

DRAFT CORPORATE PLAN AND BUDGET 2020/21**SECTION 1: INTRODUCTION AND FINANCIAL CONTEXT****1.0 Overall Summary**

- 1.1 The Council has a robust Service and Financial planning process. This 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'. This means we will receive no Revenue Support Grant in 2020/21. While this does not confer any financial reward or freedoms, it is an achievement that represents many years of careful financial stewardship and ensures the Council can deliver its strategic ambitions for the residents of Mid Sussex.
- 1.3 The Council has a very ambitious set of priorities, most of which are long term in nature. The work we are committed to for the Burgess Hill Growth Area will take until the early 2030s to complete. It involves the Council not only undertaking many complex, multi-million pound projects/programmes, but also exercising significant leadership and influence with regional and national partners.
- 1.4 In addition, we are refreshing a number of key policies (car parking, the District Plan, homelessness strategy); investing in and (possibly) redeveloping the Orchards Shopping Centre, continuing to acquire assets as investments where prudent; responding to the impact of possible expansion of Gatwick; agreeing further spatial strategies for the District; leading a nationally significant set of projects to implement full fibre connectivity and tackling increasing service pressures.
- 1.5 As we work towards 2020/21 it is essential that we are realistic. We must continue to carefully assess the resource implications of the work we are already committed to and the external environment we are operating in. This is especially important as many of our most demanding programmes of work are long term and complex. Members will be aware that after years of austerity, the Council has a lean officer structure and operates in a highly competitive environment for skills. Therefore, Members and officers need to continue to work closely together to focus effort on priorities. It is crucial that importance is given to the demanding and complex nature of many of the programmes of work the Council already has underway.
- 1.6 In summary, as in previous years the proposals offer a balanced budget for 2020/21 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.
- 2.1.2 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.
- 2.1.3 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 Council Priority Projects

- 2.4.1 In the past these have been termed "flagship activities". The slight change in terminology this year does not change the spirit. The Corporate Priority Projects are those projects that will receive special oversight through the Scrutiny process. They have been identified because they are largely projects that span several service areas, involve multiple stakeholders, have financial implications and directly support the Council's priorities. They join some existing projects (started in the current year or sometimes before) that are also longer terms and complex in nature.

2.4.2 The new Council Priority Projects for 2020/21 are recommended to be: .

(i) Local Plan Review:

Review of the District Plan to ensure:

- A spatial strategy and policies which provide for objectively assessed needs for housing, employment and other necessary land uses;
- Policies which can be used to protect areas and assets of particular importance;
- A robust 5 year housing land supply;
- Policy gaps are addressed.

The project targets adoption of a new local plan in 2023.

(ii) Household Waste Recycling:

Delivery of trial food waste and absorbent hygiene products collection during 2020/21, funded by West Sussex County Council. The trial will enable the Council to:

- Use the learning to consider longer term change to household waste collection services including expansion of green waste;
- Redesign services for implementation in 2021/22.

(iii) The Orchards Shopping Centre:

A three year project of modernisation, regeneration and a repositioning of the Orchards Shopping Centre to:

- Enhance future viability and income generation, in a challenging commercial environment;
- Explore options to diversify the centre, including provision of a leisure facility;
- Support Haywards Heath master plan and policy objectives to enhance the town centre economy through collaborative working to improve The Orchards and its catchment.

(iv) Enabling Full Fibre Infrastructure

Provision of digital connectivity through a full fibre network in Burgess Hill, designed to support local business growth in its construction and commercialisation. This is a long term project, with its first phase due to complete by March 2021. It has been shaped to use the opportunity of growth in Burgess Hill and beyond, alongside the increasing demand for high capacity 'backhaul' fibre infrastructure to accelerate the provision of digital infrastructure. It supports the objectives of:

- Developing the economy;
- Transforming public services;
- Giving residents access to opportunities to develop skills to succeed.

(v) Sustainability Action Plan:

Delivery of a comprehensive programme of activities arising from the sustainability strategy and complementing the work being undertaken at county and regional level to deliver against new policy and guidance from central government.

This will include a project to deliver a network of electric vehicle charging points in town and village locations across Mid Sussex to encourage residents, businesses and visitors to switch to electric vehicles.

(vi) Parks Investment:

The investment programme will provide a range of projects which will:

- Shape a five to ten year strategy for the provision of parks and open spaces;
- Plan and deliver improvement in support of the strategy for six key parks, while having a clear proposal for future improvements and investment required in the lifetime of the strategy and a sustainable plan for the management and maintenance of park assets;
- Plan and deliver six improved playgrounds by March 2021.

(vii) Provision of Sites for Gypsies & Travellers:

This project will continue the Council's work to develop options to ensure a supply of gypsy and traveller accommodation to meet the identified need of this community to 2031.

(viii) Temporary Accommodation:

This project will consider the impact of the Council's work to secure its own temporary accommodation and, in the light of that, consider options to expand the provision of temporary accommodation for homeless households in the district.

2.4.3 Projects do not always fit into planning cycles. Therefore, these projects are a good reflection of the CPPs at this time. Officers operate a gateway approval process which allows them to bring projects forward formally and to be resourced effectively for delivery. This means that the list of CPPs will change and develop over time, including in-year as new projects are proposed or their priority raised, and as projects are completed.

2.4.4 As outlined above, the Council already has a number of complex and long running projects that will continue to absorb significant resources during 2020/21. Many of these centre on the Burgess Hill Growth Area and include multi agency projects like Goddards Green sewerage work improvements, A2300 dualling, Place and Connectivity work and continuing work on the Northern Arc. All these projects are included within the Capital Programme with the appropriate detail provided when this becomes available.

2.4.5 Progress with the CPPs, together with any update on the pipeline, will be reported to Scrutiny and Cabinet during the year.

2.5 Service Plans and Performance

2.5.1 The proposals in this report are underpinned by the service plans that have been produced by each Business Unit.

2.5.2 Members of the Scrutiny Committee will be familiar with the quarterly service performance statistics. These have shown for some time that the Council's services continue to perform 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.

2.5.3 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 2020/21

(a) Income

3.1 Government Funding – General.

3.1.1 The outlook for local government funding is uncertain over the medium term and the recent general election has disrupted key actions like the Fair Funding Review and has delayed the Provisional Financial Settlement probably until early in the new year. Officers are assuming that the Settlement will follow the principles in the Technical Consultation (October 2019) and this report is written on that basis.

3.1.2 Members will be aware that in the medium term, the outlook for funding for shire authorities in the south east, like Mid Sussex, is poor. The Fair Funding Review is very likely to see rebalancing of funding between the tiers of local government to favour those with the primary responsibility for children and adult social care. In addition, the general election result may also precipitate a further shift of resources to northern authorities. The Conservative Manifesto offered few spending plans for local government and certainly little for authorities like Mid Sussex. Therefore we must plan on the onus being on this Council to continue to be as independent financially as it can be.

Rates Retention Scheme (RRS)

3.1.3 This was a major change to the funding of local authorities in 2013/14 with the tenet being that authorities can 'earn' increased funding by developing their business rate base and keeping a proportion of the income.

3.1.4 In Mid Sussex there has been some moderate growth in our Business Rate taxbase since the scheme started. We can therefore forecast income of £3.4m in 2020/21 whilst keeping our RRS reserve to cover income shortfalls where these arise.

3.1.5 However, for 2021/22 (i.e. the year after next) we are reducing the forecast net income from RRS by approx. £800k to allow for the effect of the Fair Funding Review which will redistribute income across the local government sector. This is described more fully towards the end of this 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.

However, it is widely thought that it will be replaced during 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 actual									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. 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 Members should note that we are proposing a price rise in our green waste service that is forecast to increase income by £100k per annum. This is described later in this paper.

3.2.3 Similarly, we are also proposing to more closely recover our costs in providing pre-application advice within the planning service. This is also described later in this paper.

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:

Development Plan Reserve

- 3.3.2 Adopting the District Plan does not mean that work on the Council's development planning work 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). In order to meet the Government's requirement in 2020/21, the Council will need to start the review of the District Plan for adoption in 2023.
- 3.3.3 It is therefore proposed that the Reserve is topped up next year with £436k to fund this workstream. For future years this becomes £300k each year and while some years we will spend more, and in some years, less; the availability of funds means that the service can plan ahead with confidence.

