates-Miscellaneous Property rents	(4)	Increased rents following rent reviews
Estates -Easements and Wayleaves	(1)	Increase in licences
Estates -Contribution to reserves for Major Capital Renewal projects (one year only)	(130)	MCR schemes for 2023/24 not going ahead due to need to complete Car parks condition survey work
Estates -Software licences and subscriptions	(7)	Cancellation of licences and subscriptions as no longer required
Total savings arising from Service Planning	(288)	

2. Budgets for 2023/24 for each department are shown on the following pages. There is a section for each containing:
 - a) An introduction by the Director including a brief synopsis of projects and principal workstreams to be undertaken by each Service area. Multi-disciplinary projects appear under the lead Service area;
 - b) Tables showing the variation for each Service area between 2022/23 and 2023/24 budgets.
3. To assist Members, a guidance note is set out below explaining how the Summary Budget Tables work.
4. The tables below should be read in conjunction with the relevant Service Plans for each Directorate.

2.0 Guidance Note Explaining the Summary Budget Tables

1. The Summary Budget tables **exclude** the following:
 - a) **Inflation** – Provision is made at section 1 for this currently. This is added to individual Service areas after the Scrutiny Committee for Leader, Deputy Leader and Housing and Customer Service have considered this report in January 2023, as the Budget estimates are fixed at this point.
 - b) **Recharges** - This allows Members to see the true cost of the recharged service. Recharges are the cost of Support Services which are added to a Service to show the full cost of each service. However, if Recharges were included in Services in this report, the tables showing the Support Service costs would be zero, rather than showing their true cost.
2. **Forecast 2022/23** - This is the Forecast Outturn for 2022/23, which includes all pressures and savings highlighted in the 2022/23 Budget Management reports to Cabinet up to 21 November 2022, as well as in-year virements approved under delegated authority. Whilst the forecast can be used to compare with the Original Estimate for 2023/24, only on-going pressures / savings can be included as changes to the Budget each year. These on-going changes impact on the Budget estimate for 2023/24.
3. **Base Net Budget (Original Estimate 2023/24)** - This is the Budget set at the start of 2022/23 (with Recharges removed) before allowing for any on-going changes highlighted in the 2022/23 Budget Management reports, and any Budget changes highlighted in the Budget working papers (e.g., Council/ Cabinet decisions; salary adjustments; Budget pressures, Budget savings).
4. **Budget Changes (Variations 2023/24)** - These are the changes highlighted in the Budget working papers. These include forecast changes to the 2022/23 Base Budget such as salary adjustments which includes salary increments and pension increases (if applicable). Salary adjustments also include any approved establishment changes (e.g., restructures) as well as revisions to staff time allocations between Service areas. Other forecast changes are increases / decreases to the 2022/23 Base Budget arising from Council/ Cabinet decisions, and on-going savings/ pressures highlighted in the 2022/23 Budget Management reports. These changes are added to the 2022/23 Base Budget to produce the 2023/24 Base Net Expenditure total.
5. **Base Net Expenditure** - This is the 2022/23 Budget (with Recharges removed) after allowing for on-going variations highlighted in the 2022/23 Budget Management reports, and Budget changes highlighted in the Budget working papers (e.g., Council/ Cabinet decisions; salary adjustments).
6. **Total Recommended budget for Departments for 2023/24** – This is the 2023/24 Budget (without inflation and Recharges) after the inclusion of changes in the Budget as outlined above, and Budget pressures or Budget savings emerging from the Budget working papers.

3.0 Deputy Chief Executive

Service Plan areas

- **Planning and Sustainable Economy**
- **Communities**

Planning and Sustainable Economy

1. The Council achieved a significant milestone in adopting the Site Allocations Development Plan Document (DPD) to enable the Council to continue to protect the C from unwanted speculative development.
2. In line with government requirements the Council is progressing the review of the District Plan. As well as a number of housing allocations to meet identified need to 2039, the Council has taken the opportunity of the review to include new/strengthened policies on Climate Change; Sustainable Design and Construction; Biodiversity Net Gain; and Nature Recovery. The first stage of consultation ended in December, and it is anticipated that following a further round of consultation the Plan will be submitted to the Planning Inspectorate by the end of 2023/24.
3. The Horsted Keynes Neighbourhood Plan has been examined by an independent Planning Examiner. If successful at referendum, scheduled for early in 2023/24, this will mark an important milestone for the District as every town and parish will have a Neighbourhood Plan.
4. By December 2022 over 200 new affordable homes had been delivered across the District and excellent progress had been made on delivering the 144 affordable homes at Freeks Farm.
5. Although 2020/21 saw a significant increase in the number of planning applications, this trend did not continue into 2022/23 with the number of applications stabilising. However, following the adoption of the Sites DPD, some of the larger allocated sites are being brought forward and this has led to an increase in planning application fees with the fees in November being almost 20% above the projected budget. The adoption of the Sites DPD has also led to fewer speculative applications and the number of planning appeals has decreased by nearly a third.
6. In Autumn 2022 the Council approved the Sustainable Economy Strategy 2022-2025 and set net zero targets for both the Council and the District.
7. Last year saw the very successful launch of the Opportunity Mid Sussex initiative which actively markets the District's competitive advantages for businesses and promotes the attractiveness of Mid Sussex for investors, residents and visitors.
8. We continue to support our micro-businesses and independent retailers with over £140k of grant support provided over the year. In addition, the Council has used part of the Government's Welcome Back Funds to launch the ShopAppy online retail scheme in our three town centres. Over 200 businesses have signed up to the platform which allows customers to browse, book and buy online via the website.
9. During 2022/23 the Burgess Hill Programme, including Brookleigh saw:
 - Delivery of significant pieces of infrastructure including the eastern road bridge over the River Adur;
 - Planning permission for the next phase of development at Brookleigh for 247 homes;
 - Planning permission for the Brookleigh Secondary School which will deliver a flagship facility built to Passivhaus standards;
 - Completion of the A2300 works on time and in budget;

- Delivery of 14km of cycle and bridleways around the Green Circle and Town Wide links through the Place and Connectivity Programme. The Programme has also ensured sustainable transport and public realm improvements between Burgess Hill Station and Victoria Business Park and around Wivelsfield Station;
 - Planning permission for the detailed design of the 40,695 sqm of space at the Hub, including 10 small units which will meet the needs of growing local businesses the new owner of the site intends to deliver all the units at pace recognising the pent-up demand in the local area.
10. In the coming year there will be significant developments at Brookleigh particularly at both the eastern and western neighbourhood centres and the final road infrastructure to link Isaacs Lane and the A2300. Work will start to deliver the secondary school and the planning application for the first primary school will be submitted. Work will continue to secure the next stages in the delivery and development of the Science and Technology Park.
 11. Gatwick Airport Ltd continues to progress its plan to expand the airport through a Development Consent Order. We will continue to work with the 'host authorities' and we are anticipating the application will be submitted to the planning inspectorate in Spring 2023.
 12. During 2023/24 there will be further consultation and engagement on the design and delivery of the next phases of the Place and Connectivity work. The Council continues to work closely with New River REIT and government departments to secure the delivery of the much-needed town centre regeneration at Burgess Hill.

