

DRAFT CORPORATE PLAN AND BUDGET 2019/20**SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****1.0 Overall Summary**

- 1.1 The Council has a well-tested and robust Service and Financial planning process that has enabled it to respond effectively to the very difficult financial challenges local government has faced over a number of years. We remain prudent in our financial planning and continue to use a combination of savings, increases in income and careful investments to achieve a balanced budget.
- 1.2 This prudence has resulted in the Council being considered 'financially independent' given that Revenue Support Grant no longer factors in our income in 2019/20. While this in itself does not confer any particular financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship that matches the strategic ambition of the Council for the Mid Sussex community.
- 1.3 2019/20 will see the Council continue to work towards its ambitious objectives, not least the comprehensive approach to planning for growth throughout the District. This includes the Burgess Hill Growth Programme which is one of, if not the largest, projects the Council has ever been involved in.
- 1.4 In summary, as in previous years the proposals offer a balanced budget for 2019/20 that:
 - Provides investment to support the Council's ambitious growth programme;
 - Invests in community services and facilities; and
 - Protects key frontline services.

2.0 Key Factors taken into consideration

2.1 The Council's Corporate Priorities

2.1.1 The Council's corporate priorities and main purpose, last refreshed in 2017, continue to reflect the current challenges and opportunities facing the Council. Of continued importance is the Council's role in supporting economic growth in the District and the need to maintain financial independence. This has been more challenging this year given the delay to the Government settlement announcement and uncertainty surrounding Brexit. Proposals to deliver new housing and infrastructure are progressing at pace, underpinned by the recent adoption of the District Plan & Infrastructure Development Plan. The success of this ambitious programme is reliant on the Council delivering effective and responsive services that can accommodate the projected growth in population. Creating safe and sustainable community spaces that encourage existing and new communities to come together will also be important.

2.1.2 The statement of main purpose and Council priorities are:

2.2 Statement of Main Purpose

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

2.3 Council Priorities

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

2.4 Flagship Activities

2.4.1 The Council will continue its commitment to delivering key "flagship" activities in the year ahead. These will provide a fresh focus for the Council in delivering its priorities, with progress reported in the following year's plan. Progress made against the 2018/19 flagship activities can be found at Paragraph 2.9. Flagship activities for 2019/20 under each of the Council priorities are shown below:

2.5 Effective and responsive services

2.5.1 The Council wishes to build on the performance of all of its services with a particular focus on further improving customer experience. Flagship activities for 2019/20 are:

- Support vulnerable people to maximise take up of Universal Credit and Support, including implementing a simplified Council Tax Support Scheme.
- Reduce residual waste collection and increase recycling (including considering food waste) by working with the West Sussex Waste Partnership.
- Implement the County-wide policy and funding for Disabled Facilities Grant in 2019/20 to enable people to stay in their own homes and return home sooner after a hospital stay.

2.6 Sustainable economic growth

2.6.1 The Council has an important role in supporting businesses, encouraging new ones and attracting inward investment. Flagship activities for 2019/20 are:

- Devise a Strategic Plan for the future development of the Orchards Shopping Centre.
- Refresh the Council's Parking Strategy to support growth and improve the customer experience.
- Deliver the objectives from the Economic Development Strategy and Action Plan – for this year facilitating delivery of full fibre, delivering more electric vehicle charging points, a masterplan for Haywards Heath, a Conservation Area Appraisal and Management Plan for East Grinstead and completing the Shop Front Improvement project.

2.7 Strong and resilient communities

2.7.1 Continuing to work with partner organisations to build sustainable communities that will deliver a better quality of life for all. Flagship activities for 2019/20 are:

- Work with Homes England to determine the planning applications and delivery of community infrastructure associated with the Northern Arc Strategic Allocation.
- Prepare the Site Allocations Development Plan to identify new housing sites across the District to ensure a supply of housing to meet the need identified in the District Plan. Identify and safeguard associated community infrastructure needs required to support this level of development, including GP surgeries, schools and community assets and meeting spaces.
- Develop and approve strategies for: investment in Playing Pitches in the District, in the Council's Community Buildings; and in the Council's Playgrounds, Parks and Open Spaces.
- To improve the health of our residents, develop and deliver a comprehensive community Wellbeing programme that meets the requirements of the new three year wellbeing service contract specification from WSCC Public Health.
- Focus on reducing crime and anti-social behaviour on a) public spaces and b) involving and affecting youth by contributing to the development and delivery of partnership projects agreed by the Community Safety Task and Finish Group.
- To get people to start or restart cycling, and scope and develop a Mid Sussex Cycle Network with the involvement of the Mid Sussex Cycle Forum.

2.8 Financial independence

2.8.1 Reduced Government financial support brings the need for robust management of budgets and maximising of income to be as financially self-sufficient as possible. Flagship activities for 2019/20 relate to the development of services and assets that will generate revenue for the Council such as:

- Improve the provision of temporary accommodation for homeless households by buying temporary accommodation in the District to meet their housing needs.
- Invest in commercial property to generate a return that can be used to finance services in an era of reducing government subsidy.
- Deliver efficiency savings through the increased use of digital approaches to services by implementing Windows 10, increased use of mobile working and service and reporting apps.
- Invest in our assets to increase their income-earning potential.

2.9 Progress made against 2018/19 Flagship Activities

2.9.1 The progress made against each of the 2018/19 flagship activities within each corporate priority are summarised as follows:

2.10 Effective and responsive services

2.10.1 Increasing levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.

- The pilot project has been completed with 3 waves of collections and a good participation rate.
- Consideration is being given to rolling out the scheme across the District.

2.10.2 Helping our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.

- More people have been helped with grants to make adaptations that allow them to continue to live at home for longer and co-ordinated working with the County Council has considerably reduced delivery times.
- The budget for the year of £1.4 million has been committed and an estimated 120 adaptations will be completed by the end of the year.

2.10.3 Introducing cashless parking as one of an increasing number of digital services.

- Cashless parking machines were introduced across all three towns in July, with all car parks also providing the option to pay by cash.
- 23% of transactions are now cashless, including pay by phone.

2.10.4 Celebrating the quality of our parks and green spaces by achieving Green Flag accreditation for St John's Park, Burgess Hill and work towards accreditation for a site in East Grinstead.

- The Green Flag at Beech Hurst Gardens, Haywards Heath has been retained and a new award received for St John's Park, Burgess Hill.
- East Court and Ashplats in East Grinstead have been identified for the Green Flag application in 2019/20.

2.10.5 Delivering enhancements and new attractions to the Leisure Pool at the Triangle Leisure Centre, to increase the number of visits to our leisure facilities and inspire residents to be more active.

- The first wave of works, including the full refurbishment of the flumes and new interactive water play features for children of all ages, was completed in time for the pool to reopen for the summer holidays.
- The new multi-person family slide has been installed and will be operational shortly.

2.11 Sustainable economic growth

2.11.1 Supporting the roll out of Full Fibre ultrafast broadband to homes and businesses in Mid Sussex by working with local and national partners

- The Council was successful in its £2.2 million bid for Local Full Fibre Network for Burgess Hill
- A “dig once” approach is being developed with West Sussex County Council on new sites and infrastructure.

2.11.2 Helping make Mid Sussex a vibrant and attractive place for businesses and people to grow and succeed by establishing an Economy and Inward Investment Team that proactively attracts external investment.

- The Team is in place, has launched the Council’s new Economic Development Strategy and 5 Year Action Plan and are leading on its implementation.
- Inward investment has been secured including £6.5 million funding from the Housing Infrastructure Fund for the waste water treatment plant at Goddards Green and £10.9m to improve connectivity with Burgess Hill, aimed at achieving a 15% modal shift.
- The Microbusiness Grant Scheme has assisted 40 small businesses with less than 10 employees, looking to expand or take on an apprentice, with grants amounting to £72,000.
- Independent Retailers have been assisted through the Shopfront Advisory Scheme and training to compete with online retailers to support Mid Sussex high streets.

2.11.3 Supporting Haywards Heath as an attractive retail destination by introducing new management arrangements and improved facilities at the Orchards Shopping Centre

- Investment has been made in the fabric of the centre, including renovation of the flat roofing and planned installation of new changing places public toilet
- Management of the centre has been taken in house.

2.12 Strong and resilient communities

2.12.1 Help our communities feel safer and aid the detection of crime by putting in place new and improved CCTV arrangements, in partnership with Sussex Police and the town councils

- All 24 of the CCTV cameras in the District will have been upgraded by April 2019.
- Following consultation, the programme includes the installation of 5 new cameras at locations in Burgess Hill, Haywards Heath and East Grinstead.

2.12.2 Launching the Wellbeing pilot at local GP practices to work with residents who need advice and support to lead and maintain healthier lifestyles.

- The Wellbeing Team have been attending regular outreach sessions at Ouse Valley, Handcross; the Dolphin Practice, Haywards Heath and Ship Street Practice, East Grinstead.
- Feedback has been very positive, with the time of primary care professionals freed up and 1-2-1 support provided to clients to take charge of their health and wellbeing.

2.12.3 Engaging and involving our communities in the development and delivery of community facilities and playgrounds, including the Skate Park refurbishment at Victoria Park, Haywards Heath, new community building for the Keymer Brick and Tile development at Burgess Hill; and improving recreational facilities for the Stone Quarry Estate at East Grinstead.

- The Skate Park refurbishment at Haywards Heath has been completed and launched through a programme of arts based activities.
- Consultation has been carried out on the community programme for the Keymer Brick and Tile community building, prior to the commencement of construction.
- Positive discussions with the local residents group, Clarion Futures Housing and the County Council's community development team are developing a proposal for a community recreational space at Spring Copse, Stone Quarry in East Grinstead.
- Construction of the Hurstpierpoint Community Hub building commenced in September to replace the Ex-Serviceman's Club at Court Bushes and consultation has been carried out with residents on the type of activities that it should provide.

2.12.4 Installing new electric vehicle charging points at key community locations, to expand and improve our sustainable transport network in the District.

- Use of the current 6 charging points provided in the Council's car parks has increased by over 400% in the last year.
- Good progress is being made with the provision of additional charging points, with 10 sites providing 20 charging points identified for technical survey.
- All new homes in the Northern Arc development at Burgess Hill will have their own charging point and access to fast charge points.

2.13 Financial independence

2.13.1 Generating income from the sale of surplus land for the development of new homes, to support future investment in other community assets and infrastructure.

- Six Council land sites have been identified for disposal.
- Affordable housing at greater than the 30% requirement is being delivered at 2 of the sites (Bolnore Road Depot, Haywards Heath and Imberhorne Lane Car Park, East Grinstead).

2.13.2 Managing our costs effectively through a variety of projects, including providing a wider range of digital services;

- The redesigned Council website design has been launched, resulting in a reduction in calls to the contact centre and an increase in the use of online services.
- The contact centre has also been able to respond to more service requests at the first point of contact with particular improvements in responses and information on refuse collection and recycling.

2.13.3 Increasing planning fees to provide a more efficient and effective planning service to support economic growth and support financial independence

- Additional planning staff have been employed, including a dedicated officer to progress the Northern Arc development.
- The speed of processing planning applications has been very good with 94% of major, 98% of minor and 99% of other applications determined within the target times.

2.14 Service Plans and Performance

- 2.14.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.
- 2.14.2 Members of the Scrutiny Committee will be familiar with the quarterly service performance statistics and Flagship activities progress reports received. These have shown for some time that the Council's services are generally performing strongly and that we do not have any failing services, despite challenges in some service areas. Members of this Committee will be aware that there continues to be a strong performance culture throughout the Council and particularly amongst the Business Unit Leaders to ensure that when performance levels are not as expected, remedial actions are quickly put in place.
- 2.14.3 Members will also note from the service plans that services continue to improve and deliver many positive initiatives that will benefit local people.

