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25 May 2022

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Dear Councillor,

A meeting of **CABINET** will be held in the **COUNCIL CHAMBER** at these offices on **MONDAY, 6TH JUNE, 2022 at 4.00 pm** when your attendance is requested.

Yours sincerely,  
KATHRYN HALL  
Chief Executive

#### **A G E N D A**

	<b>Pages</b>
1. To receive Declarations of Interest from Members in respect of any matter on the Agenda.	
2. To receive apologies for absence.	
3. To confirm Minutes of the previous meeting held on 21 March 2022.	<b>3 - 6</b>
4. To consider any items that the Leader agrees to take as urgent business.	
5. Performance Outturn 2021-22.	<b>7 - 30</b>
6. Financial Outturn 2021-22.	<b>31 - 62</b>
7. Strategic Risks 2022-23.	<b>63 - 80</b>
8. Capital Programme and Revenue Corporate Projects Update.	<b>81 - 88</b>
9. Burgess Hill Martlets Shopping Centre Proposed Interim Uses.	<b>89 - 106</b>

10. To consider whether to exclude the Press and Public from the meeting during consideration of the following items in accordance with Section 100A of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the said Act.
  
11. To confirm Exempt Minutes of the previous meeting held on 21 March 2022. **107 - 108**

To: **Members of Cabinet:** Councillors J Ash-Edwards (Chair), J Belsey, R Cromie, R de Mierre, S Hillier, R Salisbury and N Webster

**Minutes of a meeting of Cabinet  
held on Monday, 21st March, 2022  
from 4.00 pm - 4.45 pm**

**Present:** J Ash-Edwards (Chair)  
J Belsey (Vice-Chair)

R de Mierre  
S Hillier

R Salisbury  
N Webster

**Also Present:** Councillors R Bates, P Chapman, R Clarke, J Dabell and  
J Henwood

**1. TO RECEIVE APOLOGIES FOR ABSENCE.**

Apologies were received from Kathryn Hall, Chief Executive.

**2. TO CONFIRM MINUTES OF THE PREVIOUS MEETING HELD ON 14 FEBRUARY 2022.**

The minutes of the meeting held on 14 February 2022 were agreed as a correct record and signed by the Leader.

**3. TO CONSIDER ANY ITEMS THAT THE LEADER AGREES TO TAKE AS URGENT BUSINESS.**

None.

**4. CAPITAL PROGRAMME UPDATE.**

Peter Stuart, Head of Corporate Resources introduced the report noting the amendments to the Capital Programme. He highlighted the proposed improvements to the toilet facilities at The Orchards including the installation of a Changing Places toilet and the investment in upgrading of Hickman's Lane pavilion which will improve the facilities for all users and will unlock further funding once users are aware of the works. He confirmed that an amendment to the recommendation is required as the cost for The Orchards toilet facilities (paragraph 17, Table 1) will be circa £190,000 as traditional foundations and drainage will need to be installed.

The Cabinet Member for Community welcomed the project at Hill Place Farm and welcomed the upfront cash payment for the benefit of the Bluebell Railway. He noted that Hickman's Lane pavilion required updating and was supportive of all the amended projects.

The Cabinet Member for Leisure and Customer Services also welcomed the installation of new toilet facilities for The Orchards and the funding for the railway as it is an important local attraction.

The Cabinet Member for Economic Growth and Net Zero confirmed his support for all projects and asked if the energy rating for Hickman's Lane pavilion would be improved.

The Head of Corporate Resources confirmed the price of Changing Places pod is fixed and the increased cost is for the demolition of the existing facilities, new foundations and drainage works. The tendering process will commence for construction in the summer. The modifications to the pavilion would be current building standards, and any further improvements would be discussed before the planning application is submitted.

The Deputy Leader noted his support of the Hill Place Farm project and that some land for a SANG had been secured in the town.

The Cabinet Member for Housing and Planning noted the Section 106 funding for Hickman's Lane pavilion and with the support of the Football Federation, the Council has been able to bring the project forward.

The Leader supported all the projects, advised it was important to have good quality toilet facilities in each town centre and agreed that the formalising of green space in town centres was important.

As there were no further questions the Leader took the Members to the recommendations as amended which were agreed unanimously.

## RESOLVED

Cabinet recommends to Council for approval:

- (i) the variations to the Capital Programme 2022/23 contained in Table 1 below in accordance with the Council's Financial Procedure rule B3.

<b>Table 1: Capital Programme and Revenue Project Variations 2022/23</b>		
	<i>£'000</i>	<i>Ref</i>
<u>Capital Projects</u>		
The Orchards - Changing Place Toilet	190	<i>Para 11-14</i>
Hickman's Lane Pavilion Renovation	255	<i>Appendix A Para 15-16</i>
	445	
<u>Revenue Projects</u>		
Hill Place Farm SANG- easement Bluebell Railway line	693	<i>Para 5-8</i>
Centre of Outdoor Sport (CfOS)	tbc	<i>Para 9-10</i>
	693	

## **5. CENTRE FOR OUTDOOR SPORTS - FEASIBILITY STUDY.**

Rob Anderton, Divisional Leader for Commercial Services and Contracts introduced the report which presented a feasibility study for the Centre for Outdoor Sport. The feasibility study provides high level cost estimates, operational and construction costs, and procurement options; and presents a potential facility mix and site layout. He requested approval to appoint consultants to take the project to the next stage.

The Deputy Leader welcomed the report and the modern facilities proposed, noting that the Playing Pitch Study has informed the work. He confirmed that it will provide important facilities and was keen that further engagement with local clubs took place during the next phase of works to maximise the benefits that the centre can offer and ensure that it meets the needs of the community as far as possible.

The Cabinet Member for Housing and Planning welcomed the project as part of the Northern Arc development and enquired as to whether all the relevant stakeholders had been consulted to cover as many sports as possible.

The Leader confirmed that the Deputy Leader had written to all local sports clubs.

The Divisional Leader advised they would engage with all local clubs over the coming months. He noted that Athletics clubs had been consulted during the development of the Playing Pitch Study and that a number of other projects were in development in local area that may benefit them, noting that a duplication of facilities was not desirable.

The Leader confirmed the project would be agile and adaptable for any future changes.

The Cabinet Member for Economic Growth and Net Zero noted that demand will be high for the new centre and expressed concern that the view of governing bodies could be different to those of the local clubs.

The Cabinet Member for Leisure and Customer Services noted the importance of engaging with all sports on a local level. She queried the need for another cricket pitch and the possibility of providing indoor nets for cricket.

The Divisional Leader confirmed they had consulted the National Governing Bodies, schools and Places Leisure and the next phase is to speak to the local clubs. He advised that indoor nets had been covered as part of the Playing Pitch Study and the feasibility study work has indicated they would be better located at another centre.

The Cabinet Member for Community noted that many clubs had been consulted and was content that the project would be agile and flexible. He highlighted that the project for the CfOS is supported by a wide range of policies and strategies.

The Leader highlighted that the project is a good example of investment in sports in the District and the biggest since the opening of The Triangle. The centre will provide facilities for Burgess Hill and the wider area. He noted the engagement with many local groups, and that the Council would try to include as many aspirations as possible.

**6. TO CONSIDER WHETHER TO EXCLUDE THE PRESS AND PUBLIC FROM THE MEETING DURING CONSIDERATION OF THE FOLLOWING ITEMS IN ACCORDANCE WITH SECTION 100A OF THE LOCAL GOVERNMENT ACT 1972 ON THE GROUNDS THAT IT INVOLVES THE LIKELY DISCLOSURE OF EXEMPT INFORMATION AS DEFINED IN PARAGRAPH 3 OF PART 1 OF SCHEDULE 12A OF THE SAID ACT.**

The Leader moved a motion that the Press and Public be excluded from the meeting during consideration of the exempt business on the agenda. This was agreed unanimously.

**RESOLVED**

That the public and press be excluded from the meeting during consideration of the following item in accordance with Section 100A of the Local Government Act 1972, on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the said Act.

The meeting moved into the exempt session at 4.32 pm.

**7. COFS - EXEMPT ANNEXE.**

The meeting returned to the open session at 4.38 pm.

The Leader took the Members to the recommendations which were agreed unanimously.

**RESOLVED**

Cabinet resolved to:

- (i) agree Phase 1 of the Centre for Outdoor Sport project, the Feasibility Study and Master Plan, as a foundation for the next steps;
- (ii) authorise the commencement of the next phase of the project, comprising the procurement of consultants to deliver Phase 2, 3 and 4 of the project, and
- (iii) prepare a funding bid to secure allocated s106 funds to finance this work.

**8. TO RECEIVE DECLARATIONS OF INTEREST FROM MEMBERS IN RESPECT OF ANY MATTER ON THE AGENDA.**

Cllr Hillier declared a personal interest in relation to item 6; Centre for Outdoor Sports Feasibility Study as he is a member of Mid Sussex Hockey Club.

The meeting finished at 4.45 pm

Chairman

## PERFORMANCE OUTTURN 2021/22

REPORT OF: HEAD OF CORPORATE RESOURCES  
Contact Officer: Neal Barton, Policy, Performance and Partnerships Manager  
Email: [Neal.Barton@midsussex.gov.uk](mailto:Neal.Barton@midsussex.gov.uk) Tel: 01444 477588  
Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
6<sup>th</sup> June 2022

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### Purpose of Report

1. This report sets out the Council's outturn performance for the year 2021/22, 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2022. It provides the Cabinet with an analysis of performance over the past year using the suite of performance indicators previously agreed.

### Summary




2. Outturn performance for 2021/22 has been good overall, with most services performing at or close to target. This is in the context of the continuing challenges to the delivery of Council services arising in the past year from the pandemic. In the small number of cases where service targets are not being fully met, the reasons for this are clearly understood and appropriate action is being taken.


### Recommendations

3. **Cabinet is recommended to:**
    - (i) **Note the Council's outturn performance for 2021/22 and identify any areas where further reporting or information is required;**
    - (ii) **Note the changes to the bundle of indicators to be monitored in 2022/23.**
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### Introduction





4. This report has previously been considered by the Scrutiny Committee for Leader, Finance and Performance at its meeting on 18<sup>th</sup> May 2022. Issues raised by the Committee are summarised in paragraphs 14 – 22.
5. One of the functions of the Committee is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of specific services, particularly if performance is not of a satisfactory level.
6. Outturn performance indicator information for 2021/22 is provided at Appendix A. This is set out in tabular form using a traffic light system as explained below:

-  green – OK. On or exceeding target.
-  amber – Alert. Off target but under control with mitigation measures in place or is temporary and the target is still deliverable.
-  red – Warning. Off target and fundamental change or immediate action is required or that the target is no longer viable.

 health check – data only with no target.

### Performance Indicators

7. Performance continues to be good across the Council, with a small number of exceptions. The outturn position in comparison with the previous financial year is summarised below:

Outturn	 Green	 Amber	 Red	 Health check	Total
2021/22	30 (71%)	7 (17%)	5 (12%)	25	67
2020/21	32 (74%)	7 (16%)	4 (9%)	23	66

8. This level of performance is particularly noteworthy given the continuing challenges arising in the last year from the pandemic in the delivery of Council services and contributing to the District's recovery. These include the changes to working arrangements required to allow Council staff and contractors to carry out their roles safely and in line with government guidance.
9. Some parts of the Council have also had to take on additional responsibilities arising from the pandemic, while continuing to deliver their day-to-day services. These include Revenues and Benefits, Environmental Health and Housing.
10. The performance indicator appendix would normally show performance information for 2021/22 and comparison with the previous year 2020/21. The outturn performance for 2019/20 has also been included, which broadly illustrates pre Covid performance given that the first lockdown commenced in March 2020.
11. The Committee has previously requested that information should be provided in the end of year report on planning enforcement activity. This is included in the Development Management section of Appendix A.

### Changes to performance indicators to be monitored in 2022/23

12. Some amendments are proposed to the bundle of indicators to be monitored in 2022/23, which are shown at Appendix B. The amendments have arisen from the preparation of Service Plans for 2022/23 and Member discussion of the performance reports at previous meetings of the Scrutiny Committee over the past year.
13. The rationale for the proposed changes is included in the appendix. Overall, the changes are designed to provide a balance between introducing relevant new indicators and ceasing to monitor ones that are no longer relevant or where the source information is not available.



## **Consideration of the Performance Report by the Scrutiny Committee for Leader, Finance and Performance at their meeting on 18<sup>th</sup> May 2022**

14. The Committee discussed satisfaction with the grounds maintenance service and the move to conducting on-line surveys. The Divisional Leader Commercial Services and Contracts outlined the previous survey method and explained the tendency of online based feedback to lead to a downturn in satisfaction as people are more inclined to freely express negative views. However, on-line surveys provide for richer and more timely feedback to inform service improvements.
15. Members commented on the improved return on tenanted non-residential property portfolio for 2021/22 compared to the previous years. The Head of Corporate Resources explained that this indicator involved consideration of the rents received, which had stood up well during the pandemic, and comparison with the commercial value of the Council's property assets. He undertook to provide further information to the Scrutiny Committee on the calculation of the rate of return.
16. The Committee discussed the increase in the percentage of pay and display transactions made by cashless payments and asked about the associated transaction costs. The Divisional Leader Commercial Services and Contracts commented that there were transaction costs associated with more payments by card and mobile phone app, but savings had been made from reduced costs of cash collection from the pay and display machines.
17. Progress with installation of new electric vehicle charging points in the Council's car parks was raised. The Business Unit Leader for Community Services, Policy and Performance updated on the programme of new installations through the new Countywide contract. Regular updates were included in the Member Information Service and progress with new installations would be reported through the amended indicator showing the number of Council provided charging points. A communications plan is being implemented to publicise the new charging points and promote their use. This also includes improved signage and enforcement measures to ensure proper use of allocated parking spaces for electric vehicle charging.
18. The Committee discussed the Customer Services indicators, including the recording of complaints and measurement of customer satisfaction. The Head of Digital and Customer Service confirmed that the complaints information just records their number, rather than whether they are found to be justified. Complaints that go to the Ombudsman are reported separately to Scrutiny. He explained the focus of the Customer Services Team on the quality of call answering, including the percentage of enquiries resolved at point of contact. Also, in monitoring responses to emails and analysis of customer access through the Council's website.
19. Members asked about the increase in levels of staff sickness in 2021/22 and if the figures had been affected by Covid. The Head of Digital and Customer Service confirmed that some staff sickness had been related to Covid, particularly more recently as social interactions increase. These absences had tended to be for short periods of time.

20. The Committee discussed leisure centre attendances and contract arrangements in the context of rising energy prices. The Divisional Leader Commercial Services and Contracts confirmed that Places Leisure were responsible for operational risks such increases in energy costs.
21. Members asked about the indicator relating to helping households to access the private rented sector and the likely implications of the rising cost of living on the levels of homelessness. The Assistant Chief Executive acknowledged concerns about increasing levels of homelessness and the further need to provide temporary accommodation. The Council had been purchasing its own temporary accommodation to reduce the need for nightly paid accommodation. Access to private rented properties in Mid Sussex for homeless households is difficult, given the level of rents and availability of properties to those on benefits.
22. The Scrutiny Committee agreed the proposed changes to the indicators to be monitored in 2022/23, with the addition of a new performance indicator for the number of applicants on the Housing Register to be added to the Housing Needs indicators.

### **Conclusions**

23. The Council's services performed well in 2021/22, despite the continuing challenges arising from the pandemic. Where performance was below target, corrective action aimed at improvement has been planned and is being delivered.

### **Risk Management Implications**

24. There are no risk management implications associated with this report.

### **Equalities Implications**

25. There are no direct equality implications contained within this report. Equality impact assessments are undertaken within individual services as required.

### **Sustainability Implications**

26. The suite of performance indicators monitored by the Scrutiny Committee contains sustainability-based indicators.

### **Financial Implications**





27. There are no direct financial implications contained within this report.





### **Background papers**









None.









## Cabinet 2021-2022 Outturn Performance Report



PI Status	
	OK - On or exceeding target
	Alert. Off target but under control with mitigation measures in place or is temporary and the target is still deliverable
	Warning. Off target and fundamental change or immediate action is required or the target is no longer viable
	Data Only





Community Portfolio – Cllr Norman Webster								
Building Control								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
The percentage of plans received by Building Control which are checked within 15 working days	92%	93%	87%		92%	87%		2021/22 = 1,068 plans checked 2020/21 = 1,066 plans checked
Building Control Site inspections carried out within 24 hours of date requested.	99%	99%	99%		98%	98%		2021/22 = 6,902 site inspections 2020/21 = 6,961 site inspections



<b>Community Services, Policy and Performance</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Anti-social behaviour cases resolved within 3 months as a percentage of those referred	60%	65.9%	Data only		82%	Data only		2021/22 = 198 out of 240 ASB cases resolved 2020/21 = 184 out of 279 ASB cases resolved
Overall Crime Rate per 1000	47.83	41.52	Data only		42.38	Data only		
Number of health and wellbeing interventions delivered	2,312	1,078	1,700		1,785	1,250		The Wellbeing Team were able to recommence more face-to-face community outreach, weight off workshops and workplace health activities in 2021/22. They are also getting more referrals from GP surgeries.
Proportion of health and wellbeing interventions resulting in health improvement	85%	92%	80%		97.5%	85%		This indicator involves calling back three months after the intervention to monitor whether it has led to a sustained improvement.


<b>Environmental Health</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt	97%	97%	94%		98%	94%		2021/22 = 4,149 service requests 2020/21 = 4,254 service requests
Percentage of Environmental Health service requests that are responded to within five working days	99%	98%	95%		99%	95%		2021/22 = 5,141 service requests 2020/21 = 5,857 service requests Requests for services can be across the range of Environmental health activities including licensing, housing standards, environmental protection and food hygiene. Also, COVID-19 related activity.



Disabled Facilities Grants completed	137	134	Data only		91	Data only	
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Land Charges								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
The percentage of Local Authority Searches replied to within 7 working days	100%	56%	96%		100%	96%		2021/22 = 3,845 searches received. 2020/21 = 3,865 searches received







Legal and Member Services								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
The percentage of agendas which are published on the website 5 days before a meeting	100%	100%	100%		100%	100%		
Number of legal cases which are live as at the end of each month	434	567	Data only		485	Data only		









Deputy Leader Portfolio – Cllr John Belsey								
Finance								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Percentage of undisputed invoices paid within 10 days of receipt	95.8%	95.6%	95.0%		98.2%	95.0%		2121/22 = 4,499 invoices processed 2020/21 = 3,822 invoices processed

Landscapes								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
% Satisfaction with the grounds maintenance service	96%	N/A	93%	N/A	80.19%	95%		The contractor was not able to carry out face-to-face surveys due to the pandemic. A new online survey was launched in January for the Q4 result. Online based feedback often leads to a downturn in satisfaction as people are more inclined to freely express negative views. However, the data we receive is much richer and more timely and is therefore much more useful in informing decisions around service improvements.

Property and Asset Maintenance								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Footfall in the Orchards Shopping Centre, Haywards Heath	+3.38%	-34.86%	Data only		+29.1%	Data only		The PI shows the Orchards footfall in comparison to the previous year.

The percentage of rent due collected	95%	87%	Data only		93.5%	Data only		
Return on tenanted non-residential property portfolio	6.4%	6.8%	Data only		8%	Data only		


<b>Waste and Outdoor Services</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
% satisfied with refuse collection, recycling collection and street cleansing	85%	90%	87%		85%	89%		Customer satisfaction is slightly below target, although this is not unexpected. This is a result of a recent move away from telephone surveys to online based feedback, which often leads to a downturn in satisfaction as people are more inclined to freely express negative views. This is likely to be a permanent change, and the early data from the new online surveys will be used to inform potential future targets. However, the data we receive from the online surveys is much richer and more timely and is therefore much more useful in informing decisions around service improvements.
Amount of waste per household which is disposed of in landfill sites (kilos)	421	454	460		439	425		The target for 2021/22 was set in anticipation of the pandemic, and its impacts, coming to an end earlier than it did. The amount of waste to landfill in 2021/22 reflects a national trend which is directly attributable to the pandemic, as more people continue to enjoy the flexibility of hybrid working and generate more waste at home, rather than at work.
Percentage of household waste sent for reuse, recycling and composting	44%	43%	46%		44%	44%		

Number of subscriptions to green waste composting	20,008	21,032	Data only		22,389	Data only		
Number of missed collections per 100,000	45	53	50		41	60		
% of relevant land assessed as having below acceptable levels of litter	9%	6%	6%		7%	6%		Over the past two years more residents have sought to enjoy the local area, reflecting the national trend of more people making more use of local amenities. Whilst this is welcomed, it has placed additional demand on street cleansing services. As a result, the level of litter has slightly increased.
% of relevant land assessed as having below acceptable levels of detritus	7%	6%	8%		6%	8%		





**Economic Growth and Net Zero Portfolio – Cllr Stephen Hillier**

**Economic Development**









	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Micro business grants – funds awarded compared to total grant received	100%	100%	Data only		N/A	Data only	N/A	The Micro Business Grants Scheme did not operate in 2021/22. The Independent Retailers Grants Scheme ran this year, which is a County-wide funded scheme to provide training and grants to independent retailers. Mid Sussex had £80k to award, with £7k contributed to a County wide on-line retail training hub and £69k awarded to 23 Mid Sussex retailers at the Cabinet Grants Panel meeting on 21 <sup>st</sup> February.



**Sustainability**

	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Greenhouse gas emissions from Council buildings (kg)	519,869	251,172	Data only		257,709	Data only		New emission targets for 2022/23 will be set on completion of the Carbon Baseline and Net Zero Feasibility Study commissioned as part of the evidence base for the new Sustainable Economy Strategy















**Leisure and Parking Portfolio – Cllr Ruth de Mierre**



**Parking Services and Electric Vehicle Charging**





	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Cancellation rate of Penalty Charge Notices	8%	7%	7%		7%	7%		2021/22 = 932 cancelled out of 13,362 notices issued. 2020/21 = 567 cancelled out of 8,088 notices issued.
The percentage of pay and display transactions made by cashless payments	38%	51.5%	39%		59%	52%		The increase in cashless payments shows the implications of the pandemic for popularising payments by card and mobile phone app.
Number of Electric Vehicle Charging Points per 100,000 population	New	22.5	34		23.7	34		The annual target assumed delivery of an additional 26 charging points in Council car parks in 2021/22. This was delayed by the need to retender the contract for the installation of new and replacement chargers. The first stage of installations has commenced, which will cover 13 Council car parks.
Usage of Council-owned electric vehicle charging points in public car parks (in kWh)	13,513	32,722	Data only		17,653	Data only		Breakdown of usage of charging points in car parks (kWh): Cyprus Road, Burgess Hill – 3,522 Chequer Mead, East Grinstead – 6,350 Hazelgrove Road, Haywards Heath – 7,781 There have been reliability issues with the chargers in these car parks. The first phase of new installations includes replacement of the existing chargers. The new contract covers maintenance of the chargers, with a target to exceed 95% of uptime for each charge point.

Leisure Operations								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
The number of visits made to the Leisure Centres	1,747,464	151,617	Data only		1,088,720	Data only		Following a number of lockdowns during 2020/21, Leisure Centres were able to reopen on 12 <sup>th</sup> April 2021 at reduced capacity. Demand continues to increase gradually each month, but remains suppressed. Income has been steadily improving since April 2021 and reached 77% of pre-Covid levels in February 2022 (which is in-line with national trends). However, expenditure has increased rapidly since October due to significantly increased energy costs.