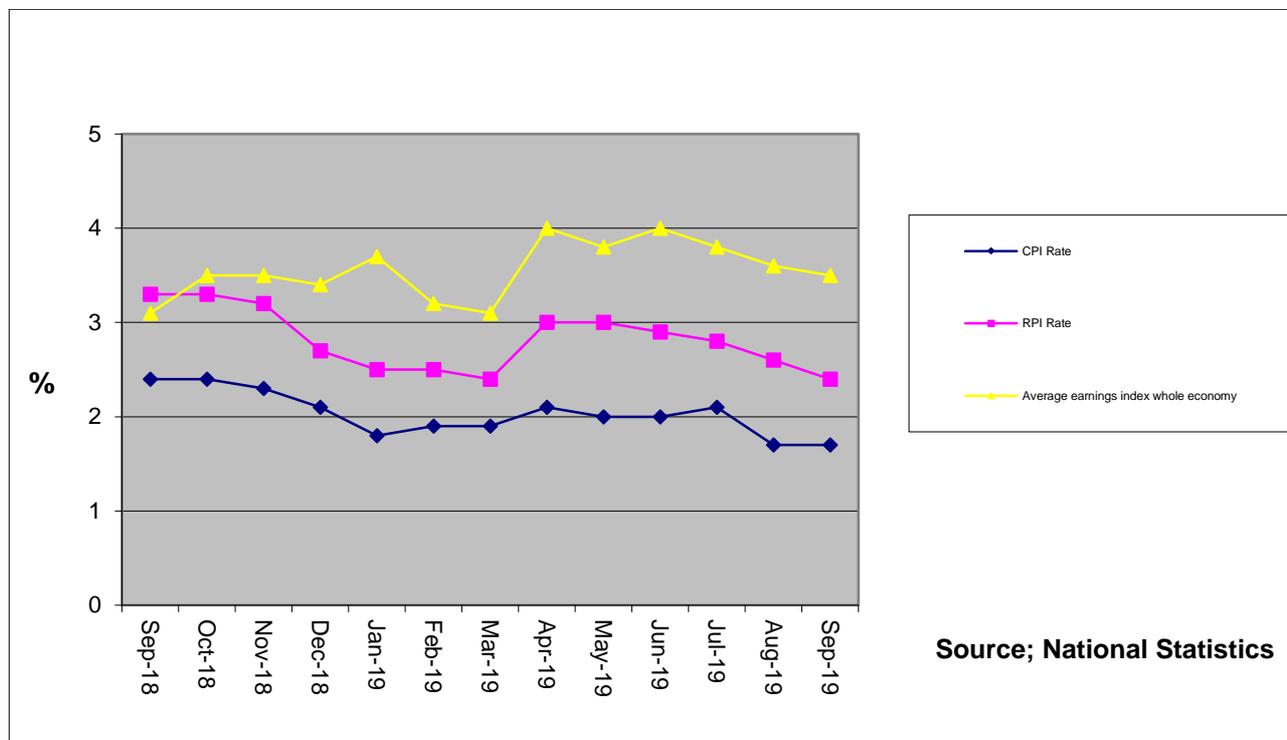
3.4 Council Tax

- 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.
- 3.4.2 For next year Members have informally indicated that a modest rise of £4.95 (the maximum is £5.00 or 2%, whichever is higher) should be budgeted in order that the Council keeps up with inflation.
- 3.4.3 This provides an extra £306k 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 is 1.7% for the year to September 2019 unchanged from 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 **£475k** in 2020/21. The details of this calculation are set out below. The principal increase is in relation to contracts £129k, other supplies and services £45k and maintenance £37k. The inflation figure assumes a 2% pay increase for staff in 2020/21, which equates to £250k.

Inflation Calculation for 2020/21 Budget			
Item	Inflation		
	%	£'000	
<i>Employees</i>			
Pay			
Salaries have been forecast to increase by 2% in 2020/21 as an assumed continuation of the previous two year pay settlement which covered 2018/19 and 2019/20 financial years, and in the absence of a confirmed pay settlement for 2020/21 onwards.	2.0	250	
Other employee costs			
The inflationary percentage on this category is linked to the pay award for 2020/21 of 2.0%.	2.0	2	
<i>Buildings and Premises</i>			
Maintenance			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019.	1.7	37	
Energy			
An estimate of the increase for 2020/21 is based on the RPI index for September 2019.	2.4	3	
NNDR			
Price increase for NNDR is based on CPI index for September 2019.	1.7	9	
Water			
This increase is based on the CPI index for September 2019 for both metered water and sewerage as no notifications of alternative increases have been received.	1.7	1	
<i>Transport</i>			
Travel Allowances			
The inflationary percentage on this category is based on the CPI index for September 2019	1.7	3	
<i>Supplies and Services</i>			
Postage			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019	1.7	3	
Subscriptions			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019	1.7	1	
Telephones			
An estimate of the increase for 2020/21 is based on the CPI index for September 2019.	1.7	1	

Inflation Calculation for 2020/21 Budget		
Item	Inflation	
	%	£'000
Insurance		
An estimate of the increase for 2020/21 is based on the weighted average of property and other insurances where property premiums correlate to property values.	-	-
Grants		
An increase for Grants to organisations (e.g. CAB) has been allowed based on the CPI index for September 2019.	1.7	4
Other Supplies and Services		
A 'basket' of items which will increase by different allowances, or remain static.	1.7	45
<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%).	2.88	129
<i>Fees and Charges</i>		
Discretionary Charges		
An allowance based on the CPI index for September 2019 has not increased discretionary charges (car park fees excluded).	1.7	-
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		475

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 £162k by the end of the year. This arises as a result of increased house building leading to more tax being billed than forecast, 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 broadly retains this scheme for 2020/21 but with the income parameter being banded rather than directly assessed on a £ for £ basis. Council considered this scheme in December but its financial significance to the revenue budget is very minor, as the report outlines.

3.8 Tax Base

- 3.8.1 The tax base for the year was set at Council on 18 December 2019. For this year we are predicting growth of 1.65% 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 2020/21 we need to set it at **£26k**.

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 we have moved away from a single 'bidding round' and anticipate that more projects in the pipeline will come forward to be approved and start during the year.

3.11 Fair Funding Review

- 3.11.1 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.
- 3.11.2 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.
- 3.11.3 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.
- 3.11.4 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

- 3.11.5 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 2021/22. We are reducing our forecast by some £800k in that year which we hope is a 'worst case scenario'. It is possible that this could be 'damped' in any implementation although this is not certain.
- 3.11.6 The consultation paper on the Review asked for views on 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.
- 3.11.7 Of course it is also possible that the new government quickly acts to make the funding of local government more certain; there is an aspiration to revive 100% retention of business rates for example, and to increase devolution of functions away from central government.
- 3.11.8 For now though, these remain aspirations, with the main focus of the government to deal with the exit from the European Union. Members will of course be updated were these financial issues to change.

3.12 Four Year Position

- 3.12.1 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 and other changes that the new Government may announce.
- 3.12.2 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 2020/21	£0k
Year 2 2021/22	£854k
Year 3 2022/23	£596k
Year 4 2023/24	£587k

Medium Term Financial Plan
Scrutiny Committee for Leader, Finance and Performance 15th January 2020

<i>Revenue Spending</i>	Year 0 2019/20 £'000	Year 1 2020/21 £'000	Year 2 2021/22 £'000	Year 3 2022/23 £'000	Year 4 2023/24 £'000
Base Net Expenditure	12,543	12,818	13,041	12,783	12,895
Benefits	(119)	(119)	(119)	(119)	(119)
Drainage levies	-	-	-	-	-
Base Revenue Spending	12,424	12,699	12,922	12,664	12,776
Balance Unallocated	62	26	19	19	19
Council Net Expenditure	12,486	12,725	12,941	12,683	12,795
Contribution to Rate Retention Scheme Equalisation Reserve	200	-	-	-	-
Net on-going net savings / permanent changes 2018/19	-	(45)	(45)	(45)	(45)
Net Pressures from Budget Wps	-	1,003	915	988	954
Additional Contribution to ICT Reserve (Digital)	400	-	-	-	-
Contribution to Burgess Hill Growth Reserve	60	-	-	-	-
Contribution to Development Plan Reserve	100	436	300	300	300
Contribution to Orchards Reserve	425	-	-	-	-
Contribution to Waste Reserve	-	40	-	-	-
Net General inflation	-	475	950	1,425	1,900
Total Revenue Spending	13,671	14,634	15,061	15,351	15,904
External Funding (RSG)	-	-	-	-	-
Rates Retention Scheme (RRS) funding	(2,521)	(3,400)	(2,678)	(2,758)	(2,841)
HB Admin Grant / LCTS Grant	(313)	(313)	(313)	(313)	(313)
Council Tax Requirement @ 3.0% in 20/21	(10,048)	(10,519)	(10,976)	(11,444)	(11,923)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(103)	(162)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(446)	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	-	-	-	-	-
Cumulative Balance deficit; / (surplus)	0	0	854	596	587
Difference year on year		0	854	(258)	(9)