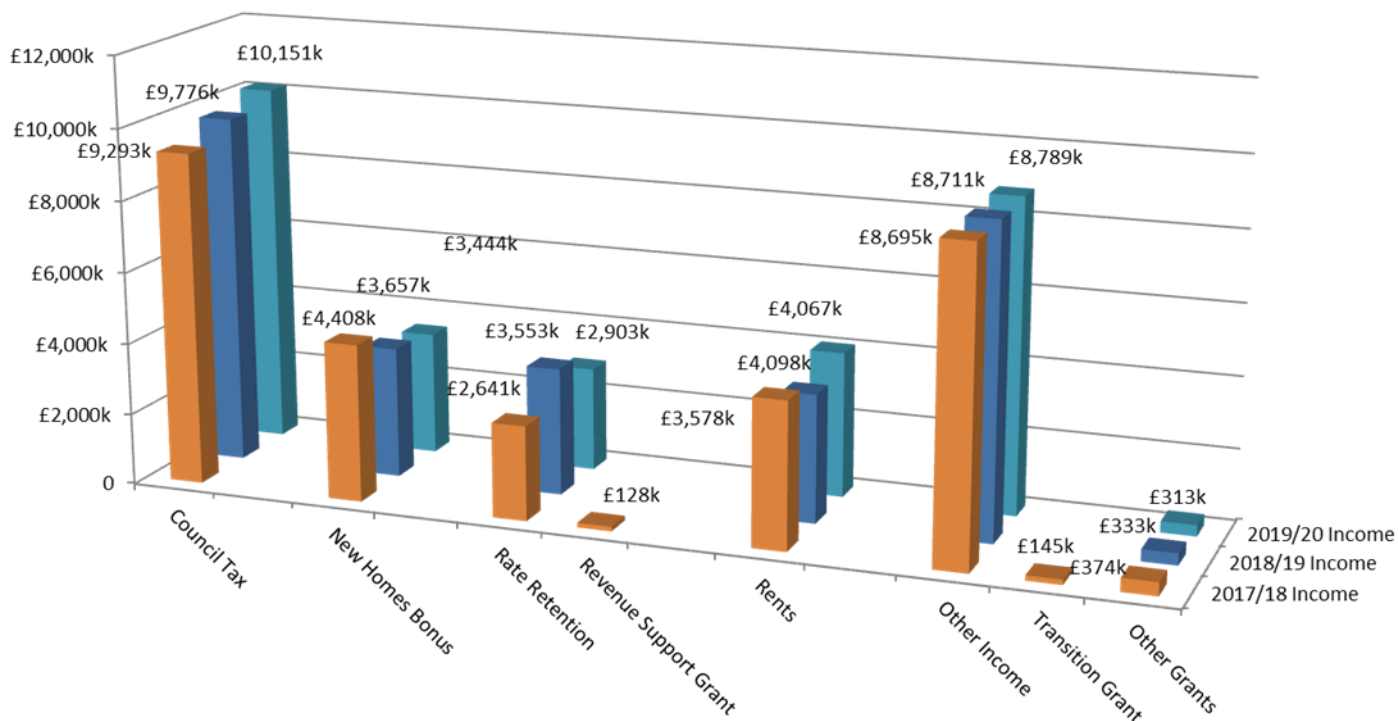
3.0 The Financial Outlook for 2019/20

(a) Income

3.1 Government Funding

3.1.1 Revenue funding of local government is changing as Revenue Support Grant (RSG) reduces and is phased out by 2020, to be replaced by 75% retained Business Rates. Three years ago we signed up to a four-year settlement deal which gives more certainly over RSG, albeit that is less relevant now that we receive no grant.

3.1.2 The Provisional Settlement announcement on 13th December has given more certainty to the New Homes Bonus scheme, described below. While its long term future is in doubt, for next year the graph below shows the proportion of the different funding sources received:



Source: Various budgeted and projected as at 18 December 2018

3.1.3 This position continues to change in line with expectations. Revenue Support Grant has ceased to be paid and our own earned income from council tax and the Rate Retention Scheme income increase.

Rates Retention Scheme (RRS)

- 3.1.4 This was a major change to the funding of local authorities in 2013/14 and for Mid Sussex there has been some moderate growth in our Business Rate taxbase. We can forecast income of £2.903m in 2019/20 and from that include a payment into the RRS reserve (which is there to mitigate potential variations in income from year to year) of £200k
- 3.1.5 However, for 2020/21 (i.e. the year after next) we are reducing the forecast net income from RRS by c £1.2m to allow for the effect of the Fair Funding Review. This is described more fully towards the end of the Section.

Revenue Support Grant (RSG)

- 3.1.6 RSG is the residual part of Formula Grant under the new financial model; and in common with many other councils, for next year we receive none of this funding. Neither are we having to pay over negative RSG of £737k that was previously forecast, since MHCLG have managed to remove these numbers from the grant system.

New Homes Bonus (NHB)

- 3.1.7 As Members are aware, the level of NHB received under the present scheme is dependent on the scale of new housing completed each year. NHB is calculated on net housing developed (i.e. the figure is reduced by demolitions and empty homes). The table below shows the actual funds received to date and the estimated return in future years. While the Provisional Settlement did not make changes to the scheme, it is widely thought that it will be replaced for 2020/21 and the funding subsumed by the Fair Funding Review. We are therefore not showing any forecast income in that year and thereafter.

Year	2011/12 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
1 st actual	360	360	360	360	360	360			
2 nd actual		506	506	506	506	506			
3 rd actual			735	735	735	735	735		
4 th actual				894	894	894	894		
5 th actual					761	761	761	761	
6 th actual						1,173	1,173	1,173	1,173
7 th actual							845	845	845
8 th actual								878	878
9 th provisional									548
Total	360	866	1,601	2,495	3,256	4,429	4,408	3,657	3,444

- 3.1.8 It is worth restating for clarity that there are no draws on the Bonus within the revenue budget; instead, the income replenishes our general reserve.

3.2 Income from Fees, Charges and Rents

- 3.2.1 The Council continues to generate substantial income from charging for a number of its own services. Added together, rents, fees and charges are expected to represent about 43% of the Council's overall income, i.e. a greater proportion than that received in funding from Government. To agree a budget, assumptions have been made about the state of the local economy, particularly the building related sectors that affect income from Land Charges, Building Control and Development Management and the income associated with the management of off-street car parking. We are not expecting any significant variations in any of these markets next year but will of course monitor and report variances to Cabinet in the usual way.
- 3.2.2 For clarity, there are no price rises in any of the main income streams for next year.

3.3 Use of Reserves

- 3.3.1 Last year we were able to set up and/or increase the Specific Reserves that are used to finance the project work in various areas. This theme continues next year with transfers to reserves taking place in the following areas.

Orchards Reserve

- 3.3.2 The payment into this reserve is there to assist with development opportunities within the centre and to act as a buffer in the event of tenant incentives being needed when leases are renewed etc. Some incentives can be substantial and would otherwise create pressures in the revenue account that would affect core service spending.
- 3.3.3 For 2019/20, we expect to utilise some of the reserve on outline, and then detailed masterplanning and planning design, for a limited development of the centre to accommodate a leisure use and increased and improved car parking.

ICT Reserve

- 3.3.4 The payment to this reserve is proposed to be £400k next year and while the individual projects are still being worked up, it is expected that the expenditure is as per the table below:

Capital Scheme	19/20 budget
Relocation of IDOX Uniform and Northgate software to Oakland	37,000
Firewall replacement	25,000
Supporting Infrastructure Refresh	30,000
Telephony System Replacement	120,000
Workstation Replacement	50,000
	262,000

- 3.3.5 Capital schemes support the continued disaggregation of the CenSus ICT partnership as contracts come to an end. Capacity is being increased as equipment comes to end of life to future proof the network and support the move to Software as a Service (SaaS) products as part of the agreed digital strategy.
- 3.3.6 Planning for the implementation of Windows 10 and the next phase of Office 365 is underway and additional remedial work is being identified where minor software and/or hardware will need to be replaced to support compatibility. This includes workstations and a number of unsupported mobile devices.

- 3.3.7 The telephony system replacement is a significant undertaking and will be planned outside of the period where we are sending out council tax and rates bills. This will also support more mobile working and allow for reduced call costs through IP (Internet Protocol) Telephony.

Development Plan Reserve

- 3.3.8 Adopting the District Plan does not mean that work on the Council's development planning documents is completed. The Plan is underpinned by a raft of supporting documents, such as the Site Allocations Development Plan Document (DPD) and other Supplementary Planning Documents (SPDs).
- 3.3.9 It is therefore proposed that the Reserve is topped up each year with £100k to fund this workstream. Some years we will spend more, and in some years, less; so a constant funding flow smooths out this irregular expenditure and enables the service to plan ahead with confidence.

Business Rates Equalisation Reserve

- 3.3.10 This reserve was set up to smooth the possible irregularities in income arising from the scheme, by topping up income in years when appeals or extraordinary events (such as a large organisation closing and their business rates being lost) create a deficit. For 2019/20 we are forecasting a contribution of £200k, but this is subject to change in future years as a result of the Fair Funding Review described elsewhere in this report.

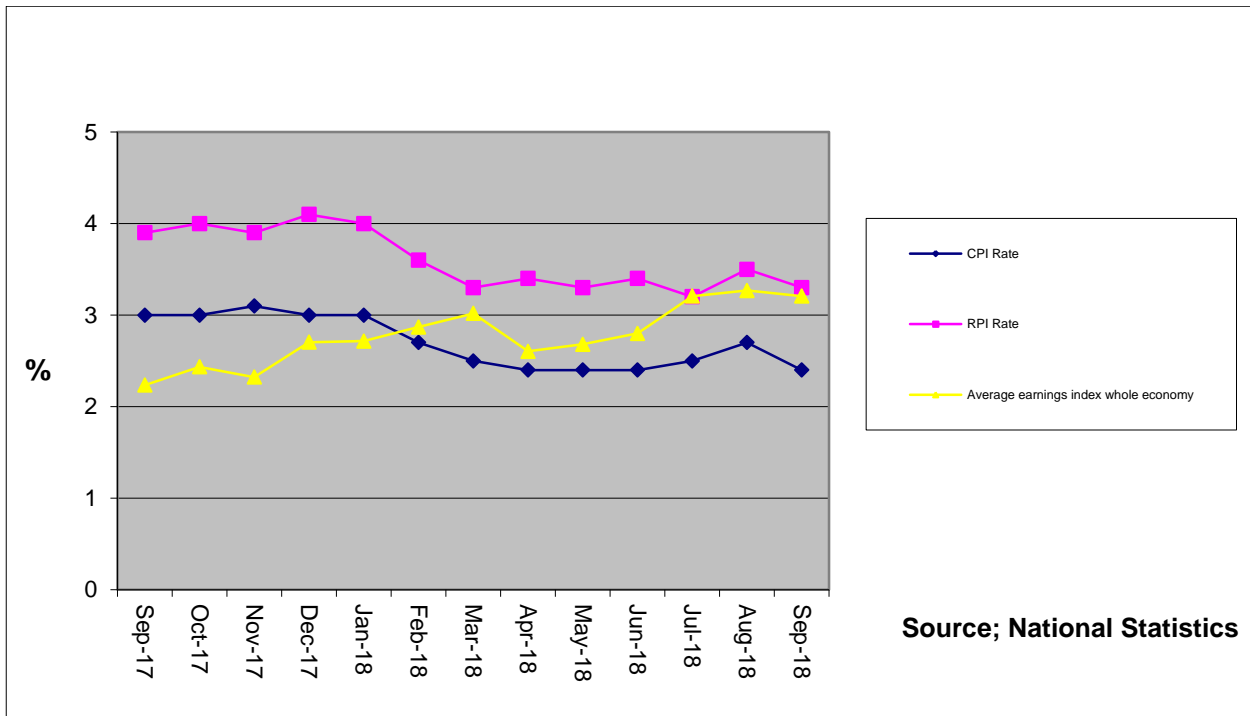
3.4 Council Tax

- 3.4.1 The MSDC element of the Council Tax charged across the district is set each year by Members and it is the single largest proportion of the Council's income, expected to be equivalent to 34% in 2019/20.
- 3.4.2 For next year Members have informally indicated that a modest rise of 3.1% (the maximum is £5.00 or 3%, whichever is higher) should be budgeted in order that the Council keeps up with inflation, given that most other income sources (such as car parking charges and green waste fees) are being frozen.
- 3.4.3 This provides an extra £417k whilst increasing the tax at Band D by £4.95. Recipients of the Council Tax Reduction Scheme are not affected by this increase due to the scheme parameters being appropriately updated.