**Planning Portfolio – Cllr Robert Salisbury**




<b>Development Management</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Validation of planning applications within 7 working days	98%	93%	96%		98%	96%		2021/22 = 2,609 applications processed 2020/21 = 2,541 applications processed
The average time taken to process planning applications (days)	64	65	65		72	65		The length of time taken to consider applications and secure a satisfactory resolution is dependent on a number of factors, including negotiating high quality schemes through re-design and S106 Agreements to secure necessary infrastructure. This often leads to an extension in time taken to determine an application, but does not reflect a poor service, rather a service which is seeking to ensure best outcomes.
Costs awarded against the Council where the decision of the Council is overturned at Planning appeal	£1400	£00	Data only		£00	Data only		
Processing of planning applications: Major applications within 13 weeks (or agreed extension of time)	100%	98%	85%		98%	90%		2021/22 = 57 major applications processed 2020/21 = 45 major applications processed
Processing of planning applications: Minor applications within 8 weeks	99%	98%	85%		98%	90%		2021/22 = 265 minor applications processed 2020/21 = 320 minor applications processed
Processing of planning applications: Other applications within 8 weeks	100%	100%	94%		99%	95%		2021/22 = 1,384 other applications processed 2020/21 = 1,065 other applications processed
Planning appeals allowed	19%	27%	33%		22%	33%		





<p>Planning Enforcement site visits made within 10 days of complaint</p>	<p>New PI</p>	<p>84%</p>	<p>80%</p>	<p></p>	<p>90%</p>	<p>80%</p>	<p></p>	<p>In 2021/22, the Planning Enforcement Team investigated some 450 alleged breaches of planning control and issued:          6 x Enforcement Notices          1 x Injunction          2 x Temporary Stop Notices          2 x Breach of Condition Notices          11 x Planning Contravention Notices          3 x s.330 Requisition Notices          2 x prosecutions authorised; 1 is awaiting a court date, the other has been held in abeyance as works to comply with an enforcement notice have commenced.          3 further enforcement notices have been authorised and await issue.</p>
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<p><b>Housing Enabling</b></p>								
	<p><b>2019/20</b></p>	<p><b>2020/21</b></p>			<p><b>2021/22</b></p>			<p>Latest Note</p>
	<p><b>Value</b></p>	<p><b>Value</b></p>	<p><b>Target</b></p>	<p><b>Status</b></p>	<p><b>Value</b></p>	<p><b>Target</b></p>	<p><b>Status</b></p>	
<p>The % of policy compliant section 106's signed in the year on sites that meet the affordable housing threshold</p>	<p>89%</p>	<p>75%</p>	<p>Data only</p>	<p></p>	<p>62%</p>	<p>Data only</p>	<p></p>	<p>8 out of the 13 s106's signed (62%) for schemes above the affordable housing threshold in the year to date were policy compliant. This has meant that there has been a shortfall in provision of 63 affordable housing units on viability grounds, with 349 new affordable homes delivered in 2021/22.</p>
<p>Number of affordable homes delivered (gross)</p>	<p>214</p>	<p>245</p>	<p>Data only</p>	<p></p>	<p>349</p>	<p>Data only</p>	<p></p>	<p>The 349 new affordable homes delivered comprised 299 for rent and 50 shared ownership.</p>

**Housing and Customer Services Portfolio – Cllr Rachel Cromie**

Housing	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Number of households assisted to access the private rented sector	77	103	Data only		67	Data only		As a result of the pandemic there has been a continued increase in demand for assistance. The Government directed all Councils to house all rough sleepers and to extend the provision of temporary accommodation to all homeless households. These measures have increased the number of households in temporary accommodation.
Number of households accepted as homeless	77	100	Data only		62	Data only		
The number of households approaching the Council with a housing enquiry (excludes telephone calls)	817	645	Data only		726	Data only		
Number of households living in temporary accommodation	83	81	Data only		101	Data only		
Number of households in nightly paid temporary accommodation	48	35	Data only		53	Data only		
The average amount of time a household has spent in temporary accommodation overall when they leave following the acceptance of a full homelessness duty (days)	249	196	Data only		293	Data only		

Customer Services and Communications								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Number of Complaints received	230	181	Data only		167	Data only		<p>Complaints breakdown by service area and summary of main reasons for complaints in 2021/22:</p> <p>Waste &amp; Outdoor Services – 75 (new clinical waste arrangements, garden waste collection service, missed bins, alleged behaviour of Serco crews).</p> <p>Revenues – 41 (issuing of summonses and other recovery notices, administration of Council Tax accounts)</p> <p>Development Management – 16 (planning application process, planning enforcement action)</p> <p>Parking – 8 (attitudes of Civil Enforcement Officers and issuing of Penalty Charge Notices)</p> <p>Community Services, Policy &amp; Performance – 8 (ASB action taken and the process, issuing of Community Protection Notices)</p> <p>Housing Needs – 4 (delays in response to query, tone of response, lack of availability of suitable social housing)</p> <p>Planning Policy &amp; Economy – 4 (delay in grant payment, Place and Connectivity pathways)</p>
Average waiting time (in seconds) to speak to a customer services officer for all services answered in the Customer Contact Centre, including switchboard.	19	21	30		N/A	30	N/A	<p>Information is not available for this indicator in 2021/22 due to the new telephone system and development of new call routing and reporting arrangements.</p> <p>As well as switchboard, the Centre receives direct line calls for 11 Council services.</p> <p>Number of calls made to the Contact Centre:</p>

								<p>2021/22 – 62,568 calls (excludes some direct line service calls currently unable to be collated)                  2020/21- 73,525 calls.                  In addition to phone calls, Centre staff also dealt with 9,221 personal callers to reception in 21/22, against 6,839 in 20/21 and 34,535 in 19/20.                  Due to the pandemic, reception at Oaklands has been open for those needing emergency support such as Housing Needs.</p>
Percentage of enquiries resolved at point of Contact	89%	92%	75%		63%	85%		<p>Reporting of this indicator is still being developed. The PI and target previously only included automated e-form figures into the resolution statistics, but this year now covers telephone calls into the contact centre – i.e. what percentage of calls are resolved on that single call. The contact centre currently deals with 11 services, so a large percentage of calls still need to be passed on (to housing for example). These calls have started to be removed from the resolution statistics to give a 'truer' figure for the PI.</p>
Number of Compliments received	366	575	Data only		320	Data only		<p>Breakdown of main services in receipt of compliments in 2021/22:                  Customer Services – 119                  Waste &amp; Outdoor Services - 70                  Development Management – 59                  Landscapes – 14                  Revenues - 12                  Democratic Services - 6                  Wellbeing – 6                  Environmental Health – 5                  Planning &amp; Building Control Support - 5                  Benefits – 4                  Housing Enabling - 4</p>











Number of e-forms submitted directly by the public	24,484	27,011	Data only		28,886	Data only		
Monthly customer satisfaction scores	100%	96%	80%		96%	90%		Customer satisfaction is being measured by phoning back a sample of customers who had previously contacted the Customer Service Centre to gain their feedback on how the call was dealt with.
Percentage of complaints responded to within published deadlines	98%	94%	100%		99%	100%		The deadline for responding to complaints is to acknowledge within 5 days and respond within 10 working days.

Human Resources								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Staff sickness absence rate (days per FTE)	7.61	4.85	8.00		6.18	7		
Staff turnover	10.16%	8.1%	12%		13.66%	12%		13.66% turnover represents 42 staff leaving the Council in the year. Following greater control of the pandemic at a national level there is a more active labour market. Job vacancies are at an all-time high and it was always anticipated that slightly more turnover may result when this point was reached. Exit interviews continue to be used to monitor reasons for departure and identify any appropriate actions.
Ethnic Minority representation in the workforce - employees	3.8%	4.0%	Data only		4.2%	Data only		
Percentage of Employees with a Disability	7.0%	7.0%	Data only		6.2%	Data only		

<b>ICT and Digital</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
The percentage of ICT help desk service requests completed within the target time agreed with the customer	95%	95%	95%		97%	95%		2021/22 = 4,385 service requests 2020/21 = 4,951 service requests
Percentage of ICT helpdesk calls outstanding	21%	19%	20%		15%	15%		
Freedom of Information Requests responded to within 20 working days	99%	99.4%	100%		99.54%	100%		2021/22 = 923 out of 931 FOI requests in target time 2020/21 = 952 out of 966 FOI requests in target time

<b>Revenues and Benefits</b>								
	2019/20	2020/21			2021/22			Latest Note
	Value	Value	Target	Status	Value	Target	Status	
Speed of processing - new Housing Benefit claims (days)	19	20.1	23		19.6	21		2021/22 = 445 claims processed 2020/21 = 463 claims processed
Speed of processing - new Council Tax Support claims (days)	20.0	16.6	20.0		16.5	20.0		2021/22 = 1,603 claims processed 2020/21 = 2,620 claims processed
Speed of processing - changes of circumstances for Housing Benefit claims (days)	7.0	6.4	8.0		6.7	8.0		2021/22 = 9,796 change of circumstances 2020/21 = 12,478 changes of circumstances
Speed of processing - changes of circumstances for Council Tax Support claims (days)	8.0	8.5	8.0		11.2	9.0		2021/22 = 20,848 change of circumstances 2020/21 = 18,397 changes of circumstances COVID19 has led to an increase in the number of adjustments to Council Tax Support required.

								The change in the scheme to enforce the Minimum Income Floor and the increase in Universal Credit claims means that there was an increase in the number of changes compared to the previous year. The Benefits Team have also had to administer Test and Trace Support and Exceptional Hardship payments.
Percentage of Council Tax collected	98.3%	98.5%	98.6%		98.3%	98.5%		2021/22 = £122,877,538 collected 2020/21 = £115,314,106 collected Despite being 0.2% down on collection, the team collected over £7m more in 2021/22 in a year still greatly impacted by COVID19.
Percentage of Non-Domestic Rates Collected	95.3%	93.7%	92.0%		96.4%	91.0%		2021/22 = £41,315,354 collected 2020/21 = £26,775,043 collected Some of the business reliefs changed from 100% to 66% (with a cash cap) on the 1 <sup>st</sup> July 2021, including additional Covid support, which meant rebilling a number of businesses and an increase in the amount to collect. The Non-Domestic Rates collection target has been exceeded. The team has also paid Covid related business grants totalling nearly £50m over 2 years, with 7,517 grants processed and a new COVID19 Additional Relief Fund scheme to administer.
LA Overpayment Error	£44,121	£34,715	£112,799		£54,987	£105,000		
Accuracy in Assessment	93.6%	93.9%	92.0%		94.1%	92.5%		

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### Proposed Changes to Performance Indicators to be monitored in 2022/23

Service Area	Measure	Proposal and Reason for Change
<b>Waste</b>	ADDITIONAL INDICATOR The percentage of fly tips removed within one working day of notification.	Fly tipping has been raised on several occasions at meetings of the Committee and is not currently covered by the waste performance indicators reported to Members. The proposed additional performance indicator is already monitored by the Waste Team.
<b>Development Management</b>	INDICATOR FOR DELETION Average time taken to process all planning applications (days)	It is proposed to delete this PI for the following reasons: <ul style="list-style-type: none"> <li>• This is a cumulative indicator and a few applications that may take over a year to process can distort the average time figure.</li> <li>• This is a local indicator, which is not reflected in any national performance indicators, is not reported externally and the 65-day target is not based upon any benchmarking information.</li> <li>• Performance will still be reported against the statutory indicators that cover the percentage dealt with in the statutory timeframes of 13 weeks for majors and 8 weeks for minors and other applications unless otherwise agreed with the applicant. Very few applications go over the target date, with performance against these targets for 21/22 at 98% for majors, 98% for minors and 99% for others.</li> </ul>
<b>Customer Services and Communications</b>	INDICATOR FOR DELETION Average waiting time (in seconds) to speak to a customer services officer for all services answered in the Customer Contact Centre, including switchboard.	A new telephone system based around Teams was introduced at the Council in December 2020. The management information module attached to this has not allowed the average waiting time to be monitored, so it is not possible to measure this indicator. There are other Customer Services PIs in the suite of indicators monitored by the Committee that cover the quality of call answering, including the percentage of enquiries resolved at point of contact and monthly customer satisfaction scores. There has also been a series of "Deep Dive" analyses of customer contacts to improve customer service.

Service Area	Measure	Proposal and Reason for Change
<b>Sustainability – electric vehicle charging points</b>	INDICATOR FOR AMENDMENT Number of Electric Vehicle Charging Points per 100,000 population REPLACE WITH Number of electric vehicle charging points in Council car parks ADDITIONAL INDICATOR % uptime for electric vehicle charging points	The new electric vehicle charging points installation and maintenance contract has come into force. The current PI for the Number of Electric Vehicle Charging Points per 100,000 population covers all publicly available charge points, not just those provided by the Council. The amended PI will monitor the success of the new contract in delivering the Council’s planned installations. It is important that the charge points provided are properly maintained and consistently available for customers. The new contract also covers maintenance of the charge points and includes a target to exceed 95% uptime, which is proposed as a new indicator to be monitored by the Committee.
<b>Economic Development</b>	INDICATOR FOR AMENDMENT Micro business grants – funds awarded compared to total grant received Change to Business grants – funds awarded compared to total grant received.	The Micro Business Grants Scheme was not operating in 2021/22 and it is proposed to amend the indicator to measure the take up of all Business Grants. This will gauge how well the business grants criteria has been communicated to applicants and the operation of the Economic Development Service.

\*In addition to the changes shown above, the Scrutiny Committee agreed at its meeting on 18<sup>th</sup> May that a new Performance Indicator for the number of applicants on the Housing Register should be monitored from 2022/23 and added to the Housing Needs indicators.

## FINANCIAL OUTTURN 2021/22

REPORT OF: Interim Head of Corporate Resources  
Contact Officer: Cathy Craigen, Chief Accountant  
Email: [cathy.craigen@midsussex.gov.uk](mailto:cathy.craigen@midsussex.gov.uk) Tel: 01444 477384  
Wards Affected: All  
Key Decision: Yes  
Report to: Cabinet  
6 June 2022

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## EXECUTIVE SUMMARY AND RECOMMENDATIONS

### Purpose of Report

1. To inform Cabinet of the outturn position for the 2021/22 revenue and capital budgets in the knowledge that the year saw the continued financial impact on the Council of the Covid-19 crisis.

### Summary

2. Following closedown, the year-end position for 2021/22 is a net underspend of £144,000 after allowing for transfers to Reserves outlined within this report. This is an improvement on the last report to Cabinet of February 2022 where a net overspend of £314,000 was projected (gross £1,191,000 less forecast reduction through use of both the £500,000 Leisure Covid Support Specific Reserve and £377,000 Income Compensation scheme grant).
3. The main changes in the last quarter of the year relate to increased recovery in income levels in many areas resulting in savings of £385,000 against budget, together with Council-wide salary savings amounting to around £93,000. Further detail of all variations since the last report, are shown in Appendix A of this report.
4. Interest income during the year, totalling £174,818 was £1,818 more than the original estimate of £173,000 which is an improvement on the last reported position to Cabinet on 14 February 2022. Of the total interest received for the year, £707 has been utilised (refer to paragraph 28) leaving a balance of £174,111 to transfer to General Reserve.
5. Dividend income from investments in the Local Authorities Property Fund generated £220,768 in year; a shortfall of £19,232 against the £240,000 budgeted to finance the Revenue Budget for the year. The underachievement of dividend income received will be met from General Reserve.
6. The capital outturn position shows a £1,459,000 underspend against the revised budget. This includes projects that came forward during the year totalling £3,813,000 which were unbudgeted at the start of the year. An analysis of this is shown in Table 2. The total net expenditure from Specific Reserve and the General Reserve for 2021/22 is set out in Appendix C of this report.

### Recommendations

7. Cabinet is asked to note the contents of this report, and to recommend to Council:

- (i) that grant income as set out in paragraph 12 to 25 of this report be transferred to Specific Reserves;**
  - (ii) that requests totalling £82,000 be transferred to Specific Reserves as set out in Table 1;**
  - (iii) that balance of interest totalling £174,111 as set out in paragraph 27 is transferred to the General Reserve;**
  - (iv) that the underachievement of Dividend income totalling £19,232 as set out in paragraph 31 is met from the General Reserve;**
  - (v) that the 2022/23 capital programme be increased by £5,215,000 as a result of slippage of some 2021/22 capital projects as detailed in Table 2;**
  - (vi) that the revenue underspend in 2021/22, totalling £144,000, be transferred to General Reserve.**
- 

## **Background**

- 8. During 2021/22, Cabinet received four Budget Management reports on 26 July 2021, 13 September 2021, 29 November 2021, and 14 February 2022. The last Budget Management report in February highlighted a potential overspend of £314,000, after the use of the Leisure Covid Support Specific Reserve totalling £500,000 and DLUHC funding for the Income Compensation Scheme due to be received for the first quarter of 2021/22 totalling £377,000 (to the nearest £'000).
- 9. However, since the last report the position has improved, and the final position is an underspend of £144,000 after allowing for the Government support funding received in year. These service budget outturns have been discussed with the appropriate Cabinet Members and Officers. Members should note that this budget outturn links with the service performance outturn. Full details of service performance outturn for 2021/22 was reported to the first meeting of Scrutiny Committee for Leader, Finance and Performance on 18 May 2022 in the usual way, and is now being considered as a separate item on this agenda.

## **Revenue Spending 2021/22**

- 10. Over the year the budget has continued to be adversely affected as a direct result of the Covid pandemic which reduced all sources of income and in some areas, such as Leisure, also increased costs. However, although the first three quarters of the year showed a forecast overspend of £314,000, after the use of the Leisure Covid Support Specific Reserve and support from the Income Compensation scheme grant for lost sales, fees and charges, this position has now improved. The outturn for 2021/22, is an underspend of £144,000, being a £458,000 betterment compared to the latest forecast reported to Cabinet on the 14 February 2022.
- 11. In summary, the mitigation in the forecast overspend is mainly due to the higher than predicted recovery of income in a number of areas, together with increased expenditure savings, in particular salary vacancy savings. The outturn position is further detailed in Appendix A.



## Requests to Reserves for Grants received in Quarter 4 of 2021/22

12. On 18 March 22, the Council received Section 31 grant from Department for Environment, Food and Rural Affairs totalling £10,047 in respect of Biodiversity Net Gain (BNG) grant to support local planning authorities in their preparations for the introduction of the mandatory BNG. Members are requested to approve that this sum be transferred to the Specific Reserve to meet additional costs which may arise.
13. On 14 January 2022 we received £95,000 from West Sussex County Council for additional Contain Outbreak Management Funding in respect of an additional Housing bid. Members are requested to approve the total sum to Specific reserves to meet costs arising.
14. On 14 February 2022, we received a sum of £7,200 from DLUHC which is Section 31 grant to support Councils in launching a process for businesses to obtain a pavement licence from the council. Members are requested to approve that this sum be earmarked to Specific Reserve to meet the costs arising.
15. On 28 March 2022, we received a grant payment of £26,144 from the Department for Work and Pensions to meet the costs of new burdens relating to Council Tax Annex Discount grant. Members are requested to approve the transfer of this sum to the Revenues and Benefits New Burdens Reserve to meet this additional cost.
16. On 26 February 2022 we received £39,080 from Department for Business, Energy and Industrial Strategy in respect of New Burdens Grants Administration. Members are requested to approve the transfer of this sum to the Revenues and Benefits New Burdens Reserve to meet this additional cost.
17. In March we received the following grants from Department for Work and Pensions to meet the costs of new burdens relating to LA Data Sharing Programme (£5,638); Single HB Extract Management Information (£512) and Incapacity Benefit Re-assess LEAP exercise (£682). Members are requested to approve the transfer of these sums to the Revenues and Benefits New Burdens Reserve to meet these additional costs.
18. On 12 November 2021 we received £25,000 from the Land Registry for delivery of the Local Land Charges Programme timetable for the transition of LLC1. Members are requested to approve the transfer of this to Specific Reserve.
19. On 21 February 2022 Income was raised for £27,441 in respect of Planning Performance Agreement Funding from Homes England. Members are requested to approve the transfer of this sum to supplement the existing Planning Performance Agreement reserve to meet costs arising.
20. On 1 June 2021 we received the sum of £50,000 from Brighton and Hove City Council and this was previously transferred to Specific Reserves to meet the cost of the Burgess Hill Station Quarter Revenue project. It has recently been identified that part of this sum (£25,000), originally reported as grant, was in fact a loan repayable to the Cabinet Office. Members are therefore requested to approve the transfer of £25,000 back to revenue to meet this creditor sum.
21. In October we received the sum of £4,018 from Department of Environment, Food and Rural Affairs, in respect of new burdens to implement legislation for allergen labelling for pre-packed food. Members are requested to approve that this sum be earmarked to Specific Reserve to meet the costs arising.

22. On 4 April 2022, we received £8,103 from DLUHC, in respect of Transparency Code New burdens grant for 2021/22. Members are requested to approve the transfer of this sum to the Revenues and Benefits New Burdens Reserve to meet this additional cost.
23. In March 2022, we received the sum of £54,806 from HM Courts and Tribunals Service, in respect of refunds for overcharged magistrate court fees paid for Council tax liability orders applied for between April 2014 and July 2018. Members are requested to approve the transfer of this sum to specific reserves to meet the costs of any future claims.
24. In 2021/22 the Council received £523,461 in respect of Homeless Prevention Grant. £432,727 was initially paid in May 2021 and was assumed to be unconditional and was transferred to Specific Reserves. However, it was later identified as ringfenced and conditional on being spent in 2021/22. Members are therefore requested to transfer this sum back to revenue. Claims have been submitted for the year for the sum of £308,739. However, a surplus has arisen due to timing difference between the claim criteria and our financial accounting. Therefore, the surplus sum of £56,423 is requested to be transferred back into the Homelessness Prevention Grant reserves to deliver services to prevent homelessness.
25. On 31 March 2022 we received the sum of £20,062 from DLUHC, in respect of the Redmond Review Implementation. Members are requested to approve the transfer of this sum to the Audit Costs specific reserve to offset the additional costs of external audit.

#### Requests to transfer unused budgets to Specific Reserves

26. Despite the overall overspend position set out above, during the year a number of budgets were underspent. Whilst the majority of these have helped to reduce the final overspend for the Council, Table 1 of this report details two requests to Members to earmark unutilised budgets in Specific Reserve for the reasons outlined below:

	£	<i>Notes</i>
Cherry Tree Dilapidations	13,000	1
Temporary Accommodation Investment reserve	69,000	2
	<hr/>	
Total	82,000	
	<hr/> <hr/>	

Notes:

- 1 Dilapidation's payment received from Age UK in respect of Cherry Tree, Fairfield Road, Burgess Hill to be used for improvements to the building at the end of the lease term.
- 2 £69,000 new Specific Reserve to set aside funds for a Rolling programme of investment for Temporary Accommodation properties as per the business case for acquisition, to be met from additional rental income generated from Mid Sussex Temporary Accommodation Properties.

## **Total Interest (Treasury Management, Personal Loans and Mortgage)**

27. Interest receipts for the year are £174,818, £1,818 more than the original estimate. Of the total, £707 has been transferred to the Specific Reserve in accordance with existing practice to part pay professional subscriptions. The remaining balance of £174,111 can then be transferred to General Reserve.

## **Treasury Management Interest**

28. This report details the Treasury Management interest earnings for the year to be £173,275 at an average interest rate of 0.226%. This compares with a budgeted figure of £171,830 at 0.4%, which is £1,445 more than the original estimate. This is an improvement on the last reported position, which was forecast as £26,807 under target. This recovery is mainly due the recent interest rate rises together with large balances available by the Council.
29. Further detail will be set out in a separate report to Audit Committee on 26 July 2022.

## **Local Authority Property Fund Dividends**

30. Members will recall that £6m is invested in the Local Authorities' Property Fund administered by the CCLA. Dividends on these investments are paid to the Council on a quarterly basis.
31. Dividends received for 2021/22 totalled £220,768 against a budget of £240,000 which is required to finance the 2021/22 Revenue Budget. The underachievement of dividend income received totalling £19,232 will be met from General Reserve.