Communities

Partnerships

13. This year continues to provide challenges for our local community in particular the continued impact of Covid 19 and the cost-of-living crisis. Work continues through the Mid Sussex Partnership (MSP) to provide strategic leadership, bringing agencies together to address these issues. The Partnership carries out activity through three sub-groups; Community Safety, Local Community Network (focusing on health and wellbeing) and the Community Resilience group.
14. The Local Community Network (LCN) works closely with the new NHS Integrated Care Board for Sussex. Key highlights for 2021/22 included the Power 4 Parents project and a community event with Places Leisure at the Triangle to raise awareness of the health and wellbeing service.
15. In 2022/23 the MSP's Community Safety Subgroup levered in additional funding from the Home Office's Safer Streets Fund and the Violence Reduction Partnership to redeploy CCTVs and youth intervention activities. Key highlights during the year included prevention work in 3 schools, 'Your life, you choose', a mentoring programme for young people to help them achieve their aspirations, promotion and roll out of the safe space project and the detached youth service provided by Sussex Clubs for Young People. Partners also worked together to engage with local people for ASB Awareness Week in July and Hate Crime Awareness Week in October.
16. The Community Resilience Subgroup continues to prioritise building and maintaining the resilience of our vibrant third sector. Key highlights this year included the connected project providing digital champions and the provision of community hubs in our most deprived areas. This group will also oversee delivery of the Council's UK Shared Prosperity Fund Investment Plan which will see £1m inward investment over the coming three years.
17. In 2023/24 we will carry out a review of the Council's partnership arrangements to ensure

maximum value for investment for this work.

Health and Wellbeing

18. Mid Sussex Wellbeing Service is commissioned by Public Health until March 2027 to deliver the county wide Prevention and Wellbeing Programme.
19. In 2022/23 the service delivered 1850 'interventions' compared to 1785 in 2021/22. The work focuses on smoking cessation, alcohol reduction and health checks. In 2022/23 the service also commissioned a wellbeing coaching service and a fall prevention service. The service is prioritised to the following high-risk groups:
 - Carers
 - Young people leaving care
 - Clients where English is a second language
 - Individuals with Learning Disabilities and Autism
 - Individuals with Serious Mental Illness (SMI)
 - Living in the 20% most deprived areas of Mid Sussex
20. In 2023/24 the service will continue to offer the same services through virtual interventions to support the wellbeing of residents and those employed across the district complementing face to face services.

Community Safety

21. Whilst Mid Sussex is a safe place to live, we continue to work closely with partners to address reports of anti-social behaviour. In 2022/23 (to December) 306 cases of anti-social behaviour were reported to the Council compared to 260 cases in 2021/22. The Council's Public Spaces Protection Order (PSPO) to tackle car cruising in Burgess Hill expires in Spring 2023 and a consultation is underway proposing to continue the Order and to extend it into two additional areas in Burgess Hill and East Grinstead.

Environment Health

22. April 2022 saw the removal of the remaining Covid 19 restrictions on businesses across the District, which required the licensing, food and safety service to continue to support and encourage shops, restaurants and supermarkets to manage the enduring issues they encountered during the pandemic. During 2022/23 we dealt with 5500 requests for services, and we anticipate that by the end of 2022/23 we will have carried out 820 food safety inspections and inspected 1100 licensed premises. We recognise that our businesses are facing significant challenges as a result of the economic climate, and we therefore continue to work hard to support them through the provision of advice while taking a pragmatic and risk-based approach to enforcement. This approach will increase in importance next year as businesses come under increasing pressure.
23. During the year we implemented changes to how taxi trade operates to improve the service they provide to the community. Changes included a requirement that all Hackney Carriage vehicles are white, along with improved signage to enable better identification of vehicles. We also introduced mandatory Safeguarding Awareness and Disability Awareness Training for licensed drivers, which helps provide a more confident and safer environment for the customer.
24. As part of our ongoing air quality monitoring work, a new air quality monitoring station has been installed in London Road East Grinstead, measuring air quality in real-time. Data collected will be used in our reports to DEFRA on the status of air quality in the Mid Sussex District.
25. In 2022/23 we expect to award 90 Disabled Facilities Grant's to residents to enable them to

adapt and improve their homes so they can continue to live independently. We will continue to work with all landlords to ensure housing standards in the District meet expectations, including supporting the Government's Homes for Ukraine scheme by undertaking home safety checks. To date, we have carried out over 165 safety checks enabling hosts to welcome visitors into their homes.

Planning Policy Draft Budget 2023/24			
<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Planning Policy	467		467
Planning Policy Staff Control	3	3	0
	<hr/>		<hr/>
Base Net Budget	470		467
Budget Changes			
Salary adjustments		8	8
			<hr/>
Base Net Expenditure			475
Pressure – SANG Monitoring Costs		2	
Pressure – High Weald AONB		2	4
			<hr/>
Total recommended budget for Service Area for 2023/24			479
			<hr/> <hr/>

Housing Enabling Draft Budget 2023/24			
<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Housing Enabling	181		181
Housing Enabling Staff Control	5	5	0
	<hr/>		<hr/>
Base Net Budget	186		181
Budget Changes			
Salary adjustments		(36)	(36)
			<hr/>
Base Net Expenditure			145
			<hr/>
Total recommended budget for Service Area for 2023/24			145
			<hr/> <hr/>

Development Management Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Development Management	527		527
Development Management Staff Control	33	33	0
	<hr/>		<hr/>
Base Net Budget	560		527
Budget Changes			
Salary adjustments		21	21
			<hr/>
Base Net Expenditure			548
			<hr/>
Total recommended budget for Service Area for 2023/24			548
			<hr/> <hr/>

Economic Development & Sustainability Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Sustainability	57		57
Economic Development	481		481
Economic Development Staff Control	8	8	0
	<hr/>		<hr/>
Base Net Budget	546		538
Budget Changes			
Salary adjustments		(6)	(6)
			<hr/>
Base Net Expenditure			532
			<hr/>
Total recommended budget for Service Area for 2023/24			532
			<hr/> <hr/>

Partnerships Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Partnership Funding	253	(45)	298
Base Net Budget	<u>253</u>		<u>298</u>
Budget Changes			
Salary adjustments		(67)	
Base Net Expenditure			<u>231</u>
Total recommended budget for Service Area for 2023/24			<u>231</u>

Community Services Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Community Services	238	7	231
Base Net Budget	<u>238</u>		<u>231</u>
Budget Changes			
Salary adjustments		1	1
Base Net Expenditure			<u>232</u>
Pressure – Safeguarding Subscriptions		1	1
Total recommended budget for Service Area for 2023/24			<u>233</u>

Environmental Health Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Contaminated Land	19		19
Housing Standards	281		281
Safety & Licensing	333	10	323
Environmental Protection	188		188
Environmental Health Staff Control	6	6	0
Health and Safety	57		57
	<hr/>		<hr/>
Base Net Budget	884		868
Budget Changes			
Salary adjustments		(76)	
Ongoing Pressure from 2021/22 - Hackney Carriages		25	
Ongoing Saving from 2021/22 - Licencing Income		(15)	
Ongoing Saving from 2021/22 - Salaries		(27)	(93)
			<hr/>
Base Net Expenditure			775
			<hr/>
Total recommended budget for Service Area for 2023/24			775 <hr/>

4.0 Director People and Commercial Services

Service Plan areas

- Digital and People Services
- Commercial Services and Contracts

Digital and People Services

Customer Services

1. The priority for Customer Services is to act as a focal point for customers to the Council. This coming year the Council will continue to work across services to redesign practices, and technology to improve efficiency and effectiveness for customers.
2. Improving the resilience, integration and flexibility of telephony has been successful. Telephony is now accessible externally on multiple devices so that staff can respond inside and outside of the office. The transition to a modern telephony platform was completed without dropping any calls and no downtime to customers. This enabled the Council to be available via telephone to residents throughout the pandemic and allows for greater flexibility in customer responses.
3. The next phase of technology development will see the Council continuing to modernise communication channels to compliment the telephony channel. This will offer residents more choice and increase the overall quality of the self-service offering while ensuring that no customer is excluded due to their accessibility needs.