Financing Revenue Spending	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24
Council Taxbase	60,707.5	61,711.6	62,576	63,452	64,340
Change in Taxbase	1.21%	1.65%	1.40%	1.40%	1.40%
	£'000	£'000	£'000	£'000	£'000
Revenue Budget	13,671	14,634	15,061	15,351	15,904
% change in Formula Grant /External Funding	-100.0%				
External Funding (RSG)	0	0	0	0	0
Rates Retention Scheme (RRS) funding	(2,521)	(3,400)	(2,678)	(2,758)	(2,841)
HB Admin Grant / LCTS Grant	(313)	(313)	(313)	(313)	(313)
Council Tax Requirement	(10,048)	(10,519)	(10,976)	(11,444)	(11,923)
Dividend income LAPF	(240)	(240)	(240)	(240)	(240)
Collection Fund:					
- Council Tax deficit / (surplus)	(103)	(162)	-	-	-
-Rates Retention Scheme deficit / (surplus)	(446)	-	-	-	-
Contribution from Rate Retention Scheme Equalisation Reserve	-	-	-	-	-
Total Financing	(13,671)	(14,634)	(14,207)	(14,755)	(15,317)
Balance [(deficit); /surplus]	0	(0)	(854)	(596)	(587)
	(13,671)	(14,635)	(15,061)	(15,351)	(15,904)
Council Tax at Band D	£ 165.51	£ 170.46	£ 175.41	£ 180.36	£ 185.31
Change from previous year	3.10%	3.00%	2.90%	2.80%	2.75%

Notes on Medium Term Financial Plan

Year 1 (2020/21): This is the year for which the budget is being proposed. It is balanced with a total spending requirement of £14.634m 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 £475k of that expenditure and Council Tax is set to rise by 3.0%.

Year 2 (2021/22): In this year shows a further 2.9% increase in Council Tax. Inflationary pressures add a further £475k to expenditure which includes a 2% average pay rise on payroll. The net result is a forecast deficit of £854k.

Year 3 (2022/23): Once again, inflationary pressures add a further £475k to expenditure and Council Tax continues to rise by 2.8%. The net result is a forecast deficit of some £596k. This is a decrease of £258k compared to the 2021/22 deficit of £854k.

Year 4 (2023/24): 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 2.75% and inflationary pressures of some £475k result in a deficit of £587k, which is a slightly improved position compared to the 2022/23 deficit.

SECTION 2: PLANS FOR SERVICE CHANGES, INCOME GENERATION AND EFFICIENCY SAVINGS FOR 2020/21

1.0 Introduction

- 1.1 As in previous years the plans described below have been carefully developed to try 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 19/20 carried forward into 2020/21;
 - increased service expenditure where demand for services has increased by way of economic or demographic growth.
 - Some income increases where inflation has been erosive or where cost recovery has been inadequate.
- 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

- (i) Despite making excellent progress in securing our own temporary accommodation, demand has increased and compared to this time last year we have more families in temporary accommodation. Across 20/21 this is forecast to cost an additional **£179k**, although it is estimated that this would have been at least £103k higher without our own temporary accommodation.
- (ii) For some years we have been working on a scheme of Job Evaluation and this is about to culminate in a new scheme being agreed with Unison. There will be some increases mainly at the lower end of the salary scales that affect a range of posts (such as Benefit Assessors and Civil Enforcement Officers) which creates a pressure of **£267k** in the first year.
- (iii) The West Sussex Cabinet has reviewed the formula for calculating recycling credits and will be reverting to paying the statutory minimum. This will affect all the districts and boroughs in West Sussex who currently enjoy enhanced rates as part of a drive to increase recycling and reduce quantities of waste going to landfill.
- (iv) As set out in the report to Cabinet in September, to fully take account of this in the year means removing **£813k** pa of budgeted income. Initial hopes that this would be phased over two years have proved to be short lived. In the circumstances therefore, it would be prudent to budget for this reduction in 2020/21.
- (v) On a purely administrative basis, the service charge for sending BACS payments will create a pressure of **£15k**.
- (vi) As a result of the project to digitise Local Land Charges taking longer to implement than forecast, the Head of Service has decided to defer the savings that full implementation would bring, by two years. This creates a pressure of **£16k** but the saving is reinstated in 2022/23.

- (vii) As the Martlets Shopping Centre in Burgess Hill is made ready for its redevelopment, New River Retail is relocating some tenants to other locations. The effect of this, combined with the reduction in car parking is that the supplementary rent due is forecast to fall by **£64k**.
- (viii) As noted above, the Housing Business Unit is seeing both an increase in the numbers of people seeking help and advice. In order to improve resilience and address the increase in demand for services in this area , we are proposing to take on two trainees at a cost of **£60k** including all overheads.
- (ix) A recent restructure in the ICT business and a strategic repositioning to become more of a Digital Service provider supporting more effective use of digital tools and approaches within services resulted in the staff salaries budget increasing by **£60k** and an investment in staff training of **£10k** to this important area.
- (x) The Estates team has also recently been restructured at a gross cost of £91k offset by savings in salaries for drainage consultants as the service will now be provided in house, and, similar to the Digital Team, we also need to adequately train our officers which comes at an increased cost of around **£13k**.
- (xi) We have also reviewed our drainage assets and feel that we need to budget an extra **£36k** for their upkeep, together with other assets where we need to increase our revenue contribution to Major Capital Renewals by £125k. We also need to increase our budget for repairs and renewals (based on a recent condition survey) by **£33k**.
- (xii) In the Contracts and Commercial Business Unit, tree survey work has shown an increasing need to care for our tree stock and in particular the Ash and Oak trees which are under increasing pressure. Whilst we have increased this budget recently in-year, it is felt that a further **£50k** is needed to improve the inspection regime to meet increasing demands caused by disease and weather.
- (xiii) In addition to this, Commercial Services are restructuring the team to build further capacity across waste and landscapes and outdoor services following a recent merger with Outdoor Services. The new structure requires an investment of **£54k** and will build capacity to enable the service to respond to service improvements and a number of significant projects.
- (xiv) In the Customer Service and Communications BU we forecast an increase in the budget of **£12k** for marketing training to support commercialisation of Council assets and is for one year only. There is also an increase in salary costs of **£11k** from increasing hours for a member of staff to cover peak workloads.
- (xv) Within the Strategic Core we are now budgeting for a Programme Manager to look after many of our significant number of complex, multi-disciplinary projects. For some of last year this post was financed from a specific reserve but we now need to build it into our base costs. Whilst the cost of this is **£72k** each year, it brings much needed discipline and experience to the programming and management of key projects.
- (xvi) Maintaining read only access to the redundant Financial Management System will cost us a one-off payment of **£25k**. This greatly saved on migration costs which was the alternative option.
- (xvii) Similarly, we also need to extend and enhance user licences for the HR & Payroll system at a cost of **£13k**. We also proposed to increase the training budget by **£15k** to support our 'grow your own' approach to staff development and support the increase in apprenticeship posts.