## **General Reserve 2021/22**

32. Reserves and cash balances are amounts held for future revenue or capital expenditure and are also held to ensure the Council has sufficient cash resources for any unforeseen demands. The actual end of year cash position is an unearmarked Reserve of £5.4m and the contributions and use of reserves are shown in Appendix C.

## **Specific items**

33. Specific Items are sums which are the responsibility of individual Heads of Service and identified for specific purposes. Whilst they do not directly influence Council Tax levels, their proposed utilisation is included in the Corporate Plan. The balance on the reserve for each Business Unit at the beginning of the year, together with the increases during the year (i.e. Contributions), how amounts have been applied (i.e. utilised) and explanations for the changes in year are shown in Appendix C. The total of Specific Items financed from the Specific Reserve and the General Reserve was £14,493,000.

## **Spending on the Capital Programme and Revenue Projects**

34. Actual spending for the year on the Capital Programme and Revenue Projects was £11,418,000. This was £1,459,000 less than the updated 2021/22 programme totalling £12,877,000 and this is further explained below. Details of spending for each service area are shown in Appendix D, together with reasons for variations over £10,000. A summary of the reasons for these differences is also shown in Table 2 below.

35. The variances within the programme include £5,215,000 slippage to 2022/23. This includes £63,000 relating to Corporate Estates and Facilities projects including Major Capital Renewals schemes, £1,223,000 in Planning Policy for Burgess Hill Place and Connectivity Programme, £1,770,000 for Housing (Temporary Accommodation and Affordable), £86,000 for Commercial Services and contracts- Landscapes and Leisure and Cleansing Services, £1,441,000 on Digital and Technology Services, £559,000 on Environmental Health including £541,000 relating to Disabled Facilities Grants and £73,000 on Revenue Projects. The overall underspend outlined above is partly offset due to other projects which were not budgeted at the start of the year totalling £3,813k that now require financing. Further detail can be found in Appendix D of this report.

36.

<i>Category</i>	<i>£'000</i>	<i>£'000</i>
2021/22 Revised Budget		12,877
A Slippage to 2022/23	(5,215)	
B Projects completed and underspent	(147)	
C Projects overspent	90	
D Projects brought forward in the year	3,813	
Total difference		(1,459)
2021/22 Outturn		11,418

Category:

- A. Some projects, in whole or in part, have not been able to be progressed as originally intended. Unspent monies have therefore been rolled forward in order to ensure the completion of the projects.
- B. The final cost of projects was less than the revised budget.
- C. The final cost of projects was more than the revised budget.
- D. Projects that did not form part of the planned Capital Programme and Revenue Projects but which were agreed in-year, authorised under delegated authority and/or financed from S106s.

### **Policy Context**

37. The outturn for 2021/22 shows actual financial performance against the original budget, which was approved within the context of the Financial Strategy. The 2021/22 budget was compiled in line with the Council's priorities. This policy context was explained in sections 1 and 2 of the Corporate Plan and Budget 2021/22 that was approved by Council on 3 March 2021. The Financial Procedure Rules require Heads of Service to assume operational responsibility for the Budget, and to make recommendations so that corrective action is taken, whilst ensuring changes from the original budget are reported in a way that makes sure any variations are both clear and transparent.

### **Financial Implications**

38. This report is concerned in its entirety with the outturn financial position for each service area for 2021/22.

### **Risk Management Implications**

39. This report has no specific implications for risk management. The recommendations are concerned primarily with the movement of reserves and slippage in the capital programme; neither of which change the risk profile of the authority.

### **Equality and Customer Service Implications**

40. There are none.

### **Legal Implications**

41. There are no legal implications as a direct consequence of this report.

### **Sustainability Implications**

42. There are no sustainability implications as a direct consequence of this report.

### **Background Papers:**

Revenue Budget 2021/22  
Final Accounts Working Papers for 2021/22

Summary Of Revenue Spending Outturn for 2021/22					
Business Unit	Original	Revised		Outturn	
	budget	Budget*	Outturn	Variation	Notes in
	2021/22	2021/22	2021/22	from Revised Budget	Appendix
	£'000	£'000	£'000	£'000	
Housing	1,821	1,821	1,828	7	1
Planning Policy & Economic Development	1,197	1,197	1,126	(71)	2
Development Management	1,058	1,058	993	(65)	3
Cleansing Services	4,044	4,044	4,045	1	4
Parking Services	(426)	(427)	(682)	(255)	5
Landscapes and Leisure	2,758	2,673	3,522	849	6
Community Services Policy and Performance	1,387	1,387	1,326	(61)	7
Corporate Estates and Facilities	(2,429)	(2,343)	(2,390)	(47)	8
Finance Accountancy	0	0	(22)	(22)	9
Finance Corporate	1,055	1,055	1,224	169	10
Revenues & Benefits	2,554	2,554	2,344	(210)	11
Customer Services and Communications	0	0	(8)	(8)	12
Digital and Technology Services	(2)	(2)	(76)	(74)	13
Human Resources & Payroll	0	0	9	9	14
Legal Services	0	0	(2)	(2)	15
Democratic Services	974	974	956	(18)	16
Land Charges	156	156	61	(95)	17
Planning & Building Control Support	0	0	(31)	(31)	18
Environmental Health	1,192	1,192	1,144	(48)	19
Building Control	406	406	418	12	20
Strategic Core	1,320	1,320	1,568	248	21
Benefits	(119)	(119)	(119)	0	22
Drainage Levies	1	1	1	0	
Balance Unallocated	20	20	0	(20)	23
<b>Corporate Pressures/savings:</b>					
Income Compensaton Scheme grant received (SFC)		0	(377)	(377)	24
<b>Council Net Expenditure</b>					
	16,967	16,967	16,858	(109)	**
<b>Total Revenue Spending (before approved reserve transfers)</b>					
	16,967	16,967	16,858	(109)	
Contribution to the Development Plan reserve	243	243	243	0	
Contribution to the Job Evaluation reserve	392	392	392	0	
Contribution to Employee reserve	35	35	0	(35)	
<b>Total Revenue Spending</b>					
	17,637	17,637	17,493	(144)	***

\* includes approved variations including any utilisation of Balance Unallocated

\*\* Before reductions in budgeted transfers to Specific Reserves approved during 21/22

\*\*\* After reductions in budgeted transfers to Specific Reserves approved during 20/21

## Forecast Budget Variations for 2021/22

	<i>Changes since last report in 2021/22</i>	<i>Notes</i>
	<i>£'000</i>	
Apr to Dec net pressures Cabinet	1,191	
	<hr/> 1,191	
<b><i>Final Quarter Variations:</i></b>		
Housing Staffing	(21)	1
Housing minor variations	10	1
Economic Development Initiatives	(39)	2
Planning Policy Staffing	(19)	2
Section 106 monitoring fee Income	(10)	2
Planning Policy minor variations	(14)	2
Planning Fee Income	(85)	3
Refuse Contract	121	4
Dog Bin repairs	(10)	4
Bulky Household Collection income	(10)	4
Cleansing Staffing	(11)	4
A23 Highway Cleansing	(10)	4
Dog bin emptying Income	(9)	4
Cleansing minor variations	(17)	4
Parking Season Ticket Income	(12)	5
Car Parks Pay and Display Income	(27)	5
Controlled Parking Enforcement Deficit	16	5
Parking Financial Transaction processing	12	5
Car Parks repairs	(40)	5
Parking Security Services	(11)	5
Car Parks NNDR	(47)	5
Car Parks minor variations	4	5
Tree maintenance consultants	89	6
Grounds Maintenance	(89)	6
Civil repairs	(23)	6
Playground repairs	(20)	6
Recreation Grounds NNDR	30	6
Outdoor Facilities Income	(27)	6
Landscapes and Leisure Staffing	(58)	6
Leisure Contractor compensation	(86)	6
Landscapes and Leisure minor variations	9	6
Community Services, Policy & Performance – Sustainability	(27)	7
Community Services, Policy & Performance – Safeguarding	(8)	7
Community Services, Policy & Performance – Wellbeing	(9)	7
Community Services, Policy & Performance – Grants	(8)	7
Community Services, Policy & Performance – Community Development	(17)	7
Community Services, Policy & Performance – Minor variations	(5)	7
Corporate Estates & Facilities – Operational properties rent	(34)	8
Corporate Estates & Facilities –Martlets Shopping Centre Advice	10	8
Corporate Estates & Facilities – Market Place rent	45	8
Corporate Estates & Facilities – Orchards Retail rent	(69)	8
Corporate Estates & Facilities – Orchards Retail – service charge	134	8 8
Corporate Estates & Facilities – Orchards Residential rent	(6)	8
Corporate Estates & Facilities – Orchards Resi. – service charge	8	8 8
Corporate Estates & Facilities -rental income ind estates and depot	(64)	8 8
Corporate Estates & Facilities – salaries	33	8
Corporate Estates & Facilities – drainage	(69)	8

## Appendix A

	<i>Changes since last report in 2021/22 £'000</i>	<i>Notes</i>
Corporate Estates & Facilities – Oaklands	(125)	8
Corporate Estates & Facilities – Public Conveniences	(28)	8
Corporate Estates & Facilities – minor savings	(3)	8
Finance Accountancy - Salary savings	(10)	9
Finance Corporate – Insurance claim shortfall	134	10
Finance Corporate – External Audit	(7)	10
Finance Corporate – Minor variations	7	10
Finance Corporate – Pension deficit	(16)	10
Revenues and Benefits staffing	(46)	11
Revenues Magistrates Court costs Income	(42)	11
Revenues and benefits Consultants	(48)	11
Revenues and Benefits Software Licence & Maintenance	(27)	11
Revenues and Benefits Printing and Postage	11	11
Revenues and Benefits Credit Card charges	19	11
Customer Services and Comms - salaries	12	12
Digital & Technology – software licence and maintenance	(15)	13
Digital & Technology - printers	(24)	13
Digital & Technology - telephones	(33)	13
Digital & Technology – salaries	(17)	13
Human Resources and Payroll – training & consultants	5	14
Legal Service - Income	(66)	15
Legal Services - Salaries	49	15
Legal Services – Minor variations	7	15
Democratic Services – Members Allowances and Expenses	(32)	16
Democratic Services – Salaries	11	16
Democratic Services – Canvassing, IER & Electoral registration	(16)	16
Democratic Services – Minor variations	14	16
Land Charges – Minor variations	(13)	17
Land Charges – Income	(55)	17
Planning & Building Support – Salary savings	(6)	18
Environmental Health Staffing	(10)	19
Licencing Income	(20)	19
Hackney Carriage Income	(7)	19
Environmental Health minor variations	(12)	19
Building Control Income	(15)	20
Building Control minor variations	(15)	20
Strategic Core minor variations	(2)	21
Balance Unallocated	(20)	23
Income Compensation scheme 2021/22 grant (April to June claim)	(377)	24
	<u>(144)</u>	

### Summary and explanation of Key Variances set out in Table above

The Summary of Revenue Outturn Table above shows the full year variance for each Business Unit. Explanation of variances identified for the first three quarters of the year have been reported to Cabinet in previous budget management reports received by Cabinet during 2021/22. Members should note that some of these variances have also been addressed as part of the Budget Process for 2022/23, and where budgets have been adjusted, the 2021/22 underspends are not expected to reoccur. However, now that the final accounts procedure has been completed a number of final variations have arisen. Explanations for these variances are detailed in the paragraphs below.



### *Housing*

1. The service previously reported a £18K pressure. Since then a further saving of (£11K) has been identified, resulting in a final outturn pressure of £7K. The additional saving is due to (£21K) additional staff savings due to vacant posts, offset by £10K comprising of a number of minor variations below £10K.

### *Planning Policy & Economic Development*

2. £11K pressure was previously identified for the service due to the pay award which has subsequently been paid in March. There has since been a further saving of £82K, resulting in a final outturn saving of £71K. The variation in the last quarter is due to the following:
  - (£39K) Saving in Economic Development Initiatives due to the ongoing impact of Covid whereby the planned roll out of Marketing and Promotion initiatives has been delayed and these costs have also been partly met from additional grants.
  - (£19K) Staff saving due to vacant posts
  - (£10K) additional Section 106 monitoring fee income as a result of more Planning applications and for larger developments than forecast.
  - (£14K) a number of minor variations below £10K.

### *Development Management*

3. The last forecast position identified £20K net pressure for the service, due to the additional pay award, which has subsequently been paid in March. Since then, there has been a further net saving of £85K, resulting in a final outturn saving of £65K. The variation in the final quarter is mainly due to a recovery of income, against the budgeted shortfall of £285K estimated as part of the 2021/22 corporate plan. This estimated shortfall of 20% Planning Fee Income was predicted for 2021/22 due to the continuing economic uncertainty following the pandemic.

### *Cleansing Services*

4. The last reported year-end forecast was a £53K saving. A further pressure of £54K has been identified in the last quarter, resulting in a final outturn pressure of £1K. The variation in the last quarter is due to the following:
  - £121K pressure in respect of the Refuse contract as a result of an additional payment for a Market realignment for drivers of £93K and the balance mainly due to increased bank holiday collection costs as a result of Christmas falling on a weekend.
  - (£10K) saving in respect of Repairs to Dog bins due to a reduced number of repairs required in comparison to previous years. This saving is not expected to be ongoing.
  - (£10K) additional Income in respect of Bulky Household collections due to further increased demand for this service.
  - (£11K) Staff savings in respect of vacant posts.
  - (10K) A23 Highway cleansing saving due to access issues to complete the work.
  - (£9K) Additional recharges to Town and Parish councils for Dog bin emptying.
  - (£17K) due to various minor variations below £10K.

### *Parking Services*

5. The last forecast position identified a £150K net saving. Since then, there has been a further saving of £105K, resulting in a final outturn saving of £255K. The variation in the last quarter is due to the following:

- (£27K) Additional Car Parks Pay and Display income. A pressure of £583K was reported in 21/22 budget to reflect an expected 30% shortfall in parking income as a result of continuing effects of the pandemic. £150K improvement was previously forecast in-year and a further £27K improvement has been identified at year end.
- (£12K) Additional Season Ticket Income. A pressure of £87K was reported in 21/22 budget to reflect an expected 45% shortfall in parking income as a result of the continuing effects of the pandemic. The additional £12K reflects a recovery of income against this previously budgeted shortfall.
- (£47K) NNDR saving. This is part of an overall corporate saving for NNDR of £63K reported in the table above, where additional NNDR costs in respect of Recreation Grounds are more than offset by savings in NNDR costs for Car Parks and Oaklands.
- (£40K) Car parks repair saving due fewer ad hoc repairs required.
- £12K Financial transaction processing pressure due to increased pay and display transactions using card as a method of payment.
- (£11K) Car Parks Security services saving due to the reduction in cash pay and display activity, resulting in reduced cash collections.
- £16K Parking Enforcement Deficit. Although West Sussex meet the cost of 70% of any deficit, Mid Sussex is responsible for the remaining 30% deficit.
- £4K minor variations below £10K.

#### *Landscapes & Leisure*

6. The last forecast position identified a £1,024K net pressure. Since then, there has been a further net saving of £175K, resulting in a final outturn pressure of £849K. The variation in the last quarter is due to the following:
  - £89K Additional Tree Consultancy pressure resulting from backlog statutory tree inspection work. This is not on-going;
  - (£89K) Grounds Maintenance savings. Some works were not undertaken as a means of managing the increased tree inspection work.
  - (£23K) Civil repair saving due to a decrease in the amount of reactive repairs required in the council's parks and open spaces during 2021/22.
  - (£20K) Playground repair saving resulting from a decrease in the volume of reactive repairs required following refreshment and renewal of a number of play areas over the last two years and closure during the pandemic, resulting in reduced wear and tear in equipment.
  - £30K NNDR pressure. This is part of an overall corporate saving for NNDR of £63K reported in the table above, where additional NNDR costs in respect of Recreation Grounds are more than offset by savings in NNDR costs for Car Parks and Oaklands.
  - (£27K) Additional Outdoor Facilities Income due to:
    - Playgroup Income (£17K) due to securing additional hirers during the 2021/22 period.
    - Rental Income (£10K) due to rent reviews
  - (£58K) Staff savings due to vacant posts;
  - (£86K) Betterment on the forecast pressure previously reported by the Leisure contractor in respect of the reopening of the Leisure Centres after the pandemic with restrictions.
  - £9K due to various minor variations below £10K.

### *Community Services, Policy and Performance*

7. £13K pressure was previously identified for the service due to the pay award which has subsequently been paid in March. Since then, there have been savings of £74k due to the following;

- (£27k) Sustainability
- (£8k) Safeguarding
- (£9k) Wellbeing– Unspent balance of £16k MSDC contribution.
- (£8k) Grants
- (£17k) Community Development – COMF grant funded Playdays.
- (£5k) Minor variations below £10k

This has resulted in an outturn saving of £61k, which is due to the Business Unit's success in securing external funding to fund activities in year.

### *Corporate Estates and Facilities*

8. The last forecast position identified a £128K net pressure. Since then, there has been a further net saving of £175K, resulting in a final outturn saving of £47K. The variation in the last quarter is due to the following:-

- (£34k) saving on ground rent and unbudgeted licences for Operational properties.
- £10k pressure on Martlets Shopping Centre professional advice.
- £45k pressure on Market Place Shopping Centre and Car Park rental income.
- (£69k) betterment in previously reported pressure for Orchards Retail rental income.
- £134k further pressure on Orchards Retail Service charge and expenditure.
- (£6k) saving on Orchards Residential Rental income.
- £1k further pressure on Orchards Residential service charge and other expenditure.
- (£64k) saving on rental income for industrial estates and depot following rent reviews.
- £33k pressure on salaries.
- (£69k) saving on drainage repairs due to less reactive works being required this year.
- (£125k) saving on Oaklands – NDR, Repairs and renewals, Asbestos Survey, Utilities.
- (£28k) saving on Public Conveniences – NDR and Utilities.
- (£3k) other minor savings.

### *Finance Accountancy*

9. The last reported position was a saving of £12k. Since then, there has been a salary saving of £10k due to a vacant post resulting in an outturn underspend of £22k.

### *Finance Corporate*

10. The last reported position was a pressure of £51k for additional external audit costs. Since then, we have received a £20k grant from the Redmond Review to offset some of the previously reported additional audit costs leaving an unreported saving of £7k. There is a pension deficit saving of £16k due to a natural reduction in pensioners in former authorities. Pressures of £134k due to an insurance claim shortfall and £7k in other minor variations make up the overall outturn overspend of £169k.

### *Revenues & Benefits*

11. Outturn is showing a final net underspend of £210K. A net saving of £77K had been reported previously. Since then, a further net saving of (£133K) is shown and is made up of the following:

- (£30K) additional staff savings due to vacant posts.
- (£16K) reduced number of visits due to COVID (more online meetings).
- (£48K) consultants fee saving due to: £12K annual SPD review not going ahead; £27K underspend for Analyse local RV finder costs; £9K saving in budgeted Pro-print annual service charge.
- (£27K) Software Licence and Maintenance savings due to £11K annual licence for Pro print; £14K Premium pack Benefit calculator and DHP form; £6K CTSS software

- (£42K) additional Magistrates Court cost income, due to an additional Court held in March.
- £11K Printing and postage pressure due to additional leaflets and summonses sent.
- £19K Additional costs of credit card transactions due to additional activity for this payment method.

#### *Customer Services and Communications*

12. The last reported position identified a saving of £20k. Since then, there has been a salary pressure of £12k. This results in a final outturn saving of £8k.

#### *Digital & Technology*

13. The overall position is showing a saving of £74k. A £15k pressure was previously identified for the service due to the pay award which has subsequently been paid in March. Since then, there has been a savings of £15k relating to software licence and maintenance contracts, £24k for printers which is due to a reduction in printing costs and a reduced level of printing, £33k for telephones and £17k for salaries.

#### *Human Resources & Payroll*

14. The overall position is showing a pressure of £9k. A £4k pressure was previously identified for the service due to the pay award which has subsequently been paid in March. There is a further £5k as a result of some unforeseen training and benefit investments which will have a positive effect in terms of staff development and wellbeing as we come out of a very challenging two years for staff; both personally and professionally.

#### *Legal Services*

15. An £8k pressure was previously identified for the service due to the pay award which has subsequently been paid in March. Since then, there has been a further net saving of £10K. This is due to agency staff costs for a planning locum and Business Unit Leader used during the last year to cover vacant posts, contributing to an overspend on salaries of £49k. This has been more than offset by the over achievement of Legal income by £66k. There have been other minor variations resulting in a pressure of £7K, resulting in a final outturn net saving of £2K.

#### *Democratic Services*

16. A £5k pressure was previously identified for the service due to the pay award which has subsequently been paid in March. Since then, there have been net savings of £23k, mainly attributable to lower levels of Member expense than in previous years because of the pandemic resulting fewer than usual in-person meetings. There have also been significant savings realised by reform of the annual electoral canvass through greater use of electronic communications. This has resulted in an overall outturn net saving of £18k.

#### *Land Charges*

17. A saving of £30k had previously been reported and a Pay award pressure of £3k. Since the last reported position there has been a further saving of £68K. This relates to an overachievement for income of £55K due to what has been a very unpredictable property market with periods of normal to exceptionally high Official Search applications and £13K savings from salaries and the scanning contract, resulting in a final outturn saving of £95k.

#### *Planning & Building Control Support*

18. The last reported position showed savings of £30k and a pay award pressure of £5k there has been an additional saving of £6K due to a salary underspend caused by vacant posts, resulting in a final outturn saving of £31k.

#### *Environmental Health*

19. The last reported year-end forecast was a £1K net pressure. Since then, a further saving of (£49K) has occurred, resulting in a final outturn saving of (£48K). The additional saving in the last quarter is due to (£10K) staff saving due to vacant posts; (£20K) additional fee income due to an increased number of different licence/permit applications e.g., pavement licences, acupuncture and tattoo, food hygiene score revisits; (£7K) betterment on a previously reported shortfall in respect of Hackney carriage licences and the remaining (£12K) saving made up of a number of minor variations below £10K.

#### *Building Control*

20. The service previously reported a £42K pressure. Since then, a saving of £30K saving has been identified. This is due to (£15K) part recovery of Building control Income in the last quarter, compared to the previously reported forecast pressure of £52K and the remaining (£15K) saving, due to a number of minor variations below £10K. This results in a final outturn pressure of £12K.

#### *Strategic Core*

21. The last reported position was a pressure of £250k. Since then, there has been a saving of £2k due to minor variations resulting in a final outturn pressure of £248k.

#### *Benefits*

22. No variation. (Refer Appendix B of this report).

#### *Balance Unallocated*

23. There is a saving of £20,000 as there has been no utilisation of Balance Unallocated during the year.

#### *Income Compensation Scheme grant*

24. Since the last reported position, £377k has been received on 18 March 2022 relating to the April to June final Income Compensation Scheme claim which is shown as unbudgeted grant income for the year.