Digital and Technology

4. Building on the successful restructure of digital services in 2019/20, digital and technology will continue to focus on supporting services as they plan the service redesign, they require to achieve further efficiencies and enhance the customer experience.
5. The service will use the learning from the previous year, continuing to develop core technology such as O365, preparing for incoming technology upgrades such as Windows 11. The service will strengthen the Council's resilience and security by migrating key technology to the cloud. This will also enable improved integration between systems, digitising processes for increased efficiency.
6. Cyber-security and digital risk management are a high service priority. The Council will continue its work with internal and external partners, such as the National Cyber Security Centre to help the Council identify and mitigate cyber threats. The cyber security landscape presents an ever changing and evolving challenge. Work will continue with colleagues in Organisational Development to provide training and development to complement our ever-developing set of technologies and techniques used in the fight against cyber-crime.

Revenues and Benefits

7. The forthcoming year will be as challenging as recent years with demand on the service continuing to be high. The teams have administered energy rebates to 40,366 residents totalling in excess of £6 million of assistance and handled thousands of additional enquiries about this support payment. We have awarded over £6.5 million in COVID business rates relief to assist 780 local businesses. We will need to continue to respond quickly to new government support schemes. This means we will maintain our flexible approach to pivoting resources towards this need and increase service resilience, so it is able to respond effectively.

8. We will continue to invest in new technology and service redesign, focusing on improving the customer journey and our self-service offerings. We will continue with our ambition to ensure we provide the maximum possible support to residents and deal with debt in the most effective and means available to us.

Housing Options

9. Over the course of the last year Housing options staff have reduced the number of residents in temporary accommodation. By almost halving this number, we are preparing for a potentially challenging year as it continues to support national schemes, assist residents suffering from the current cost of living challenges, and working with the challenging rental market. Despite a 19% increase in demand for the service, the temporary accommodation numbers have been reduced by 48% and prevented homelessness for 174 households in the last 12 months.
10. We will continue to make the service efficient and effective to meet the anticipated increase in service demand. Homelessness prevention and our work with rough sleepers will continue to be service priorities with various service activities targeted in these areas. We will introduce an outreach service to community groups to help early intervention. This will increase prevention and use specific accommodation to meet the needs of rough sleepers and families to assist people into employment and help them find alternative accommodation. We will review technologies and working practices to identify opportunities for improvements. We will review our allocations policy to ensure it meets the current and future needs of MSDC's residents.

Commercial Services and Contracts

Contracts and Services

11. The '1-2-3' food waste collection trial launched in September 2022/23. It has been a huge success. Over 88 tonnes of food waste have been collected in the first 11 weeks and the service is extremely popular with participants. We will continue to operate the trial over the coming 12 months in anticipation of a clearer direction on the collection of food waste emerging from central government in the coming year.
12. We have also continued with the delivery of our ambitious Parks Improvement Programme. Six parks have now been fully master planned across the district and detailed design work is underway on the first three of these. Improvement works, partially funded by the UK Shared Prosperity Fund, will be starting on the ground in 2023/24.
13. During 2022 detailed consultation with key stakeholders took place on the design of the new Centre for Outdoor Sport, in readiness for construction to start in the autumn of 2023. This will see new sports and recreation facilities for the District.
14. The residual impact of the pandemic continued to be felt throughout 2022/23 across the leisure sector. Despite an ongoing improvement in attendance, the viability of the Council's leisure centres has continued to present a significant challenge meaning that the Council has continued to subsidise the operation. Through 2022/23 this challenge has been compounded by the significant increases in energy costs, and the cost-of-living crisis. Work with Places Leisure is continuing to optimise leisure centre use and further reduce the burden on the taxpayer.
15. Car parking income continues to be suppressed and a 10-15% reduction on pre-Covid income is anticipated by the end of 2022/23. Despite this, we continued to deliver the actions in the Parking Strategy, including the development of a Car Park Investment Strategy. This work will continue into 2023/24 with the aim of delivering 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.

Estates Services and Building Control

16. The Service continues to manage and improve the Council's large asset base. There are in the region of 300 tenants within the Estate, of which the large majority are local businesses and community groups.
17. Among the more major projects is the ongoing work to manage and refine the offer at Orchards Shopping Centre in Haywards Heath. Work will continue to develop outline business cases and feasibility studies for the redevelopment of key sites within the District, to provide affordable housing, employment opportunities and improve the asset portfolio. The team will continue to work to facilitate the Burgess Hill town centre development, delivery of the Parking Strategy and the Parks Improvement Programme.
18. The team will continue to support the Housing Enabling Team with the delivery of the Temporary Housing Accommodation Strategy. It will deliver repair works and safety improvements on the Bedelands site.
19. The team will provide drainage advice to a number of bodies, where improved drainage may be needed as our climate and the level of housebuilding changes. The drain adoption process will continue at Brookleigh and trash screen replacements made at locations across the District.
20. The Building Control team continues to operate in a competitive market with the private sector and have achieved a 61% market share with the National average at 65%. There is a focus to improve business generation by promoting, developing and collaborating across all departments within the Council. There is also a drive to increase the number of local partners under the Local Authority Building Control (LABC) Partner Authority Scheme.

Customer Services Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Customer Service	367	17	350
Base Net Budget	<u>367</u>		<u>350</u>
Budget Changes			
Salary adjustments		7	7
Base Net Expenditure			<u>357</u>
Total recommended budget for Service Area for 2023/24			<u><u>357</u></u>

Digital and Technology Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Central Computer Costs	1,509	(42)	1,551
Corporate Systems Accounts	0		0
Base Net Budget	<u>1,593</u>		<u>1,551</u>
Budget Changes			
Salary Adjustments		(92)	(92)
Base Net Expenditure			<u>1,459</u>
Total recommended budget for Service Area for 2023/24			<u><u>1,459</u></u>

Revenues & Benefits Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Benefits Administration	900	(9)	909
Revenue Collection	864	28	836
Base Net Budget	1,764		1,745
Budget Changes			
Salary adjustments		18	
Ongoing 2021/22 Pressure - Card charges		14	
Ongoing 2021/22 Saving - Rateable Value finder consultancy		(27)	5
Base Net Expenditure			1,750
Saving – Consultants		(23)	
Saving – Software Licence & Maintenance		(29)	(52)
Total recommended budget for Service Area for 2023/24			1,698