(b) Expenditure

3.5 Inflation and Staff Salaries

3.5.1 The Consumer Price Index measure of inflation fell to 2.4% in the year to September 2018 down from 2.7% in August as the chart below shows:



3.5.2 The inflation index is important to us, since it is used to calculate price increases on contracts and gives an indication of the general level of price increases that the Council should apply to its expenditure figures. Overall, net inflation relating to contracts and other expenditure is expected to be **£522k** in 2019/20. The details of this calculation are set out below. The principal increase is in relation to contracts £141k, other supplies and services £67k and maintenance £47k. The inflation figure assumes a 2% pay increase for staff in 2019/20, which equates to £229k.

Inflation Calculation for 2019/20 Budget			
Item		Inflation	
		%	£'000
		age	
<i>Employees</i>			
Pay			
Salaries have been forecast to increase by 2% in 2019/20 to allow for the second year of a two year pay settlement.		2.0	229
Other employee costs			
The inflationary percentage on this category is linked to the pay award for 2019/20 of 2.0%.		2.0	2
<i>Buildings and Premises</i>			
Maintenance			
An estimate of the increase for 2019/20 is based on the CPI index for September 2018.		2.4	47
Energy			
An estimate of the increase for 2019/20 is based on the RPI index for September 2018.		3.3	5
NNDR			
Price increase for NNDR (Previously based on September RPI), now based on CPI for 2019/20 following budget announcement .		2.4	12
Water			
This increase is based on the CPI index for September 2018 for both metered water and sewerage as no notifications of alternative increases have been received.		2.4	1
<i>Transport</i>			
Travel Allowances			
The inflationary percentage on this category is based on the CPI index for September 2018		2.4	4
<i>Supplies and Services</i>			
Postage			
An estimate of the increase for 2019/20 is based on the CPI index for September 2018		2.4	5
Subscriptions			
An estimate of the increase for 2019/20 is based on the CPI index for September 2018		2.4	2
Telephones			
An estimate of the increase for 2019/20 is based on the CPI index for September 2018.		2.4	2

Inflation Calculation for 2019/20 Budget			
	Item	Inflation	
		% age	£'000
Insurance			
	An estimate of the increase for 2019/20 is based on the weighted average of property and other insurances where property premiums correlate to property values.	5.00	14
Grants			
	An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2018.	2.4	5
Other Supplies and Services			
	A 'basket' of items which will increase by different allowances, or remain static.	2.4	67
<i>Third Party Payments</i>			
Contracts			
	The contract terms for refuse collection, street sweeping and highway maintenance are subject to increases relating to NJC Labour rates for Local Government (60%), price adjustment formulae for construction contracts civil engineering, Index No 2 plant and road vehicles (10%), price adjustment formulae for construction contracts civil engineering, Index No 10 derv fuel (5%) and National Statistics index RPI all items (25%).	3.33	141
<i>Fees and Charges</i>			
Discretionary Charges			
	An allowance based on the CPI index for September 2018 has not increased discretionary charges (car park fees excluded).	2.4	(1)
Mandatory Charges			
	No further increases have been announced.	-	-
Rents			
	Increases of rents are currently dependent on the review of individual leases rather than annual growth. Therefore rental income streams are not inflated but are reported as corporate savings if applicable.	-	-
<i>Recharges</i>			
CPE			
	The amount of inflation from various types of expenditure recovered from WSCC in relation to Controlled Parking Enforcement.		(13)
Total			522

3.6 Council Tax Collection Fund Surplus/Deficit

3.6.1 At this stage, we are forecasting a surplus on the Mid Sussex part of the Collection Fund of £103k by the end of the year. This most likely arises as a result of increased house building leading to more tax being billed, rather than an improvement to our collection rate which is being kept at 99.4%.

3.7 Council Tax Support Scheme

3.7.1 Members will recall that the Council agreed and implemented a new local Council Tax Support Scheme in 2013/14. Given its policy success, it is proposed that the Council retains this scheme for 2019/20 with the accompanying financial factors unchanged. We will be consulting on a simpler scheme in the year with a view to implementing that scheme in 2020/21.

3.8 Tax Base

3.8.1 The tax base for the year was set at Council on 12 December 2018. For this year we are predicting growth of 1.21% which reflects the increased level of house building in the district, along with a reduced level of exemptions and discounts.

3.9 Balance Unallocated

3.9.1 This forms a contingency for the year and has been kept low for the last few years. In effect, we accurately balance the budget by appropriately varying this figure by small amounts, and for 2019/20 we need to set it at **£58k**.

3.10 Capital Programme

3.10.1 The proposed Capital Programme is set out in Section 4. It comprises a reasonable range of projects to be delivered although Members should note that more projects are in the pipeline and will come forward to start during the year.

3.11 Land and Property Specific Reserve

3.11.1 Members will know that we have now invested £6m in the Local Authorities Property Fund and that this is generating a dividend of around 4% annually. We also now own the Wickes store in Burgess Hill that provides a yield of just over 5%. All of this income goes into providing services in a time of reducing government support to local government.

3.11.2 We look forward to continuing to invest in very high quality assets in order to further our self-sufficiency.

3.12 Fair Funding Review

3.12.1 The government is considering a wide range of options for developing an updated funding formula by looking again at the factors that drive costs for local authorities. The review is intended to ensure that all authorities are appropriately funded.

3.12.2 The review will set new baseline funding allocations for local authorities by delivering an up-to-date assessment of their relative needs and resources, using the best available evidence.

- 3.12.3 It has been evident recently that the tiers of local authority that deal with Adult and Children's Social Care are finding that demand for services outstrips the financial resources to deal with them; some are ceasing or at least delaying expenditure on all non-statutory services in an effort to bring overall spending under control. Members will be aware of the very significant financial issues being faced by a number of upper tier Councils nationally including West Sussex County Council.
- 3.12.4 There is a widespread view that some financial rebalancing between the tiers of local authority is necessary and that the Fair Funding Review will be the mechanism by which this happens. As a Shire District, Mid Sussex can expect to see adjustments to its non-domestic rates baseline that will have the effect of reducing funding to the authority
- 3.12.5 We are therefore taking the opportunity to model the possible outcome of the Review by showing a significant reduction in our income from the Rate Retention Scheme in 2020/21. Formerly we were showing £2.7m of income with £200k being placed in the Scheme Reserve; i.e. a net £2.5m. In a 'worst case scenario' this could be reduced by £1m to £1.5m, albeit it would be likely to be damped in a real implementation.
- 3.12.6 The Provisional Settlement contained a consultation paper on the Review and the extent to which a new formula could be simple yet accurately estimate an authority's financial need. These two aims are often mutually exclusive and one can imagine that the outcome will necessarily be a compromise. Members will be kept informed of the progress of this Review but evidently, scenarios will need some careful consideration over the coming months and may also guide decisions to be taken in the short to medium term.

3.13 Four Year Position

- 3.13.1 The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan (MTFP) below. It is always prudent to treat such projections with caution as circumstances can change quickly and the assumptions underpinning the figures may change – particularly after the Fair Funding Review described above. .
- 3.13.2 We are able to forecast that the gap / (surplus) in the Council's budget over the next 4 years is predicted to be:

Year 1 2019/20	£0k
Year 2 2020/21	£1,425k
Year 3 2021/22	£1,555k
Year 4 2022/23	£1,856k

Medium Term Financial Plan
Scrutiny Committee for Leader, Resources and Economic Growth 16 January 19

Revenue Spending	Year 0 2018/19 £'000	Year 1 2019/20 £'000	Year 2 2020/21 £'000	Year 3 2021/22 £'000	Year 4 2022/23 £'000
Base Net Expenditure	12,048	11,877	11,965	11,976	12,166
Benefits	(119)	(119)	(119)	(119)	(119)
Drainage levies	-	-	-	-	-
Base Revenue Spending	11,929	11,758	11,846	11,857	12,047
Balance Unallocated	27	58	19	19	19
Council Net Expenditure	11,956	11,816	11,865	11,876	12,066
Net on-going pressures / permanent changes 2017/18		37	37	37	37
Net Pressures from Budget Wps		432	404	435	466
Contribution to Rate Retention Scheme Equalisation Reserve	817	200	-	-	-
Additional Contribution to ICT Reserve (Digital)	400	400	400	400	400
Contribution to Burgess Hill Growth Reserve	304	-	-	-	-
Contribution to Development Plan Reserve		100	100	100	100
Contribution to Orchards Reserve	425	425	425	425	425
Additional investment Income		(325)	(325)	(325)	(325)
Net General inflation		522	1,044	1,566	2,088
Total Revenue Spending	13,902	13,607	13,950	14,514	15,257
External Funding (RSG)	-	-	-	-	-
Rates Retention Scheme (RRS) funding	(2,818)	(2,903)	(1,500)	(1,500)	(1,500)
HB Admin Grant / LCTS Grant	(333)	(313)	(313)	(313)	(313)
Council Tax Requirement @ 3.1% in 19/20	(9,631)	(10,048)	(10,472)	(10,906)	(11,348)
Dividend income LAPP	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(145)	(103)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(695)	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(40)	-	-	-	-
Cumulative Balance deficit; / (surplus)	0	0	1,425	1,555	1,856
Difference year on year		0	1,425	130	301

Financing Revenue Spending	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23
Council Taxbase	59,983.3	60,707.5	61,436	62,173	62,919
Change in Taxbase	1.65%	1.21%	1.20%	1.20%	1.20%
	£'000	£'000	£'000	£'000	£'000
Revenue Budget	13,902	13,607	13,950	14,514	15,257
% change in Formula Grant /External Funding	-100.0%				
External Funding (RSG)	0	0	0	0	0
Rates Retention Scheme (RRS) funding	(2,818)	(2,903)	(1,500)	(1,500)	(1,500)
HB Admin Grant / LCTS Grant	(333)	(313)	(313)	(313)	(313)
Council Tax Requirement	(9,631)	(10,048)	(10,472)	(10,906)	(11,348)
Dividend income LAPP	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(145)	(103)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(695)	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	(40)	-	-	-	-
Total Financing	(13,902)	(13,607)	(12,525)	(12,959)	(13,401)
Balance [(deficit); /surplus]	0	(0)	(1,425)	(1,555)	(1,856)
	(13,902)	(13,607)	(13,950)	(14,514)	(15,257)
Council Tax at Band D	£ 160.56	£ 165.51	£ 170.46	£ 175.41	£ 180.36
Change from previous year	3.20%	3.10%	3.00%	2.90%	2.80%

Notes on Medium Term Financial Plan

Year 1 (2019/20): This is the year for which the budget is being proposed. It is balanced with a total spending requirement of £13.607m financed from a combination of Rates Retention scheme, Council Tax, Dividend income and other grants only, as Revenue Support Grant reduced to zero in 2018/19. Inflation is assumed to make up £522k of that expenditure and Council Tax is set to rise by 3.1%.

Year 2 (2020/21): In this year shows a further 3.0% increase in Council Tax. Inflationary pressures add a further £522k to expenditure which includes a 2% average pay rise on payroll. The net result is a forecast deficit of £1,425k.

Year 3 (2021/22): Once again, inflationary pressures add a further £522k to expenditure and Council Tax continues to rise by 2.90%. The net result is a forecast deficit of some £1,555k. This is an increase of £131k compared to the 2020/21 deficit of £1,425k.

Year 4 (2022/23): This is obviously the more difficult year to forecast given that it starts in some 42 months' time and is beyond the scope of the current spending review timeframe. It is expected that changes will have taken place by this time so any projections must be treated with caution. Given what we know at this time, council tax rises by 2.80% and inflationary pressures of some £522k result in a deficit of £1,856k, which is a continuing worsening position compared to the 2021/22 deficit.