3.0 Savings and income generation

- (i) The pressure to keep audit fees down continues and our centrally procured audit with EY is forecast to save some **£20k** again next year. This is most welcome although there are signs that fees have become unsustainably low in some parts of the country.
- (ii) Further good news arose from the insurance savings made from a retendered contract with our colleagues in the Procurement Service where accepting tenders on specific lines of business rather than using one insurer has made a saving of **£80k** pa overall.
- (iii) Following WSCC's cuts to housing related support services, the District and Borough Councils in West Sussex have negotiated with WSCC to reduce the impact of the cuts. The anticipated supported housing pressure of £100k has been reduced in 2020/21 to **£25k** and **£50k** in subsequent years. This is because the current contracts for providing housing support for vulnerable households are being jointly re-specified and re-procured. The impact of these Service changes will need to be carefully monitored.
- (iv) Assisting in the financing of the budget we are forecasting a surplus on the collection fund relating to Council tax collection of **£162k**. We have also been advised that we can reduce our payment into the WSCC pension fund - this is designed to make up the funding level to 100% over the next 20 years to make up the deficit. The net effect of this is a saving of **£75k** pa.
- (v) We are also able to budget for an increase in the rent at the John de Mierre (Basepoint) centre. This has proven to be very successful and the rent has increased by **£86k** pa. There is also some increased rent arising from the Market Place car park of **£20k** pa.
- (vi) Finally, given the scale of pressures above, particularly the withdrawal of the recycling credits by WSCC, we have had to look again at the largest contributions to reserves and vary our strategy accordingly.
- (vii) Firstly, we are proposing to no longer make a contribution to the ICT reserve of **£400k** each year. Following our previous investments Digital projects will be treated in the same way as our others and officers will bring them forward each year as part of our corporate plan. This will be underpinned by a 'digital assets strategy' which predicts expenditure on the basis of infrastructure lifecycles. There will be no diminution of our modernisation agenda but this will enable us to fund the projects from the most appropriate source at the time rather than simply charge them to the revenue account.
- (viii) In a similar vein, The Orchards Shopping Centre Reserve has a balance of £580k and there are no significant draws forecast on that sum. Given its purpose is to finance some year to year variation on income, or allow for expenses on running the centre that cannot be financed from the service charge, it is felt that this balance is adequate, and the annual transfer to reserves can be removed from the MTFP. This saves **£425k** each year and significantly contributes to balancing the budget for 2020/21. A significant capital reserve remains to support any future work at the Centre.
- (ix) As mentioned above, we have now insourced all the drainage advice given as part of considering planning applications with the result that we can save **£39k** on the use of consultants.
- (x) In order to keep pace with increased costs, the charges for pre-application advice provided by the planning service have been increased. Councils are permitted to recover costs for this service, which can on occasion be quite resource intensive and involve staff time from a number of different services, including Development Management, Landscapes, Housing and officers from Estates who can provide drainage advice. This Council's charges have not been increased for some time and during that time have fallen significantly behind what

other local authorities are charging on the same cost-recovery basis. As a result, we are anticipating an increase in income of some **£20k** pa. Any increases would be indexed to ensure charges keep pace with the cost of delivering the service.

- (xi) Finally, Members should note that we are proposing a price rise in our green waste business from £65 annually per bin to £70. The last time the cost was increased was in 2015, and when compared to neighbours, the cost of this discretionary service is reasonable.
- (xii) An increase of £5 per bin over some 20,000 subscribers should give an increase in income of **£100k** per annum.
- (xiii) This service is currently at capacity and this cost increase is a precursor to improvements to our recycling service. Whilst the increase is modest it will enable us to create a small £40k specific reserve which will assist in the transition to an improved service which could provide a combined weekly food and green waste service in 2021/22. This will provide a more sustainable service than in any other District in West Sussex. By combining the collection of food waste with the expansion of green waste, the Council will not only improve the customer experience, increase the recycling but it will also provide a more sustainable service.
- (xiv) In addition to the changes above, there are a number of smaller, sub £10k changes with insignificant service effects.

3.1 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
- Balancing workload to available resources

4.0 Conclusion

4.1 The effect of the changes described above is to achieve a balanced budget position for 2020/21. 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 16th September 2019

Revenue Spending

Deficit position Cabinet 16th September 19

Salary increments built into Base Net Expenditure	
Pensions increases from 18.6% to 21.4% built into the Base Net Expenditure	
Change in Payment to Reserves for Major Capital Renewals Lifecycle costs	
Reduced Contribution to ICT Reserve	
Reduced Contribution to Orchards Shopping Centre Reserve	
Increased Contribution to Development Plan Reserve (20/21 only)	
Contribution to Waste Reserve (one year only)	
Increase to Balance Unallocated	
Change in Net Pressures from Budget Wps since Cabinet 16th September 19	
Reduction in Inflation calculation	
Increase in Council Taxbase from 1.2% to 1.65% 20/21; 1.4% 21/22 onwards	
Reversal of Business Rate Relief reduction	
Collection Fund Council Tax deficit / (surplus)	

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
2020/21	2021/22	2022/23	2023/24
£'000	£'000	£'000	£'000
1,101	2,252	2,556	2,608
(34)	10	38	64
251	251	251	251
(2)	135	(375)	(270)
(400)	(400)	(400)	(400)
(425)	(425)	(425)	(425)
136			
40			
7			
461	373	446	412
(47)	(94)	(141)	(188)
(47)	(70)	(96)	(124)
(879)	(1,178)	(1,258)	(1,341)
(162)			
-	854	596	587

**Cumulative Deficit position Scrutiny Committee for Leader,
Resources and Economic Growth 15th January 20**

A summary of the draft Budget for 2020/21 is shown below which is the total of all net revenue expenditure for the services the Council provides.

Summary of Revenue Spending 2020/21		
<i>Description</i>	<i>Original Estimate 2020/21 £'000</i>	<i>Notes</i>
Base net expenditure 2020/21	12,818	1
Net Benefits	(119)	
Balance unallocated	26	2
Contribution to Development Plan Reserve	436	
Contribution to Waste Reserve	40	
Net 2018/19 ongoing savings	(45)	5
Net Pressures from Budget working papers	736	4/5
Net Pressures – Job Evaluation	267	6
Net general inflation	475	3
	<hr/>	
Budget Requirement	14,634	
<i>Financed by :</i>		
Rates Retention Scheme (RRS) Funding	(3,400)	
HB Admin Grant /Localised CT Support Grant	(313)	
Income from Council Tax	(10,519)	
Dividend Income LAPF	(240)	
Collection Fund:		
Council Tax Deficit / (Surplus)	(162)	
RRS Deficit / (Surplus)	0	
	<hr/>	
	(14,634)	
	<hr/> <hr/>	

Notes:

1. Base net budgets for all services as shown in the tables set out in Section 3 of this report total £12,772k which is inclusive of the on-going savings from 18/19 of £45k. This total has been increased as a result of the removal of the on-going savings of £45k. It has also been increased to include drainage levies of £1k, which is the starting point for the MTFP Base Net Expenditure of £12,818k.
2. The contingency provision for unexpected costs totalling £26k.
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.
6. Contribution to JE Reserve.

SECTION 3: SERVICE COMMENTARIES AND SUMMARY BUDGET TABLES

1. Budgets for 2020/21 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 2020/21;
 - b) tables showing the variation for each Business Unit between 2019/20 and 2020/21 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, Finance and Performance have considered this report in January 2020, 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 2019/20** - This is the Forecast Outturn for 2019/20, which includes all pressures and savings highlighted in the 2019/20 Budget Management process to Cabinet 18th November 2019, as well as in-year virements approved under delegated authority. Whilst the forecast can be used to compare with the Original Estimate for 2020/21, 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 2020/21.
5. **Base Net Budget (Original Estimate 2020/21)** - This is the Budget set at the start of 2019/20 (with Recharges removed) before allowing for any on-going changes highlighted in the 2019/20 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 2020/21)** - These are the changes highlighted in the Budget working papers. These include forecast changes to the 2019/20 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 2019/20 Base Budget arising from Council/ Cabinet decisions, and on-going savings/ pressures highlighted in the 2019/20 Budget Management process. These changes are added to the 2019/20 Base Budget to produce the 2020/21 Base Net Expenditure total.
7. **Base Net Expenditure** - This is the 2019/20 Budget (with Recharges removed) after allowing for on-going variations highlighted in the 2019/20 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 2020/21** – This is the 2020/21 Budget (without inflation and Recharges) after the inclusion of changes in the Budget as outlined above, and Budget pressures or Budget savings emerging from the Budget working papers.

Assistant Chief Executive

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

Housing

Demand for this important statutory service continued to grow in 2019/20. There was an increase in the numbers of homeless families applying to the Council for assistance resulting in an increase in the number of households the Council has responsibility for, from 52 in 2018/19 to an anticipated 70 in 2019/20. There are approximately 1500 households on the Council's Housing Register.

There were 71 households in temporary accommodation and it is anticipated that by the end of March 2020 this will increase to at least 80 households. It is estimated that 40 of these will be in nightly paid bed and breakfast accommodation.

In 2019/20, the Council purchased 14 properties in the District to accommodate homeless households. As a result of this it is anticipated that by the end of this year, the Council will have saved approximately £130k by avoiding expensive bed and breakfast accommodation. The Council is continuing to seek to increase its temporary housing stock in the District by encouraging owners to rent their accommodation to the Council under the Private Sector Leased Scheme. In addition to this, in 2020/21 the Council will review the potential to purchase more housing in the District for use as temporary accommodation.