Housing Options Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Housing Options	1,435	(20)	1,455
Other Council Property	5		5
Temporary Accommodation Asset Management	52		52
Housing Options Staff Control	25	25	0
Base Net Budget	1,517		1,512
Budget Changes			
Salary adjustments		2	
Ongoing 2021/22 Saving - Housing support		(20)	
Ongoing 2022/23 Inflationary Pressure - Energy		1	(17)
Base Net Expenditure			1,495
Total recommended budget for Service Area for 2023/24			1,495

Cleansing Services Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Refuse Collection	2,547	162	2,385
Recycling	128		128
Highway Cleansing	1,447		1,447
Highway Maintenance	55		55
Cleansing Staff Control	14	14	0
	4,191		4,015
Budget Changes			
Salary adjustments		12	
Waste contract variation – Growth in properties		31	
Ongoing 2022/23 Pressure - Contractual inflation		181	
Ongoing 2021/22 Saving – Bulky Waste income		(19)	
Staff move to Communications, PR & Community Engagement		(41)	164
			4,179
Base Net Expenditure			
Pressure – Garden Waste – contract costs		240	
Pressure – Garden Waste – Delivery costs		20	
Saving – Garden Waste additional income		(140)	
Saving – Bulky Household Collection income		(30)	90
			4,269
Total recommended budget for Service Area for 2023/24			4,269

Landscapes Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Outdoor Facilities	2,105	10	2,095
Trust Fund Accounts	0		0
Facilities Management Staff Control	(28)	(28)	0
	<hr/>		<hr/>
Base Net Budget	2,077		2,095
Budget Changes			
Salary adjustments		10	
Staff recharge to Car Park Enforcement - WSCC		(21)	
Ongoing 2021/22 pressure NNDR (part of £27K saving)		14	
Ongoing 2022/23 inflationary pressure - Arboriculture		15	
Ongoing 2022/23 inflationary pressure - Energy		75	
Ongoing savings 2021/22 - Playgroup Income		(47)	
Ongoing savings 2021/22 - Ground rent		(10)	36
			<hr/>
Base Net Expenditure			2,131
Total recommended budget for Service Area for 2023/24			<hr/> 2,131 <hr/>

Leisure Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Leisure Centres	117	478	(361)
	<hr/>		<hr/>
Base Net Budget	117		(361)
Budget Changes			
Salary adjustments		53	
Management fee income		(800)	(747)
			<hr/>
Base Net Expenditure			(1,108)
Pressure – Offsetting Management fee income		400	400
			<hr/>
Total recommended budget for Service Area for 2023/24			(708)
			<hr/> <hr/>

Parking Services Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Car Parks	(1,074)	(47)	(1,027)
Parking Enforcement	0		0
	<hr/>		<hr/>
Base Net Budget	(1,074)		(1,027)
Budget Changes			
Salary adjustments		(41)	
Staff recharge to Car Park Enforcement - WSCC		21	
Ongoing 2022/23 Inflationary pressure - Energy		7	
Ongoing 2021/22 pressure - Cashless Parking Transaction processing		27	
Ongoing 2021/22 pressure - NNDR (part of £27k saving)		(9)	
Ongoing 2021/22 saving - Car Park repairs		(21)	(16)
			<hr/>
Base Net Expenditure			(1,043)
Saving – Season Ticket income		(20)	
Saving – Pay & Display income		(50)	(70)
			<hr/>
Total recommended budget for Service Area for 2023/24			(1,113) <hr/> <hr/>

Facilities Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Contracts	7		7
Oaklands	873	26	847
Building Maintenance Staff Control	50	50	0
District Drainage	174		174
Better Mid Sussex	0		0
Public Conveniences	157	(4)	161
	<hr/>		<hr/>
Base Net Budget	1,261		1,189
Budget Changes			
Salary adjustments		(56)	
Lifecycle costing - repairs		(4)	
Ongoing 2022/23 Inflationary pressure - Energy		133	
Ongoing 2022/23 Pressure - Drainage Support Officer post		33	
Ongoing 2021/22 Saving - NNDR (part of £27K saving)		(44)	62
			<hr/>
			1,251
Base Net Expenditure			
Pressure – Oaklands Security – increased cost of contract		10	
Pressure – Oaklands Cleaning Contract		32	
Saving – Postage for Document Exchange		(4)	38
			<hr/>
Total recommended budget for Service Area for 2023/24			1,289 <hr/>

Estates Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Property Operational	(189)	(35)	(154)
Investment Property	(3,038)	1	(3,039)
Property Staff Control	10	10	0
	<hr/>		<hr/>
Base Net Budget	(3,217)		(3,193)
Budget Changes			
Salary adjustments		(34)	
MCR- Part of Lifecycle costing Asset management - decreased payment to reserves to fund capital		(32)	
Ongoing 2021/22 pressure NNDR (part of £27K saving)		12	
Ongoing saving from 2021/22 – Depots rent		(6)	
On-going saving from 2021/22 – Operational Properties rents & licences		(30)	
On-going saving from 2021/22 – Industrial Estates rents		(42)	(132)
			<hr/>
Base Net Expenditure			(3,325)
Pressure – Orchards Retail – Rental income		70	
Pressure – Orchards Leasing costs		5	
Pressure – Market Place Car Park Supplementary rent		21	
Saving – Industrial Estates Rent		(2)	
Saving – Miscellaneous Property Rents		(4)	
Saving – Easement & Wayleaves		(1)	
Saving – Contribution to reserves for Major Capital Renewals projects		(130)	
Saving – Software licences & subscriptions		(7)	(48)
			<hr/>
Total recommended budget for Service Area for 2023/24			(3,373)
			<hr/> <hr/>

Building Control Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Building Control	292	10	282
	272		282
Budget Changes			
Salary adjustments		(11)	(11)
Base Net Expenditure			271
Total recommended budget for Service Area for 2023/24			271

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5.0 Director Resources and Organisational Development

Service Plan areas

- Organisational Development
- Corporate Resources
- Legal and Democratic Services

Organisational Development

Communications, PR and Community Engagement

1. This newly formed service area will allow the team to focus on ensuring our communities remain strong and resilient. We will do this by running a series of targeted community engagement and development events and by targeting funding at the areas of our communities that need it most.
2. Our communications will continue to protect and enhance the reputation of the Council by delivering communications and marketing activity that supports our priorities and enables the efficient and effective operation of our services.

HR and Organisational Development

3. 2023/24 will mark the start of a switch in focus for the HR team to a more strategic business approach. We will be working towards improved automation in our day-to-day work, which will result in less transactional exchanges and more time to support managers and staff in an increasingly pro-active manner.
4. Our aims are set out within the People Strategy and will be enabled by an appropriate HR structure. We will also be supporting all managers in realising ambitions for their own services. We will ensure that there is access to learning opportunities for all managers; both in terms of their own development and that of their teams. We will also focus on developing our apprenticeship and training opportunities.

PMO and Service Redesign

5. The service was set up in 2022 following the management restructure. We will use the PMO function to provide leadership of planning and performance management in the Council, including service planning and regular performance monitoring reports for managers and Members. The service also supports the scoping and delivery of the Council's major projects and promotes good practice.
6. In the coming year, our approach and resources will be confirmed to provide a strong corporate emphasis on:
 - Planning and performance management
 - Policy, learning and insight
 - Programme delivery and project management
 - Service redesign and benefits realisation.
7. In addition, we will support the development of our planning and reporting of capital programme spend and delivery to ensure we have a multiyear view of the substantial programmes being delivered across Mid Sussex.