SECTION 2: PLANS FOR SERVICE CHANGES, INCOME GENERATION AND EFFICIENCY SAVINGS FOR 2019/20

1.0 Introduction

- 1.1 As in previous years the plans described below have been carefully developed to ensure that services for residents and service users are not affected by the financial challenges facing the Council.
- 1.2 The service changes described below are a mixture of:
- in-year savings from 17/18 carried forward into 2018/19;
 - increased service expenditure where demand for services has increased by way of economic or demographic growth.
- 1.3 It is important to note that while this Council continues to focus on finding ways of doing more for less and increasing efficiency we still deliver new and innovative projects aimed at improving services for the residents of Mid Sussex.
- 1.4 The budget is now balanced as set out in the following paragraphs which contain some of the more significant changes.

2.0 Pressures

2.1 Pressures arising from Service Planning

Burgess Hill Programme

- 2.1.1 The Strategic Growth Programme for Burgess Hill is the most ambitious growth programme in the sub-region and it is a priority site for Government. It will transform the local economy, creating thousands of new high value jobs in technology-led industries, and will make Burgess Hill one of the most attractive places in the region in which to live and to do business.
- 2.1.2 The programme will deliver up to 5,000 new homes, over 15,000 jobs (including construction jobs), major improvements to key roads, new primary and secondary schools, increased capacity at GP practices, new and improved leisure facilities, and full-fibre digital infrastructure.
- 2.1.3 This land use has a significant effect on the workload in the Corporate Estates Business Unit due to the need to advise on the various sub projects that make up the programme, and it is therefore proposed that we increase the team by one 'Development Surveyor' post at a budgeted total cost of £65k. This post would deal with all the issues arising from the Burgess Hill Northern Arc development, whether that be land adoptions, development of associated land in our ownership or agreeing detailed iterations of the masterplans.
- 2.1.4 Approval of this post would then act to free up the surveyors to complete the other projects approved within the Corporate Plan this year and next.
- 2.1.5 Members will also be aware that in Burgess Hill, the library will close in its location next to the now empty Martlets Hall, and reopen in a new location within a converted empty shop in the centre itself. Unfortunately this results in a loss of rental income to this Council of £15k each year.

Wellbeing Team

- 2.1.6 The Wellbeing Team provides a valued service in preventative health and while external funding is not assured into the future, longer serving members of staff accrue full employment rights. It is therefore prudent to budget for the posts. This year, one post becomes permanent, costing £28k pa.

Environmental Health

- 2.1.7 Environmental Health require a new post to manage the process to license Homes of Multiple Occupation for which a fee is payable. While this post will cost £40k pa, this should be met from license fees thereby making the proposal cost-neutral.

Housing and Homelessness Prevention

- 2.1.8 The Housing service is experiencing cost pressures this year and next. In April 2018 the Government introduced the Homeless Reduction Act which places greater responsibilities on the Council to assist homeless persons. This combined with welfare reforms has placed additional pressures on the service and Temporary Accommodation expenditure. It is proposed that three new posts are required to meet the increased demand for services. Two new posts will be created to ensure the Council meets its statutory responsibilities under the new Act and the other will manage the newly acquired Temporary Accommodation.
- 2.1.9 Members will recall that the Council agreed to acquire 20 properties to use as temporary accommodation as an alternative to using Bed & Breakfast properties to improve the service for homeless households and to reduce expenditure on Bed and breakfast accommodation. We are therefore showing both the cost of the new posts and a prudent £135k in rental income for the first year to make the proposal cost neutral.
- 2.1.10 As Members know the Bed & Breakfast budget is demand led so it is difficult to predict spend. This year it has proven even more difficult as the impact of the new Act is still emerging. Welfare reforms, the County Council's proposed budget savings and economic conditions will also have an impact on demand for temporary accommodation. Officers will carefully monitor the situation throughout the year.

Landscapes

- 2.1.11 Members will be aware that the SANG (Suitable Alternative Natural Greenspace) has been adopted by the Council to offset the impact of development on the Ashdown Forest. Whilst the Council receives some commuted sums that indirectly pay for its upkeep, we need to make provision for this within the revenue account. This amounts to £28k each year from next year, which is offset by the commuted sums.

Training and Development

- 2.1.12 We are seeking to invest in our staff through increased training and professional development at a cost of £21k. This also includes the cost of an improved learning portal used by both staff and Members.

Cleansing

- 2.1.13 As the number of new homes increases, the Waste Contract will grow along with the taxbase. As new properties are built and occupied, thresholds are met for increased contract payments. It is predicted that this equates to £14k next year and £28k the year after. We also need to add indexation to contract payments. The indices have increased faster than budgeted, adding a further pressure of £40k to next year's budget.
- 2.1.14 Similarly, the cost of collecting garden waste is increasing and the contractor has reverted to the contract sums rather than the one-off rate that was agreed as a one off to enable the service to grow. This adds £47k to the Council's costs next year.
- 2.1.15 In the same service, WSCC are reverting to the national statutory default rate of recycling credit rather than the higher figure that has been applied over the last few years. Whilst this forms part of the WSCC savings programme designed to save £6.6m next year overall, it does have the effect of increasing the Council's costs by £52k. This affects all the Councils in West Sussex, though others are facing much larger increases.

Legal Services

- 2.1.16 There is also an increasing amount of work in Legal that arises from the upturn in work volumes in other business units – particularly in Corporate Estates and Development Management. It is proposed that a new post of Trainee Solicitor be accommodated within the establishment at a cost of £40k. This also assists with workforce planning when turnover arises.

2.2 Pressures arising from Service Enhancement

Development Management and Economic Growth

- 2.2.1 Last year the Council established the Economic Development Team and adopted the Economic Development Strategy and Action Plan.
- 2.2.2 In 2019/20 the Council will need to set a budget to deliver the Action Plan. It is anticipated that £200k will be required. This will be used to deliver the Plan which will promote the district, analyse skills, carry out town and village centre health checks, support feasibility work for Business Improvement Districts, carry out a programme of events and training for local businesses and to support full fibre rollout for Burgess Hill.

3.0 Savings

- 3.0.1 While we will always seek value for money, the growth of the district as a place to live, work and do business is such that the tenor of the Corporate Plan this year, continuing from last year, is that of investment in services.
- 3.0.2 That being so, there is a lesser level of savings to be included in our Plan this year, but the most significant are shown below.

3.2 Savings arising from Service Planning

- 3.2.1 As noted above, the closure of the loss-making Martlets hall reduces the cost of the leisure contract with Places for People Ltd by £81k each year. This is then passed to us as a contract variation.

3.3 Savings arising from Service Enhancements

Investment income

- 3.3.1 Members will be aware that we have recently purchased the freehold property in London Road, Burgess Hill that is currently let to Wickes. This generates £325k pa (with 5-yearly rent reviews) and is shown as income to the general fund.
- 3.3.2 It is our intention to continue this programme of prudent investments to generate income that then supports services – as part of local financial independence and sustainability.

Temporary Accommodation

- 3.3.3 As set out above and the subject of previous reports, we are implementing the business plan agreed by Council to acquire and manage our own properties. This will improve the quality of services for homeless families whilst reducing our revenue expenditure on the service by being our own landlord.
- 3.3.4 This reduction in expenditure may be masked by the significant increase in demand for the service, but the fundamentals of the business plan will remain true in that expenditure on a like for like basis will reduce.
- 3.3.5 To demonstrate that commitment, and being prudent to allow for a slow start to the project (given that properties have to be acquired, improved and altered etc) we are proposing that the savings budget be £135k in the year – a betterment of £100k.
- 3.3.6 This will of course be closely monitored through the year and reported on in the usual way. This is a statutory, demand-led service and it is therefore very difficult to predict expenditure on temporary accommodation. This is particularly difficult this year, as the impact of welfare reforms, the Homeless Reduction Act and the proposed budget cuts by WSCC on supported housing are all emerging.
- 3.3.7 In summary the key strategic characteristics of the proposals outlined above are
- Positive and prudent planning for the delivery of significant housing and economic growth in the district, and particularly in Burgess Hill
 - Providing expanded services where demand exists
 - Keeping taxation at realistic levels and relative to national inflation
 - Building on our financial independence to support valued services

4.0 Conclusion

- 4.1 The effect of the changes described above is to achieve a balanced budget position for 2019/20. This is summarised in the table below and overleaf. Further detail is set out in Section 3 of this report.

Medium Term Financial Plan Changes since Cabinet 24th September 2018

Revenue Spending

Deficit position Cabinet 24th September 18

Salary increments built into Base Net Expenditure	126
Reduced Contribution to Burgess Hill Growth Reserve	(9)
Contribution to Development Plan Reserve	(304)
Adjustment to Balance Unallocated	100
Change in Net Pressures from Budget Wps since Cabinet 24th September 18	46
Additional Investment Income	380
Change in Inflation calculation	(325)
Decrease in Council Taxbase from 19/20 onwards from 1.7% to 1.21%	20
Net Adjustment to HB admin subsidy grant	49
Collection Fund Council Tax deficit / (surplus)	20
	(103)

**Cumulative Deficit position Scrutiny Committee for Leader,
Resources and Economic Growth 16th January 19**

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
2019/20	2020/21	2021/22	2022/23
£'000	£'000	£'000	£'000
126	1,405	1,409	1,578
(9)	27	44	61
(304)	(304)	(304)	(304)
100	100	100	100
46	7	7	7
380	352	383	414
(325)	(325)	(325)	(325)
20	40	60	80
49	103	161	225
20	20	20	20
(103)			
-	1,425	1,555	1,856
-	1,425	1,555	1,856

A summary of the draft Budget for 2019/20 is shown below which is the total of all net revenue expenditure for the services the Council provides.

Summary of Revenue Spending 2019/20		
<i>Description</i>	<i>Original Estimate</i> 2019/20 £'000	<i>Notes</i>
Base net expenditure 2019/20	11,877	1
Net Benefits	(119)	
Balance unallocated	58	2
Contribution to Rate Retention Scheme Equalisation Reserve	200	
Additional Contribution to ICT Reserve (Digital)	400	
Contribution to Development Plan Reserve	100	
Contribution to Orchards Reserve	425	3
Net 2017/18 ongoing pressures	37	5
Net Pressures from Budget working papers	432	4/5
Additional investment income	(325)	
Net general inflation	522	3
	<hr/>	
Budget Requirement	13,607	
<i>Financed by :</i>		
Rates Retention Scheme (RRS) Funding	(2,903)	
HB Admin Grant /Localised CT Support Grant	(313)	
Income from Council Tax	(10,048)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(103)	
RRS Deficit / (Surplus)	0	
	<hr/>	
	(13,607)	
	<hr/> <hr/>	

Notes:

1. Base net budgets for all services as shown in the tables set out in Section 3 of this report total £11,588k which is inclusive of the on-going pressures from 17/18 of £37k and the additional investment income of £325k.. This total has been decreased as a result of the removal of the on-going pressures of £37k, and increased for the removal of the additional investment income of £325k. It has also been increased to include drainage levies of £1k, which is the starting point for the MTFP Base Net Expenditure of £11,877k.
2. The contingency provision for unexpected costs totalling £58k.
3. Detail included in Section 1 of this report.
4. Detail included in Section 3 of this report
5. Detailed in the tables set out in Section 3 of this report.

SECTION 3: SERVICE COMMENTARIES AND SUMMARY BUDGET TABLES

1. Budgets for 2019/20 for each Business Unit are shown on the next pages. There is a section for each containing :
 - a) an introduction by the Head of Service for 2019/20;
 - b) tables showing the variation for each Business Unit between 2018/19 and 2019/20 budgets.
2. To assist Members, a guidance note is set out below explaining how the Summary Budget Tables work.