<b>Benefits Outturn 2021/22</b>				
(using Academy subsidy claim figures)				
	2021/22	2021/22	Variation	
	Original	Outturn	from	
	Budget		Budget	
<b>Non HRA rent rebates</b>				
	£	£	£	
<i>gross expenditure</i>	1,023,000	1,291,451	268,451	
net expenditure at standard subsidy	0	0	0	
effect of reduced subsidy	550,000	697,922	147,922	
effect of overpayments	(73,000)	(92,582)	(19,582)	
<b>Total Rent Rebates</b>	<b>477,000</b>	<b>605,340</b>	<b>128,340</b>	1
<b>Rent Allowances</b>				
	£	£	£	
<i>gross expenditure</i>	24,790,000	22,772,662	(2,017,338)	
net expenditure at standard subsidy	0	0	0	
effect of reduced subsidy	424,000	425,361	1,361	
effect of overpayments	(493,000)	(573,954)	(80,954)	2
<b>Total Rent Allowances</b>	<b>(69,000)</b>	<b>(148,593)</b>	<b>(79,593)</b>	
<b>Discretionary Local Scheme</b>				
Council Tax Benefit	0	0	0	
Rent Allowances	12,000	10,785	(1,215)	
Subsidy 75%	(9,000)	(8,089)	911	
<b>Total Discretionary scheme</b>	<b>3,000</b>	<b>2,696</b>	<b>(304)</b>	
<b>Total Support</b>	<b>411,000</b>	<b>459,443</b>	<b>48,443</b>	
Less: LA Error Subsidy	(30,000)	(54,988)	(24,988)	3
Expenditure above the cap recoverable from Housing Services	(468,000)	(610,669)	(142,669)	1
Prior year adjustments 20/21		(10,802)	(10,802)	
Less: Funding to / (from) Benefits Equalisation Reserve	<b>(32,000)</b>	98,016	130,016	4
<b>Cost to MSDC</b>	<b>(119,000)</b>	<b>(119,000)</b>	<b>0</b>	

Reasons for variation:				
<p>(1) To maximise the amount of government subsidy received for Temporary Accommodation cases, the benefits team has been using the full rent to assess the claim rather than the previous calculations based on the weekly rate. Whilst there are complications to this, it does have the effect of increasing the subsidy to be paid at 100%. Any expenditure above the cap which does not attract subsidy, is recoverable internally from Housing Services.</p>				
<p>(2) Increased recovery efforts in 21/22 has seen a significant reduction in Overpayment Debtors, including reducing the balances for historic debt.</p>				
<p>(3) The percentage of Local Authority error overpayments has remained below the lower threshold, allowing for Local Authority error subsidy to be retained, albeit an increased sum due to the increased overpayment volumes.</p>				
<p>(4) The benefits equalisation reserve is made up from prior year's surplus' and was set up to reduce the variances on the revenue budget caused by fluctuations in Benefits subsidy. An adjustment is made to/(from) the reserve to bring the outturn position back to the required budget. An amount of £98,016 has been paid to the equalisation reserve, compared to the £32,000 budgeted contribution from the reserve, a variation of £130,016. This is mainly the result of improved recovery rates for overpayments in 21/22.</p>				

Use of Specific Reserve in 2021/22					
Description	Balance at 01/04/2021 £'000	Contributions In Year £'000	Utilised In Year £'000	Balance at 31/03/2022 £'000	Notes
<b>Housing</b>					
Recyclable loan fund	(50)	0	0	(50)	1
Housing Needs Survey	(10)	0	0	(10)	2
CPO Fund for Empty Homes	(15)	0	0	(15)	3
Self Build and Custom House building	(85)	0	11	(74)	4
Flexible Homelessness Support SR*	(432)	(56)	0	(488)	5
Rough Sleepers Partnership Outreach	0	(61)	61	0	6
Choice Based Lettings Scheme SR	(16)	0	4	(12)	7
Domestic Abuse Safe Accommodation	0	(34)	0	(34)	8
TA Rolling Programme of Investment Reserve*	0	(69)	0	(69)	9
Housing COMF*	0	(95)	0	(95)	10
<b>Planning Policy &amp; Economic Development</b>					
Specialist Advice studies - Gatwick DCO	0	(100)	25	(75)	11
Neighbourhood Planning Non Frontrunners	(63)	0	13	(50)	12
Development Plan Reserve (Studies and EIP costs)	(475)	(243)	266	(452)	13
SAMM Fees	(728)	(750)	0	(1,478)	14
Burgess Hill Growth	(273)	0	109	(163)	15
Planning Performance Agreement*	(14)	(41)	4	(51)	16
Independence Retail Programme	(83)	0	13	(70)	17
Burgess Hill Station Qtr Project*	(23)	(25)	48	0	18
Economic Recovery Fund High Streets	0	(70)	0	(70)	19
<b>Cleansing Services</b>					
Community Street Clean	(3)	0	0	(3)	20
Commercial Services and Contracts SR	(46)	0	20	(26)	21
<b>Development Management</b>					
Biodiversity Net gain Reserve*	0	(10)	0	(10)	22
<b>Parking Services</b>					
CPE Investment Fund	(3)	0	3	0	23
Car Park Strategy	(17)	0	0	(17)	24
<b>Landscapes and Leisure</b>					
Leisure Reserve	(77)	0	0	(77)	25
Parks Improvement	(113)	0	97	(17)	26
Anscombe Wood Regeneration	(58)	0	0	(58)	27
Sang Maintenance	(45)	(23)	0	(68)	28
Leisure Covid Support Reserve	(500)	0	500	0	29
<b>Community Services, Policy &amp; Performance</b>					
Community Development Fund	(408)	0	179	(229)	30
CCTV Fund	(39)	0	39	0	31
Community Safety - Funding for All	(116)	0	3	(113)	32
WSSC Pool Business Rates Bicycle Funding	(113)	0	24	(90)	33
Community Volunteer Service (CVS)	(5)	0	0	(5)	34
Environment and Sustainability	(100)	0	28	(72)	35
<b>Corporate Estates and Facilities</b>					
Asset Maintenance and Landscapes	(8)	0	0	(8)	36
Planned Asset maintenance Specific Reserve	(93)	0	72	(21)	37
Orchards Repairs and Renewals	(476)	0	0	(476)	38
Orchards Improvement Reserve	(4,791)	0	151	(4,640)	39
Clair Hall feasibility and appraisal studies	0	(100)	17	(83)	40
Cherry Tree Improvements*	0	(13)	0	(13)	41
<b>Finance Accountancy</b>					
Icon Upgrade costs	(19)	(7)	14	(12)	42
Cash receipting	(15)	0	15	0	43



Use of Specific Reserve in 2021/22					
Description	Balance at 01/04/2021 £'000	Contributions In Year £'000	Utilised In Year £'000	Balance at 31/03/2022 £'000	Notes
<b>Finance Corporate</b>					
JE Reserve	(173)	(892)	500	(565)	44
Management Restructure	0	(500)	339	(161)	45
Audit Costs*	0	(20)	20	0	46
Land and Property Reserve	(16)	0	0	(16)	47
Efficiency Reserve	(252)	(200)	99	(352)	48
WSCC Covid 19 Test and trace COMF	0	(484)	278	(206)	49
Department of Health Covid 19 test and Trace COMF	0	(138)	138	0	50
Pay award	0	(35)	35	0	51
<b>Revenues &amp; Benefits</b>					
Revenues and Benefits New Burdens*	(256)	(493)	218	(530)	52
Covid19 - Council Tax Hardship Fund	(67)	(107)	108	(66)	53
Discretionary Track and Trace funding (self isolation)	(55)	(101)	68	(88)	54
HM Courts and Tribunals Refund*	0	(55)	0	(55)	55
<b>Digital &amp; Technology</b>					
ICT reserve	(8)	0	0	(8)	56
Burgess Hill Fibre Exchange	(39)	0	0	(39)	57
Cyber Security	(5)	0	5	0	58
<b>Human Resources &amp; Payroll</b>					
Employee Benefits	0	(7)	7	0	59
<b>Land Charges</b>					
Land Charges Development*	0	(25)	2	(23)	60
<b>Democratic Services</b>					
District Elections	(46)	(46)	0	(92)	61
Individual Electoral Registration Grant	(41)	0	0	(41)	62
<b>Environmental Health</b>					
Hackney Carriage Unmet Demand Survey	(10)	(5)	0	(15)	63
Covid-19 Preventative Interventions (WSCC)	(136)	0	136	0	64
Mobile Homes Fit and Proper Person test	(1)	0	0	(1)	65
Implementing Legislation - Allergen Labelling for prepackaged food*	0	(4)	0	(4)	66
Temporary Pavement Licencing Grant*	0	(7)	0	(7)	67
<b>Corporate Funds</b>					
Benefits Equalisation	(588)	(98)	0	(686)	68
Rate Retention Scheme Equalisation	(12,795)	(22,146)	9,162	(25,779)	69
LA EU Exit Preparation	(19)	0	0	(19)	70
<b>Total Specific Reserves</b>	<b>(23,817)</b>	<b>(27,061)</b>	<b>12,832</b>	<b>(38,045)</b>	

Figures in this table are subject to roundings to nearest £'000

\*Subject to approval by Council as set out in recommendations of this report

Notes:

- Created to augment the existing Housing Rent in Advance and Deposit guarantee scheme to create a recyclable loan fund for eligible households. In 2020/21 £50,000 was reallocated to this Reserve from the Flexible Homelessness Support Specific Reserve to be used to assist eligible households into private rented properties. There has been no call on this Reserve in 2021/22.
- The balance in the Housing Needs Survey Specific Reserve at the start of 2021/22 was £10,314. There has been no call on this Reserve in 2021/22.

3. This CPO Fund for Empty Homes was approved by Council 27<sup>th</sup> February 2013 to be funded from New Homes Bonus monies. At the start of the year the balance in this reserve was £15,000. There has been no call on this Reserve in 2021/22.
4. This reserve was created to hold grants received from MHCLG (later renamed DLUHC) in respect of Self build and custom house building. At the start of the year the balance in this reserve was £85,349. During the year £11,050 was utilised leaving a balance of £74,299 at the end of 2021/22.
5. Reserve created in 2017/18, in respect of Flexible Homelessness Support Grant received from MHCLG (later renamed DLUHC) to support Local Authority efforts in preventing and dealing with homelessness. At the start of the year the balance in this reserve was £432,000. A further £56,423 HPG grant balance of claim has been transferred to this Reserve at Outturn (refer para 24 of this report) due to a difference in accounting for debtors resulting in a balance to Specific Reserve. The remaining balance at year end stands at £488,424.
6. Created at Outturn 2017/18 from a contribution received from West Sussex County Council. This Reserve had been fully utilised in 2020/21 to help fund temporary accommodation costs in year, which increased due to the additional burden of Housing Rough sleepers during the pandemic. In 2021/22 a further £36,400 was received from MHCLG, (later renamed DLUHC) as reported in the Budget Management report to Cabinet 26 July 2021 in respect of a Cold Weather Fund Payment (£6,400), Rough Sleepers grant (£5,000) and Additional Emergency Accommodation grant (£25,000). In addition, £25,000 was also received from Horsham District Council for Rough Sleepers RSI 4 grant as detailed in the Budget Management report to Cabinet 14 February 2022. This Reserve has been fully utilised in to fund Temporary accommodation costs in year.
7. Choice Based lettings scheme Specific Reserve balance at the start of the year stood at £15,739. During the year £3,819 was utilised leaving a balance of £11,920 at the end of 2021/22.
8. The Domestic Abuse Safe Accommodation Specific Reserve was created from MHCLG grant totalling £33,632 as reported in the Budget Management report to Cabinet 26 July 2021. This will be used to provide specialist support and safe accommodation for those fleeing domestic abuse. There has been no call on this Reserve in 2021/22.
9. At Outturn there is a request to add £69,000 to a Specific Reserve for a rolling programme of investment for Temporary Accommodation properties as detailed in Table 1 note 2 of this report.
10. At Outturn there is a request to add £95,000 to a Specific Reserve for Housing Contain Outbreak Management Fund (COMF) as detailed in para 13 of this report.
11. This reserve was created in 2013/14 to finance the commissioning of specialist studies in respect of noise and other environmental impacts to allow MSDC to provide an informed contribution to any consultation relating to the possible expansion of Gatwick airport. In 2020/21, it was decided this reserve was no longer needed and the balance of £91,258 was returned to General Reserve. However, in 2021/22, expenditure on the Gatwick DCO required £100,000 to be reinstated in the Specific Reserve from General Reserve as reported in the Budget Management report to Cabinet 13 September 2021. During the year £25,013 was utilised on specialist advice costs leaving a balance of £74,987 at the end of 2021/22.
12. The reserve shows the remaining balance of a grant received for Neighbourhood Planning totalling £63,341 at the start of the year During the year £13,010 was utilised on a neighbourhood planning examination leaving a balance of £50,331 at the end of 2021/22.
13. The reserve shows the remaining balance of £475,163 at the start of the year. This Reserve is to help meet the costs of maintaining and preparing Development Plans. A contribution of £243,000 was approved in the Corporate Plan and Budget 2021/22 to Council 3 March 2021. In 2021/22 £265,978 has been utilised on Counsels fees /Consultants costs (£188,986) as well as on Examination in Public costs (£76,992). A balance of £452,185 remains on this reserve at 31 March 2022.
14. This represents contributions collected from developers in respect of the Strategic Access Management and Monitoring tariff (SAMM) which is required to fund mitigation projects to be delivered by the Conservators of Ashdown Forest. This reserve totalled £727,538 at the start of 2021/22. In year, the Reserve has increased by a further £749,964. There has been no call on this Reserve during 2021/22. The balance at year end stands at £1,477,502 but is expected to be paid over in the next year.
15. Created to help meet the costs of planning and delivering the Burgess Hill growth work. This Reserve held a balance of £272,825 at the start of 2021/22. During the year £14,000 has been transferred to the Planning Performance Agreement Specific Reserve to fund additional staff in respect of the delivery of a strategic housing site as reported in the Budget Management report to Cabinet 13 September 2021. A further £95,425 has been used on Burgess Hill growth work costs. The balance remaining at the 31 March 2022 stands at £163,400.

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16. In December 2017, the Council received a fee of £14,176 in relation to a Planning Performance Agreement with a developer to facilitate delivery of a strategic housing site. Planning Performance Agreements are supported by the Government to promote an improved and more efficient service and is good practice in supporting delivery of housing. The Planning Performance Agreement (PPA) Specific Reserve was created to hold the sum, as reported in the Budget Management Report to Cabinet 19<sup>th</sup> February 2018. In 2021/22 a further £27,441 was added to this reserve for the PPA (refer para 19 of this report). In addition, £14,000 was transferred to this Reserve (refer note 15 above). £4,278 has been utilised in year leaving a balance at year end stands at £51,339.
17. Created to deliver a training programme for independent retailers on managing their shopfronts and to provide them with small bursaries to enable improvements to be made. This Reserve held a balance of £83,400 at the start of 2021/22. £13,350 has been utilised in year leaving a balance of £70,050 at 31 March 2022.
18. This Reserve holds a balance of £22,757 in respect of One Public Estate funding, for Masterplanning Burgess Hill Station Quarter Project. In 2021/22, a further £50,000 'One Public Estate funding' grant was received from Brighton & Hove City Council as reported in the Budget Management report to Cabinet on 13 September 2021. However, of this total, £25,000 was identified as a loan repayable to the Cabinet office as reported in this Outturn Report (refer para 20 ). This has also resulted in an overspend on a revenue project due to lower financing which is reported in Appendix D note 41 of this report). The balance on the reserve has been fully utilised in year for financing of this Revenue Project.
19. The Economic Recovery Fund High Streets Specific Reserve totalling £70,000 was set up from monies received from WSCC as reported in the Budget Management report to Cabinet 14 February 2022 to help meet additional costs arising. There has been no call on this Reserve in 2021/22 but will be used in 22/23.
20. The Community Street Clean Specific Reserve was approved at Outturn 2018/19 following receipt of £26,005 from MHCLG in respect of National Community Clean up Grant to be used for projects working with community groups to undertake community-led street cleans. There has been no call on this reserve in 2021/22, leaving a balance of £2,588.
21. The Commercial and Services and Contracts Specific Reserve was created in order to support the development of a business case for the future operation of the service as reported in the Budget Management Report to Cabinet 14 September 2020. The balance at the start of 2021/22 was £45,900. During the year £20,165 has been utilised on Depot feasibility work leaving a balance of £25,735 at 31 March 2022.
22. Reserve created at Outturn 21/22 totalling £10,047 (refer para 12 of this report)
23. This Reserve was created at Outturn 2016/17 as 30% of the Civil Parking Enforcement (CPE) Surplus is retained by MSDC for re-investment in the Service. In 2021/22, the Reserve was fully utilised on Parking Enforcement investment costs.
24. Created to support the Car Park Strategy refresh in 2020/21. The balance in this Reserve at the start of the year was £17,253. There has been no call on this Reserve in 2021/22.
25. The Leisure Reserve was created to enable investment in the Council's Leisure Centres. The balance at the start of 2021/22 of £76,762 was to be used as part of the works to reopen the centres in 2021/22. There has been no call on this Reserve in 2021/22 but it can be used in 22/23.
26. The Parks Improvements Reserve was created to cover the costs of the Parks Asset Management Plan, Recycling Bins in key parks and master planning costs, prior to bringing forwards Capital projects. The balance at the start of the year was £113,140. £96,562 has been utilised on consultants and Masterplanning costs for Parks improvements leaving a year-end balance on this Reserve of £16,578.
27. In 2013/14, we received a S106 from Crest Nicholson to meet the costs arising from St. Francis, Haywards Heath – Anscombe Wood Regeneration. This sum was transferred to Specific Reserve to finance the wood regeneration undertaken by Mid Sussex in 2019/20. The balance on this Reserve at the start of the year was £57,905. There has been no call on this Reserve in 2021/22 but further work is planned to take place in the autumn of 2022. This reserve is intended to fund a long-term woodland regeneration project so will see incremental spend over a number of years.
28. SANG Maintenance Specific Reserve was created to hold SANG Maintenance contributions from developers. This is ringfenced to fund costs in future years. The balance on the Reserve stands at £44,805 at the start of the year. Contributions of £22,807 has been transferred to this reserve in year relating to the unspent SANG Maintenance budget as these contributions are ringfenced for future years costs. The balance on this Reserve as at 31 March 2022 stands at £67,612.

## Appendix C

29. Leisure Covid Support Reserve created to help finance the costs of closure and reopening of the Leisure centres as reported in Budget Management Report to Cabinet 8 February 2021. The balance on the Reserve stands at £500,000 at the start of the year which has been fully utilised in year to help cover the 2021/22 Leisure closure compensation costs to PfPL.
30. Set up to help meet the cost of Community Development related activities. The balance in this Reserve at the start of the year was £407,911. £178,918 has been utilised in -year on Community Development grants and Covid Recovery grants. The balance on the Reserve as year end stands at £228,993.
31. Reserve created to part-fund the upgrade of the existing CCTV system with additional contributions to be sought from partners. This Reserve has been fully utilised in year.
32. The Community Safety - Funding for All Reserve was created at Outturn 2016/17 to meet any future reductions in Mid Sussex Partnership funding. During the year £2,933 has been spent on financing of the Revenue Project for CCTV at East Court and Mount Noddy, leaving a balance of £113,067 at year end.
33. The WSCC Pool Business Rates Bicycle Funding Specific Reserve was approved at Outturn 2018/19. The balance at the start of the year was £113,374. £23,713 has been used for the LCWIP contract during 2021/22. The balance remaining at year end is £89,660.
34. The Community Volunteers Service (CVS) Specific Reserve was created at Outturn 2019/20 to provide additional grant requests resulting from the Covid-19 pandemic. The balance at the start of the year was £5,000. There has been no call on this Reserve in 2021/22.
35. The Environment and Sustainability Specific Reserve as approved as a tabled amendment to the Corporate Plan and Budget Report 2020/21 to Council 4 March 2020. the balance at the start of the year was £100,000. £28,200 has been used in the year for costs of the MSDC Agreement on Net Carbon Emissions leaving a balance of £71,800 on this Reserve as at 31 March 2022.
36. Reserve created to fund the cost of purchasing and implementing the new property, asset maintenance and landscapes system. The balance at the start of the year was £7,763. There has been no call on this Reserve in 21/22.
37. Reserve created to fund planned asset maintenance works that were not able to be completed during the year. £93,000 was the balance in this Reserve at the start of the year. During the year £71,731 has been spend on Capital financing:(£41,500 for Council Chamber Modernisation project and £30,231 for Clair Park Pavilion Refurbishment RP) leaving a balance at year end of £21,269.
38. In 2017/18, this reserve was created to meet expenses that remain the landlord's responsibility and for future investment in the centre. The balance at the start of the year was £476,080. There has been no call on this Reserve in 21/22.
39. Created at Outturn 2017/18 to fund future Orchards improvements. The balance at the start of the year was £4,791,151. £151,410 has been utilised in 2021/22 on Development surveyor salaries (£68,264) and consultant costs for the Orchards Redevelopment feasibility studies (£83,146) leaving a balance of £4,639,741 as at 31 March 2022.
40. £100,000 transferred from General Reserve to create a Specific Reserve to resource the feasibility work relating to the Clair Hall Site as detailed in the report to Cabinet 20 December 2022. During the year £17,248 has been utilised on feasibility survey costs leaving a balance of £82,752 at 31 March 2022.
41. At Outturn, there is a request to add £13,000 to this Reserve as detailed in Table 1 note 1 of this report.
42. This was originally created to fund the bi-annual Icon system upgrade costs. The balance at the start of the year was £19,000. In 2021/22 £7,000 represented the last annual budgeted contribution due to the implementation of a new Cash Receipting System. During the year £14,000 has been spent on financing of the Revenue Project for the new Icon Management Replacement. The remaining balance will be utilised by 31 March 2023 to finance the remainder of this Cash Receipting System project that was slipped to 2022/23 earlier in the year.
43. Created at Outturn 20/21 to help cover the cost of the cash receipting implementation in 2021/22. Refer note 42 above. During the year this has been fully utilised on financing the revenue project.
44. Created to offset planned redundancy and job evaluation costs. A budgeted contribution of £392,000 was approved in the Corporate Plan and Budget 2021/22 to Council 3 March 2021 to assist with JE costs. A further contribution of £500,000 from General Reserve was approved as detailed in the Budget Management report to Cabinet 29 November 2021 to assist in the costs of the Management restructure. However, for transparency and monitoring purposes the £500,000 is now shown in a separate Management Restructure Specific Reserve as at Outturn 2021/22 (refer note 45 below). Therefore, the balance in the Reserve held for JE related costs as at 31 March 2022 totals £565,153.