The Council has had a successful year in delivering affordable housing and it is anticipated that by the end of 2019/20 more than 200 new affordable homes will have been delivered in the District. This is compared to 102 in 2018/19. The Council remains confident that this trend will continue in to 2020/21.

Planning Policy and Economic Development

As required by the District Plan, in 2019/20 the Council prepared a draft Site Allocations DPD (the Sites DPD) to allocate sufficient housing and employment sites to meet the identified residual housing and employment requirements for the District up to 2031. The Council carried out the first round of consultation in autumn 2019. Following this the final draft will be consulted on in spring 2020. It is anticipated that this will be submitted to the Secretary of State for Independent Examination in autumn 2020 for adoption in spring 2021.

There are 17 made Neighbourhood Plans in the District and during 2019/20 further work with Parishes has led to significant progress on the final three Neighbourhood Plans being actively progressed. Slaugham's Plan was made in September 2019; the examination on the Hassocks Neighbourhood Plan was held Autumn 2019; and, the consultation draft Horsted Keynes Neighbourhood Plan will be published in Spring 2020. During 2020/21 the Hassocks Plan will be made and the work on the Horsted Keynes Plan will be further progressed.

Good design is important and the Council has prepared a district-wide Design Guide which, once approved in 2020 will help deliver high quality new development.

As required by the Government, the Council will start work on reviewing the District Plan in 2020/21.

During 2019/20 there has been significant progress in the delivery of the Burgess Hill Growth Programme including:

- a new Lidl store and new library in Burgess Hill;
- submission of a proposed new commercial led town centre regeneration scheme for planning consideration;
- completion of the decontamination and road works to support the new housing at Fairbridge Way;
- Roche and DPD have move onto the Hub;
- Progress on delivery of the £10.5m LGF and £6.5m HIF grant funded odour control works at Goddards Green Waste Water Treatment

In 2020/21 the Burgess Hill Growth Programme will deliver the following:

- Completion of the dualling works on the A2300
- a number of the Place and Connectivity projects which will see investment of £21.8m in sustainable transport and public realm improvements;
- Completion of the odour treatment works at Goddards Green Waste Water Treatment works; and
- Initial feasibility reports/masterplans for the Brow and Burgess Hill Station funded by One Public Estate grant funding.

In 2019/20 the Council continued to deliver the Economic Development Action Plan and awarded:

- 44 micro business grants with a total value of £71,428.57 to local businesses attracting over £110,000 in private sector match funding.;
- 4 shopfront improvement grants totalling £9,290.

In 2020/21 the service will

- Continue to deliver the micro business and shopfront improvements grant schemes;
- Prepare a strategy for marketing Mid Sussex District as a place with significant opportunities for business development; and
- Assess the viability and deliverability of a Business Improvement District in Haywards Heath.

Following the success of the 2019 Open4Business event, which highlighted the importance of apprenticeships, the focus of the 2020 Open4Business event will be on the sustainability and the environment of the business community.

Development Management

Development Management plays a critical role in the delivery of the District Plan and in maintaining the Council's 5 year housing land supply. Significant progress has been made on the delivery of the Strategic Allocations of the District Plan with key milestones being reached on the Northern Arc where outline planning permission for the whole development and Freeks Farm was granted. This was the biggest application the Council has permitted delivering up to 3,500 new homes, significant transport infrastructure, three new neighbourhood centres, and community infrastructure including schools. Development of the bridge and link road between Isaacs Lane and Maple Drive and the homes on Freeks Farm will start to be delivered during 2020/21.

By the end of 2019/20 it is anticipated that over 2,250 planning and related applications will have been received and 80 appeals against the refusal of planning permission.

The Council continues to work closely with developers and enters into Planning Performance Agreements to ensure effective consideration and delivery of these proposals.

Following extensive consultation an up to date Conservation Area Character Appraisal for East Grinstead Conservation Area was agreed. In 2020/21 the Council is planning to carry out Conservation Area Character Appraisals in Lindfield and Muster Green.

Commercial Services and Contracts Division

The Council continues to enjoy good working relationships with its contractors, and work continues to explore ways to exploit the synergies between the contracts to ensure a joined up and cohesive approach to improve the customer's experience.

Parking

The Council has 34 car parks, 22 of which are in the Town Centres. Twenty One car parks retained their Park Mark status, and 17 of those also achieved Disabled Parking Accreditation, awarded by the British Parking Association providing customers with confidence of safe and accessible car park provision.

Following the successful implementation of cashless parking across all Council owned car parks in 2018, the proportion of car park transactions made using cashless methods steadily rose in 2019 to 37%.

During 2019/20, work commenced on refreshing the Council's Parking Strategy. It is hoped that the new strategy will be adopted in April 2019. The new Strategy and 5-year Action Plan will focus on ensuring a robust approach to the future provision of parking to support wider sustainable and economic growth.

Waste

The waste team continues to work closely with the West Sussex Waste Partnership, to ensure recycling targets are achieved and to explore initiatives to increase the amount of waste recycled and reduce residual waste. The Council is on track to achieve a recycling rate of 45.5% in 2019/20 and good progress has been made with West Sussex County Council to develop a weekly food waste collection trial in parts of the District in 2020. This, along with some smaller scale service improvements, should increase the Council's recycling rate in 2020/21 towards 47%.

In September 2019, the garden waste customer base hit the 20,000 households target, and during 2020/21, the waste team will develop proposals to further grow and improve this popular service. Following the successful waste electricals and textiles collection pilot in 2018/19, expansion of this scheme across the District will also be introduced early in 2020/21.

Landscapes

The Council has approx. 400 parks, 123 play areas and over 100 playing pitches and amenity green spaces. In 2019/20 the Council set aside £2.3m to carry out extensive redesign and improvements to six key parks and some play areas over two years starting in 2020/21. In 2021/22 the Council is proposing to allocate £270k to provide improved and new play areas in four playgrounds.

During 2019/20, the Council successfully retained its Green Flags at Beech Hurst Gardens in Haywards Heath and St John's Park in Burgess Hill; and for the first time secured a third Green Flag for East Court and Ashplats Wood in East Grinstead. During 2020/21, the Council will work with contractors IdVerde to retain all three Green Flags and to secure a new Green Flag at Victoria Park, Haywards Heath.

As work commences on the Northern Arc, Homes England will begin the phased transfer of 80 hectares of open space to the Council. This will make a significant contribution to the open space for Mid Sussex residents.

Leisure

Attendance and membership numbers at the Leisure Centres remain strong, although competition from budget gym operators is having an impact.

Investment in the Centres continues and during 2019/20 there was an upgrade to the reception area at the Dolphin, incorporating a new Costa Coffee and popular soft play area; and a new Padel Tennis facility at the Triangle. During 2020/21 the Council will work with Places Leisure to develop a five-year plan for further investment in the Council's indoor leisure provision to ensure the offer is competitive and fit for the future.

In 2020/21 the Council will work with Homes England and specialist advisers to bring forward plans for the new Centre for Outdoor Sports at the Northern Arc.

The following tables detail the proposed budget for 2020/21 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Housing Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Housing Needs	1,024	96	928
Housing Enabling	121		121
Other Council Property	2		2
Temporary Accommodation Asset Management			(39)
Housing Staff Control	1	1	0
	<hr/>		<hr/>
Base Net Budget	1,148		1,012
Budget Changes			
Salary adjustments		11	11
			<hr/>
Base Net Expenditure			1,023
Pressure – Bedelands Site premises costs		3	
Pressure – Supported Housing		25	
Pressure – Temporary Accommodation		179	
Pressure – Choice Based Lettings Contract		4	
Pressure – Housing Staffing		60	271
			<hr/>
Total recommended budget for Business Unit for 2020/21			<u>1,294</u>

Planning Policy and Economic Development Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Planning Policy	348		348
Economic Development	403	(25)	428
Planning Policy Staff Control	0		0
	<hr/>		<hr/>
Base Net Budget	751		776
Budget Changes			
Salary adjustments		15	
Tourism budget moved from Community Services Policy & Performance		24	39
			<hr/>
Base Net Expenditure			815
Pressure – Planning Policy restructure		2	2
			<hr/>
Total recommended budget for Business Unit for 2020/21			817 <hr/> <hr/>

Development Management Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Development Management	(41)	(116)	75
Development Management Staff	(22)	(22)	0
	<hr/>		<hr/>
Base Net Budget	(63)		75
Budget Changes			
Salary adjustments		110	
Restructure of Software & Scanning budgets to ICT		(16)	94
			<hr/>
Base Net Expenditure			169
Pressure – Staffing		5	
Saving – Planning income – Discharge of Conditions		(10)	
Saving – Pre-Planning income increases in charges		(21)	(26)
			<hr/>
Total recommended budget for Business Unit for 2020/21			143
			<hr/> <hr/>