Corporate Resources

Finance

8. In 2023/24 the service will be focussing on developing a strategic business partnering

approach in the support provided to the broader organisation and the delivery of services and projects. Together with business-as-usual activities including in year monitoring, the annual audit and the budget setting process.

9. Ensuring that opportunities presented by the technology available to us are explored, both in support of services, and working towards improved automation and digitisation in our day-to-day work.

Corporate Resources

10. Focussing on ensuring the safe and effective management of the Council's finances through the integrity of financial reporting and strategies in liaison with the Audit Committee.

Local Land Charges, Planning and Building Control Support

11. Whilst the statutory duty to maintain the Local Land Charges Register has passed to Land Registry, we continue to have responsibility 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.
12. 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. In addition, the Charges Team will continue to provide detailed answers to the CON 29 element of Official Searches.

Legal and Democratic Services

Legal Services

13. The legal team supports the Monitoring Officer function, ensuring that decisions made by all parts of the Council are legally robust. This includes providing advice across all of the Council's functions and, where advice cannot be sourced in-house, instructing external solicitors or Counsel.
14. We provide support in all transactional matters for the Council, carry out prosecutions and conduct civil proceedings on behalf of the Council to ensure effective enforcement of the Council's powers and defence of its legal rights. We will continue to focus on these business-as-usual activities in 2023/24. In addition, we will look to move towards a more "paperless" service, including the use of electronic signing and sealing where permitted by law.
15. The Legal Team has retained its Lexcel accreditation, which is a quality mark for excellence in Legal Practice, Management and Client Care.

Democratic Services

16. The service is preparing to deliver Local Government Elections in 2023 in a legislative context which sees the introduction of Voter ID. We are maintaining readiness for a United Kingdom Parliamentary General Election at any time, but perhaps most likely in 2024.
17. The team has designed and will help to deliver a comprehensive induction training programme for Members of the new Council. Much will be offered in the early part of the municipal year, though a quality learning and development experience for all will continue throughout 2023.

Communications PR and Community Engagement Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Grants to Organisations	279	3	276
Community Leisure and Development	93	6	87
Communications and PR	194		194
	<hr/>		<hr/>
Base Net Budget	566		557
Budget Changes			
Salary adjustments		10	
Staff Moves - from Cleansing		41	51
			<hr/>
Base Net Expenditure			608
Pressure – Community Development Grants		100	100
			<hr/>
Total recommended budget for Service Area for 2023/24			708
			<hr/> <hr/>

Human Resources and Organisational Development Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Personnel & Payroll	556	7	549
	<hr/>		<hr/>
Base Net Budget	556		549
Budget Changes			
Salary adjustments		5	5
			<hr/>
Base Net Expenditure			554
			<hr/>
Total recommended budget for Service Area for 2023/24			554
			<hr/>

PMO and Service Redesign Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Corporate Improvement	184	4	180
	<hr/>		<hr/>
Base Net Budget	184		180
Budget Changes			
			<hr/>
Base Net Expenditure			180
			<hr/>
Total recommended budget for Service Area for 2023/24			180
			<hr/>

Finance Accountancy Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Estimate 2023/24 £'000</i>
Base Net Budget			
Accountancy Support	731	20	711
Base Net Budget	<u>731</u>		<u>711</u>
Budget Changes			
Salary adjustments		11	11
Base Net Expenditure			<u>722</u>
Total recommended budget for Service Area for 2023/24			<u><u>722</u></u>

Corporate Resources Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Other Corporate & Democratic Core	187		187
Non-Distributed Costs	759		759
Insurance	0		0
Finance Control Support	68		68
Base Net Budget	<u>1,014</u>		<u>1,014</u>
Budget Changes			
Effect of Pension Triennial Valuation - Secondary Contributions		365	365
Base Net Expenditure			<u>1,379</u>
Pressure – External Audit		102	
Pressure – Apprenticeship Levy		6	
Pressure – Treasury Management Shared Service		1	
Pressure – Internal Audit		5	114
Total recommended budget for Service Area for 2023/24			<u><u>1,493</u></u>

Land Charges Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Local Land Charges	(41)	(15)	(26)
Land Charge Admin Staff Control	(44)	(44)	0
	<hr/>		<hr/>
Base Net Budget	(85)		(26)
Budget Changes			
Salary adjustments		(20)	(20)
			<hr/>
Base Net Expenditure			(46)
Saving – Scanning of data costs		(10)	(10)
			<hr/>
Total recommended budget for Service Area for 2023/24			(56)
			<hr/> <hr/>

Planning and Building Control Service Support Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Planning Service Support	17	17	0
	<hr/>		<hr/>
Base Net Budget	17		0
Budget Changes			
Salary adjustments		(15)	(15)
			<hr/>
Base Net Expenditure			(15)
			<hr/>
Total recommended budget for Service Area for 2023/24			(15)
			<hr/> <hr/>

Strategic Core Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Strategic Core	1,923	540	1,383
Base Net Budget	1,923		1,383
Budget Changes			
Salary adjustments		385	385
Base Net Expenditure			1,768
Pressure – Chief Executive Support Team – Market Supplements		11	
Pressure – Reduction in staff costs recoverable and rechargeable to WSCC SLA		35	46
Total recommended budget for Service Area for 2023/24			1,814

Legal Services Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Legal Support Costs	429	11	418
Base Net Budget	429		418
Budget Changes			
Salary adjustments		(82)	
Upgrade of IKEN system & additional licences		(15)	(97)
Base Net Expenditure			321
Saving – Legal Income		(28)	(28)
Total recommended budget for Service Area for 2023/24			293

Democratic Services & Elections Draft Budget 2023/24

<i>Description</i>	<i>Forecast 2022/23 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2023/24 £'000</i>
Base Net Budget			
Elections & Registrations	327	6	321
Members Services	655	7	648
Base Net Budget	982		969
Budget Changes			
Salary adjustments		21	21
Base Net Expenditure			990
Total recommended budget for Service Area for 2023/24			990

SECTION 3: CAPITAL PROGRAMME & REVENUE PROJECTS

Background

1. This section outlines the framework for the Capital Strategy and the planned programme.
2. The Council has a 5-year rolling programme (the current year plus 4). Each year, the Council adds a year to its rolling programme.
3. The purpose of the Capital Strategy is to drive the Council's capital investment ambition while also ensuring appropriate capital expenditure, capital financing and treasury management, within the context of sustainable, long-term delivery of services. The Capital Strategy is first considered by the Audit Committee in February which then recommends it to Council before the start of the financial year.