Guidance Note Explaining the Summary Budget Tables

3. The Summary Budget tables **exclude** the following:
 - a) **Inflation** - This is added to individual Business Unit areas after the Scrutiny Committee for Leader Resources and Economic Growth have considered this report in January 2019, as the Budget estimates are fixed at this point.
 - b) **Recharges** - This allows Members to see the true cost of the recharged service. Recharges are the cost of Support Services which are added to a Service to show the full cost of each service. However, if Recharges were included in Services in this report, the tables showing the Support Service costs would be zero, rather than showing their true cost.
4. **Forecast 2018/19** - This is the Forecast Outturn for 2018/19, which includes all pressures and savings highlighted in the 2018/19 Budget Management process to Cabinet 12th November 2018, as well as in-year virements approved under delegated authority. Whilst the forecast can be used to compare with the Original Estimate for 2019/20, only on-going pressures / savings can be included as changes to the Budget each year. These on-going changes impact on the Budget estimate for 2019/20.
5. **Base Net Budget (Original Estimate 2019/20)** - This is the Budget set at the start of 2018/19 (with Recharges removed) before allowing for any on-going changes highlighted in the 2018/19 Budget Management process, and any Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments; Budget pressures, Budget savings).
6. **Budget Changes (Variations 2019/20)** - These are the changes highlighted in the Budget working papers. These include forecast changes to the 2018/19 Base Budget such as salary adjustments which includes salary increments and pension increases (if applicable). Salary adjustments also include any approved establishment changes (e.g. restructures) as well as revisions to staff time allocations between Business Units. Other forecast changes are increases / decreases to the 2018/19 Base Budget arising from Council/ Cabinet decisions, and on-going savings/ pressures highlighted in the 2018/19 Budget Management process. These changes are added to the 2018/19 Base Budget to produce the 2019/20 Base Net Expenditure total.
7. **Base Net Expenditure** - This is the 2018/19 Budget (with Recharges removed) after allowing for on-going variations highlighted in the 2018/19 Budget Management process, and Budget changes highlighted in the Budget working papers (e.g. Council/ Cabinet decisions; salary adjustments).
8. **Total Recommended budget for Business Unit for 2019/20** – This is the 2019/20 Budget (without inflation and Recharges) after the inclusion of changes in the Budget as outlined above, and Budget pressures or Budget savings emerging from the Budget working papers.

Assistant Chief Executive

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

Housing

Throughout 2018/19, Housing Services continued to see increased demand for affordable housing. As a result, the Council continued to experience high numbers of homeless households in temporary accommodation. At April 2018, there were 49 households in temporary accommodation and it is anticipated this will be at least 60 by the end of March 2019.

The length of time households are spending in temporary accommodation has also increased largely as a result of the new responsibilities placed on the Council in April 2018 by the Homeless Reduction Act.

To help to reduce the Council's reliance on bed and breakfast, and to provide an improved service to homeless households during 2018/19 the Council set aside £6.5m, £4m in 2018/19, to acquire 30 units of accommodation either through acquisition or lease within the District.

It is anticipated that this will have an impact during 2019/20 on the numbers of households in temporary accommodation with a corresponding reduction in the amount the Council spends on bed and breakfast accommodation. However, it is difficult to quantify this because the service is demand led and trends demonstrate increasing demand.

Work continues to improve the pace at which new affordable housing is delivered by S106. However, this is dependent on developers and market fluctuations. In order to boost delivery we are seeking to increase the amount of affordable housing provided on our own sites, identified for disposal, by increasing the percentage of affordable housing where possible to above policy compliant levels. In 2017/18 the Council secured 97 affordable homes. In 2018/19 it is anticipated to be 100.

In response to increased demand, in 2018/19, the Council has employed two additional housing officers to focus on homelessness prevention and managing the new temporary accommodation. In 2019/20, further investments in staff are also planned.

Planning Policy and Economic Development

The Council adopted a District Plan in March 2018, and Development Infrastructure Contributions Supplementary Planning Document and Affordable Housing Supplementary Planning Document in July 2018. These have changed the nature of planning in the District by enabling the Council to take a robust approach to development and to how it collects contributions from developers, in particular, affordable housing contributions.

Burgess Hill Area is an ambitious programme which comprises of 33 projects. To date, the Council has secured £61.4m of inward investment from the Public Sector, including the Government to support delivery of growth. Significant achievements in 2018/19 were:

- decontamination and remediation of the former sewage treatment works site at Fairbridge Way and commencement of roadworks;
- completion of the DPD warehouse at the Hub;
- decontamination and remediation of the former Gas Holder at Leylands Road;
- secured £10.5m HIF and LGF funding for Goddard's Green Waste Water Treatment Works; This initiative will enable delivery of 256 additional new homes;

- secured £10.9m of LGF funds to develop and deliver the Place and Connectivity Project which will support improvements to sustainable transport, public realm and gateways improvements.

Burgess Hill Growth Area received a significant boost in summer 2018 when Homes England acquired the 200 hectare Northern Arc site, thereby bringing certainty and pace to delivery of infrastructure and homes. Following this, the Council has adopted a Masterplan and Infrastructure Delivery Plan for the Northern Arc and in autumn 2018 permitted the first phase of the Northern Arc development at Freeks Farm, which will see delivery of 460 new homes, new play area and open spaces. It is anticipated that the outline planning permission for the remainder of the Northern Arc will be presented to the District Planning Committee in summer 2019. In total, this will secure up to 3,500 homes, significant infrastructure including a link road between Issacs Lane and the A2300, 3 schools, a centre for community sports and other community facilities including a surgery.

In April 2018, the Council adopted an Economic Development Strategy. During the first year, the following activities have been achieved or started:

- 6 training events to help support our independent retailers;
- 40 Micro business grants worth £70,825, and attracting almost £160,000 in match funding to support the success of small businesses;
- Open 4 Business Event, focused on skills and apprenticeships
- A Masterplan for Haywards Heath to help guide and shape future development;
- Delivery of Martells redevelopment scheme in East Grinstead

In 2019/20, key outputs from the programme will include:

- Work will begin on the LGF-funded A2300 corridor improvements for Burgess Hill
- Delivery of full fibre network for Burgess Hill underway

During 2019/20, the following will be delivered:

- A new Lidl Store in Burgess Hill;
- Sustainable transport improvements to ensure integration of new developments with Burgess Hill

During 2019/20, work will continue on the Site Allocations Development Plan document and it is anticipated that consultation will take place during the summer 2019.

Development Management

The role of Development Management is key to delivery of the District Plan and maintaining the Council's 5 year Housing Land Supply. To achieve this, the Planning team works closely with developers. The Developers Liaison Group has met quarterly and is instrumental to improving working relations with developers.

Over 2,300 planning and related applications were received during 2017/18, and 62 appeals against the refusal of planning permission.

97% of 'major' applications, 96% of 'minor' applications and 98% of 'other' applications were determined within the target period. Performance levels all exceeded our local targets.

36% of appeals were allowed, which was marginally in excess of the local target of 33% allowed.

Mid Sussex Design Awards, celebrating the best new architectural projects in the area and acknowledging the importance that high quality design plays in enhancing Mid Sussex, was held in the Autumn.

Commercial Services Contracts Division

This new division has now been fully established. The Council continues to enjoy good working relationships with its contractors, and work will continue to explore ways to ensure we are fully exploiting the potential synergies between the contracts to ensure a joined up and cohesive approach to improve the customers experience.

Waste

The Divisional Leader for Commercial Services and Contracts Division Chairs the West Sussex Waste Partnership Officers' Group and is working closely with the other authorities in West Sussex to ensure recycling targets are achieved. The partnership will explore initiatives to increase the amount of waste recycled such as piloting the provision of food waste.

During 2018/19, the Council piloted the collection of small waste electrical goods and textiles with the British Heart Foundation, which proved extremely successful and resulted in just over 47 tonnes collected for reuse and recycling. During 2019/20, the Council will work to explore an expansion of this scheme across the District.

The Council should achieve a recycling rate of 43.5% for 2018/19 and these key projects, along with some smaller scale service improvements, should increase the Council's recycling rate towards 45%, the target for 2019/20.

Landscapes

During 2018/19, the Council successfully retained a Green Flag at Beech Hurst Gardens in Haywards Heath and secured a new green flag at St John's Park in Burgess Hill. During 2019/20, it is working with IdVerde to retain both Green Flags and to secure a new Green Flag for East Court and Ashplats Wood in East Grinstead, in partnership with the Town Council.

In 2019/20, the Council is proposing to invest £375k in its parks. This will enable extensive master planning and remodeling in some of the Council's key parks to improve the facilities for all users.

In 2019/20 the Open Space and Playing Pitch Strategy will be completed. This will provide a framework for future investment and improvement in the Council's open spaces, play areas and pitches.

As the Northern Arc is brought forward Homes England will transfer 84 hectares of open space on the Northern Arc to the Council. This will significantly increase the amount of open space for our residents to enjoy.

Leisure

Attendance and membership at the Leisure Centres continues to grow and during 2018/19 the Council saw an upgrade of the leisure pool at the Triangle. Additional car parking spaces will be available at the Dolphin and a padel tennis facility will be introduced at the Triangle for summer 2019.

A key priority for the service in 2019/20 will be working with Homes England and specialist advisers to bring forward plans for the new Centre for Community Sports at the Northern Arc. This will provide a new facility for our residents which will complement the Triangle.

Parking

During 2018/19, the Council successfully introduced cashless parking in all town centre car parks, which provides more choice for our customers.

The Council's car parks retained their Park Mark status and sixteen of those car parks also achieved Disabled Parking Accreditation awarded by the British Parking Association providing customers with confidence of safe and accessible car park provision.

In 2018, in partnership with WSCC, the Council commissioned two road space audits in Burgess Hill and East Grinstead. A road space audit in Haywards Heath will be commissioned in 2019/20. These audits provide an important evidence base to inform the refresh of the Council's Car Parking Strategy which will be a significant priority for the Council in 2019/20.

The following tables detail the proposed budget for 2019/20 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Housing Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Housing Needs	890	(12)	902
Housing Enabling	116		116
Other Council Property	2		2
Housing Staff Control	4	4	0
	1,012		1,020
Base Net Budget			
Budget Changes			
Salary adjustments		3	3
			1,023
Base Net Expenditure			
Pressure – Temporary Accommodation Staffing		94	
Pressure – Choice Base Lettings Contract		10	
Saving – Rental income from homes purchased for Temporary Accommodation		(135)	(31)
			992
Total recommended budget for Business Unit for 2019/20			992

Planning Policy and Economic Development Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Planning Policy	347	(9)	356
Economic Development	225		225
Planning Policy Staff Control	6	6	0
	578		581
Base Net Budget			
Budget Changes			
Salary adjustments		2	
Ongoing Saving 2017/18 – S106 Monitoring Fee Income		(9)	(7)
			574
Base Net Expenditure			
Pressure – Economic Development Strategy		200	
Saving - Staffing		(17)	183
Total recommended budget for Business Unit for 2019/20			757

Development Management Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Development Management	33	(5)	38
Development Management Staff	(34)	(34)	0
	<hr/>		<hr/>
Base Net Budget	(1)		38
Budget Changes			
Salary adjustments		31	31
			<hr/>
Base Net Expenditure			69
Pressure – Production of a Design Guide		16	
Saving – Staffing		(31)	
Saving – Development Management Adverts		(6)	(21)
			<hr/>
Total recommended budget for Business Unit for 2019/20			48 <hr/> <hr/>

Parking Services Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Car Parks	(1,417)	(36)	(1,381)
Parking Enforcement	6	6	0
	<hr/>		<hr/>
Base Net Budget	(1,411)		(1,381)
Budget Changes			
Salary adjustments		17	17
			<hr/>
Base Net Expenditure			(1,364)
Pressure – Parking Strategy		40	
Saving – New Car Park following Martlets Hall demolition		(25)	15
			<hr/>
Total recommended budget for Business Unit for 2019/20			(1,349)
			<hr/>

Cleansing Services Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Refuse Collection	2,065	102	1,963
Recycling	(756)		(756)
Highway Cleansing	1,246		1,161
Highway Maintenance	50		50
Cleansing Staff Control	(5)	(5)	0
	<hr/>		<hr/>
Base Net Budget	2,600		2,503
Budget Changes			
Salary adjustments		8	
Waste contract variation – Growth in properties		17	
A23 Clearance		20	45
			<hr/>
Base Net Expenditure			2,548
Pressure – Recycling credit income		52	
Pressure – Waste contract variation - Growth in properties		14	
Pressure – Waste contract indexation pressure		40	
Pressure – Garden Waste contract variation		47	
Saving - Staffing		(15)	138
			<hr/>
Total recommended budget for Business Unit for 2019/20			<u><u>2,686</u></u>

Landscapes & Leisure Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Outdoor Facilities	1,735	76	1,659
Trust Fund Accounts	0		0
Facilities Management Staff Control	(9)	(9)	0
Landscapes Staff Control	(6)	(6)	0
Leisure Centres	(1,128)	1	(1,129)
	<hr/>		<hr/>
Base Net Budget	592		530
Budget Changes			
Salary adjustments		75	
2017/18 Ongoing pressure – Outdoor Facilities Pavilion		12	87
			<hr/>
Base Net Expenditure			617
Saving – Leisure Contract – Closure of Martlets Hall		(81)	
Saving – Leisure Contract – Increased investment in Leisure pool		(22)	
Pressure – Leisure Contract – Adjustment for indexation		16	
Pressure – Grounds Maintenance – National Living Wage Contract variation		8	
Pressure – East Court and Ashplats Wood SANG maintenance		28	
Pressure – Staffing		5	(46)
			<hr/>
Total recommended budget for Business Unit for 2019/20			571 <hr/>

Head of Corporate Resources

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

Community Services, Policy and Performance

The year ahead promises to be very busy with a large range of projects to be delivered. Firstly, we aim to adopt the Strategies that we started creating last year; a new Playing Pitch Strategy, Play and Open Space Strategy and Community Asset Strategy. These will last from 2018 to 2031 and are designed to guide the development of the district in tandem with the housebuilding set out within the District Plan. These strategies are used by developers to steer them on the level and extent of the community infrastructure required to accompany new developments and should be adopted in the first part of the new year.