Parking Services Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Car Parks	(1,355)	(21)	(1,334)
Parking Enforcement	0	0	0
	<hr/>		<hr/>
Base Net Budget	(1,355)		(1,334)
Budget Changes			
Salary adjustments		10	
New Car Park following Martlets Hall demolition – additional income for 1 year only 2019/20		25	
Pay and Display income ongoing 2018/19		(75)	
Parking Strategy – one year only for 2019/20		(40)	(80)
			<hr/>
Base Net Expenditure			(1,414)
			<hr/>
Total recommended budget for Business Unit for 2020/21			(1,414)
			<hr/> <hr/>

Cleansing Services Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Refuse Collection	2,111	(53)	2,164
Recycling	(714)	(18)	(696)
Highway Cleansing	1,307	(10)	1,317
Highway Maintenance	52		52
Cleansing Staff Control	(27)	(27)	0
	<hr/>		<hr/>
Base Net Budget	2,729		2,837
Budget Changes			
Waste contract variation – Growth in properties		31	31
			<hr/>
Base Net Expenditure			2,868
Pressure – Recycling Credit income		813	
Pressure – Commercial Services & Contracts Staff restructure		17	
Saving – Bulky Household Collection income		(8)	
Saving – Garden Waste income – Price increase		(100)	722
			<hr/>
Total recommended budget for Business Unit for 2020/21			3,590
			<hr/>

Landscapes & Leisure Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Outdoor Facilities	1,867	45	1,822
Trust Fund Accounts	0		0
Facilities Management Staff Control	0		0
Landscapes Staff Control	0		0
Leisure Centres	(1,201)		(1,201)
	<hr/>		<hr/>
Base Net Budget	666		621
Budget Changes			
Salary adjustments		49	
Leisure Contract – Closure of Martlets Hall – remaining saving (full year effect)		(11)	
Ongoing pressure 2018/19 – Grounds Maintenance		86	
Ongoing saving 2018/19 – Playground inspections		(41)	83
			<hr/>
Base Net Expenditure			704
Pressure – Closed Churchyard Maintenance		4	
Pressure – Commercial Services and Contracts Staff restructure		37	
Pressure – Tree Works		50	91
			<hr/>
Total recommended budget for Business Unit for 2020/21			795
			<hr/>

Head of Corporate Resources

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

Finance

The main focus for the year ahead is to ensure that the new, cloud-based, Financial Management System is performing as expected and has been appropriately set up for users. We will be closing down the financial year 2019/20 for the first time using this FMS; then, shortly after, creating the 2020/21 budget for the first time using new processes. It is expected that this will utilise all existing staff fully throughout the year.

Corporate Estates and Facilities

This is a very busy time for the Business Unit with a range of business as usual activities taking place as well as a host of projects to lead and take part in.

Principal amongst the projects are those to masterplan Burgess Hill Station, where working with Network Rail and using 'One Public Estate' funding, it is hoped to show that the area can be regenerated to provide a new station amongst a mixed use scheme also providing some housing and commercial space.

Similarly, the Cabinet approved a project at the Orchards Shopping Centre in Haywards Heath to examine the feasibility of continuing the updating of the older parts of the centre, and generate other options to support it's viability.

The Business Unit also needs to develop its core business software in TechForge to ensure that it becomes the single point of access for all asset and business unit-related storage.

Revenues and Benefits

The Business Unit will be introducing the new Banded Income Council Tax Support Scheme on 1st April and it is expected that some claimants may require assistance with that change during the first few months. The Service is keen to help people claim the benefits that they are entitled to and hope that customer contacts can be used positively in that way.

The Business Unit Leader will be soft market testing the core software offer, with a view to retendering if it can be shown that some economic or efficiency gains can be made.

The Unit is also keen to increase the use of online interactions within the service although these have yet to be defined and consulted upon.

Community Services, Policy and Performance

Aside from the Business as Usual activities within the Unit, there are some one-off projects in gestation to improve the lives of the community. One started last year, but to reach fruition in 2020/21, is to see electric vehicle charging points installed across the district, to considerably widen our coverage for these users. Funding for this initiative is expected from both the Burgess Hill Place and Connectivity Fund, and from applying for 'OLEV' funding from the Office for Low Emission Vehicles.

We are also seeking to develop a Community Development and Engagement Strategy with a view to this being introduced in December 2020. We also want to formalise our policy towards facilitating community asset transfers and develop walking and cycling infrastructure plans.

We also need to implement the recently agreed Public Spaces Protection Order in Burgess Hill. To be effective this needs to be in place and operational well before the summer months.

The following tables detail the proposed budget for 2020/21 excluding internal recharges for each business unit under the responsibility of the Head of Service.

Community Services, Policy and Performance Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Grants to Organisations	278		278
Concessionary Fares	0		0
Sustainability Climate Change	52		52
Community Services	310	33	277
Partnership Funding	149		149
Community Leisure and Development	109	(24)	133
Corporate Improvement	108	(12)	120
Base Net Budget	<u>1,006</u>		<u>1,009</u>
Budget Changes			
Salary adjustments		16	
Restructure of Tourism budget to Planning Policy		(24)	
Safeguarding budget moved from ICT		28	
Emergency Planning budget moved from Corporate Estates & Facilities		31	51
Base Net Expenditure			<u>1,060</u>
Total recommended budget for Business Unit for 2020/21			<u><u>1,060</u></u>

Corporate Estates and Facilities Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Contracts	7		7
Oaklands	645	16	629
Property Operational	6	8	(2)
Building Maintenance Staff Control	(31)	(31)	0
Investment Property	(3,188)	(317)	(2,871)
Property Staff Control	0		0
District Drainage	139		139
Better Mid Sussex	(9)		(9)
Public Conveniences	146		146
	<hr/>		<hr/>
Base Net Budget	(2,285)		(1,961)
Budget Changes			
Salary adjustments		(90)	
Lifecycle costing– payment to reserves to fund capital		(52)	
Lifecycle costing - repairs		68	
Emergency Planning budget moved to Community Services, Policy & Performance		(31)	(105)
			<hr/>
Base Net Expenditure			(2,066)
Pressure – Drainage Repairs		161	
Pressure – Martlets Shopping Centre – supplementary rent		64	
Pressure – Property Management – Training, Subscriptions & Equipment		13	
Pressure – Repairs & Renewals – increase to budget based on condition survey		33	
Pressure – Swanmead Day Centre – loss of rental income		6	
Pressure – Staffing - restructure		91	
Saving – Drainage Consultants		(39)	
Saving – Rental income – Basepoint Business Centre		(86)	
Saving – Rental income – Market Place car park supplementary rent		(20)	
Saving – Rental income – 208 -216 London Road, Burgess Hill		(371)	(148)
			<hr/>
Total recommended budget for Business Unit for 2020/21			(2,214) <hr/> <hr/>

Finance Accountancy Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Accountancy Support	673	41	632
Base Net Budget	<u>673</u>		<u>632</u>
Budget Changes			
Salary adjustments		10	10
Base Net Expenditure			<u>642</u>
Pressure – Upgrade to ICON Cash Receipting System		2	
Pressure – Service Charge for BACS payments		15	
Pressure – Read only access to Civica Finance System		25	42
Total recommended budget for Business Unit for 2020/21			<u><u>684</u></u>

Finance Corporate Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Other Corporate & Democratic Core	131	(35)	166
Non Distributed Costs	1,274	(44)	1,318
Insurance	(80)	(80)	0
Finance Control Support	62		62
Base Net Budget	<u>1,387</u>		<u>1,546</u>
Budget Changes			
2018/19 Ongoing Saving – ESCC pension contribution pre-1974 employees		(44)	(44)
Base Net Expenditure			<u>1,502</u>
Saving – Audit fees		(20)	
Saving – Insurance contract		(80)	
Saving – Pension valuation saving		(326)	(426)
Total recommended budget for Business Unit for 2020/21			<u><u>1,076</u></u>

Revenues & Benefits Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Benefits Administration	904	80	824
Revenue Collection	647	(68)	715
Base Net Budget	<u>1,551</u>		<u>1,539</u>
Budget Changes			
Salary adjustments		48	48
Base Net Expenditure			<u>1,587</u>
Pressure – Council Tax Support Banded Income scheme		6	6
Total recommended budget for Business Unit for 2020/21			<u><u>1,593</u></u>

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

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

Customer Services & Communications

The Council's Customer Services team responds to over 11,000 customer enquiries by phone, in person and on social media every month. The Customer Services teams will again 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.