Capital Strategy Considerations

4. The strategy for capital spending is refreshed annually, the strategy supports the planned programme which is also refreshed annually through budget setting. However, the programme should be dynamic in year to support project and programme timely delivery. Considerations with regard the strategy are outlined below:
 - (a) The strategy is framed within the context of the CIPFA Professional Codes and Guidance, including the Prudential Code 2021, the Minimum Revenue Provision Guidance 2018 and the Treasury Code of Practice 2021, as well as the Local Government Act 2003, regarding the power to borrow and invest.
 - (b) The strategy prioritises investments in assets that support the achievement of the Corporate Plan and further the Council's corporate priorities. The Prudential Code requires that authorities demonstrate that they make capital expenditure and investment decisions in line with services objectives and have proper stewardship arrangements, provide value for money, are prudent, sustainable and affordable.
 - (c) The Capital Programme, will be financed by the most appropriate mix of:
 - reserves;
 - contributions from the Revenue Budget;
 - borrowing;
 - capital receipts and grants;
 - contributions from stakeholders (including s106 agreements);
 - external funding from partners in both the public and private sectors.
 - (d) The Council will continually review the financial and service benefits of existing assets and, in accordance with prudent asset management best practice, draw up a schedule of those which could be disposed of and the timescale for disposal in accordance with the Asset Management Plan.
 - (e) The Council will make every effort to generate funding for capital projects from partners and other sources (including Section 106 agreements). Negotiations on the sources of funding must focus on the Council's priorities at the time.

- (f) Each new project is supported by a justification statement and has been the subject of Ward and Cabinet Member consultation. These are fully funded and are therefore net nil variations to the programme. Variations to the programme can be considered throughout the year. Projects that are supported by a business case may be financed from reserves subject to appropriate payback, within an appropriate and specified period, but subject to the Council's capacity to allow such a commitment. These should also be considered as variations to the programme throughout the year.
5. The latest planned programme of capital expenditure is shown below. This will require updating for the added year of 2026/27. It is followed by the new capital and revenue projects that have come forward at this time to start in 2023/24 that will add to the Council's programme.

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Capital Programme 2022/23 - 2025/26						
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2022</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>
Planning Policy & Housing Enabling						
Goddards Green Sewage Treatment works	3,569	3,569				
Burgess Hill Place and Connectivity Programme	5,335	4,112	1,223	0	0	0
Temporary Accommodation	2,950	1,070	1,050	830	0	0
Affordable Housing	1,141	405	80	656	0	0
Total Planning Policy & Housing Enabling	12,995	9,156	2,353	1,486	0	0
Contracts & Services						
Bolney Recreation Ground(Batchelor's Field) Playground Improvements	80	78	2			
Petanque Rink construction, Marle Place Recreation Grd, Bhill	26	22	4			
Forest Field, Haywards Heath	60	4	56			
Turners Hill Recreation Ground	72	43	29			
St Andrews Play Area, Burgess Hill	73	65	8			
Garden Waste Bins	20	19	1			
Replacement Wheelie Bin Purchase	234	0	117	117		
Total Contracts & Services	565	231	217	117	0	0
Estates Services & Building Control						
Upgrading Play Equipment at St. John's Playground Bhill	0	0	0			
Major Capital Renewals Unallocated Funding	409	0	0	130	146	133
Intruder Alarm Upgrade	52	19	33			
East Court Pavilion Sewage pump	85	0	85			
Oaklands Replacement Windows	95	0	95			
Heating works Phase IV	65	0	65			
Oaklands Staff Room and Remodelling and Refurbishment	44	0	44			
The Orchards - Changing Place Toilet	190	0	190			
SwanMead	1,500	0	150	1,350	0	0
Hickman's Lane Pavilion Renovation	255	0	0	255		
Total Estates Services & Building Control	2,695	19	662	1,735	146	133
Digital & Technology						
Workstation replacement programme (future years)	256	56	50	50	50	50
Workstation replacement programme (slippage 21/22))	10	0	10			
Host Replacement- Production farm and DMZ	55	41	14			
Fibre Channel Switch Replacement	36	27	9			
Rural Connectivity Programme	3,182	2,184	998			
Research and Innovation Fibre Ring (RIFR)	312	212	100			
Oaklands Wifi Refit	50	40	10			
Total Digital & Technology	3,901	2,560	1,191	50	50	50
Environmental Heath						
Air Quality Monitoring Station	10	0	10			
Disabled Facility Grants	6,241	1,898	1,643	900	900	900
Total Environmental Health	6,251	1,898	1,653	900	900	900
Grand Total	26,407	13,864	6,076	4,288	1,096	1,083

Revenue Projects 2022/23 - 2025/26						
<i>Scheme Description</i>	<i>Total</i>	<i>Pre 1/4/2022</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>
About the Place Public Arts Project	118	4	114			
Income Management Replacement System	63	51	12			
CCTV East Court and Mount Noddy Recreation Ground in East Grinstead	43	14	29			
Keymer Brick & Tile Community Building improvement works	4	0	4			
Bedelands Gypsy and Traveller site	500	0	15	485		
Electric Vehicle fast charging points	38	0	38			
Martlets Temporary Urban Park	100	0	100			
Cherry Tree (St Albans Hall(Fairfield Road BH)	16	0	16			
Digital & Technology						
Telephony System replacement (hardware)	250	54	2	194		
Network Infrastructure Maintenance Project	20	2	18			
MCR						
Resurfacing Heath Road Car Park, Haywards Heath	0	0	0			
Resurfacing of Muster Green Car Park, Haywards Heath	0	0	0			
Unallocated MCR 22/23	10	0	10			
	0	0				
	0	0				
Playground Improvements						
Dolphin Leisure Centre Play Area Haywards Heath	30	0	30			
Hollands Way Play Area, East Grinstead	62	0	62			
	0	0				
	0	0				
Parks Improvement Programme						
Hemsleys Meadow and Finches Field, Pease Pottage Masterplan	900	0	90	810		
Victoria Park, Haywards Heath Masterplan	326	0	162	164		
Mount Noddy, East Grinstead Masterplan	695	0	180	196	319	
St. John's Park, Burgess Hill Masterplan	0	0	TBD			
Council Priority Projects		0				
Hill Place Farm SANG - easement Bluebell Railway Line	731	0	731			
Centre for Outdoor Sport (Master Planning)	545	0	375	170		
Grand Total Revenue Projects	4,451	125	1,988	2,019	319	0
Total Programme	30,858	13,989	8,064	6,307	1,415	1,083

Variations to Capital and Revenue Projects

6. Net nil variations to the capital and revenue projects that will now add to the programme since it was last reported are as follows:
- (i) **Digital & Technology**
These relate to a workstation replacement programme at £50k, and refresh revenue projects.
 - (ii) **Other Schemes**
These projects relate to the purchase of bins for the Garden Waste Service expansion as well as the second-year costs of the purchase of replacement Rubbish and Recycling Service Wheelie Bins and the Mount Noddy Park improvement programme.
 - (iii) **Major Capital Renewals**
This is the cost of maintaining our assets. No detailed projects are planned for 23/24 as awaiting the outcome of the Car Park condition survey revenue project before this can be programmed for 2024/25
 - (iv) **Disabled Facility Grants**
This is a mandatory scheme and is currently fully funded from a WSCC grant contribution.
7. The details are set out on the next page.