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45. Refer note 44. This shows a contribution of £500,000 to help with the cost of the Management Restructure as explained in note 44. Of the £500,000, £338,618 has been utilised leaving a balance of £161,382 at year-end. The balance will be utilised in 2022/23.
46. Created to offset unbudgeted costs which may arise due to the uncertainty of the total cost of External Audit services. In 2021/22 £20,062 received for the Redmond review (refer para 25 of this report). This reserve has been fully utilised in year.
47. The Land and Property Reserve was created in 2016/17 to enable land and property investments to generate a revenue stream. The balance remaining on this Reserve at the start of the year was £16,148. There has been no utilisation of this Reserve during 2021/22.
48. The Efficiency Specific Reserve was part of the Revised Corporate Plan and Budget 2020/21 approved at Council on 30 September 2020 to cover the cost of consultancy to help deliver the changes required to make future revenue savings following the impact of COVID-19 on the MSDC net revenue spend in future years. The balance at the start of the year was £251,793. A further contribution of £200,000 was transferred from General Reserve as reported in Budget Management Report to Cabinet 14 February 2022. £99,304 has been utilised in year being £34,389 for the Efficiency Review and £64,915 on the Public Realm Contract, leaving a balance remaining at year end totalling £352,488.
49. WSCC Covid 19 Test and Trace Contain Management Outbreak Fund (COMF) Specific Reserve created from West Sussex County Council (WSCC) monies received to assist with costs relating to mitigating against and management of local outbreaks of Covid 19. Contributions totaling £483,854 are detailed in the Budget Management Reports to Cabinet 26 July 2021 (£424,761) and Cabinet 14 February 2022 (£59,093). During the year £278,291 has been utilised on costs including staffing, EHO interventions, homelessness prevention, cleaning, covid safe youth activities, exercise referral and food partnership infrastructure. This leaves a balance of £205,563 at 31 March 2022.
50. Department of Health Covid 19 Test and Trace Contain Management Outbreak Fund (COMF) Specific Reserve created from Department of Health and Social Care grant monies received to assist with costs relating to mitigating against and management of local outbreaks of Covid 19. The contribution totaling £138,433 is detailed in the Budget Management Reports to Cabinet 26 July 2021. During the year this Reserve has been fully utilised on COMF homelessness prevention costs.
51. Budgeted contribution for the 21/22 pay award for employees earning less than £24k as detailed in the Corporate Plan and Budget 21/22 report to Council 3 March 2021. During the year this Reserve has been fully utilised to fund part of the £206,000 1.75% pay award pressure paid in March 2022.
52. Created in 2018/19 to hold grants received for implementing new burdens, in order to offset the costs as they arose. The balance at the start of the year was £255,513 and in 2021/22 further grant payments were received totalling £412,353 as detailed in the Budget Management Reports to Cabinet 26 July 2021, 13 September 2021 and 14 February 2022. Further contributions totalling £80,159 are reported in this Outturn report relating to LA Data sharing programme grant (£5,638); Council Tax Annexe Discount grant (£26,144); Transparency code grant (£8,103); BEIS New burdens Admin grant (£39,080); DWP Single HB Extract Management Info - New burdens (£512) and DWP Incapability Benefit Re-assess LEAP exercise - New burden grant (£682) (refer paras 15, 16, 17 and 22 of this report). £218,123 has been utilised on Employment project coordinator costs (£69,550) and other costs (£148,573) leaving £529,902 remaining at year-end.
53. The Covid-19 -Council Tax Hardship Fund was created to pay those in the Council Tax Support Scheme to the value of £200 per recipient. During the year there have been contributions totalling £107,395 which will help fund the cost of extending the scheme in 2021/22 as reported in the Budget Management report to Cabinet 26 July 2021. £108,396 has been utilised in year to cover MSDC's share of the cost of the scheme required to be transferred to the Collection Fund. This leaves a balance on this Reserve of £65,996.
54. Reserve created from Discretionary Track and Trace funding. The balance at the start of the year was £55,500. During the year there have been contributions totalling £100,500 as reported in the Budget Management report to Cabinet 14 February 2022. £68,000 has been utilised in year for Discretionary Track and Trace payments leaving a balance on this Reserve of £88,000.
55. At Outturn there is a request to transfer £54,806 to a Specific Reserve which was refunded from HM Courts in respect of Magistrate court costs. This will be held in the HM Courts and Tribunals Refund Specific Reserve to fund potential claims. Refer para 23 of this report for more detail.
56. Reserve created to enable future development in ICT and related customer service software and the balance remaining at the start of the year was £8,019. There has been no utilisation of this Reserve during 2021/22.
57. This Reserve was created for the Burgess Hill Fibre Exchange to procure legal, procurement and commercial advice. The balance at the start of the year is £38,505. There has been no utilisation of this Reserve during 2021/22.

## Appendix C

58. Created at Outturn 2019/20 from grant received at the end of 2019/20 to undertake work to improve cyber security. This Reserve has been fully utilised in year.
59. Contributions made to this reserve in year represent the annual budgeted sum of £6,000, and any additional amount that represents the difference between the average interest rates and the interest rate charged on personal loans (£707) being transferred to this reserve from General Reserve as a result of the 2021/22 final accounts exercise. Any utilisation in 2021/22 is to fund professional qualification subscriptions. This reserve has been fully utilised in 2021/22.
60. Land charges Development Specific Reserve created at Outturn 21/22 totalling £25,000 (refer para 18 of this report)
61. This reserve represents the annual contribution made from revenue to meet the future costs of District Elections. The balance at the start of 2021/22 was £45,994. During the year the Reserve was topped up by the annual budgeted sum of £46,244. This leaves a balance on this Reserve of £92,218.
62. This reserve totalling £40,576 at the start of 2021/22 holds the non-ring-fenced grants received from the Cabinet Office to cover the cost of the move to Individual Electoral Registration (IER). There has been no utilisation of this Reserve during 2021/22.
63. Hackney Carriage Unmet Demand Survey reserve created through an annual reserve contribution of £5,110 to fund the triennial cost of this survey. The balance on this Reserve was £10,085 at the start of 2021/22. There has been no utilisation of this Reserve during 2021/22. The balance on this Reserve at year-end stands at £15,195.
64. COVID19 preventative interventions Specific Reserve created from £150,000 grant received from WSCC in 2020/21. The balance at the start of the year was £135,583. This reserve has been fully utilised in 2021/22. On COVID 19 Public Health work.
65. Reserve created at Outturn 2020/21 from 'Mobile homes Fit and Proper Person Test Grant' received totalling £568. There has been no call on this Reserve in 21/22.
66. Reserve created at Outturn 2021/22 for £4,018 grant received for Implementing Legislation - Allergen Labelling for pre-packaged food. Refer para 21 of this report. There has been no call on this Reserve in 21/22.
67. Reserve created at Outturn 2021/22 for £7,200 Temporary Pavement Licencing Grant received as detailed in this Report (refer para 14 of the main report). There has been no call on this Reserve in 21/22.
68. This is available to smooth out any variations year on year, in the Benefits outturn position, reducing the impact on the Council of any possible adverse effects after the final Benefits claim for the year is audited. £98,016 was transferred to this reserve in 21/22. (refer Appendix B of this report for more detail). The balance remaining stands at £686,001.
69. This reserve is available to smooth out any variations year on year as a result of the actual RRS being less than the budgeted figure for 2021/22. In 2021/22 contributions totalled £22,145,956. Of the total contributions, £2,552,400 relates to renewable income transferred from the CFAA. £19,593,556 relates to DLUHC grants such as the NNDR1 Section 31 payments on account (£1,916,549), additional S31 Covid 19 grants (£14,232,945) and CARF Covid additional reliefs (£3,444,062) received in year. £9,162,409 has been utilised in 2021/22. £8,348,556 relates to the use of BRR to fund the RRS budgeted figure as part of the financing of the Corporate Plan 2021/22. £623,524 was used to finance the additional 2020/21 levy payment to DLUHC AND £190,329 represents the net financing of the Corporate Plan. This leaves a balance of £25,778,796 in this reserve at year end.
70. Reserve created from grant received from MHCLG in respect of funding Local Authority EU Exit. The balance at the start of the year was £18,515. There has been no call on this Reserve in 21/22.

Use of General Reserve in 2021/22					
Description	Balance at 01/04/2021 £'000	Contributions In Year £'000 y635	Utilised In Year £'000 y636	Balance at 31/03/2022 £'000	Notes
Unallocated Balance:	(4,121)				
Other Transfers (from) /to Specific Reserves		0	900		1
Local Authority Property Fund (LAPF) dividends **	0	0	19		2
Interest received / paid in 2021/22**	0	(175)	1		3
New Homes Bonus	0	(2,311)			4
Annual contribution to General Reserve for MCR and Drainage	0	(285)	0		5
Capital Financing	0	(7)	306		6
Financing of Revenue Projects in Capital Programme	0	(32)	435		7
Revenue Underspend 2021/22**	0	(144)	0		8
<b>Total Unallocated Balance</b>	<b>(4,121)</b>	<b>(2,955)</b>	<b>1,661</b>	<b>(5,415)</b>	
Historic Building Loans	(24)	0	0	(24)	9
Commuted Sums – Cemetery Maint.	(1)	0	0	(1)	
Commuted Sums – Open Spaces Maint.	(2,510)	0	0	(2,510)	
Commuted Sums – Culverts Maint	(101)	0	0	(101)	
SANG in perpetuity	(1,053)	(281)	0	(1,334)	10
<b>Total General Reserve</b>	<b>(7,811)</b>	<b>(3,235)</b>	<b>1,661</b>	<b>(9,385)</b>	

\*Figures are subject to roundings to nearest £'000

\*\*Subject to approval by Council as set out in recommendations of this report

Notes:

- £900,000 has been moved to Specific Reserve as detailed in Specific Reserve notes 11, 40, 44/45 and 48 of this report. This included a £100,000 contribution from General Reserve to the Specialist Advice studies- Gatwick DCO Specific Reserve as reported in Budget Management Report to Cabinet 13 September 2021. It also includes a £500,000 contribution from General Reserve to the Job Evaluation / Redundancy (JE/VR) Specific Reserve as reported in Budget Management Report to Cabinet 29 November 2021 and £200,000 to the Efficiency Specific Reserve as detailed in Budget Management Report to Cabinet 14 February 2022. In addition, £100,000 was transferred to a Specific Reserve for the Clair Hall feasibility and appraisal studies as reported to Cabinet 20 December 2021.
- Refer paragraph 31 of the main report.
- Total interest received in 2021/22 of £174,818. Of this total £707 was transferred to the Employee Benefits Specific Reserve (refer Specific Reserves note 59 above). There is also a small contribution of £472 relating to reduced PWLB interest.
- £2,311,309 New Homes Bonus monies have been received in 2021/22. This forms part of General Revenue Reserves.
- This is the annual contribution budgeted to be paid to General Reserve for Major Capital Renewals (MCR).
- Being the amount utilised to finance the capital programme. The £7k contribution represents the amount transferred from Revenue to be applied to the financing of Capital projects.
- Being the amount utilised to finance the revenue projects in the capital programme. The £32k contribution represents the amount transferred from Revenue to be applied to the financing of Revenue projects.
- Revenue underspend 2021/22 transferred to General Reserve.
- Relates to transfer to/from General reserve relating to part repayment of Historic building loans.
- Earmarked reserve to help meet costs of SANG. In 2021/22, £280,525 has been added to this reserve.

## Appendix D Supporting

<b>Capital Projects Outturn 2021/22</b>						
Scheme Description	2021/22 Original Budget £'000	2021/22 Revised Budget £'000	2021/22 Outturn £'000	Variance on Revised Budget £'000	Category	Notes
<b>Housing</b>						
Temporary Accommodation	2,800	2,800	1,070	(1,730)	A	1
Affordable Housing	1,000	440	400	(40)	A	2
<b>Total Housing</b>	<b>3,800</b>	<b>3,240</b>	<b>1,470</b>	<b>(1,770)</b>		
<b>Planning Policy</b>						
Goddards green Sewage Treatment Works	0	0	3,569	3,569	D	3
Burgess Hill Place and Connectivity Programme	0	2,738	1,515	(1,223)	A	4
<b>Total Planning Policy</b>	<b>0</b>	<b>2,738</b>	<b>5,084</b>	<b>2,346</b>		
<b>Commercial services and Contracts - Cleansing Services</b>						
Purchase of Green Bins	30	20	19	(1)	A	
<b>Total Commercial services and Contracts - Cleansing Services</b>	<b>30</b>	<b>20</b>	<b>19</b>	<b>(1)</b>		
<b>Commercial services and Contracts -Landscapes and Leisure</b>						
Bolney Recreation Ground( Batchelor's Field) Playground Improvements	0	0	30	30	C	5
Petanque Rink construction, Marle Place Recreation Grd, Bhill	0	30	22	(8)	A/B	
<u>Playground Improvements</u>						
Forest Field, Haywards Heath	0	60	4	(56)	A	6
Turners Hill Recreation Ground	0	60	43	(17)	A	7
St Andrews Play Area, Burgess Hill	0	73	65	(8)	A	
Scaynes Hill Recreation Ground Playground Equipment	0	43	44	1	C	
<b>Total Commercial services and Contracts -Landscapes and Leisure</b>	<b>0</b>	<b>266</b>	<b>208</b>	<b>(58)</b>		
<b>Corporate Estates &amp; Facilities</b>						
Council Chamber Modernisation	0	146	153	7	C	
Heating works Phase 3	106	139	141	2	C	
Replace intruder alarms, Oaklands	0	33	0	(33)	A	8
Resurface Queensway car park, East Grinstead	0	41	54	13	C	9
Partial Resurfacing of Oaklands car park, HH	34	34	40	6	C	
Finches Field Community Building Pavilion & Car Park	0	1	0	(1)	B	
Oaklands Window Replacement	0	4	0	(4)	B	
Oaklands Window Replacement Phase IV	145	175	173	(2)	B	
Disposal of Handcross car park	0	2	2	0		
Hurst Farm Development costs	0	34	15	(19)	B	10
St John's Park - Burgess Hill Pavilion Improvements	0	1	1	0		
St John's Park - Burgess Hill Playground Improvements	30	30	0	(30)	A	11
Cuckfield Rec Pavilion refurbishment	0	35	30	(5)	B	
Martlets Hall Demolition and Car Park Extension	0	0	4	4	C	
Burgess Hill Library Demolition works	0	0	(5)	(5)	B	
<b>Total Corporate Estates and Facilities</b>	<b>315</b>	<b>675</b>	<b>608</b>	<b>(67)</b>		



## Appendix D

<b>Capital Projects Outturn 2021/22</b>						
Scheme Description	2021/22	2021/22	2021/22	Variance on	Category	Notes
	Original	Revised	Outturn	Revised		
	Budget	Budget		Budget		
	£'000	£'000	£'000	£'000		
<b>Digital and Technology Services</b>						
Workstation replacement programme	50	67	23	(44)	A/B	12
Supporting Infrastructure Refresh	0	0	(4)	(4)	B	
Host Replacement- Production farm and DMZ	0	55	41	(14)	A	13
Fibre Channel Switch Replacement	0	36	27	(9)	A	
Replacement Document Management	50	0	0	0		
Oaklands Wifi Refit	50	50	40	(10)	A	14
Local Full Fibre Network	0	0	4	4	C	
Rural Connectivity Programme	0	3,182	2,184	(998)	A	15
Research and Innovation Fibre Ring (RIFR)	0	612	212	(400)	A	16
<b>Total Digital and Technology Services</b>	<b>150</b>	<b>4,002</b>	<b>2,527</b>	<b>(1,475)</b>		
<b>Environmental Health</b>						
Disabled Facility Grants	900	1,409	868	(541)	A	17
Air Quality Monitoring Station	0	18	0	(18)	A	18
<b>Total Environmental Health</b>	<b>900</b>	<b>1,427</b>	<b>868</b>	<b>(559)</b>		
<b>Total Programme</b>	<b>5,195</b>	<b>12,368</b>	<b>10,784</b>	<b>(1,584)</b>		
<b>Projects brought forward in the year</b>						
East Grinstead Rugby Football junior clubhouse imp - s106s	0	0	21	21	D	19
Lindfield Cricket Club Pavilion Extension	0	0	5	5	D	20
Ansty Village Centre Trust - community Centre & sports facility	0	0	134	134	D	21
Burgess Hill TC public arts trail Green Circle	0	0	1	1	D	22
Worth PC cricket square renovation & rainwater harvesting	0	0	3	3	D	23
Traffic Calming Project -SID & Village Gateways - Albourne PC	0	0	2	2	D	24
Ashenground Community Centre - Covid secure measures	0	0	1	1	D	25
The Ark Turners Hill building upgrade - Turners Hill PC	0	0	3	3	D	26
Court Bushes Community Hub decking - Hurstpierpoint & S C PC	0	0	16	16	D	27
Angela Fox Nature Garden planting- Cuckfield PC Comm Gdn	0	0	5	5	D	28
Digital cabling new community building east of Kingsway	0	0	1	1	D	29
Ashenground Community Centre - LED Lighting	0	0	6	6	D	30
Bowers Place Playground Roundabout - Worth PC	0	0	9	9	D	31
Bolnore Village Community Partnership CCTV	0	0	5	5	D	32
Barn Cottage Pavilion Refurbishment - Sussex Clubs4YoungPeople	0	0	2	2	D	33
Reeds Lance Sayers Common play equipment - HPP & S C PCC	0	0	19	19	D	34
Bus Shelter Pease Pottage - Slaugham PC	0	0	11	11	D	35
<b>Total Projects brought forward in the year</b>	<b>0</b>	<b>0</b>	<b>244</b>	<b>244</b>		
<b>Grand Total</b>	<b>5,195</b>	<b>12,368</b>	<b>11,028</b>	<b>(1,340)</b>		

## Appendix D

Revenue Projects Outturn 2021/22						
Scheme Description	2021/22 Original Budget £'000	2021/22 Revised Budget £'000	2021/22 Outturn £'000	Variance on Revised Budget £'000	Category	Notes
Drainage works	0	75	26	(49)	B	36
About the Place Public Arts Project	0	10	4	(6)	A	
CCTV at East Court and Mount Noddy	0	43	14	(29)	A	37
Keymer Brick & Tile Community Building - minor alterations	0	4	0	(4)	A	
Income Management Replacement System	0	51	51	0		
Installation of electronic access gates- John Pears Recreation Ground Tennis courts, Ashurst Wood	0	6	6	0		
Clair Park Pavilion Refurbishment	0	75	70	(5)	B	
Beech Hurst Gardens Tennis Court Electronic Access Gates	0	0	5	5	C	
Beech Hurst Gardens bowling Green Fencing	0	0	17	17	C	38
Lindfield Common Play Area Surface Improvements works	0	16	16	0		
<b>ICT</b>	0					
Telephony System replacement (hardware)	0	22	6	(16)	A	39
Network Infrastructure Maintenance Project	20	20	2	(18)	A	40
<b>MCR</b>						
Refurbishment of Committee Room	68	105	106	1	C	
Refurbishment of Oaklands Meeting Room	30	0	0	0		
Resurfacing Oaklands Car Park, Haywards Heath	0	9	9	0		
<b>Council Priority Projects</b>						
Burgess Hill Station Project	0	73	58	(15)	B	41
Centre for Outdoor Sport (Master Planning)	245	0	0	0		
<b>Total Revenue Projects</b>	<b>363</b>	<b>509</b>	<b>390</b>	<b>(119)</b>		
<b>Grand Total for Revenue and Capital Projects 2021/22</b>	<b>5,558</b>	<b>12,877</b>	<b>11,418</b>	<b>(1,459)</b>		

### Notes:

- Temporary Accommodation: 4 properties were purchased in 2021/22. Costs include required works to enable occupation of these properties. Valuation costs have been incurred on a further acquisition that is due to complete in 2022/23. Further properties will be identified in due course. The balance of £1,730k will be slipped to 2022/23.
- Affordable Housing: £40k previously expected to be paid for Rough Sleepers grant will now slip to 2022/23.
- Goddard's Green Sewage Treatment Works: Work completed on this project in 2021/22. The costs are unbudgeted and funded from Housing Infrastructure funds (HIF) with the final claim made in September 2021.
- Burgess Hill Place and Connectivity Programme £1,223k underspend. Works are underway. As previously reported to Members the whole project, totalling £6,839m will span a five-year period. Increases to the programme total were included in the Budget Management report to Cabinet 26th July and 13th September 2021 to reflect the latest phasing of these works. This project is funded entirely through the West Sussex County Council Local Growth Fund (LGF) from Coast to Capital Local Enterprise Partnership grant, Homes England Grant and s106s. Covid has had an impact on the construction industry and supply chains and this has resulted in delays to project delivery which will mean that the remaining budget of £1,223k will be slipped to 2022/23.
- Bolney Recreation Ground (Batchelor's Field) Playground Improvements (£30k overspend). The budget of £32k was slipped to 22/23 as reported in Budget Management Cabinet 29 November 2021 because works were due to be completed in Spring 2022/23. However, ground conditions have since allowed this work to be completed in 2021/22. The budget for 2022/23 will be amended to reflect this.
- Playground Improvements -Forest Field, Haywards Heath (£56k underspend). Project delays due to impact of Covid on capacity. Public consultation completed, tender for design and build underway. Currently reviewing project scope in light of increased costs. Balance to be Slipped to 2022/23.

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7. Playground Improvements - Turners Hill Recreation Ground (£17k underspend). Project delays due to impact of Covid on capacity. Public consultation completed, tender for design and build underway. Final element (half pipe) installed April 2022. Slippage to 2022/23.
8. Intruder Alarm Upgrade -£33k underspend. Some initial works carried out. Currently finalising updated requirements based on investigative surveys and establishing contractors required to carry out different work areas. Project potentially to be combined with CCTV Digital project in 22/23. Budget to be slipped to 2022/23.
9. Resurface Queensway car park, East Grinstead £13k overspend. Improvement works to this car park were completed in April 2021- Retention held. The project was overspent due to increases in costs and additions to the scheme since the original budget was agreed.
10. Hurst Farm Development Costs £19k underspend – As reported in the Budget Management Report to Cabinet 29 November 2021 the project total was increased to cover planning and environmental consultant's fees estimated to be £34k. The project has now closed and final accounts from consultants totalled less than expected.
11. St John's Park - Burgess Hill Playground Improvements. £30k underspend This project is on hold awaiting results from play master plan. The budget will be slipped to 2022/23.
12. Workstation replacement programme – (£44k underspend). Saving this year following the increased device refresh last year when moving all staff into mobile working technology. Small amount of slippage required due to delayed delivery of goods totalling £10k. Remainder of budget (£34k) is to be reported as an underspend.
13. Host Replacement- Production farm and DMZ (£14k underspend). Final stage of project delayed due to other works due to finish now by July. Remaining budget to slip to 2022/23.
14. Oaklands Wifi Refit. (£10k underspend). Rollout of hardware complete, final configuration and bedding in phase under way. Issues with cabling supplier availability to finish final leg of project means that the remaining budget will need to be slipped to 2022/23.
15. Rural Connectivity Programme (RCP) (£998k underspent) Design and contract cost phase completed through SCAPE framework. Build commenced late October. All spend is funded by the Coast to Capital LEP. The underspend is due to a pending final invoice from the contractor for works due to be completed. Remainder of budget to slip into 2022/23.
- ~~16.~~ Research and Innovation Fibre Ring (RIFR) (£400k underspent) Design completed. Contract cost phase underway. All spend is funded by Brighton & Hove City Council (BHCC). The underspend is due to costs being reduced through the use of PIA (Physical Infrastructure Access) to deliver some of the network. This uses existing duct where it is suitable and available. Remainder of budget to slip into 2022/23.
17. Disabled Facility Grants (DFG) (£541k Underspend). This is a demand-led Housing adaptations service. The balance of £541k will be slipped to 2022/23.
18. Air Quality Monitoring Station no spend to date. Currently waiting for UKPN to provide the power supply and once this is completed, contractors are ready to carry out the installation. Budget to slip to 2022/23.
19. Payment of Formal Sport contributions (P35/501c £7,912.67, P35/602e £4,012.30, P35/632b £3,335.04, P35/633b £6,204.65 & P35/694 £18,163.09) S106 monies to East Grinstead Rugby Football Club towards the junior clubhouse roof and terrace refit, to reconfigure changing rooms, refurb outdoor tennis courts and to create 5-aside football area, as agreed by the Cabinet Grants Panel on 18th June 2019 (refer MIS 25 21st June 2019).
20. Payment of Formal Sport contribution (P35/662 £4,967.51) S106 monies to Lindfield Cricket Club towards the cost of extending the pavilion, as agreed by the Cabinet Grants Panel on 19th June 2018 (refer MIS 25 20th June 2018).
21. Payment of Local Community Infrastructure (LCI) contributions (PL13-000965 £2,927.47, PL12-001421 £2,117 & P35/723 £16,959), Formal Sport contributions (PL12-001068 £4,420 & PL12-001307 £7,732.53), Community Buildings contributions (PL12-001613 £40,000, PL12-001393 £31,800.70 & PL12-001613 £28,199.30) S106 monies to Ansty Village Centre Trust towards a community centre and sports facility, as agreed by the Cabinet Grants Panel 30th May 2013, Cabinet Grants Panel 29th October 2019, Cabinet Grants Panel 19th October 2020 & Cabinet 8th February 2021 (refer MIS 44 30th October 2019 & MIS 42 19th October 2020).
22. Payment of Miscellaneous contribution (P35/491 £939.29) S106 monies to Burgess Hill Town Council for a Public Arts Trail on the Green Circle, as agreed by Cabinet Grants Panel on 12th October 2016 (refer MIS 42 14<sup>th</sup> October 2016).
23. Payment of Formal Sport contribution (P35/728 £2,780) S106 monies to Worth Parish Council towards cricket square renovation and rainwater harvesting, as agreed by the Cabinet Member for Environment and Service Delivery in December 2019 (refer MIS 49 4th December 2019).
24. Payment of Total Access Demand (Sustainable Transport) contribution (P35/572 £2,579.55) S106 monies to Albourne PC towards Traffic Calming Project-SID & Village gateways as agreed by the Cabinet Member for Housing and Planning on 22<sup>nd</sup> July 2020 (refer MIS 29 22<sup>nd</sup> July 2020).