Next we will be developing & delivering a comprehensive community Wellbeing programme that meets the requirements of the new three year wellbeing service contract specification from WSCC Public Health. Prevention rather than cure seems to be increasingly important to the government.

We plan to expand the delivery of the Playdays in the school holidays. These have been really successful with many thousands of children benefitting from attending. We shall be varying the locations and timings of these to maximise take-up and will consider a mobile service being added on. Generally, we'd like to work with the CCG on addressing preventative community-based approaches to services which may mean exploring funding options with Public Health beyond March 2019.

As the towns grow larger we would also like to improve the uptake of cycling in the district and will be working on a Mid Sussex Cycle Network with the aim of consulting with residents in March 2020.

Finally, amongst the other Sustainability work (including implementing the Sustainability Strategy action plan), we plan to help with delivering Affordable Warmth for certain groups of people and to promote low carbon transport by way of Sustainable Travel events and the upgrading of the electrical vehicle charging infrastructure in key community locations.

Corporate Estates and Facilities

The year ahead looks to be very busy as the activity in the property market continues to show no signs of abating just yet. The focus next year will be to finish a number of projects and make effective starts on a number of others whilst continuing to deliver the business as usual across the existing portfolio.

We will be bringing forward a masterplan for the development of the Orchards Shopping Centre to increase its leisure use and to diversify the tenant mix, this will of course involve community consultation over the summer.

We will continue to purchase property to provide temporary accommodation to use instead of bed and breakfast rooms and we will also try and maximise the delivery of affordable housing through the use of council owned sites and going beyond policy numbers.

We aim to produce a 20 year planned maintenance strategy; to guide capital and revenue spending across the district and ensure that our assets and facilities remains up to date and properly maintained.

We will also be delivering the capital projects set out within the capital programme for the year – renewing a range of playgrounds and replacing the windows and the heating in Oaklands. We should also be improving the democratic spaces on campus and adding a lift to make the building compliant with the Equality Act 2010.

Finance

The theme this year is ensuring that the new Financial Management System.(FMS) is properly tested and training completed before the 'Go-Live' date later in the year on 2nd September. This date has been put back once due to competing demands on the staff resource with both Business as Usual and the FMS project requiring significant time input. Members will recall that the new system will be Cloud-based and available on mobile devices, and means we can reduce our ICT estate in line with the Corporate priority

After a successful earlier closedown for 2017/18 this regime continues in 2018/19 and subsequent years. Between closedown, regular management accounting and the FMS project the year is completely taken up.

Revenues and Benefits

This will be the first full year when Mid Sussex runs its own service and some time will be spent simply consolidating our organisation's staffing, training and processes and procedures. There are also some key projects to be delivered as set out next.

During the year we will explore the options for a simplified replacement for the Council Tax Reduction Scheme, modelling of options and analysis of outcomes, and agreement of the preferred way ahead. This is a project deferred from 2018/19 due to pressure of work. Once a preference has been identified, a thorough impact assessment will be undertaken during the summer of 2019 and consultation undertaken during the autumn of 2019 with a view to implementation for 2019/20.

We will also be procuring an Imaging and Workflow system during the year and then retendering our 'virtual mailroom' service that feeds the data into the Workflow; we expect to implement this in July 2019.

Finally, we need to ensure that the Managed Migration of Universal Credit is successful across the district and help our Housing Benefits customers accordingly.

The following tables detail the proposed budget for 2019/20 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Community Services, Policy and Performance Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Grants to Organisations	292		292
Concessionary Fares	0		0
Sustainability Climate Change	49		49
Community Services	230		230
Partnership Funding	108	1	107
Community Leisure and Development	115		115
Corporate Improvement	118	3	115
Base Net Budget	912		908
Budget Changes			
Salary adjustments		8	8
Base Net Expenditure			916
Pressure - Staffing		28	
Pressure – Not in Education or Training project (NEETs)		6	34
Total recommended budget for Business Unit for 2019/20			950

Corporate Estates and Facilities Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Contracts	9		9
Oaklands	758	15	743
Property Operational	180		180
Building Maintenance Staff Control	5	5	0
Investment Property	(2,711)	(134)	(2,577)
Property Staff Control	2	2	0
District Drainage	129	20	109
Better Mid Sussex	(9)		(9)
Public Conveniences	140		140
Emergency Planning	32		32
Base Net Budget	(1,465)		(1,373)
Budget Changes			
Salary adjustments		(72)	
Lifecycle costing asset management – payment to reserves		(201)	
Lifecycle costing - repairs		(32)	
Additional investment income (Wickes)		(325)	(630)
Base Net Expenditure			(2,003)
Pressure – Market Place Ground Rent		31	
Pressure – Rental income - St Albans Hall		8	
Pressure – Rental income - Miscellaneous Trading Account Properties		10	
Pressure – Drainage Consultants		30	
Pressure – Rental income - Victoria Road Industrial Estate		58	
Pressure – Martlets Library Ground Rent		15	
Pressure – Salaries - Development Surveyor		65	
Saving – Rental income - Bridge Road Depot		(4)	
Saving – Rental income - Market Place Car Park		(65)	
Saving – Rental income - The Orchards		(15)	
Saving – Rental income - Sheddingdean Industrial Estate		(1)	
Saving – Rental income Miscellaneous Trading Account Properties		(11)	
Saving - Fixed Plant annual contracts		(20)	
Saving - Drainage - contribution from WSCC		(2)	
Saving – Rental income - 31 Victoria Gardens		(58)	41
Total recommended budget for Business Unit for 2019/20			(1,962)

Finance Accountancy Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Accountancy Support	611	5	606
Base Net Budget	<u>611</u>		<u>606</u>
Budget Changes			
Salary adjustments		5	5
Base Net Expenditure			<u>611</u>
Pressure – Software licence – Technology One		53	
Saving – Software licence – Civica		(47)	6
Total recommended budget for Business Unit for 2019/20			<u><u>617</u></u>

Finance Corporate Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Other Corporate & Democratic Core	168	5	163
Non Distributed Costs	1,318		1,318
Insurance	9	15	(6)
Finance Control Support	61		61
Base Net Budget	<u>1,556</u>		<u>1,536</u>
Budget Changes			
2017/18 Ongoing Pressure – Apprenticeship Levy		5	5
Base Net Expenditure			<u>1,541</u>
Total recommended budget for Business Unit for 2019/20			<u><u>1,541</u></u>

Revenues & Benefits Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Benefits Administration	766	6	760
Revenue Collection	763	8	755
	<hr/>		<hr/>
Base Net Budget	1,529		1,515
Budget Changes			
Salary adjustments		14	14
			<hr/>
Base Net Expenditure			1,529
Saving – Bank charges		(10)	(10)
			<hr/>
Total recommended budget for Business Unit for 2019/20			1,519 <hr/> <hr/>

Head of Digital, Customer Services, ICT, Communications & HR

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

Customer Services & Communications

The Council's Customer Services and Communications teams will continue to support and provide the first point of contact for the majority of Council customers. This will be delivered through the Council's main reception at Oaklands, the Contact Centre, the internet and social media. Where possible we will provide a single point of contact for all Council services, including planning and building control.

During the year the Customer Services team will be capitalising on continued improvements to the Customer Relationship Management system (CRM). Efficiencies that have delivered additional capacity within the team will increasingly be used to transfer more services to the team. For example, Garden Waste subscriptions will move to the team later this year. New queuing software for the reception at Oaklands now provides management information on service requests, wait times and we will adjust cover to ensure it effectively meets customer needs. We will become more proactive, developing additional capabilities to provide notifications to customers and residents with information about our services so that they do not need to contact us.

The Communications team will focus on understanding the Council's audiences and their preferred means of contact. Communications and Social Media monitoring is in place, providing analysis of the effectiveness of our work. This in turn will help identify communities so that we can better understand resident and customer needs. In 2019/20 the team will continue to offer campaign, marketing and communications support to business units.

The Communications team will continue to ensure the Council's publications are of appropriate quality and will monitor the spend and continued need for these. Mid Sussex Matters (MSM) magazine and Mid Sussex Matters More the online magazine will be enhanced to provide options for readers who wish to share articles and information with others.

ICT & Digital

The Digital team will build on its work in redesigning the Council's web presence working with customers to ensure transactions and journeys facilitate a faster and improved customer experience. This work will support the work of the Customer Services team, ensuring our residents and customers have as positive an experience when they call us as when they use online services.

The Digital and ICT teams will focus on delivering the next phase of the Council's Digital Strategy. This will include exploiting existing software to retire, older, more expensive, software and hardware. The team will also focus on the Council's data architecture ensuring data is categorised to aid security, significantly reducing duplication and managing risk associated with data retention and access. This will include measures to use single data sets as sources of information for all systems, for example address data in the gazetteer system. Technologies will be introduced to support staff and contractors working predominantly in the field, reducing administration time and offering an improved customer experience. The teams will also support colleagues in developing digital skills to enable more effective working practices that reflect changing customer needs and expectations.

Human Resources & Payroll

The key aim for Human Resources (HR) will be to increasingly support managers and employees to maximise their productivity and flexibility to reflect the changing demands on the Council. Building on the introduction of a more flexible HR and Payroll system integrating timesheets and expenses, the team will support managers to focus on employee development and productivity. This will include job design to ensure people have the skills for the future and not the past.

The following tables detail the proposed budget for 2019/20 excluding internal recharges for each business unit under the responsibility of the Head of Digital & Customer Services.

Customer Services and Communications Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Customer Service & Communications	470	4	466
Base Net Budget	470		466
Budget Changes			
Salary adjustments		4	4
Base Net Expenditure			470
Pressure – Printing - Mid Sussex Matters		5	5
Total recommended budget for Business Unit for 2019/20			475

ICT Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Central Computer Costs	1,296	7	1,289
ICT	0		0
Corporate Systems Accounts	(4)		(4)
Base Net Budget	1,292		1,285
Budget Changes			
Salary Adjustments		13	13
Base Net Expenditure			1,298
Pressure – Maintenance Contracts		29	29
Total recommended budget for Business Unit for 2019/20			1,327

Human Resources & Payroll Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
HR & Payroll	479	24	455
	<hr/>		<hr/>
Base Net Budget	479		455
Budget Changes			
Salary adjustments		3	
HR & Payroll System – pressure for 2018/19 only		(24)	(21)
			<hr/>
Base Net Expenditure			434
Pressure – HR and Payroll system		40	
Pressure – Internal training		15	
Pressure – Training – Continuing Professional Development		6	61
			<hr/>
Total recommended budget for Business Unit for 2019/20			495 <hr/> <hr/>

Head of Regulatory Services (and Monitoring Officer)

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

Legal

The legal team will continue to support all Business Units across the Council. There will continue to be a growing demand to secure high volumes of planning obligations including the infrastructure required to support the Northern Arc Strategic Allocation. The team will continue to assist the delivery of the Temporary Accommodation Project working with Housing and Estates. Property work relating to the Council's land holdings and new acquisitions to facilitate sustainable growth in the District will play a highly important role.