Proposed New Projects - Capital Programme and Revenue Projects 2023/24 - 2026/27						
	Project Justification	Total 2023/24 £'000s	Total 2024/25 £'000s	Total 2025/26 £'000s	Total 2026/27 £'000s	Net Revenue Implications 2023/24 only £'000s
Capital Projects						
Digital & Technology Projects						
PC Replacement Programme V	Yes	50	50	50	50	
Total Digital & Technology Projects:		50	50	50	50	0
Others:						
Garden Waste Service Expansion- Bin Purchase	Yes	39	39	39	29	120
Replacement Wheelie Bin Purchase	Ref: PJ 22/23	117	0	0	0	
Total Others:		156	39	39	29	120
Major Capital Renewals						
Unallocated Funding for future years	n/a	0	146	133	133	
Total Major Capital Renewals	n/a	0	146	133	133	0
Environmental Health						
Disabled Facility Grants	n/a	900	900	900	900	
Total Environmental Health		900	900	900	900	0
Total New Capital Projects		1,106	1,135	1,122	1,112	120
Financed By:						
Grant Contributions WSCC		900	900	900	900	
Met from Revenue Contributions (for MCR)		0	146	133	133	
Capital Receipts		206	89	89	79	
Total Financed:		1,106	1,135	1,122	1,112	

		£'000s	£'000s	£'000s	£'000s	£'000s
Revenue Projects						
Digital & Technology Projects						
Endpoint and Infrastructure Refresh	Yes	30				
Mobile device refresh	Yes	60				
Office 365 (Phase II)	Yes	50				
Total Digital & Technology Projects :		140	0	0	0	0
Other						
Car Park condition survey	Yes	35				
Parks Improvement Programme						
Mount Noddy, East Grinstead Masterplan	See 22/23	196	319			
Total New Revenue Projects		371	319	0	0	0
Financed By:						
S106s (time limited / non-time limited)		96	200			
General Reserve		275	119	0	0	
Total Financed:		371	319	0	0	

CAPITAL PROJECT JUSTIFICATION DETAILS

PC Replacement Programme

Purpose of project:

The Council currently has approximately 400 workstations/ laptops 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 devices/ accessories are disadvantaged when looking to improve their work process by leveraging modern digital tools and workflows and flexible working methods. The original 10% replacement programme was insufficient to ensure staff had the best tools to improve efficiency, reliability and compatibility with the Digital Programme. This phase of the 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 due to incompatible devices when upgrading to the Windows 10 operating system to maintain compliance. To avoid this expense in future, as we move to the current Windows 11 operating system and to ensure service area have the best tools to deliver their service 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 eased the purchase of new hardware to support the roll-out of Windows10, therefore it is recommended that this scheme continue for year 5 of the proposed 5 year programme 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, tablets and associated accessories).

Head of Service / Assistant Director: Simon Jones, Assistant Director of Digital and People Services**Service Area:** Digital and People Services**Director:** Simon Hughes, Director of People and Commercial Services**Project Manager:** Rupal Padhiar, Service Delivery Manager**Cabinet Members:** Cllr Rachel Cromie, Cabinet Member, Housing and Customer Service**Ward Members:** N/A**This project contributes to achieving the Corporate Plan in the following ways:**

Efficient 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:

Risks are around market issues with supply and tech pricing.

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CAPITAL PROJECT JUSTIFICATION DETAILS

Garden waste service expansion – Bin Purchase

Purpose:

During 2019/20 the Council sought to grow the garden waste subscription service to 20,000 subscribers. Following an unprecedented spike in new subscribers during 2019/20 this target was increased to 21,500 and a further contract extension was negotiated with Serco to facilitate growth to 23,000 during 2020/21.

The service has continued to grow, and the number of new subscribers continues to exceed the Council’s expectations despite the cost-of-living crisis and impacts of the COVID-19 pandemic. The current subscriber rate stands at 22,500 with a waiting list of 1,000. The service is, therefore, at capacity.

Following further successful negotiations with Serco an expansion to the service has been agreed in principle, allowing an additional 7,500 subscribers to join the garden waste subscription service to accommodate a total of 30,500 subscribers across the District.

The annual cost of providing this service expansion has been provided by Serco as £240,000. This would require the Council to agree to revenue growth for the remainder of the Council’s contract term with Serco (July 2028). At the time of writing, full negotiations with Serco have not been concluded and it may be that this annual cost can be reduced.

The Council is currently able to levy a charge for the garden waste subscription service and, at present, charges £70 per bin per year. This charge is designed to off-set the full costs of providing the service.

We believe it realistic (based on ongoing growth in the last financial year and continued interest in the service) to target growth of 2,000 subscriptions per year for the next 4 years, to achieve 30,500 subscribers. In order to facilitate this growth, it will be necessary to purchase a further 7,500 garden waste bins phased over the intended 4-year growth period.

Total Cost: £144,750

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Bin purchase (2,000 per annum- subject of separate capital bid)	£38,600	£38,600	£38,600	£28,950
TOTAL COST	£38,600	£38,600	£38,600	£28,950

Value For Money Assessment:

In order to cover the costs of running the garden waste collection service the Council can levy a subscription fee. However, as set out in its draft Resources and Waste Strategy, it is possible that the Government may revoke the ability of local authorities to charge for the collection of this waste stream in future, and the service would become mandatory. Whilst any such decision would come with some ‘new burdens’ funding, this would result in a significant loss of income for the Council, and it is therefore considered prudent to generate as much income as practically possible whilst we are permitted to do so.

The below table demonstrates the breakdown of costs for each subscription in the first year and each subsequent year thereafter based on the annual cost for the service extension.

Revenue Implications:**Total Costs: £260,000 p.a. (inclusive of indexation from August 2022)**

The costs outlined above will secure:

- 1 x 26 tonne single body, split lift RCV
- 1 x HGV Driver
- 2 x Loaders

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Contract costs	£240,000	£240,000	£240,000	£240,000
Bin delivery and administration	£20,000	£20,000	£20,000	£15,000
TOTAL COST	£260,000	£260,000	£260,000	£255,000

Additional Income:

Based on a subscriber uplift of 2,000 per year in years 1-3, and a further uplift of 1,500 in year 4 (to bring it up to capacity), the service would generate the following gross income, based on a charge of £70 per subscription per year.

YEAR	GROSS INCOME
1	£140,000
2	£280,000
3	£420,000
4	£525,000

Doing nothing will require the Council to turn away potential customers (which have already accumulated beyond our capacity) and will mean that the full recycling/ composting potential of the service is not achieved; and that potential revenue is foregone.

Head of Service/ Assistant Director Jo Reid, Head of Contracts and Services/Rob Anderton, Assistant Director of Commercial Services & Contracts

Service Area: Contracts & Services

Director: Simon Hughes, Director of People and Commercial Services

Project Manager: Jo Reid, Head of Contracts and Services

Cabinet Members: Councillor John Belsey, Deputy Leader

Ward Members: Not applicable

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

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

Summary of discussions with Cabinet Member: The Cabinet Member has been fully involved in the formulation of this project.

Previous Consideration at Scrutiny Committee: None.

Risk Analysis:

The main risks for this project are:

- There is a risk that the additional service will not be fully taken up. (Low)
- Some round changes may be required to facilitate the proposed growth, and this may cause some confusion for customers. (Low)
- As set out in its draft Resources and Waste Strategy, the Government may decide to require local authorities provide free, universal garden waste collections in future. Whilst any such decision would come with some 'new burdens' funding, this would still likely result in a significant loss of income for the Council (Medium)

Mitigating Actions:

Garden Waste marketing campaign forms part of the ongoing business activity of the Service Area but a larger campaign will be undertaken in advance of garden waste vehicle delivery.