For 2020/21 we will continue to capitalise on improvements to the Customer Relationship Management system (CRM). Efficiencies the CRM enables will generate additional capacity and capabilities. This will be used to transfer more customer facing services into the contact centre. This will mean the Customer Services team handling more customer contacts from beginning to end. We will be looking to identify the first additional services to transition into the Contact Centre by quarter 2 of 2020/21.

The Communications team will continue to ensure the Council's printed and online publications are high quality. They will continue to monitor the reach and impact of publications to ensure they deliver best value. and will monitor the spend and continued need for these. We will review the design and print of Mid Sussex Matters to ensure this well-read publication provides the best value for money it possibly can. The Communications team will expand its social and commercial marketing activities. This includes assessing how we can make the best use of our assets to generate income.

Digital and Technology

Digital and Technology is a newly formed business unit. It is responsible for the implementation and upkeep of the council's digital infrastructure. It supports all physical technology throughout the council including desktop PC's, mobile technology and telecommunications.

Digital and Technology's remit is to sustainably and effectively provide technology and technical solutions to the council's business units. This is with the aim of enabling efficient and effective service provision, while planning ahead and investing in robust technologies such as cloud-based services and infrastructure that can be scaled according to business need and provide value for money. Uninterrupted, secure and sustainable service provision for staff and residents are the key objectives when conducting business as usual.

It will work closely with business units, alongside Human Resources, to review and analyse business practices to capitalise on digital technologies and approaches to improve customer services and deliver efficiencies. From April 2020 we will support changes in change of practice as staff become familiar with the applications and refine practice further.

Human Resources & Payroll

The key aim for Human Resources (HR) will be to increasingly support managers and employees to support the changing demands on the Council. Building on the introduction of a more flexible HR and Payroll system the team will support managers to focus on employee development and productivity. This will include a renewed focus on training and development and the apprenticeship programme to ensure people have the skills for the future and not the past.

The following tables detail the proposed budget for 2020/21 excluding internal recharges for each business unit under the responsibility of the Head of Digital & Customer Services.

Customer Services and Communications Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Customer Service & Communications	502	18	484
Base Net Budget	502		484
Budget Changes			
Salary adjustments		15	15
Base Net Expenditure			499
Pressure – marketing and training		12	
Pressure - Staffing		11	23
Total recommended budget for Business Unit for 2020/21			522

ICT Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Central Computer Costs	1,347	(13)	1,360
ICT	0		0
Corporate Systems Accounts	0		0
Base Net Budget	1,347		1,360
Budget Changes			
Salary Adjustments		26	
Safeguarding budget moved to Community Services, Policy & Performance		(28)	(2)
Base Net Expenditure			1,358
Pressure – Staffing - restructure		60	
Pressure – Staff training		10	70
Total recommended budget for Business Unit for 2020/21			1,428

Human Resources & Payroll Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
HR & Payroll	504		504
Base Net Budget	504		504
Budget Changes			
Salary adjustments		6	6
Base Net Expenditure			510
Pressure – HR and Payroll system		13	
Pressure – Internal training		15	28
Total recommended budget for Business Unit for 2020/21			538

Head of Regulatory Services (and Monitoring Officer)

Business Units: **Legal Services**
 Democratic Services
 Land Charges and 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 Police Commissioner Elections scheduled in 2020/21 and the team will ensure a readiness to deliver any election called at short notice as well as any Neighbourhood Plan Referendum.

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 the end of 2020. The total land charges system will be installed in early 2020 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 revised County wide discretionary disabled facilities policy which is seeing a lot more people supported by enhanced central government funding.

Food safety and Health and Safety remain important areas of work for part of the team.

Licensing policies will be kept under review with new licensing and sex establishment policies recently being adopted.

Fees are adjusted annually with inflation being the starting point.

Building Control

There remains activity in the building market and the team will be kept busy with fee producing work and work they are required to do to ensure there are safe structures in Mid Sussex. They look to market their services to attract better paid work with competitive fees reviewed annually.

To assist with recruitment, which has been problematic, the team have trained from within and this process will continue in 2020/21 as part of the enhanced apprenticeship scheme.

The following tables detail the proposed budget for 2020/21 excluding internal recharges for each business unit under the responsibility of the Head of Regulatory Services.

Legal Services Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Legal Support Costs	339		339
	339		339
Base Net Budget			
Budget Changes			
Salary adjustments		10	10
Base Net Expenditure			349
Total recommended budget for Business Unit for 2020/21			349

Democratic Services Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Elections & Registrations	346		346
Members Services	590	1	589
Base Net Budget	<u>936</u>		<u>935</u>
Budget Changes			
Salary adjustments		7	7
Base Net Expenditure			<u>942</u>
Total recommended budget for Business Unit for 2020/21			<u><u>942</u></u>

Land Charges Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Local Land Charges	(19)	(13)	(6)
Land Charge Admin Staff Control	1	1	0
Base Net Budget	<u>(18)</u>		<u>(6)</u>
Budget Changes			
Salary adjustments		4	
Salary saving relating to Computerisation project		(16)	(12)
Base Net Expenditure			<u>(18)</u>
Pressure – Reversal of Salary saving due to delay in Computerisation project		16	
Saving – Reduction in Scanning costs		(7)	9
Total recommended budget for Business Unit for 2020/21			<u><u>(9)</u></u>

Planning and Building Control Service Support Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Planning Service Support	3	3	0
	<hr/>		<hr/>
Base Net Budget	3		0
Budget Changes			
Salary adjustments		(6)	(6)
			<hr/>
Base Net Expenditure			(6)
			<hr/>
Total recommended budget for Business Unit for 2020/21			(6)
			<hr/> <hr/>

Environmental Health Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Contaminated Land	42		42
Housing Standards	187	22	165
Safety & Licensing	316		316
Environmental Protection	184	(10)	194
Environmental Health Staffing	(21)	(21)	0
Health and Safety	49		49
	<hr/>		<hr/>
Base Net Budget	757		766
Budget Changes			
Salary adjustments		(2)	(2)
			<hr/>
Base Net Expenditure			764
			<hr/>
Total recommended budget for Business Unit for 2020/21			764
			<hr/> <hr/>

Building Control Draft Budget 2020/21

<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Estimate 2020/21 £'000</i>
Base Net Budget			
Building Control	206	56	150
	<hr/>		<hr/>
Base Net Budget	206		150
Budget Changes			
Salary adjustments		20	20
			<hr/>
Base Net Expenditure			170
			<hr/>
Total recommended budget for Business Unit for 2020/21			170
			<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 2020/21 excluding internal recharges for Strategic Core.

Strategic Core Draft Budget 2020/21			
<i>Description</i>	<i>Forecast 2019/20 £'000</i>	<i>Variations £'000</i>	<i>Original Estimate 2020/21 £'000</i>
Base Net Budget			
Strategic Core	1,258		1,258
Base Net Budget	<u>1,258</u>		<u>1,258</u>
Budget Changes			
Salary adjustments		56	56
Base Net Expenditure			<u>1,314</u>
Pressure – Salaries – additional member of staff		72	72
Total recommended budget for Business Unit for 2020/21			<u><u>1,386</u></u>

SECTION 4: CAPITAL PROGRAMME

1. This section sets out a proposed Capital Programme and Capital Strategy.
2. Each year, the Council sets out its Capital Programme for the forthcoming year . Members should note that although this varies from year to year, it does contain certain core constituents throughout the four-year timeline. On this basis, this section sets out an overall Programme for the next four years.

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 2020/21 as detailed further in the paragraphs below.

Proposed Capital and Revenue Projects for 2020/21

5. In light of the comments above, the capital and revenue projects that have come forward are as follows:
- (i) **ICT (Capital and Revenue Projects)**
These relate to a workstation replacement programme at £50k, and projects designed to upgrade our capabilities whilst moving us towards being infrastructure free in the longer term.
 - (ii) **Other Schemes**
This project is the last year of a two 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.
 - (iii) **Major Capital Renewals (Capital and Revenue Projects)**
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) **Housing**
These are funded wholly or mainly from S106 contributions.
6. The proposed capital and revenue projects to be included in the 2020/21 Capital Programme of Capital and Revenue Projects are set out on the next page. In addition the current Starts List for 2020/21 is detailed below: The Starts List are projects that are being put forward for approval subject to a future business case. There is no authority to spend on these projects.