In addition, the legal team is an integral part of the Council's community work and charity matters.

The legal team has retained the Lexcel accreditation which is a quality mark for excellence in legal practice, management and client care. This facilitates the development of practices and procedures to deliver efficiencies and improve customer service. The legal team will seek to ensure commercial and other third parties pay appropriate fees in any recharge situation.

Democratic Services

The Democratic Services team will continue to service meetings of the Council and committees. They also deal with other member issues including member development and member allowances.

There are District wide elections scheduled in 2019/20 and the team will ensure a readiness to deliver any election called at short notice as well as any Neighbourhood Plan Referendum. Preparations are already underway to deliver the local elections in May 2019 to include an electoral integrity pilot.

The team support the Chairman and Vice Chairman in their Civic roles which include a wider role at times of National or local events affecting the public mood.

Land Charges

As the District population increases the work of the Land Charges and the Planning and Building Control support teams increases. A new contract will be procured for the scanning of data as the need for scanning falls as more applications are submitted on line. Land charges records continue being accurately digitized to improve efficiency and additional resources have been added to this team to ensure this project is completed by 2020. The total land charges system will be installed mid 2019 so the electronic data can start being fully used when responding to land charges search requests.

Environmental Health

Additional resources have been added to the team to meet the demands of a growing District and the new houses in multiple occupation registration requirements and animal registration responsibilities. Private housing conditions are an important part of the teams work.

The team is working to further digitize processes to improve efficiency.

The team is implementing a County wide discretionary disabled facilities policy which is seeing a lot more people supported by enhanced central government funding.

Food safety remains an important area of work for that part of the team.

Licensing policies will be kept under review with a new gambling policy recently adopted.

Building Control

There remains plenty of activity in the building market and the team will be kept busy with fee producing work. They look to market their services to attract better paid work.

To assist with recruitment the team have trained from within and this process is continuing in 2019/20 as part of the enhanced apprenticeship scheme.

The following tables detail the proposed budget for 2019/20 excluding internal recharges for each business unit under the responsibility of the Head of Regulatory Services.

Legal Services Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Legal Support Costs	303	3	300
	<hr/>		<hr/>
Base Net Budget	303		300
Budget Changes			
Salary adjustments		2	2
			<hr/>
Base Net Expenditure			302
Pressure – Staffing		40	
Saving – Increased income		(15)	25
			<hr/>
Total recommended budget for Business Unit for 2019/20			327 <hr/>

Democratic Services Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Elections & Registrations	316	(26)	342
Members Services	573	1	572
	<hr/>		<hr/>
Base Net Budget	889		914
Budget Changes			
Salary adjustments		3	3
			<hr/>
Base Net Expenditure			917
Pressure – Members Allowances – New Cabinet Member		8	8
			<hr/>
Total recommended budget for Business Unit for 2019/20			925 <hr/> <hr/>

Land Charges Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Local Land Charges	(18)	(9)	(9)
Land Charge Admin Staff Control	2	2	0
	<hr/>		<hr/>
Base Net Budget	(16)		(9)
Budget Changes			
Salary adjustments		(1)	
			<hr/>
Base Net Expenditure			(10)
			<hr/>
Total recommended budget for Business Unit for 2019/20			(10)
			<hr/> <hr/>

Planning and Building Control Service Support Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Planning Service Support	2		0
	<hr/>		<hr/>
Base Net Budget	2		0
Budget Changes			
Salary adjustments		(5)	(5)
			<hr/>
Base Net Expenditure			(5)
			<hr/>
Total recommended budget for Business Unit for 2019/20			(5)
			<hr/> <hr/>

Environmental Health Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Contaminated Land	45		45
Housing Standards	150	(5)	155
Safety & Licensing	301	(5)	306
Environmental Protection	213	22	191
Environmental Health Staffing	(20)	(20)	0
Health and Safety	45	(2)	47
	734		744
Base Net Budget			
Budget Changes			
Salary adjustments		10	10
Base Net Expenditure			754
Pressure - Staffing		40	
Saving – Houses in Multiple Occupation licence fee income		(40)	
Saving – Kennelling costs		(7)	
Saving – Animal Welfare licences		(6)	(13)
Total recommended budget for Business Unit for 2019/20			741

Building Control Draft Budget 2019/20

<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Estimate 2019/20 £'000</i>
Base Net Budget			
Building Control	177	89	88
	<hr/>		<hr/>
Base Net Budget	177		88
Budget Changes			
Salary adjustments		14	
2017/18 Ongoing pressure – Building Control Income		29	43
			<hr/>
Base Net Expenditure			131
Pressure – Scanning of data		8	8
			<hr/>
Total recommended budget for Business Unit for 2019/20			139
			<hr/> <hr/>

Strategic Core

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

The following table details the proposed budget for 2019/20 excluding internal recharges for Strategic Core.

Strategic Core Draft Budget 2019/20			
<i>Description</i>	<i>Forecast 2018/19 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2019/20 £'000</i>
Base Net Budget			
Strategic Core	1,205	(7)	1,212
Base Net Budget	<u>1,205</u>		<u>1,212</u>
Budget Changes			
Salary adjustments		24	24
Base Net Expenditure			<u>1,236</u>
Total recommended budget for Business Unit for 2019/20			<u><u>1,236</u></u>

SECTION 4: CAPITAL PROGRAMME

1. This section sets out a proposed Capital Programme and Capital Strategy. (Members should note that due to new guidance the format of this strategy is subject to change before the Council considers it at the February 2019 meeting.)
2. Each year, the Council sets out its Capital Programme for the forthcoming year. Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year timeline. On this basis, this section sets out an overall Programme for the next four years.

Capital Strategy

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

- i) Council must approve the Capital Programme as part of the Corporate Plan and Budget exercise
4. The adoption of the foregoing principles results in a modest proposed Capital Programme for 2019/20 as detailed further in the paragraphs below.

Proposed Projects for 2019/20

5. In light of the comments above, the capital projects that have come forward are as follows:
 - (i) **ICT**
These relate to a workstation replacement programme at £50k, and projects designed to upgrade our capabilities whilst moving us towards being infrastructure free in the longer term.
 - (ii) **Other Schemes**
This project is the first of a three year programme for Oaklands Window Replacements. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan. It may be possible to achieve the whole programme in one year and make a saving – this will be investigated.
 - (iii) **Major Capital Renewals**
This is the cost of maintaining our assets and will be detailed within the Corporate Plan.
 - (iv) **Disabled Facility Grants**
This is a mandatory scheme and is currently fully funded from a WSCC grant contribution.
 - (v) **Pavilions**
These are funded wholly or mainly from S106 contributions.
6. The proposed capital projects to be included in the 2019/20 Capital Programme are set out on the next page. In addition the current Starts List for 2019/20-2020/21 is detailed below: The Starts List are projects that are being put forward for approval subject to a future business case.

Proposed Capital Project Starts List - 2019/20 - 2020/21		
	Total	Total
	2019/20	2020/21
Project	£'000s	£'000s
<i>Parks Improvements</i>		
Parks Asset Management Plan	65	50
Recycling Bins in Key Parks	16	16
Victoria Park- Haywards Heath	7	270
Brooklands Park- East Grinstead	7	324
Mount Noddy- East Grinstead	7	270
Clair Park- Haywards Heath		8
St John's Park- Burgess Hill		8
Helmsley Meadow/ Finches Field- Pease Pottage	15	810
<i>Playground Improvements:</i>	240	240
- Bolney Recreation Ground	tbc	tbc
- John Pears Recreation Ground (Ashhurst Wood)	tbc	tbc
- Twineham Recreation Ground	tbc	tbc

Proposed New Projects - Capital Programme 2019/20 - 2022/23						
	Project	Total	Total	Total	Total	Revenue
	Justification	2019/20	2020/21	2021/22	2022/23	Implications
Project		£'000s	£'000s	£'000s	£'000s	£'000s
ICT Projects/ CenSus ICT						
Workstation Replacement	Yes	50	50	50	50	
Relocation of IDOX Uniform and Northgate software to Oaklands	Yes	37				5
Firewall replacement	Yes	25				
Supporting Infrastructure Refresh	Yes	30				
Telephony System Replacement	Yes	120				
Total ICT Projects:		262	50	50	50	0
Others:						
Oaklands Window Replacement	Yes	183	177	234		
Total Others:		183	177	234	0	0
Major Capital Renewals						
<u>Oaklands:</u>						
Refurbish West Wing Grd Floor Gents W011	n/a	20				
Refurbish East Wing Kitchen E104	n/a	15				
Refurbish East Wing Gents	n/a	20				
Refurbish IT Suite	n/a	20				
Intruder Alarm Upgrade	n/a	30				
<u>Pavilions:</u>						
Cuckfield Rec Pavilion Refurbishment - Capital	n/a	57				
<u>Car Parks:</u>						
Tolgate Car Park Upgrade - Lindfield	n/a	22				
Trinity Road Car Park Upgrade- Hurstpierpoint	n/a	45				
Unallocated funding for future years	n/a		179	271	444	
Total Major Capital Renewals	n/a	229	179	271	444	0
Housing						
Affordable Housing	n/a		1,083			
Total Housing		0	1,083	0	0	0
Environmental Health						
Disabled Facility Grants	n/a	900	900	900		
Total Environmental Health		900	900	900	0	0
S106 Partly Funded Schemes:						
<u>Pavilions:</u>						
Cuckfield Rec Pavilion Refurbishment -community funding	n/a	27				
Total S106 Partly Funded Schemes:		27	0	0	0	0
Total New Capital Projects		1,601	2,389	1,455	494	0
Financed By:						
Grant Contributions WSCC		900	900	900	0	
S106 Agreements -time limited		27	0	0	0	
S106 Agreements -non time limited		0	0	0	0	
S106 Housing - non time limited		0	1,083	0	0	
Met from Revenue Contributions (for MCR)		229	179	271	444	
General Reserve		183	177	234	0	
Specific Reserve		262	50	50	50	
Total Financed:		1,601	2,389	1,455	494	0

Individual schemes are set out in the following pages.

PROJECT JUSTIFICATION DETAILS

PC Replacement Programme

Purpose of project :

The Council currently has approximately 400 workstations and to ensure efficiency and reliability a replacement programme is required. At present the workstations are bought with an extended 5 year warranty and ideally they should be replaced when this expires. Service areas with aging non-compatible workstations are disadvantaged when looking to improve their work process by leveraging modern digital tools and workflows. The present 10% replacement programme is insufficient to ensure staff have the best tools to improve efficiency, reliability and compatibility with the Digital Programme.

Total Amount : £50,000

Capitalised Salaries included in the project total: None

Other sources of funding: N/A

Revenue Implications: None

Value For Money Assessment:

The present replacement budget of £25,000 only replaces approximately 10% of all workstations. This has resulted in a major financial cost in 2017/18 to upgrade and replace workstations incompatible with installation of the Windows10 operating system before our present Windows7 operating system becomes unsupported in January 2020. To avoid this expense in future and to ensure service area have the best tools to deliver their workload the replacement budget needs to be sufficient to replace nearer 20% of workstations on a rolling basis.

Business Unit/Service: Digital and Customer Services

Head of Service : Simon Hughes

Project Manager: Julie Simpson

Cabinet Members : Cllr Mandy Thomas-Atkin

Ward Members : Not applicable

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

Efficient and Responsive Services

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

Summary of discussions with Cabinet Member:

The Cabinet Member has been consulted and has confirmed their support for this bid.

Previous Consideration at Scrutiny Committee:

N/A

Risk Analysis:

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

PROJECT JUSTIFICATION DETAILS

Relocation of IDOX UNIFORM and Northgate software to Oaklands

Purpose of project:

The service plan for 2017/18 included a capital allocation of £68,000 for the migration of the IDOX UNIFORM system back from the CENSUS partnership. Due to issues that arose at a wider level in connection with the disbandment of the partnership arrangements, this project was not carried out. With the process for disbandment of the partnership now agreed, it has been decided to resurrect the postponed IDOX migration project and additionally include the associated Northgate Information@Work document management system that is also hosted on the CENSUS network, finally severing the Council's dependency on the CENSUS partnership for these critical software systems.