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25. Payment of Community Buildings contribution (PL12-001082 £902) S106 monies to Ashenground Community Centre towards Covid secure facility improvements, as agreed by the Cabinet Grants Panel on 19th October 2020 (refer MIS 42 21st October 2020).
26. Payment of Community Buildings contribution (P35/762 £2,960.82) S106 monies to Turners Hill Parish Council to carry out further improvements to The Ark community building, Mount Lane, Turners Hill, as agreed by the Cabinet member for community in January 2022 (refer MIS 3 19th January 2022).
27. Payment of Community Buildings Contributions (P35/787 £10,998 & £5,151) S106 monies to Hurstpierpoint & Sayers Common Parish Council toward additional costs incurred to install external decking at the Court Bushes Community Hub, as agreed by the Cabinet Member for Community on 17<sup>th</sup> February 2021 & 1st December 2021 (refer MIS 7 17<sup>th</sup> February 2021 & MIS 48 1st December 2021).
28. Payment of Local Community Infrastructure (LCI) contributions (P35/708 £4,790) S106 monies to Cuckfield Parish Council for the first phase of planting in their Community Garden (Angela Fox Nature Garden), as agreed by the Leader on 21st June 2021 (refer MIS 25 23rd June 2021).
29. Payment of Community Building contributions (P35/543 £995) S106 monies to Persimmon Homes to install digital cabling equipment at the new community building being constructed, as agreed by the Cabinet Member for Community on 25th August 2021 (refer MIS 34 26th August 2021).
30. Payment of Community Building contributions (PL12-001082 £3,396 and PL13-002860 £2,418) S106 monies to Ashenground community centre towards the cost of the installation of LED lighting, as agreed by the Cabinet Grants Panel on 28th June 2021 (refer MIS 26 30th June 2021).
31. Payment of Play Space contributions (P35/323 £0.81, P35/475 £293, P35/728 £8,226.19 & £362.86) S106 monies to Worth Parish Council to install an inclusive roundabout at Bowers Place Playground, as agreed by the Cabinet Member for Environment and Service Delivery on 23rd June 2021 & 4 August 2021 (refer MIS 25 23rd June 2021 & MIS 31 4 August 2021).
32. Payment of Local Community Infrastructure (LCI) contributions (P35/757 £5,155) S106 monies to Bolnore Village Community Partnership toward the cost of upgrading the CCTV system to improve security and public safety at The Woodside Pavilion and surrounding area, as agreed by the Cabinet Grants Panel on 25th October 2021 (refer MIS 43 27th October 2021).
33. Payment of Community Building contributions (P35/594 £559.45 & P35/641 £1,489.95) S106 monies to Sussex Club for Young People to extend and refurbish the pavilion at Barn Cottage, as agreed by the Cabinet Grants Panel on 28th June 2021 (refer MIS 26 30th June 2021).
34. Payment of Play contributions (PL3-000016 £18,573.24) S106 monies to Hurstpierpoint & Sayers Common Parish Council to install new play equipment at Reeds Lane Recreation Ground, as agreed by the Cabinet Member for Environment and Service Delivery on 15th September 2021 (refer MIS 37 15th September 2021).
35. Payment of Local Community Infrastructure (LCI) contributions (PL3-000303 £11,118.75) S106 monies to Slaugham Parish Council to replace the bus shelter at the junction of Old Brighton Road, Horsham Road Pease Pottage, as agreed by the Cabinet member for Housing and Planning on 19th January 2022 (refer MIS 3 19th January 2022).
36. Drainage works RP (£49K underspend). The underspend is due to planned improvement to the culvert trash screen adjacent to East Grinstead Town Football Club being postponed as being reviewed as part of the Public Realm contract.
37. CCTV at East Court and Mount Noddy Project is now 90% complete, awaiting dates from the utilities company to connect but the infrastructure is largely complete so should see full spend shortly. Remaining budget to be slipped into 2022/23.
38. Beech Hurst Gardens bowling Green Fencing (£17k overspend as no budget) However, costs approved in report to Charity trustees 30th June 2021 agreed £20,000 funded from Beech Hurst Trust Fund. This project is now complete so any remaining funds can be uncommitted as price came in cheaper than estimated.
39. Telephony System Replacement (Hardware) RP (£16k underspend) Phase 1 (migration & implementation) complete. Phase 2 (enhancement & development) slipped into 21/22 in line with customer journey review and developments). £180,000 now slipped to 2022/23 Cabinet 13 September 2021 to respond to service redesign following covid recovery. Phased to complete following management team restructure to flexi with redeveloping needs of the business - slip all remaining budget into 2022/23.
40. Network Infrastructure Maintenance Project (£18k underspend). Several activities around cabling renewal not started due to poor supplier availability - slip all remaining budget into 2022/23.

## Appendix D

41. Burgess Hill Station Project (shows £15k underspend against Budget of £73k but available financing only totalled £48k meaning a shortfall of £10k against actual spend in 21/22 of £58k). To explain further, this project was originally entirely externally funded through One Public Estate Programme funding, held in specific reserves. However, conditions requiring repayment of £25k as part of a loan agreement has reduced the project financing held in Specific Reserve to £48k with the balance of spend of £10k met from General Reserve. No further spending will take place on this project in 22/23.

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## STRATEGIC RISKS 2022-23

REPORT OF: Interim Head of Corporate Resources  
Contact Officer: Stephen Fitzgerald  
Email: [stephen.fitzgerald@midsussex.gov.uk](mailto:stephen.fitzgerald@midsussex.gov.uk) Tel: 01444 477315  
Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
6 June 2022

### Purpose of Report

1. This purpose of this report is twofold: it presents the Corporate Strategic Risk Policy Document for review and agreement, and also presents the Council's key strategic risks for 2022-23. These are assessed using that Risk Policy, and plans are presented for mitigating those risks such that the likelihood and impact of their occurrence is minimised.

### Recommendations

2. That Cabinet:
  - (i) Agrees the Strategic Risks for 2022-23 and management plans set out at appendix A; and,
  - (ii) Agrees the MSDC Strategic Risk Management Policy, as set out at Appendix B.

### Background

3. Council approved the Corporate Plan and Budget for 2022-23 on 3rd March 2022. This Plan is the outcome of a robust service and financial planning process. As with all plans it is, however, based on best known assumptions at the time. If these assumptions prove inaccurate because circumstances change during the year, there could be a potential impact on the Council's ability to fully deliver its plans during the year or to be able to do so within budget. It is therefore prudent that the Council identifies what significant factors or events might occur and to ensure it has in place appropriate arrangements for mitigating 'strategic risks'.
4. This is especially important given the nation is still dealing with the pandemic and its impacts, which has made accurately forecasting financial and service trends very difficult over both the short and medium term.

### Strategic Risk Management Policy

5. The Council adopted a revised Strategic Risk Management Policy in 2022. This has, in line with usual practise been reviewed to ensure it remains fit for purpose. Our successful management of the identified risks in the past year is evidence that the policy and the associated actions are in no great need of change following last year's update.

6. The Policy is set out at Appendix B for Cabinet’s consideration. No changes are proposed at this time, but implementation of the action below remains outstanding:
  - (a) The addition of a further level of Member oversight by fully implementing the Cipfa guidelines on the ‘Role of the Audit Committee in Local Authorities 2018’. It should be stressed that this is a matter of choice for the Council but with the increased emphasis on the role of local authorities in dealing with the economic and social impact of the pandemic (particularly around the economic recovery) greater oversight and Member responsibility would be very much in line with our expanded role.

**Risk Identification**

7. Following consideration of the Councils strategic aims as outlined in the Corporate Plan, three strategic risks have been identified in 2022-23. The risks have been identified using the Council’s Strategic Risk Management Policy which considers the likelihood of occurrence, and the level of impact on the organisation and/or the district should they occur. These risks are explained in Appendix A but focus on finance and contract risk, the persistent cyber-crime risks and the progress of the District Plan.

**Initial Risk Score**

8. Once risks have been identified, each one is assessed according to the impact on the service, if it occurred, and on the probability that it will happen.
9. Risks are prioritised using a coloured coded scoring system as set out in the risk assessment matrix in Table 1. Risks are assessed on both inherent risk level (no controls or mitigation in place) and residual risk level (after controls and mitigation are implemented). The assessment follows a standard hierarchy where Red risks are the highest, followed by Amber, Yellow, and then Green:

**Risk Matrix:**

<b>Likelihood</b>	Almost Certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Almost Impossible (1)	1	2	3	4	5
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
	<b>Impact</b>					



### **Next Steps**

10. Cabinet is asked to consider the strategic risks for the year and their mitigation plans. Upon this report being agreed, responsibility for management will be assigned and appropriate reporting built in to individual workplans.
11. A mid-year report will be produced to update the Executive on mitigation progress and any change in risk rating. In the event that new risks manifest, the appropriate Cabinet Member will be informed, and mitigation strategies agreed.

### **Policy Context**

12. The Council has a robust and effective approach to strategic risk management. Strategic Risk Management is an important aspect of every organisation's service and budget processes and the achievement of its corporate priorities. Its application cannot fully insulate the Council from the impact of unexpected external events, but it will ensure the Council is best placed to respond if such events occur.

### **Financial Implications**

13. There are no financial implications directly arising from this report.

### **Risk Management Implications**

14. There are no other strategic risk implications aside from those set out in the report and the actions proposed in this report will better enable the Council to identify, mitigate and manage risk. It should, also, be noted that operational risk matters, such as specific business continuity issues, are managed at Service level and escalated as necessary through the Council's Corporate Safety and Risk Management Group which meets quarterly.

### **Equalities Implications**

15. Where appropriate, Equality Impact Assessments are undertaken where service or policy changes are taking place.

### **Sustainability Implications**

16. None

### **Background Papers**

None.

## Risk 1: Reserves are needed to balance annual budgets

### Corporate Strategic Aim: Financial Independence

**Risk Owner: Interim Head of Corporate Resources**

**Cabinet Member: Leader of the Council: Jonathan Ash-Edwards**

#### Risk Description

1. The effect of the Covid pandemic has been very serious on the UK economy and local authorities have been as affected as the private sector.
2. The interaction of increased costs along with reduced income across a number of streams has tested the sector's resilience to the limit.
3. Mid Sussex is a strong financial performer yet has been deeply affected by the loss of income in its key income streams of leisure and parking. This position would have been much worse had the government not assisted all authorities with an income compensation and grant package, although this was only for the first quarter of 21/22.
4. Inflation, particularly pay inflation, threatens to increase expenditure over the medium term, without corresponding income. All else being equal, this increases the budget gap.
5. The increasing economic uncertainty may increase demand for services, eg, Temporary Accommodation and thereby drive an increase in costs which are difficult to avoid.
6. It is likely that income shortfalls will continue for some time yet and to bridge the gap between income and expenditure some use of reserves will continue. However, relying on the general reserve over the medium term is not financially sustainable.

#### Current mitigations

- Preparation and distribution of budget management reports and information
- Regular forecasting, with external assistance, over the medium term to show national and local financial trends.
- Careful expenditure control.
- Marketing to increase income performance enhancement in key areas.
- Close contract monitoring of service and financial performance.

#### The consequences

##### Financial

- Ultimately that reserves are depleted beyond a reasonable and sustainable point

##### Reputational

- Councils that suffer from chronic financial issues are often accused of mismanagement rather than unfair funding.
- Trust and confidence in the Council may be eroded.

## **Operational**

- The continual need to reduce expenditure to match income would lead to reductions in service levels and/or a withdrawal of services.

### **The key causal factors:**

- Local retention of Business Rates is positive in normal times but can work against recipients when times are more uncertain.
- The Funding Review and the reset of Business Rates have been factored into the financial outlook for 2023/24 but their timing is uncertain and possibly will be implemented in 2024/25.
- General uncertainty in the UK and World economy.

**Initial Risk Score: 16**

## **Additional Mitigations**

- A programme of service review with the aim of increasing income and reducing expenditure across services, without noticeable service reduction
- A commitment to increase service prices in order to keep pace with inflation
- A programme of channel shift to enable more efficient service access
- Once capital commitments have been crystallised, further invest surplus reserves to generate a revenue return over the medium term.
- 

**Revised Risk Score: 15**

## Risk 2: Operational Resilience: Cyber Security

### Corporate strategic Aim: Effective and Efficient Services

**Risk Owner: Head of Digital and Customer Services**

**Cabinet Member: Cllr Cromie**

#### Risk Description

1. Threat actors targeting local government, locally hosted, or cloud hosted systems and data  
Threat actors targeting data and systems hosted by 3<sup>rd</sup> parties that MSDC works with
2. Malicious software deployed across MSDC / 3<sup>rd</sup> party systems indirectly through phishing, malicious links or similar.
3. Data breach from deviation of best practice or from a targeted social engineering / phishing based attack.

#### Current mitigations

- Working with security agencies and specialists to ensure we are employing best practice in all matters.
- Various cyber security protection techniques and technologies comprising software hardware and services.
- Staff education.
- Further mitigative actions are in operation but cannot be described in a document with wide or public circulation for security reasons.

#### The consequences

##### Financial

- Any loss of operational capability will have a corresponding financial impact either in relation to lost income, the cost of correcting the issue or rebuilding infrastructure.
- Loss of some critical data could produce an un-recoverable situation which would have significant financial implications on income, such as with revenues and benefits data.
- Estimated average cost of local authorities recovering from cyber-attack is £500k, but has been seen as high as £10m.
- Any liability attributed to the council for the compromise of personal information could result in financial penalties and / or costs to compensate or remediate any damage caused to the data subject.

##### Reputational

- The loss of key systems relating to public facing services would likely gather negative publicity in the press and social media, especially if it resulted in poor outcomes for customers in significant need.
- Significant media coverage of cyber-attacks and an erosion of public trust in MSDC can be expected in the wake of any significant incident.

##### Operational

- Any lengthy downtime for key systems will likely create significant operational difficulties for extended periods of time. Previous incidents of downtime suggest that with some scenarios,

only a few weeks of downtime can translate to many months of remedial actions and their associated labour costs.

- Catastrophic effect on key operational capabilities if critical systems / data are destroyed and restoration capabilities are compromised or not present.

#### **The key causal factors:**

- Increased threat of cyber-attacks (viruses, malware, ransomware, etc.) Many sources report that targeted attacks on local authorities are on the rise, cyber-attacks globally are also increasing and are becoming more sophisticated.
- Local authority systems becoming increasingly attractive target to attackers due to factors such as limited digital budgets, legacy systems, and large quantities of personal data.
- More flexible access to data and systems can create complacency, and mobile devices can be lost or stolen. As attacks become more sophisticated and convincing, even well-educated staff can fall victim to forms of social engineering.

**Initial Risk Score: 15**

#### **Additional Mitigations**

- The likelihood and impact of this risk varies greatly with the nature and effectiveness of any incident. Therefore, the risk score reflects the more significant end of the scale regarding this risk type. Additional mitigations are planned and will be informed by an internal audit, advice from the National Cyber Security Centre (NCSC) and LGA programme.
- The LGA programme will build cyber security capabilities. This includes:
  - improving the cultural elements of cyber security throughout, for example, leadership, governance, and awareness; and
  - sharing knowledge and good practice across organisations.

**Revised Risk Score: 15**

## District Plan

### Risk 3: The District Plan is not updated in line with government requirements

#### Corporate Strategic Aim: Sustainable Economic Growth

**Risk Owner: Deputy Chief Executive**

**Cabinet Member: Councillor Salisbury**

#### Risk Description

The Council adopted its current District Plan in March 2018. The District Plan, legislation and national planning policy requires a review of the Plan to be carried out within five years (2023) and an updated District Plan prepared where it is concluded that policies need updating.

The process to review and update the District Plan is complex and lengthy and includes evidence gathering, specialist expert advice, assessment, and modelling, two rounds of public consultation and examination in public by an independent Planning Inspector ahead of adoption. The review began in 2021, with adoption scheduled for 2023.

The District Plan sets out the Council's planning and spatial strategy; comprising policies to be used when determining planning applications, and sufficient site allocations to meet housing, employment and other identified needs. A planned approach to growth also ensures that the Council can secure the necessary infrastructure to support the development.

Whilst the Council has an adopted District Plan, some of elements of it particularly the Policies on housing need requirements will be 'out of date' by March 2023 and will therefore carry little to no weight in determining planning applications.

Should policies be 'out of date', and the Council is unable to demonstrate a five-year housing supply the presumption in favour of sustainable development (i.e., speculative, unplanned development) will apply. It is therefore of strategic importance that a

Prior to adopting the current District Plan the Council did not have an up-to-date Plan for seven years and as a direct consequence of this and of being unable to demonstrate a five-year housing supply 3,000 new homes were built on greenfields in the District. Despite using all legal remedies available to the Council and at a cost to the Council of £720k

In addition, the review of the Plan enables the Council to introduce new policies to support its aspirations regarding securing biodiversity net gain, enhancing green infrastructure and setting policies to address the causes of climate change and to increase the resilience to the effects of climate change. The Council will not be able to apply these policies in the absence of an updated Plan.

**Initial Risk Score: 12**

#### Current mitigations

- Evidence base procured, working with neighbours, assessing sites, commissioning transport modelling, in order to understand the implications of different growth scenarios.
- External advisors appointed to 'check and challenge' work.
- Legal support from retained QC to ensure the process is legally compliant

The consequences

### **Political**

- The implications of not having an up-to-date plan could be politically negative particularly given the likelihood of speculative development.

### **Financial**

A specific reserve has been established to support the work on the District Plan

- Delays to the process may mean evidence base studies need to be re-commissioned to ensure they are robust and up to date
- With no update District Plan in place, the Council will be at risk from speculative development; this may increase the number of appeals for the authority to defend, including the potential for costs to be awarded against the Council.

### **Reputational**

- The Council are at risk of reputational damage from the community and Town and Parish Council if there is no up to date District Plan due to the risk of speculative unwanted unplanned development. ).
- Potential conflict with economic development aspirations where the Council are seeking to partner with the development industry to provide high quality employment space which it may not be able to deliver without an updated local Plan.
- The Council's sustainability goals as set out in the emerging Sustainable Economy Strategy are dependent upon the successful preparation and adoption of the District Plan.

### **Operational**

- Without an up-to-date District Plan, the Council can apply limited or no weight to any policies that are deemed 'out of date' (e.g. not in accordance with national policy or updated evidence). The Council will therefore not be able to retain control over future development, plan for necessary infrastructure, or impose stricter standards (for areas such as sustainability, climate change and biodiversity)

### **The key causal factors:**

- Central government has trailed a number of possible changes to the planning system that could have significant implications for plan-making, particularly on the number of homes which the Council must plan for. Work done to date may not be consistent with forthcoming legislation or national policy and would therefore need to be revisited;
- Potential changes to legislation could impact on the amount of housing to be provided by neighbouring authorities and could therefore have consequential implications for Mid Sussex.
- Potential changes to the planning system that could further delay plan-making, work done to date may not be consistent with forthcoming legislation or national policy and would therefore need to be revisited
- The issues around water neutrality and its impact on the ability to deliver new homes, associated social infrastructure and employment in adjoining authorities continue to take time to resolve with associated impacts on Mid Sussex.

- Developers/statutory providers/independent Inspector (appointed to examine the draft Plan) requires further work and consequent further delay

Revised Risk Score: 12



**Strategic Risk Management Policy**

**2021-23**



# Strategic Risk Management Policy

## Purpose

1. This policy sets out the Council's approach to the identification and management of Strategic Risk.

## Definition

2. Strategic Risk Management is the way that the Council responds to uncertainty in the external environment. It allows the Council to:
  - Identify key strategic risks in the context of the Corporate Plan's objectives.
  - Assess risks to determine the potential likelihood and impact of each risk.
  - Determine the response that should be made to each risk.
  - Develop the necessary actions, controls and processes to implement the chosen response to each risk.
  - Communicate its approach to risk management and the results of risk management activity.
  - Deal with each risk – either avoid, reduce, share or accept it.
3. NB: In addition to its strategic risk management, the Council has a well-established approach to operational risk management and the principles and tools used to manage this are set out in a more detailed operational risk management strategy.

## Risk Culture

4. A strong business wide risk culture is an important aspect of strong corporate governance. Risk Culture is the shared values, attitudes and practices that characterise how the Council considers risk on a day to day basis. The Risk Culture has developed at the Council over recent years so that as an organisation it is less risk averse.
5. Our experience - has been that this improved risk culture has been influenced by the following factors:
  - Awareness of risks faced by the Council
  - Understanding of the business and the relevance of risk
  - Clear ownership of risks
  - Clearly defined responsibilities for risk management activity
  - Effective monitoring and reporting of the effectiveness of risk Whilst the Council is not risk averse, the principles contained within this policy ensure that the Council strikes the right balance in its approach to strategic risk management.

## Responsibility

6. As the Executive, the Cabinet is the body responsible for the Council's strategic risk management. Cabinet will approve the Council's strategic risks on an annual basis. Cabinet members will work with Heads of Service regarding the progress in managing risks that fall within their portfolio. In addition, Cabinet will:
  - Provide overall direction on strategic risk management.
  - Take account of recommendations from the Audit Committee;
  - Approve an annual Strategic Risk Profile.
  - Heads of Service have overall responsibility for managing risks in their service area. This may include any of the Risk Responses set out later and detailed within the risk management plans.

## Governance

7. In adopting the 2018 Guidance for Local Authorities for Audit Committees, the Audit Committee will assume the following responsibilities:
  - Assurance over the governance of risk, including leadership, integration of risk management into wider governance arrangements and the top level ownership and accountability for risks;
  - Keeping up to date with the risk profile and the effectiveness of risk management actions, and;
  - Monitoring the effectiveness of risk management arrangements and supporting the development and embedding of good practice in risk management.
8. The Cabinet Member for Finance and Service Delivery is recognised as the Member Risk Champion and works with the Officer Risk Champion to embed risk management into the organisation.

## Corporate Management and Reporting

9. Management Team is responsible for ensuring the Council's strategic risks are actively managed through the year. It will use its weekly meetings to monitor progress across all the risks and where it is found a risk has increased its risk profile, a report will be submitted to Cabinet.
10. In addition, Management Team has the following responsibilities:
  - Implementing the strategic risk management policy.
  - Reviewing the management of strategic risk.
  - Monitoring the effectiveness of the controls developed to implement the chosen risk response.
  - Integrating risk management into the service and budget planning process.
  - Promoting a robust and proactive risk culture throughout the staff organisation.

- Ensuring that appropriate training is put in place for appropriate officers and that it is reflected in the Member Development programme.
11. To gain third party assurance of the risk framework, Internal Audit will review the Strategic Risk Register and the management of those risks and will report to the Audit Committee on a regular basis. This then:
- maintains independence from the responsibilities of management.
  - communicates independent and objective assurance and advice to the Council on the adequacy and effectiveness of governance and risk management (including internal control) to support the achievement of organisational objectives, and,
  - reports impairments to independence and objectivity to the Council and will enable the implementation of safeguards as required.
12. There must be regular interaction between internal audit and management to ensure the work of internal audit is relevant and aligned with the strategic and operational needs of the organisation. This is achieved through the setting of the annual audit plan.

## **Review**

13. This Policy will be reviewed on every four years by Cabinet.

## **Identification of Risks**

14. The Council approach to the identification of risk means:
- Proactive risk identification, through identification of risks before they lead to harm. This includes regular Strengths, weaknesses, opportunities and threats (SWOT) and PESTLE analysis and scenario planning.
  - Reactive risk identification, through incident reporting processes. Once hazards and potential risks have been identified, they are formally assessed.