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REVENUE PROJECT JUSTIFICATION DETAILS

Endpoint and Infrastructure Refresh

Purpose of project:

Endpoints and infrastructure are the foundations upon which the Council's digital systems are built and as such are critical for the service areas to deliver efficient responsive services. As with most things these systems require periodic review and upgrade/replacement to maintain the required levels of compliance (e.g., PCI-DSS, PSN, etc.), cyber security and support the latest versions of line-of-business applications to ensure the service areas continue to deliver efficient services. A subset of the current systems (nearing their end-of-life) will be targeted for review, options evaluated and if appropriate replaced or upgraded.

Total Amount: £30,000*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:**

Due to the fundamental nature of these systems, the constraints of having to maintain compliance standards, the ever-evolving cyber threat environment and to ensure continued support for the line of business applications the option of doing nothing is non-viable. Evaluation of modern/alternative methods of delivery will form part of any procurement process and the process will be subject to the normal value for money assessment as per the Council's procurement guidelines.

Head of Service / Assistant Director Service Area: Simon Jones, Assistant Director of Digital and People Services**Director:** Simon Hughes, Director of People and Commercial Services**Project Manager:** Howard Knowelden, Infrastructure Manager**Cabinet Members:** Cllr Rachel Cromie, Cabinet Member, Housing and Customer Service**Ward Members:** N/A**This project contributes to achieving the Corporate Plan in the following ways:**

This is required to maintain efficient 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:

Main risks are the uncertainty in the marketplace on supply of goods and pricing

REVENUE PROJECT JUSTIFICATION DETAILS

Mobile Device Refresh

Purpose of project:

Review of the current mobile devices in use across the Council to identify those devices that are near end-of-life and will no longer be able to continue to run the applications that service areas utilise to run their services effectively. Once identified replacement options will be evaluated, based on their suitability for the role required. These new devices will ensure that the authority maintains its obligations for compliancy (e.g., PCI-DSS, PSN, DPA, etc.), meet cyber security requirements and continue to run line-of-business applications as required by the service areas.

Total Amount: £60,000*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:**

When devices pass their end-of-life dates they will no longer meet our obligations for compliancy, become valuable in the ever-evolving cyber threat environment and cease to run those applications required by the service areas, therefore the option of doing nothing is non-viable. Evaluation of alternative methods of delivery will form part of the process and any procurement exercise will be subject to the normal value for money assessment as per the Council's procurement guidelines. Options will include areas such as device leasing to spread the costs and/or bring your own device (BOYD) options, subject to any due diligence around finance, HR, etc.

Head of Service / Assistant Director Service Area: Simon Jones, Assistant Director of Digital and People Services**Director:** Simon Hughes, Director of People and Commercial Services**Project Manager:** Howard Knowelden, Infrastructure Manager/ Rupal Padhiar, Service Delivery Manager**Cabinet Members:** Cllr Rachel Cromie, Cabinet Member, Housing and Customer Service**Ward Members:** N/A**This project contributes to achieving the Corporate Plan in the following ways:**

Efficient 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:

Risks are around the supply chain – both the availability of technology and price instability.

REVENUE PROJECT JUSTIFICATION DETAILS

Office 365 (Phase II)

Purpose of project:

The adoption of Office 365 (O365) enabled the Council to respond quickly and flexibly to new styles of working during the recent pandemic. Leveraging the core elements of O365 (Outlook, Word, Excel, etc.), further enhanced by the addition of Teams, replacing users' home (I:) drive with OneDrive and migration of the legacy phone system to Teams has transformed the way in which the authority works, whilst adding increased resilience and security. The scope of this phase of the programme is to further enhance the offering by implementing additional technologies. SharePoint will replace the legacy on-premises departmental/section (J: / K:) drives to facilitate increased collaboration, implementation of document classification & retention (to meet our GDPR obligations) and allow for process automation. Enhancement of the Intranet site building on SharePoint to improve user experience and increase efficiency. Where appropriate migrate legacy Line-of-Business systems from on-premises to SharePoint.

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:

Migrating legacy systems to the O365 platform will continue to drive efficiencies, promote collaborative working, improve/engender new ways of working, allow for increased flexibility for service areas to deliver services, allow for automation of streamlined processes, increase the reliance for the authority and bolster cyber security in an ever-evolving threat environment. The use of outside subject matter experts delivers value for money by virtue leveraging industry wide best practice significantly reducing the time required to deliver this work.

Head of Service / Assistant Director Service Area: Simon Jones, Assistant Director of Digital and People Services

Director: Simon Hughes, Director of People and Commercial Services

Project Manager: Howard Knowelden, Infrastructure Manager / Rupal Padhiar, Service Delivery Manager

Cabinet Members: Cllr Rachel Cromie, Cabinet Member, Housing and Customer Service

Ward Members: N/A

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

Efficient 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:

Risks are around the flexibility of the business to adopt new working practices that come with this change. Digital will need to work hard with Organisational Development to create the necessary capacity to support staff on this change journey.

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REVENUE PROJECT JUSTIFICATION DETAILS

Car Park Condition Surveys

Purpose of project:

The Council regularly reviews the conditions of its car parks with a view to developing a long-term Asset Management Plan for repairs, replacements, and renewals of the hard surfacing.

In order to develop a long-term Asset Management Plan, that also supports the delivery of the Council's Parking Strategy, consultancy support is required to undertake a condition survey of 76 car parks (40 of which are within the Landscapes portfolio) and produce an informed, costed lifecycle plan.

Total Amount: £35,000*Capitalised Salaries included in the project total: None**Other sources of funding: None*

Revenue Implications: It is anticipated that consultancy support to deliver a condition survey and produce an informed, costed lifecycle plan will cost £35,000.

Value For Money Assessment:

The Council needs to demonstrate that it has a suitable Asset Management Plan in place for its hard infrastructure. This allows us to make suitable provisions for repairs, renewals and replacements in future years and reduce the likelihood of unexpected draws on revenue budgets. It is also possible that, over time, the Council can reduce revenue spend as a result.

Head of Service / Assistant Director Service Area: Jo Reid, Head of Contracts and Services/ Rob Anderton, Assistant Director of Commercial Services and Contracts**Director:** Simon Hughes, Director of People and Commercial Services**Project Manager:** Jo Reid, Head of Contracts and Services**Cabinet Members:** Councillor Ruth De Mierre, Cabinet Member, Parking and Leisure**Ward Members:** Not applicable**This project contributes to achieving the Corporate Plan in the following ways:**

- Providing effective & responsive services (by ensuring car parks are fit for purpose and well maintained)
- Achieving Financial Independence (by providing car parks that are easy to use and well maintained)

Summary of discussions with Cabinet Member: Discussions have taken place with Cllr de Mierre, who is supportive of the project.**Previous Consideration at Scrutiny Committee:** None

Risk Analysis:

There is a risk that the price of the condition survey and resulting report may cost more than anticipated. (Low).

There is a risk that the recommendations from the report are outside of the Council's expectations and costs for on-going maintenance of the car parks increases. (Low).

Mitigating Actions:

The likely costs mean that the consultancy support needs to be exposed to competition, therefore reducing the likelihood of costs escalating beyond the allocated budget.

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