Coupled with the disbandment of the partnership, the pending obsolescence of the hardware and database software currently employed on the CENSUS network must also be taken into account. Officers are therefore of the opinion that the time has come to migrate both systems back to the Council's own datacentre.

Although the original migration project was suspended, the project budget remained allocated and has been carried over into the subsequent 2018/19 year. It is proposed that this form the base funding for the enhanced project and this capital proposal seeks 'top up' funding to complete the transition of both systems.

Background

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

The Northgate Information@Work document management system is used across the same service areas as the IDOX system for storage and management of the associated case files and paperwork. The system is also connected to the Council's highly popular Online Planning and Licensing Register, allowing the public and parish council's to download and view current and historic planning and licensing history.

Costs:

Total Amount : £37,500

Total project cost will be £105,500. To comprise £68,000 from the existing budget allocation plus £37,500 from this capital bid.

Capitalised Salaries included in the project total : None.

Other sources of funding : None

Revenue implications:

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

Value for money assessment:

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

Alternative options considered:

Officers have looked at the option of moving to alternative providers, but concluded that the complexity of migrating the extensive datasets across to a new provider, coupled with the known time constraints on the existing CENSUS arrangements mean that undertaking a transition to an unknown replacement system would be a high risk option for critical council functions at this time. For this reason, officers have concluded that the only reliable path at this point is to progress the migration of the existing systems to the Council's datacentre.

Business Unit/Service: Digital and Customer Services

Head of Service: Simon Hughes

Project Manager: Keith Stanton

Cabinet Member: Mandy Thomas-Atkin

Ward Member: Not applicable

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

BS 2.1 - Better Services.

Summary of discussions with Cabinet Member:

The Cabinet member has confirmed agreement with the capital bid and is supportive of the continued move to disaggregate the census ICT partnership and legacy infrastructure.

Risk Analysis:

The proposal intends to make sensible provision for support of the UNiform system for the next 4-5 years. There are no specific risks that arise from the decision to migrate the UNiform system back to the Council's own datacentre. It is intended that significant stages of the work will be carried out at weekends in order to minimise disruption to services during the working week.

PROJECT JUSTIFICATION DETAILS

Firewall Replacement

Purpose of project :

Part of the firewall infrastructure installed in 2012 as part of PSN security requirements is coming to end of life support and will no longer receive updates leaving the council vulnerable to emerging threats, so needs replacing. An up-to-date Next Generation Firewall will enhance the level of security to better deal with emerging threats, support the growing number of cloud-based systems (both MSDC and 3rd party), and enable more diverse monitoring and analysis of network traffic.

Total Amount : £25,000

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

Value For Money Assessment:

Out of date Firewall needs to be replaced to ensure ongoing security of the MSDC network and continual compliance with the PSN/PCI DSS security requirements. A new firewall will give us additional functionality to manage all web traffic through the firewall to enable more efficient network traffic flow.

Business Unit/Service : Digital and Customer Services

Head of Service : Simon Hughes

Project Manager: Howard Knowelden

Cabinet Members : Cllr Mandy Thomas-Atkin

Ward Members : N/A

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

Efficient and Responsive Services

The support required for maintaining the functioning of the existing firewalls diverts ICT staff from developing services that will contribute to efficiencies in more customer facing services.

Financial Independence

This will rationalise and significantly simplify the legacy firewall arrangements from the CenSus ICT partnership. This means that the Council will be able to either exploit the market to deliver reduced maintenance and support costs or bring administration in house.

Summary of discussions with Cabinet Member :

The Cabinet Member has been consulted and has confirmed their support for this bid.

Previous Consideration at Scrutiny Committee : No

Risk Analysis :

An out of support firewall is a very high cyber-security risk which opens up the MSDC network to vulnerabilities and attacks. The present firewall infrastructure is over complicated with different inconsistent management systems for each part, due to the heavy management overhead there is an increased reliance on 3rd party support and increased risk of inadvertent misconfiguration thus increasing the security risks.

PROJECT JUSTIFICATION DETAILS

Supporting Infrastructure Refresh

Purpose of project :

With the introduction of the Digital Programme, new network switches, cloud migrations and desktops upgrading to Windows10 network cabling and supporting equipment will need replacement. This is to meet the additional requirements of new hardware and software, for example to avoid bottle necks for the network traffic which can cause significant delays in login on to systems of performing complex functions. This will also provide an opportunity to exploit the market in delivering reduce support and maintenance costs for network hardware. The expected benefits and efficiencies will not be realised if the network is unable to support the up-to-date systems running across it.

Total Amount : £30,000

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

Value for Money Assessment:

The benefits and efficiencies expected from the digital programme will be degraded due to some of the older network cabling and supporting equipment not meeting the requirements to support the modern systems and the increasing traffic demands placed upon them.

Business Unit/Service : Digital & Customer Services

Head of Service : Simon Hughes

Project Manager: Howard Knowelden

Cabinet Members : Cllr Mandy Thomas-Atkin.

Ward Members : Not applicable

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

Efficient and Responsive Services:

The support required for maintaining the functioning of the existing network hardware diverts ICT staff from developing services that will contribute to efficiencies in more customer facing services.

Financial Independence:

This will rationalise and significantly simplify the legacy network hardware from the CenSus ICT partnership. This means that the Council will be able to either exploit the market to deliver reduced maintenance and support costs and bring administration in house.

Summary of discussions with Cabinet Member :

The Cabinet Member has been consulted and has confirmed their support for this bid.

Previous Consideration at Scrutiny Committee : No

Risk Analysis :

Network traffic bottlenecks due to incompatible infrastructure leading to slower connections to service areas and/or the inability to deploy new systems under the Digital Programme due technological blockers.

PROJECT JUSTIFICATION DETAILS

Telephony System Replacement

Purpose of project :

Our current telephony system is over 15 years old and comes to end of life soon and is no longer be developed by its manufacturer. The system is reliable, but its inflexibility and limited/aging functionality now restricts what we can do with it and we are falling behind customer expectation.

Our Customer Services team is being adversely affected by these restrictions. A modern telephony system would enable us to:

- Move away from expensive channels of communication such as voice and offer our customers more efficient channels such as email and chat.
- Prioritise incoming communications based upon the channel being used enabling us to interact with our Customers the way they want.
- Evaluate Customer preferences from the full reporting functionality
- More tightly integrate into back office digital systems.
- Support more flexible ways of working.

Total Amount : £120,000

Capitalised Salaries included in the project total: N/A

Other sources of funding: None

Revenue Implications: None

Value For Money Assessment:

The existing system reaches end of life in December 2019 where it is no longer supported. This means if there is a hardware failure it would not be replaced resulting in the Council being unable to make or receive calls. This would represent a significant service failure and reprourement of a service following failure could take a matter of weeks and incur significant costs in order to meet an 'emergency' timescale.

A new telephony system will leverage efficiencies from the extra functionality available for staff in performance of their duties, giving better support to our customers. For example,

Modern business telephone systems offer an extensive range of features that can bring greater efficiency and productivity.

Call Routing

Automated call routing software allows the system to direct calls to the most appropriate team or customer service officer. It does this by detecting caller information such as familiar numbers or the information given by the caller. Intelligent call routing can help to streamline the flow of communication through the Council, increasing call handling efficiency and reducing costs. It also provides callers with a better service, removing the need for them to be put on hold and transferred until they reach an appropriate person or service.

Mobile Twinning

Mobile twinning allows calls to be forwarded to mobile devices, to be answered by staff working remotely or on the go. This significantly reduces the chances of important calls being missed, as staff will be able to answer them whenever and wherever they are. Mobile twinning can also be set up to ensure that specific telephone numbers are automatically redirected to a mobile device. This will significantly simplify the technical support required for out of hours arrangements.

Multi-site Networking

This allows staff to contact colleagues free of charge, regardless of their location. Whether employees are working from home or a different branch, all calls between them will effectively be internal as if they were working in the same building.

Call Management

Call management software provides a real-time view of all call activity and produces useful reports which analyse call activity. These can be used to compare the performance monitor call waiting times across all numbers, the length of calls and how long callers are waiting before hanging up. This will enable the Council to target specific areas for training and improvement in order to increase efficiency and productivity.

Computer Telephony Integration (CTI)

This links the telephone and computer systems, so that staff can dial a telephone number with one click. Customer Services staff will also be able to see who's calling and enhanced CIT features will allow "screen popping" of a record on the CRM database triggered by an incoming call. This will give you great productivity benefits and help the Council improve customer service by greeting people by name and quickly having their account / call details in front of them.

Unified Messaging

This can display voice and email messages in one inbox. Messages can then be accessed by telephone, mobile device or PC.

As part of the procurement suppliers will be required to investigate efficiencies across the Council by deploying particular features and this will form the detailed business case prior to award.

Business Unit/Service : Digital & Customer Services

Head of Service : Simon Hughes

Project Manager: Julie Simpson

Cabinet Members : Cllr Mandy Thomas-Atkin

Ward Members : Not applicable

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

Efficient and Responsive Services:

As detailed above a replacement telephony solution will ensure significant costs are avoided as the existing technology moves beyond end of life and therefore has no hardware support. New functionality will provide the opportunity to respond to customer contacts more effectively, increasing both the speed of response and reduce the time per call as details will be presented on screen simultaneously. For field staff this will also enable simpler telephony arrangements reducing workflows.

Financial Independence:

A replacement system is unlikely to deliver significant savings to the telephony costs (hardware and software costs) but will enable delivery of cashable and non-cashable efficiencies as it will enable workflows in services to be redesigned.

Summary of discussions with Cabinet Member :

The Cabinet Member has been consulted and has confirmed their support for this bid.

Previous Consideration at Scrutiny Committee : No

Risk Analysis :

Present system is coming to end of life for maintenance and support, a system fault could result in a complete telephony failure of the MSDC contact centres and all desk phones.

Insufficient resources from Service Areas to configure and test in a timely manner.

PROJECT JUSTIFICATION DETAILS

Oaklands Window Replacement

Purpose of project :

To replace the existing uPVC windows to the East Wing, Front Elevation, Front of Main Building and the Courtyard area. This is part of the ongoing commitment to improve the thermal efficiency of the Oaklands Campus and is a need highlighted within the Corporate Sustainability Strategy and Energy Management Plan, these have the backing of the Council and Management Team respectively. The existing windows are structurally unsound and are showing signs of deformity. This has resulted in poorly fitting casements which allows excessive draughts. The standard glazing system contributes to the overall discomfort to office occupants by allowing excessive solar gains during the summer months and allowing excessive heat loss during the heating season.

Total Amount : £594,000.00 Proposed to be split over the following Phases

PHASE I – East Wing – 2019/20 - £183,000.00

PHASE II – Front Elevation – 2020/21 - £177,000.00

PHASE III – Main Building & Courtyard – 2021/22 - £234,000.00

The project includes for access scaffolding and the provision of aluminium powder coated windows which, to minimise disruption of council services, will need to be installed out of hours and the premium for this is included above. Where there would be benefit to do so (i.e any South or West facing Windows), the glazing is to reduce light transmission and solar gain into the office spaces preventing un-due warming through the summer months, whilst retaining more heat within the offices and reducing draughts during the winter months.

Capitalised Salaries included in the project total: N/A

Other sources of funding: (ie s106/) NA

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

Value For Money Assessment:

A do nothing approach will result in increased maintenance costs as the windows age and deteriorate further. Energy usage will continue to rise whilst providing no further comfort to building users.

Business Unit/Service : Corporate Estates and Facilities Business Unit

Head of Service : Peter Stuart

Project Manager: Darren Prior

Cabinet Members: Cllr Jonathan Ash Edwards

Ward Members : Haywards Heath - Heath

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

Enhancing the thermal properties of the campus.
Reducing ongoing Maintenance Costs.
Improving the working environment for users.

Summary of discussions with Cabinet Member: The proposal has been discussed with Cllr Jonathan Ash Edwards and he is supportive of the project.

Risk Analysis :

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

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

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