## **Evaluation of Risks**

15. Once risks have been identified, each one is assessed according to the potential impact on the service, and the wider Council, if it were to occur and on the probability that it will happen.
16. Risks are prioritised using a colour-coded scoring system as set out in the risk assessment matrix in Table 1. Risks are assessed on both inherent risk level (no controls or mitigation in place) and residual risk level (after controls and mitigation are implemented). Red risks are the highest, followed by Amber risks and then Yellow, and then Green.
17. The Strategic Risk Register (SRR) typically but not always, includes those risks which are rated Red and Amber.

## Table 1: Impact Criteria

18. This table is used to assess the impact that a manifestation of a risk would entail. Whilst these matters are never completely discrete, the descriptions act as a guide.

Risk Level		Financial *	Service	Reputation **
5	Catastrophic	More than £1m	Total service failure	National publicity more than 3 days. Resignation of leading member or Officer
4	Major	£500k-£1m	Serious disruption to service	National public or press interest
3	Moderate	£50-£500k	Moderate disruption to service	Local public/press interest
2	Minor	£5k – 50k	Some minor impact on service	Contained within service
1	Insignificant	Less than £5k	Annoyance but does not disrupt service	Contained within business unit

\* Financial impact would include the costs of litigation, claims or fines

\*\* The Reputational impact would include consideration of fatality/injury to persons linked to the Council's activities.

19. For example, a possible fatality would merit a 5 score, with 4 meaning a major injury/permanent disablement, 3 a severe injury to an individual, 4 a minor injury to several people, and 2 being a minor injury to an individual.

## Table 2: Probability Criteria

20. This table sets out how probable is the manifestation of a risk event. A level of judgement is required and should be peer reviewed to assist with calibration.

Risk Level		Description
5	<b>Almost certain</b>	Expected to occur in most circumstances
4	<b>Likely</b>	Will likely occur in most circumstances
3	<b>Possible</b>	Fairly likely to occur
2	<b>Unlikely</b>	Could occur at some time
1	<b>Almost Impossible</b>	May occur only in exceptional circumstance

21. These two factors are then combined to give an overall risk score as per the matrix below.

**Table 3: Risk Matrix**

<b>Likelihood</b>	Almost Certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Almost Impossible (1)	1	2	3	4	5
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
	<b>Impact</b>					

22. Each risk is then managed via a Risk Management Plan, which could include the following Risk Responses:

**Avoid**

- 23. As the name implies, stopping a particular action or opting to not start it at all is one option for responding to risk. When choosing the avoidance option, we are closing off any possibility that the risk will pose a threat to the Council, but this is not always practical or possible.
- 24. Exercising the avoidance option too much can result in operation well below risk appetite. However, if there is absolutely zero tolerance for the risk in question, then avoidance is the proper risk response strategy.

**Reduce**

- 25. Reduction or mitigation is to take action to reduce the likelihood or impact of a loss. If the risk in question currently sits slightly higher than the appetite, reduction is a reasonable strategy to employ to bring it within tolerance levels.
- 26. This is often the common approach yet a very careful assessment is needed that reduction actions are working or will actually work in the future.

## **Transfer**

27. When doing so, we do not eliminate or reduce but rather delegate it to a third-party. The goal with risk transfer is to ultimately reduce the impact should something materialise. As an organisation we are willing to take a gamble on the risk occurring

## **Accept**

28. The last option is to simply accept the risk as-is and do nothing. This risk response strategy is often used for risks with a low probability of occurring or that would have a low impact if they did happen. It is commonplace to have budget reserves set aside to deal with situations like this. Emerging risks, or ones that may pose some sort of threat in the distant future, are also ones commonly placed in the “accept” category.

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## CAPITAL PROGRAMME AND REVENUE PROJECTS UPDATE

REPORT OF: INTERIM HEAD OF CORPORATE RESOURCES  
Contact Officers: Vicky Reader (BUL for Corporate Estates and Facilities) 01444 477148  
Margaret Gates (Interim BUL for Housing) 01444 477042  
Wards Affected: All  
Key Decision: Yes  
Report to: Cabinet  
6 June 2022

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### Purpose of Report

1. This report introduces two new projects proposed to be added to the Capital Programme and Revenue Projects for 2022/23 and updates The Orchards – improved Toilet provision project.

### Recommendations

2. **Cabinet is asked to consider the projects and to recommend to Council for approval:**
    - (i) **the variations to the Capital Programme and Revenue Projects 2022/23 contained in paragraph 17 in accordance with the Council's Financial Procedure rule B3.**
- 

### Background

3. The Capital Programme and Revenue Projects for 2022/23, as approved at Council on the 2 March 2022, amounted to £4,128,000. This was increased by £1,138,000 to £5,266,000 as detailed in the Capital Programme Update report to Cabinet 21 March 2022, approved by Council on 30 March 2022. However, there are now two other projects that need to be added to the programme, as well as reporting an update for the 'Orchards – improved Toilet provision' project previously approved by Council on 30 March 2022. Further details are set out in the rest of this report.

### Swan Mead

4. Swan Mead is a Council owned former community facility built in circa 1960 and located at 105 Queen Street, East Grinstead that has been vacant since 2020. The property is located within the settlement boundary of the town and the intention is to redevelop the site to provide temporary accommodation for households who are unintentionally homeless.
5. The council over the past few years has purchased 25 houses and flats to help address and manage the issue and in addition to purchasing existing housing stock, the council has a desire to directly manage and fund the redevelopment of sites it owns, such as Swan Mead, for such a purpose.
6. The benefit to the council of delivering their own housing is that the units can be finished in line with the council's specification without the need to alter and improve, which has been the case when acquiring existing built housing stock. There are also further efficiencies with new housing from an energy performance perspective where the benefit can be passed straight onto the occupiers.

7. The project will also create a saving and an annual income for the Council against the cost of providing nightly paid guest house accommodation and should deliver a capital asset which is likely to increase in value over time
8. Concentrating 6 units in one block would also enable the Council to more closely manage the residents, particularly those with support needs, and the site is well located close to the Town Centre
9. The Council wishes to use the SCAPE framework to deliver the project and has sought expressions of interest from the two firms involved in this size of project. Morgan Sindall has provisionally been engaged and have undertaken an initial feasibility and cost plan study. The feasibility has provided high level overview for the site which could be redeveloped to provide 6-8 flats to the councils' agreed specification for temporary accommodation. The intention would be to include 1 or 2 units on the ground floor suitable for disabled occupants.
10. Based on the feasibility provided by Morgan Sindall it is anticipated that the total project cost including works, TA fees, design fees, planning and Building Regulation fees and other costs will be in the region of £1,500,000, subject to final design.
11. As part of the project, the council wishes to employ a Technical Advisor (TA) who will act on behalf of the council as Project Manager, Cost Advisor and Employers Agent for this project. The TA will convert the client project brief into a form of specification and advise on the design, costings, programme, contract documentation and contractual matters. The TA will be 'the eyes and ears' of the council through frequent site attendance during the proposed building works.
12. The proposed build utilises Modern Methods of Construction and the intention is that the council formally appoints Morgan Sindall from the SCAPE framework on a design and build contract. The TA will be required to have the relevant knowledge and experience of managing such projects. The TA will be expected to manage all aspects of the project, from initial planning right through to practical completion, handover and the end of the defects liability period, working in conjunction with appointed council officers.
13. The TA will create and maintain a project plan in accordance with the council's brief and provide regular feedback.
14. The Council has sought tenders for the TA role and wishes to commission Potter Raper, together with a budget figure of £50k to commence the project's first stage.
15. Once this first stage is completed officers will seek Cabinet approval to proceed and authorise the full project budget. The TA will then liaise with legal services to prepare the contract documentation in advance of appointing Morgan Sindall from the SCAPE framework.
16. Pre-planning work will be ongoing with the anticipation being that a full application be submitted before the end of October, with a planning consent in place by the end of the year.
17. As the proposal is to adopt Modern Methods of Construction there is an element of certainty around the associated costs and the timeframes to build as much of the build is completed off site and Morgan Sindall have provided a guide of 7 months to build out so the completed scheme could be delivered for July/August 2023.
18. The cost of this project totalling £1.5m will need to be funded from Capital Receipts. This is in addition to the previously reported Temporary Accommodation project sum of £2.8m.

## Bedelands Gypsy and Traveller Site

19. The aim of the project is to carry out essential repair works in order to help address health and safety risks on the site.
20. The project will commence in June once the repairs required to each pitch have been finalised. Residents will be consulted in July and tenders for the work will be issued in September and agreed before Christmas. Works will commence in the spring and complete in the summer of 2023. The accompanying justification statement contains more detail about the project.
21. The cost of this project totalling £500,000 will need to be funded from General Reserve.

## The Orchards – Improved Toilet Provision

22. The current Capital Programme includes £190,000 for ‘The Orchards – Improved Toilet Provision’ as detailed in the minutes of the Capital Programme Update report to Cabinet 21 March 2022. Since the approval in March further work on this project has firmed up costings.
23. The original reported cost was an early stage cost estimate. Further work to fully scope the project and produce a more detailed estimate indicated a total project cost of £196,500. This estimate was based on location to the rear of the Mountain Warehouse retail unit.
24. Planned relocation to the site of the existing public conveniences together with further firming up of costs is now indicating an estimate of £190,000 including the provision of temporary toilets whilst works are being undertaken.
25. Subject to planning consent being granted by the end of May, the project is planned to be completed by end of November 2022.

## Summary of Proposed Variations to the Capital Programme and Revenue Projects 2022/23

26. A summary of the proposed capital variations the 2022/23 programme are summarised in Table 1 below.

	<i>£'000</i>	<i>Ref</i>
<u>Capital Projects</u>		
Swanmead	£1,500	<i>Appendix A</i>
Total Capital Projects Variations	<u>1,500</u>	
<u>Revenue Projects</u>		
Bedelands	500	<i>Appendix A</i>
Total Revenue Projects Variations	<u>500</u>	

27. Taking into account the changes detailed above, the overall effect is an increase to the current programme of Capital and Revenue Projects for 2022/23 of £2,000,000 (of which £500,000 relates to a Revenue Projects). The total additional use of General Reserve will be £500,000 and the revised programme total for 2022/23 now stands at £7,266,000.

### **Policy Context**

28. The two projects to be added continue our work to improve housing options for the homeless and less advantaged within our community; being a policy objective of the Council for some time. This report also fulfils the requirement to update the capital programme prior to council approval.

### **Other Options Considered**

29. This is as set out within the report

### **Financial Implications**

30. These projects draw on the general reserve to differing degrees as set out within the relevant sections.

### **Risk Management Implications**

31. None.

### **Equality and Customer Service Implications**

32. None.

### **Other Material Implications**

33. None.

### **Sustainability Implications**

34. There are no sustainability implications as a direct consequence of this report.

### **Background Papers**

None

## Capital Project justification details

### Swan Mead Centre redevelopment

**Purpose of project :**

The aim of the project is to redevelop the site of the old Swan Mead Centre to provide accommodation for households to whom the Council owes a duty under the homelessness legislation to house. The benefits of the project include

- providing good quality accommodation in the District for households who we have a duty to house
- creating a saving and an income for the Council against the cost of providing nightly paid guest house accommodation
- delivering a capital asset which is likely to increase in value over time.

Concentrating 6 units in one block would also enable the council to more closely manage the residents, particularly those with support needs, and the site is well located close to the Town Centre.

**Total Amount : £1,500,000**

*Capitalised Salaries included in the project total : no*

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

*Revenue Implications: £98,550 pa saving against the cost of providing nightly paid guest house accommodation.*

**Value For Money Assessment:**

The project will create a saving for the Council against the cost of providing nightly paid guest house accommodation, an annual income and deliver a capital asset which is likely to increase in value over time

**Business Unit/Service :** Corporate Estates and Facilities

**Head of Service :** Interim Head of Corporate Resources

**Project Manager:** Chris Carey, Development Surveyor

**Cabinet Members:** Cllr John Belsey

**Ward Members :** Cllr John Dabell, Cllr Neville Walker

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

Effective and responsive services.

**Summary of discussions with Cabinet Member:** Cllr Belsey is supportive of the project.

There should also be a summary of the views of ward councillors where this is applicable.

**Previous Consideration at Scrutiny Committee :None**

**Risk Analysis :**

The risks associated with this project are similar to that of any construction project, being increased costs due to materials and labour inflation. These are to be mitigated through pre-let contracts and utilising specialist consultants to guide and oversee the works.

Project Title –Part 2 Responsibility of the Project Manager

**Responsibility of Project Manager declaration:**

In relation to the following project:

Name of Project: ...Swan Mead redevelopment.....

I certify to say I understand my responsibility as the Project/Budget Manager for the project, and that I have read and that I understand I must comply with both the Council's Financial Procedure rules and contract procedure rules throughout the entity of this capital project. I understand my responsibility to deliver the project as approved by Council as set out in Part 1 of this Project Justification Form.

I also understand that I should use the MSDC project and risk management methodology and covalent to scope, plan, risk assess and monitor progress in delivering this project. I understand my responsibility to report regularly on progress with the project to my head of service and to indicate as soon as possible if the project is likely to be over/underspent; or likely to fail to achieve key milestones; or, is no longer likely to achieve the benefits thsat were originally envisaged for it.

**Signed by Project Manager:.....Chris Carey.....**

**Name of Project Manager :...Chris Carey..... (print name)**

**Dated:.....25/5/22.....**

## Revenue Project justification details

### Bedelands G & T site repairs project

**Purpose of project :**

The aim of the project is to carry out essential repair works in order to help address health and safety risks on the site. These works will include

- ensuring that there is adequate distance between occupied caravans,
- reducing the fire risk posed by combustible structures and materials
- replacing boundary fencing between plots and around the site and some gates
- providing new WC arrangements on 3 pitches
- renewing areas of hardstanding
- upgrading drainage provision

**Total Amount : £500,000**

*Capitalised Salaries included in the project total : no*

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

*Revenue Implications: none*

**Value For Money Assessment:**

The Council needs to undertake the works in order to help address health and safety risks on the site

**Business Unit/Service** : Corporate Estates and Facilities but with Housing undertaking client liaison

**Head of Service** : Interim Head of Corporate Resources

**Project Manager:** Tony Johnson, Facilities Manager

**Cabinet Members** : Cllr Robert Salisbury/Cllr John Belsey

**Ward Members** : Cllr Anne Eves, Cllr Simon Hicks,

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

Effective and responsive services.

**Summary of discussions with cabinet member** : Both Cabinet Members are supportive of the proposals.

**Previous Consideration at Scrutiny Committee** : N/A

**Risk Analysis :**

Risks include tender sums coming in higher than budget – look for cost savings if possible, residents not agreeing to proposed works – address concerns during consultation, the 2 caravans needing relocating collapsing when moved – liaise with residents & caravan lease companies about the possibility of supplying a replacement in advance

**Responsibility of Project Manager declaration:**

In relation to the following project:

Name of Project:.....Bedelands G & T site repairs project.....

I certify to say I understand my responsibility as the Project/Budget Manager for the project, and that I have read and that I understand I must comply with both the Council's Financial Procedure rules and contract procedure rules throughout the entity of this capital project. I understand my responsibility to deliver the project as approved by Council as set out in Part 1 of this Project Justification Form.

I also understand that I should use the MSDC project and risk management methodology and covalent to scope, plan, risk assess and monitor progress in delivering this project. I understand my responsibility to report regularly on progress with the project to my head of service and to indicate as soon as possible if the project is likely to be over/underspent; or likely to fail to achieve key milestones; or, is no longer likely to achieve the benefits thsat were originally envisaged for it.

**Signed by Project Manager:.....Tony Johnson.....**

**Name of Project Manager :..... Tony Johnson..... (print name)**

**Dated:.....25/5/22.....**

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## BURGESS HILL MARTLETS SHOPPING CENTRE PROPOSED INTERIM USES

REPORT OF: Assistant Chief Executive  
Contact Officer: Judy Holmes, Assistant Chief Executive  
Email: [judy.holmes@midsussex.gov.uk](mailto:judy.holmes@midsussex.gov.uk) Tel: 01444 477015  
Wards Affected: Burgess Hill Meeds  
Key Decision: Yes  
Report to: Cabinet  
6<sup>th</sup> June 2022

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### Purpose of Report

1. To consider proposals for an interim use of part of the Martlets Shopping Centre in Burgess Hill (in the ownership of this Council). These are intended to aesthetically and economically improve the built environment for local communities and businesses, until such time as the proposed re-development of the Centre can go ahead.
2. Cabinet should note that the site that is the subject of these proposed interim uses is the area that was previously occupied by the Martlets Hall and Library which is not part of the current NRR lease.
3. However, Cabinet should be mindful of the delicate balance to be struck between securing an attractive and safe temporary space for local communities, while also protecting New River Retail's (NRR) ability to implement its planning permission for the redevelopment of the Martlets shopping centre.
4. Cabinet is asked to create an earmarked reserve of £100k from the Council's General Reserve to facilitate the creation of a temporary urban park on the site and to request that stakeholders be actively encouraged to contribute to or support bidding to other funding sources to deliver the works planned.

### Recommendations

5. **Cabinet is recommended to:**
  - (i) **Consider the proposals outlined below and Appendix 1 and 2 and select an option. All the proposals are for temporary uses on land under this Council's control and would be subject to securing planning permission; and**
  - (ii) **Create an earmarked reserve of £100k from the Council's General Reserve to provide a budget to facilitate the creation of a temporary urban park on the site and to request that stakeholders be actively encouraged to contribute to or support bidding to other funding sources to deliver the works planned.**

### Background and Site History

6. NRR has owned the Head Lease on The Martlets since 2010. In 2015, terms were agreed with NRR to restructure the Head Lease and some additional freehold land owned by the Council was added in to facilitate a £65m redevelopment. This Development Agreement of 19 July 2017 is due to expire on the 19 July 2022. It was subject to pre-conditions and the letting and funding conditions remain outstanding. It would be open to NRR to proceed without these conditions being satisfied.

7. In March 2016 planning permission was granted to NRR to demolish the multi-storey car park, public library, community building and offices. The redevelopment this would enable comprised: additional retail floor space, residential units, a multi-screen cinema, public library, a hotel, the reconfiguration and expansion of existing car park. NRR was aiming to provide a prime retail circuit between the Martlets, Church Road and Market Place. Planning permission was issued in July 2018.
8. In February 2018 planning permission was granted to provide a temporary library. In July 2019 planning permission was granted to provide a permanent library.
9. In 2018/19 NRR revisited the 2016 scheme due to the changing nature of the retail market nationally. A new planning application was submitted in August 2019 with a greater level of diversity of uses including more leisure uses and increased residential provision. NRR received planning permission for the redevelopment in July 2021.
10. NRR continues to be committed to delivering the 2021 planning permission but because of the challenging retail environment nationally; compounded by the impact of the pandemic, a clear timeline for NRR to deliver a comprehensive redevelopment is not available.
11. This Council continues to have regular dialogue with NRR about the overall redevelopment and despite the difficult commercial situation, NRR is working to find options to bring forward the comprehensive redevelopment that all stakeholders wish to see.
12. In the summer of 2021, this Council led a bid (supported by NRR and WSCC) to the Levelling Up Fund (LUF) to facilitate the first phase of the redevelopment, together with related improvements to Church Walk/Road.
13. Unfortunately, the LUF bid was not successful. This Council has had very positive feedback from the Government about the quality of the bid but unfortunately Mid Sussex is considered a low priority by the Government for funding.
14. The Council is considering whether it would be appropriate use of the Council's funds to apply for a LUF 2 Bid in the context that the District remains a Category 3 Settlement (ie is considered to have the least need for funding). In accordance with the LUF criteria this continues to set Mid Sussex at a disadvantage. The lack of priority also means the Council is not entitled to receive any Government funding to prepare a bid.
15. As outlined above, and because the commercial conditions for bringing forward the full redevelopment of the town centre are so challenging, this Council, NRR and other key stakeholders have been seeking to achieve a delicate balance between retaining the flexibility to enable the redevelopment to go ahead (possibly at relatively short notice) whilst also being mindful of the appearance and environment of the Martlets shopping area.
16. It is a difficult balance to achieve as investment in the Centre to improve its current appearance needs to be balanced against the likelihood of the whole area being cleared to facilitate the redevelopment.
17. However, as 2021 progressed, there was increasing consensus that some interim improvements or temporary uses could be justified in order to improve the look of the Centre, support remaining occupiers and provide an improved environment for local communities.

18. In the summer 2021, this Council worked with local stakeholders to explore possible temporary uses for the site previously occupied by the Martlets/Library.
19. As part of this work, stakeholders that had previously expressed an interest in using the site for meanwhile uses such as a market or park were contacted and invited to formally set out their proposals. In the event, none of these could meet the criteria set out in the outline specification, particularly regarding the temporary nature of any use, and by decision of the then Deputy Leader, none were taken forward.
20. At the end of September 2021, NRR gave permission for ITV to film within the Centre. To support this, the Martlets Hall and library site was used for storage of trailers and support services whilst filming (though it should be noted that any further use of the Martlets for television work will require a prior approval planning permission).
21. In October 2021, following the failure of the LUF bid officers were again asked to consider alternative temporary uses for the area previously occupied by the Martlets Hall and library site. Again, a delicate balance was to be achieved between securing improvements for local communities whilst also not undermining the future delivery of NRR's 2021 planning permission.
22. Helpfully in recent months it has become clear there is a degree of consensus for interim uses on this site with proposals being made by the Town Council, New River Retail and this Council. All of which should be considered on their merits.
23. In addition, the Town Council has suggested to NRR, proposals for temporary use of existing buildings and a smartening up of retail units. Of course, the decision about whether these options should be progressed sits with NRR not this Council. However, NRR have recently successfully secured new tenants into the vacant units and have obtained a seating license and made visual improvements to the centre.
24. The Council has provided considerable support to the District's town and village centres particularly following the pandemic, to ensure that they remain vibrant and viable places to meet local community needs. Burgess Hill town centre has benefited from this support, for example, 10 of the 24 grants awarded through the Independent Retailers Support Programme, totalling almost £30k from a fund of £70k, were awarded to retailers in Burgess Hill. In addition, the town centre has also benefited from district wide initiatives such as the 'Pop to the Shops' campaign which encourages residents to shop locally and the 'ShopAppy' platform which provides an online platform for retailers to promote their business.

#### **Proposals for the ex-Martlets/library site**

25. Over the last few months, a range of similar options for temporary uses of this land have been generated. Broadly they all aim to enable public access to the site and to provide community space and resources that would not only improve the look of the area but also support outdoor uses for the local community.
26. In February 2022, following ongoing discussions with NRR regarding delivery of their planning permission, NRR made a proposal to consider a temporary park on this site. NRR proposed a modest 'community space' and secured support and in-principle sponsorship from several local businesses.
27. As outlined above, the Town Council has also generated an option for an urban garden on this Council's site (details in Appendix 2).

28. Since the disappointment of the failure of the LUF bid, this Council has also been discussing options with NRR for temporary uses of its site.
29. When considering the ideas, Cabinet needs to consider the objectives of providing an appealing gateway to the centre and an area that will be safe and attractive for local people whilst also continuing to protect the current planning permission. Therefore, they must be temporary in nature, flexible, capable of being dismantled at relatively short notice and (preferably) involve materials that are reusable.
30. As the landowner, the Council may well be best placed to achieve these aims, in partnership with NRR, who have an Agreement for Lease on this area. The Council and NRR also have the skills and expertise in managing open spaces and commissioning expert advice to assist in bringing initiatives such as this forward.
31. This Council has commissioned Landscape Architects to produce design proposals for a temporary park. Outline details are included in Appendix 1.
32. The Town Council has also generated options for the site, and these should be considered carefully too.
33. As noted in the design proposal there are potential risks that require further consideration before work can commence. These are outlined within the proposal but the most pertinent is the Council's ability to establish the extent of the basement beneath the surface and the on-going risk around availability, costs and lead times of products, materials, and labour. These risks will apply equally to the options generated by the Town Council.
34. The outline design makes use of temporary fixtures and fittings, giving the Council the flexibility to recycle, re-purpose and/or re-home elements of the design elsewhere when the space is no longer required. It is also worth noting that this is just a concept design at this stage, to provide an indication of what could be achieved. Precise details of surfacing treatments, fixtures and fittings will follow if and when a decision is made to proceed.
35. It should be noted that, even with the temporary nature of all the proposals generated by NRR, this Council and the Town Council, planning permission for the change of use would have to be sought before any alterations could be made.
36. Given the likely need for planning permission and the time needed to implement the interim proposals, consideration also needs to be given to what could be done immediately, especially as the summer months approach.
37. Therefore, notwithstanding which option the Cabinet selects, officers will aim to improve the site by dealing with trip hazards (and related matters) and, if possible, open the site for some public use over the summer (subject to the matters referred to in paragraph 33 above).
38. It is suggested that the options of summer events on the site be explored. Public Wi-Fi could also be an added attraction.
39. Naturally, the ideas above could be pursued in parallel with work to implement whichever option for a temporary urban park is agreed upon.

## Way Forward

40. Cabinet is advised to carefully consider the options outlined above and the contents of the Appendices to this report. Members should do this in conjunction with the financial implications set out below.
41. It is noted that this is a difficult issue, requiring as it does, an assessment of the timescale that any interim use may have, in the light of the overall redevelopment having planning permission and active work by NRR to find a way of bringing it forward, despite the challenging commercial environment.
42. Cabinet needs to try to achieve a sensible balance between enabling temporary improvements to the land in its ownership, which are safe, attractive and provide value for money, whilst also ensuring they can be removed quickly and that their presence doesn't create any legacy issues for the local community.
43. Officers would also like to draw Cabinet's attention to an unsolicited proposal received on 4 May 2022 from a Burgess Hill resident. The resident proposes that the site is used for a Sunday market/boot fair every Sunday from July to December. To support such a proposal, the Council need to have declared the site surplus. Cabinet will be aware that this site is not surplus and has therefore not been declared as such. Officers therefore advise that this proposal should not be supported at this time.

## Financial Implications

44. There is no budget for any of these works presently and any of these proposals would require provision to be made. In so doing, Cabinet needs to strike a balance between making a safe and attractive area whilst also being aware that the proposals must be temporary in nature.
45. Further, it is unclear whether Burgess Hill Town Council is asking the District Council to fund all or part of its proposals and there is no clear plan for how ongoing maintenance and management costs will be met given that this Council does not currently have a budget set aside to fund these works.
46. In considering this matter, officers have concluded that in order not to delay implementation of the interim uses identified, it would be responsible for the Council to make a modest budget available now.
47. In so doing, the Council will encourage all stakeholders to contribute and/or support bidding for other sources of funding to reduce the pressure on this Council. Cabinet will be aware of the impact that the pandemic has had on the Council's finances.
48. In terms of bidding, it is possible that support may be available from the Countywide Economic Recovery Fund. This fund was established by all the boroughs and districts in West Sussex, together with the County Council in 2021 as a successor fund to the business rates pool.
49. It is also possible that NRR may be able to assist.
50. In addition to this, each District and Borough in West Sussex has been allocated £70k from the West Sussex Economic Recovery Fund. Officers are currently drafting proposals for how this money could be allocated across the district and there is potential for some of it to be directed towards funding some of the proposals outlined in this report.

51. Cabinet is recommended to create an earmarked reserve of £100k from the Council's General Reserve to provide a budget to facilitate the creation of a temporary urban park on the site and to request that stakeholders be actively encouraged to contribute to or support bidding for the works planned.

#### **Risk Management Implications**

52. If a temporary park is opened on the former Martlets Hall and library site it must be a safe space for the public to use given the Council's responsibilities under the Occupiers Liability Act 1957 as the landowner. This will involve some investment and an ongoing inspection regime.

#### **Equality and Customer Service Implications**

53. None

#### **Other Material Implications**

54. None

#### **Sustainability Implications**

55. The Council's Sustainable Economy Strategy (SES) includes an objective (Objective 7) to "Position and promote our town and village centres as healthier, greener and more sustainable places generating footfall, social interaction and economic activity". The delivery of projects which achieve this objective would therefore be supported.
56. An important consideration of the delivery of any temporary park will be the need to ensure it is designed and delivered in as sustainable way as possible and that the future use of as many of its component parts can be secured. The Council's design consultants have taken this into account in the design of the options being presented.

#### **Appendices:**

Appendix 1: Meanwhile Martlets Landscape Architect Options

Appendix 2: Burgess Hill Town Council Proposals

Appendix 3: BHTC: The Victoria Schilling Urban Garden design

#### **Background Papers**

[Burgess Hill Town Council Extraordinary Meeting – Thursday 31<sup>st</sup> March 2022](#)

# Meanwhile Martlets Public Space

Concept ideas for a temporary public space  
in the heart of Burgess Hill's Town Centre.

24th May 2022

Cabinet - 6 June 2022



APPENDIX 1

# Meanwhile means in the period of time between two events.

Collins dictionary

The purpose of this design folio is to illustrate potential concept design ideas for a temporary public space to be located on the site of the former Martlets Hall building (now demolished) within Burgess Hill's Town Centre.

The concept design ideas illustrate ways to enable temporary public use of part of the space that's currently fenced off from the public.

The overarching intent of the project is to explore feasible ways to invest in re-purposing the vacant space into a temporary public space that helps activate the Town Centre. The temporary public space is intended to help with the economic recovery of the Town Centre in the short term, but also act as a catalyse for positive, longer term change.

The design ideas in this folio have been prepared with limited technical data about the Site, but have been developed with feasibility and deliverability in mind.

The ideas presented are seen as initial thoughts that can be used to inform a comprehensive developed concept design and help set the scene for the next project delivery steps.

This design folio also includes a high level summary of the design team's analysis, some relevant precedent images showing the potential for the Site, a concept design idea for the layout and suggested furnishings / materials. It also includes an indication of potential outline budgets required to implement the ideas and identifies potential project risks.

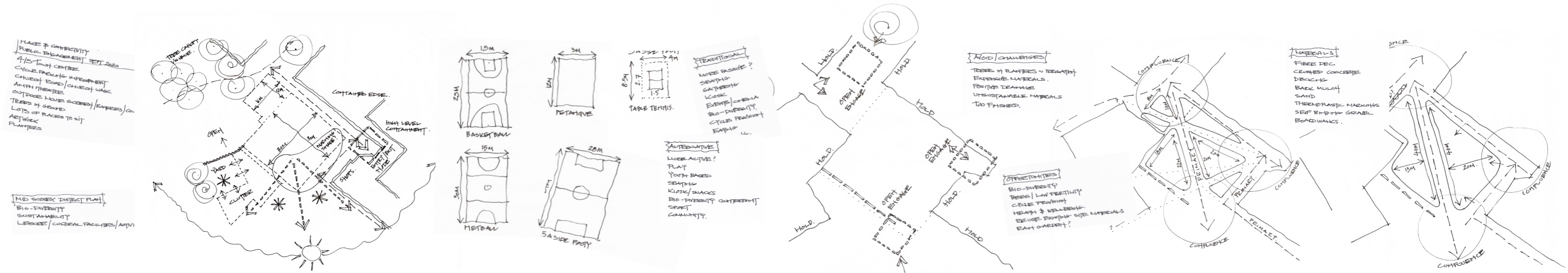
This design folio has been prepared by Allen Scott on behalf of Mid Sussex District Council.



Prepared by Allen Scott  
www.allenscott.co.uk  
marc.tomes@allenscott.co.uk  
On behalf of Mid Sussex District Council  
24th May 2022  
Rev E



# Analysis & thinking



Active / Dynamic park inspiration



Park / Plaza inspiration



Pop up / temporary inspiration



# Meanwhile Marlets: A temporary public space in the heart of Burgess Hill's Town Centre.

## Concept design principles

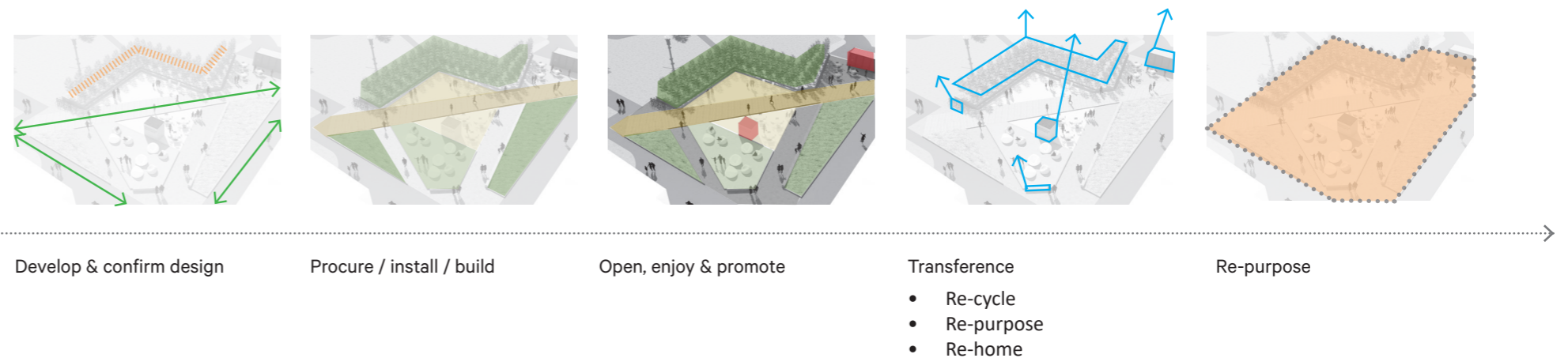
The following pages illustrate a potential concept design layout for the temporary public space based on the project intent, the analysis and initial thinking.

This has been prepared based on the following overarching design principles:

- This will be a temporary public space (assumed six month to a year);
- The furnishings and the activities within the public space will encourage people to use it;
- The layout responds to the immediate and wider connections and land use;
- The public space will act as a positive catalyst for the Town Centre;
- The design enables an 'instant' effect; and
- The public space contains elements that can be re-cycled / re-purposed / re-used and / re-homed elsewhere.

For the purpose of this design folio one concept design option has been illustrated. Other options can be explored applying the same design principles indicated above.

## Planning, install and re-use strategy



# Meanwhile Marlets: Concept design ideas & layout



Concept layout

### Elements

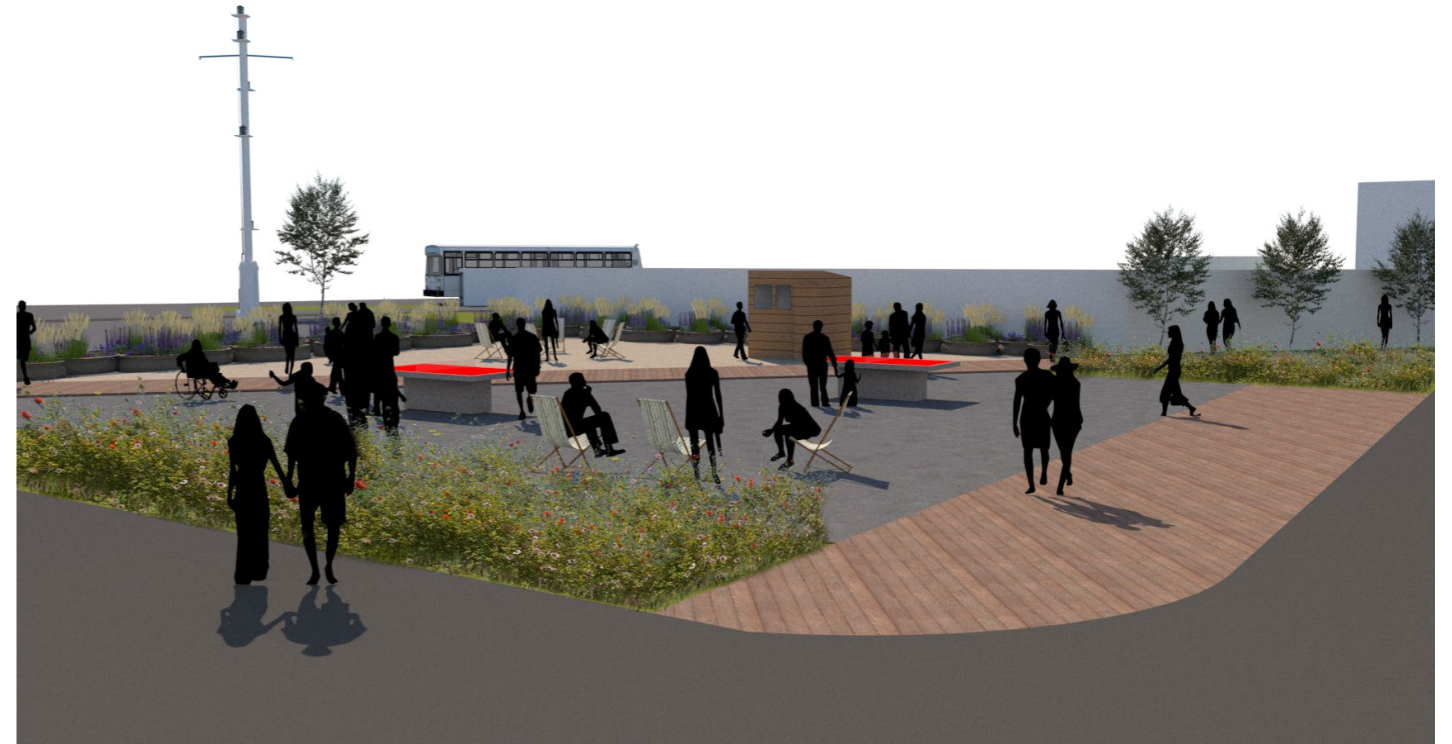
- 1 Boardwalk
- 2 Storage / shed
- 3 Urban beach
- 4 Deckchairs
- 5 Planting in sacks
- 6 Trees and planting
- 7 Existing surfacing
- 8 Table tennis tables
- 9 Timber decking
- 10 Planting in broken out ground



Precedent images

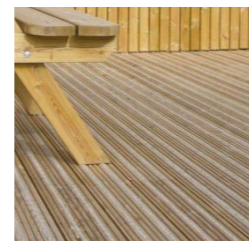


View from carpark looking north towards Lidl / Martlets



View from Martlets looking across the Plaza

Transference strategy



1 / 9



Decking re-cycle



2



Kiosk re-home



3 / 4



Deck chairs re-home  
Sand re-cycle



5 / 10



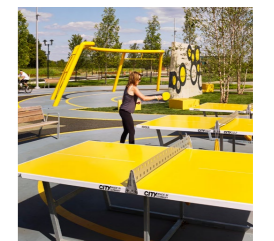
Green waste - compost  
Bags - re-cycle



6



Trees re-home



8



Table tennis tables  
re-home

# Meanwhile Martlets: Potential costs & project risks

## Outline Budgets (indicative only)

The concept design is an initial idea and will require further, more detailed, assessment and development before confirming material and product choices, forms of construction and final budgets.

The budget costs on this page are for indicative purposes only and exclude design, survey and planning fees. They also exclude costs associated with management and maintenance or to remove / transfer at the end of the temporary period of time.

## Outline budget allowances (indicative only)

Item	Allowance
Site Clearance	£18,500
Surfacing and Edging	£29,250
Structures/Furniture/Elements	£15,250
Planting	£15,000
Management Costs	£2,500
Preliminaries	£6,000
<b>TOTAL</b>	<b>£86,500</b>
Contingency and Inflation 15%	£12,975
<b>GRAND TOTAL</b>	<b>£99,475.00</b>

## Potential Timescales

Subject to the planning permission and consultation requirements and availability of elements there is a chance this could be open to the public by Autumn 2022.

It is assumed that the temporary park could be in place for up to 1 year.

## Potential Project Risks

- Topographic and geotechnical unknowns e.g. basements, contaminated land;
- The elements within the temporary public space are likely to have limited lifespan (assume 6 months to a year maximum);
- Unknown delays in lead in times / or availability of elements may impact on the programme or cost;
- Planning and other permissions;
- Increased levels of management and maintenance may be required e.g irrigation (particularly if the life of the temporary park extends / prolongs);
- A simple planting solution such as wildflower will take time to establish;
- Planting may be susceptible to drought;
- Elements / furniture may be prone to vandalism; and
- Materials and products may be unsuitable for transference / re-use at the end of the parks life.

# Meanwhile Martlets: Next Steps

## Immediate next steps for project

- Source / commission detailed site topographic survey and site condition report;
- Confirm available project budget;
- Confirm requirements for community / business consultation;
- Agree scope of work, design stages and programme;
- Confirm likely procurement route, D&B or Traditional;
- Determine planning requirements;
- Agree fees and additional consultancy requirements; and
- Develop RIBA 2 (Outline Design) Pack for costing/approval

## Potential next steps / process for design and delivery

- Confirm concept ideas / firm up brief
- Confirm available project budget
- Confirm requirements for community / business consultation
- Agree scope of work, design stages and programme
- Confirm likely procurement route, D&B or Traditional
- Determine planning requirements
- Agree fees and additional consultancy requirements
- Review detailed topographic survey
- Develop RIBA 2 (Outline Design) Pack for costing/approval
- Develop RIBA 3 (Developed Design) Pack for costing/approval
- Prepare Planning Application Pack (if required)
- Prepare RIBA 4 (Technical Design) Pack for costing/approval
- Prepare Tender Pack
- Tender process and procure (TBC)
- Delivery / Installation (TBC)

A temporary plaza space suitable for a short period of time.

Suitable to be in place for between six months to a year.

Potential opening by Autumn 2022 (subject to many factors)

**Outline Budget: £100k**



Transference:  
the process of  
moving something  
or someone from  
one place, position,  
etc. to another.

Cambridge dictionary



## **Burgess Hill Town Council Proposals**

1. A recent extraordinary meeting of Burgess Hill Town Council received a report setting out the projects proposed as:

### **The Victoria Schilling Urban Garden**

2. This proposal is to provide a garden that can be moved around to create space for outdoor community activities before the land is required for other uses. (See outline design at Appendix 3).
3. The site of this proposal is in Mid Sussex District Council's ownership and is currently subject to Agreement for Lease with New River (NRR). This Agreement is in place until 19 July 2022. NRR are very supportive of proposals such as this, but of course they will need to ensure any proposal would not undermine their planning permission.
4. The Town Council proposes close board fencing around the perimeter with lockable gates. There is also a proposal to screen off the areas not in scope, with Heras fencing and camouflage netting. The design also proposes the use of synthetic turf which is environmentally challenging. The design proposals feel ambitious within the identified £52,000 and there is a risk that it could not be delivered within this budget. No clear funding source has been identified for its delivery.

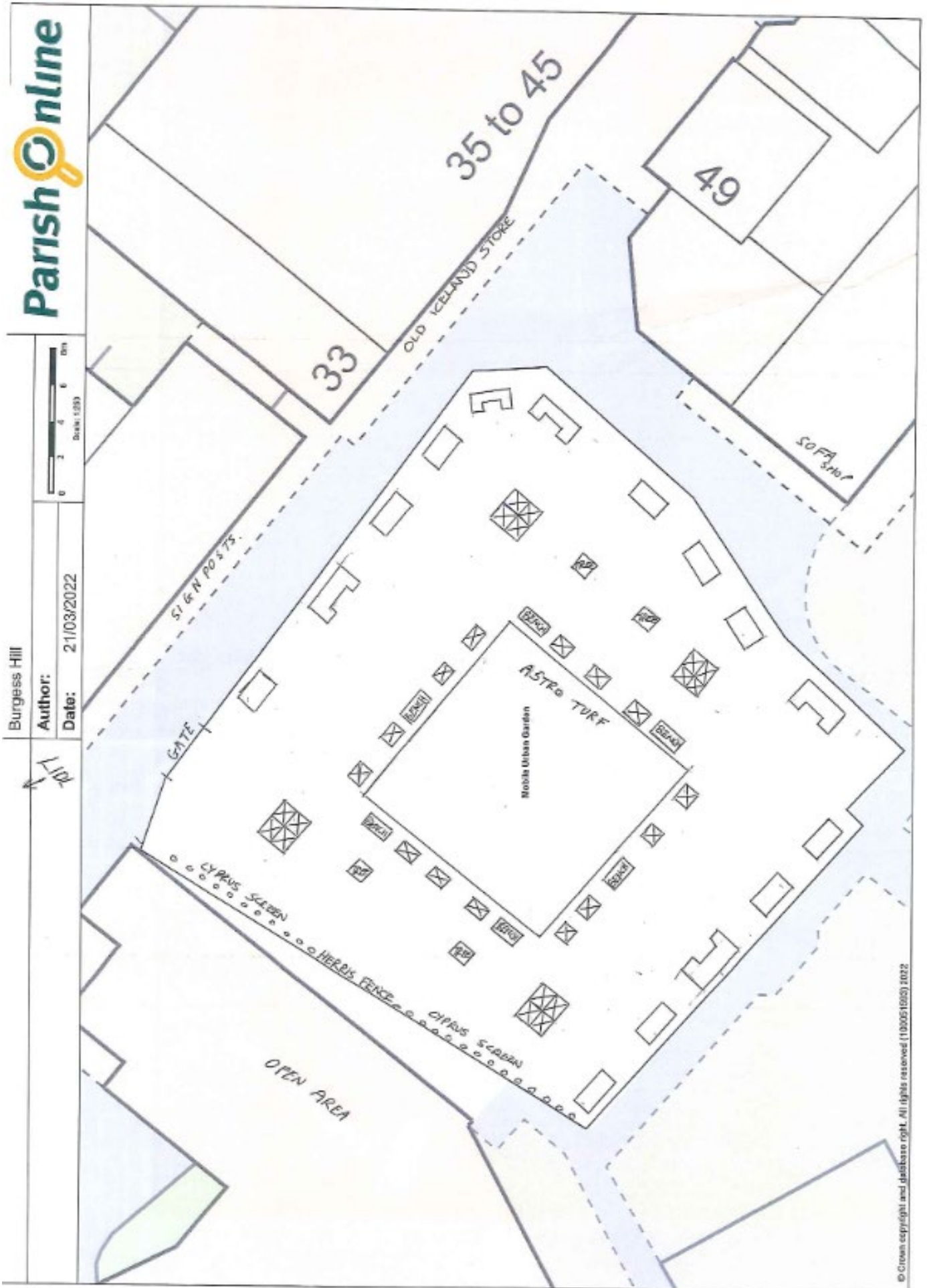
### **The Little Hive**

5. This project proposes to use the ground floor of the former Lidl building to provide a 'pop up' venue to accommodate a range of community activities, indoor events, and commercial activities such as a pop-up indoor market. The Town Council confirmed an estimated cost of £48,350.
6. This proposal is on land currently leased to NRR and therefore would need to be considered by them. NRR have indicated an in-principle agreement to grant a temporary licence to the Town Council to facilitate this proposal, again providing it is temporary and presents good value for money.
7. This proposal would require planning permission. Given the list of proposed uses it is considered that an application would be required to change the use from Class E (Commercial, Business & Service) to Class F2 (Local Community Uses). As above any permission would need to be for a temporary period to ensure it would not prevent implementation of the 2021 planning permission.
8. It is unclear how the Town Council are planning to fund this proposal.

### **Other works**

9. This proposes general visual and environmental improvements particularly to the exterior of the Lidl building and hoardings on the ex Martlets Hall site and an overhaul of the stone garden in Church Walk. The Town Council has confirmed an estimated cost of £8,935 for the Lidl building and £6k for the hoardings. The cost of overhauling the stone garden in Church Walk has not been provided.
10. It is difficult to comment on this Council's role in relation to these proposals. Based on the current information it is unlikely these initiatives would require planning permission. However, as they are within the area leased to NRR they would require NRR's permission.
11. NRR have indicated a willingness to work with the Town Council on taking the proposals forward.





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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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