Proposed Starts List - 2019/20 - 2020/21

Project	Total 2020/21 £'000s
<i>Parks Improvements (estimated total)</i>	1,900
Victoria Park- Haywards Heath	* tbc
St John's Park -Burgess Hill	* tbc
Mount Noddy- East Grinstead	* tbc
Helmsley Meadow/ Finches Field- Pease Pottage	* tbc
Temporary Accommodation	* 2,000

* Masterplanning to be completed March 2020. Bids to be made in-year 2020/21 and part funded from s106s

Individual schemes are set out in the following pages.

Proposed New Projects - Capital Programme and Revenue Projects 2020/21 - 2023/24						
	Project Justification	Total 2020/21 £'000s	Total 2021/22 £'000s	Total 2022/23 £'000s	Total 2023/24 £'000s	Revenue Implications £'000s
Capital Projects						
ICT Projects						
Workstation Replacement - Phase II	Yes	50	50	50	50	
Host Replacement- Production farm and DMZ	Yes	55				
Fibre Channel Switch Replacement	Yes	36				
Replacement Document Management	Yes	70				
Total ICT Projects funded from Capital Receipts:		211	50	50	50	0
Others:						
Oaklands Window Replacement	Yes	110				
<u>Playground Improvements 2020/21</u>						
Forest Fields, Haywards Heath	Yes	60				
London Road Recreation Ground, Hassocks	Yes	80				
Turners Hill Recreation Ground Turners Hill	Yes	60				
St Andrews Play Area, Burgess Hill	Yes	73				
Total Others:		383	0	0	0	0
Council Priority Projects						
Delivery of Full Fibre**	n/a	tbc				
Electric Vehicle Charging Points**	n/a	tbc				
Provision of sites for Gypsies & Travellers**	n/a	tbc				
Total Council Priority Projects	n/a	tbc	0	0	0	0
Major Capital Renewals						
Unallocated funding for future years	n/a		356	111	246	
Total Major Capital Renewals	n/a	0	356	111	246	0
Housing						
Affordable Housing	n/a	400	683			
Total Housing		400	683	0	0	0
Environmental Health						
Disabled Facility Grants	n/a	900	900			
Total Environmental Health		900	900	0	0	0
S106 Partly Funded Schemes:						
<i>Pavilions:</i>	n/a					
Total S106 Partly Funded Schemes:		0	0	0	0	0
Total New Capital Projects		1,894	1,989	161	296	0
Financed By:						
Grant Contributions WSCC		900	900	0	0	
S106 Agreements -time limited		171	0	0	0	
S106 Agreements -non time limited		40	0	0	0	
S106 Housing - non time limited		400	683	0	0	
Met from Revenue Contributions (for MCR)		0	356	111	246	
Capital Receipts		273	50	50	50	
General Reserve		110	0	0	0	
Specific Reserve						
Total Financed:		1,894	1,989	161	296	0
**No authority to spend until financing confirmed						

Revenue Projects		£'000s	£'000s	£'000s	£'000s	£'000s
ICT Projects						
Supporting Infrastructure Refresh	Yes	36				
Telephony System Replacement	Yes	250				
Total ICT Projects funded from General Reserve:		286	0	0	0	0
Major Capital Renewals						
<u>Oaklands:</u>						
Refurbishment of Committee Room	n/a	68				
Refurbishment of Oaklands Meeting Room	n/a	30				
Resurfacing Oaklands Car Park, Haywards Heath	n/a	32				
<u>Car Parks:</u>						
Resurfacing of Haywards Road Service Road, Haywards Heath	n/a	25				
Resurfacing of Denmans Lane Car Park, Lindfield	n/a	10				
Resurfacing of Ardingly Car Park	n/a	12				
Total Major Capital Renewals		177	0	0	0	0
Council Priority Projects						
Burgess Hill Station Project	n/a	90				
Centre for Outdoor Sport (Master Planning)*	n/a	245				
Food Waste Collection Trial & Future Service**	n/a	tbc				
Total Council Priority Projects		335	0	0	0	0
Other						
<u>Drainage:</u>						
Capital Drainage works	n/a	125				
Total New Revenue Projects		923	0	0	0	0
Financed By:						
Met from Revenue Contributions (for MCR and drainage)		302	0	0	0	
OPE Fund via Greater Brighton One Public Estate Programme		90	0	0	0	
S106 Agreements -time limited*		245	0	0	0	
Capital Receipts		0	0	0	0	
General Reserve		286	0	0	0	
Specific Reserve		0	0	0	0	
Total Financed:		923	0	0	0	0
* No authority to spend until financing confirmed from s106s						
**No authority to spend until financing confirmed						

CAPITAL PROJECT JUSTIFICATION DETAILS

Workstation Replacement Programme – Phase II

Purpose of project :

The Council currently has approximately 400 workstations and to ensure efficiency and reliability a replacement programme is required. At present the workstations are bought with an extended 5 year warranty and they should be replaced when this expires. Service areas with aging non-compatible workstations are disadvantaged when looking to improve their work process by leveraging modern digital tools and workflows. The original 10% replacement programme was insufficient to ensure staff had the best tools to improve efficiency, reliability and compatibility with the Digital Programme. Phase I in 19/20 was very successful in helping us retire some of the oldest and poorest functioning workstations. Phase II aims to continue this work, whilst also working hand in hand with the roll-out of Windows 10 to ensure that staff are able to utilise modern software and take advantage of all current efficiency gains provided by the fusion of modern hardware and software.

Total Amount : £50,000

Capitalised Salaries included in the project total: **None**

Other sources of funding:(i.e. s106/ big lottery etc) **N/A**

Revenue Implications: **None**

Value For Money Assessment:

The original replacement budget of £25k only replaced approximately 10% of all workstations. This resulted in a major financial cost in 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. Phase one was extremely successful in this respect and has eased the purchase of new hardware to support the initial roll-out of Windows10, therefore it is recommended that this scheme continue for year 2 of the proposed 5 year programme at the increased amount of £50K in order to mitigate the need for future large scale workstation replacements, and to further facilitate more flexible approaches to working by allowing us where appropriate to procure a wider range of solutions that are more fit for purpose (e.g. laptops and tablets).

Business Unit/Service : Digital and Customer Services

Head of Service : Simon Hughes

Project Manager: Simon Jones

Cabinet Members: Cllr Ruth De Mierre

Ward Members: If applicable

This project contributes to achieving the Corporate Plan in the following ways:**Efficient and Responsive Services**

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

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

Previous Consideration at Scrutiny Committee: N/A

Risk Analysis:

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

CAPITAL PROJECT JUSTIFICATION DETAILS

Host Replacement – Production farm and DMZ

Purpose of project :

The VM host machines for both the production farm and the DMZ are now at end of life for support and need to be replaced in order to provide an effective, fully supported platform to run the myriad of council systems and servers that rely upon them for daily operations. Unlike in previous replacements of these technologies, it has been recognised that an increase in operational capacity is not required given the migration of key systems to SAAS and PAAS in future years, this therefore saves some cost in implementing these replacement units.

Total Amount : £55,000

Capitalised Salaries included in the project total: N/A

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

Revenue Implications: N/A

Value For Money Assessment:

Given that the current hardware is nearing the end of its life cycle, continuing without procuring replacements would leave the council's essential systems vulnerable to severe service interruption if any issues were to arise.

Business Unit/Service : Digital and Technology

Head of Service : Simon Hughes

Project Manager: Simon Jones

Cabinet Members : Cllr Ruth De Mierre

Ward Members : N/A

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

- Effective and responsive services
 - This critical infrastructure allows us to delivery many business systems, and the DMZ architecture allows safe external access without compromising the security of the internal network. Both are vital to business operations.

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 :

Failure to replace core technology when it has reached end of life could result in significant and costly service downtime should a failure occur.

CAPITAL PROJECT JUSTIFICATION DETAILS

Fibre Channel Switch Replacement

Purpose of project :

The fibre channel switches that connect our SAN to our VM infrastructure are at end of life and need to be replaced. We will replace them with higher capacity switches to better prepare the council's infrastructure to cope with new technologies that demand a higher bandwidth to operate effectively.

Total Amount : £36,000

Capitalised Salaries included in the project total: N/A

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

Revenue Implications: N/A

Value For Money Assessment:

Given that the current hardware is nearing the end of its life cycle, continuing without procuring replacements would leave the council's essential systems vulnerable to severe service interruption if any issues were to arise. A recent incident at AWBC demonstrated the catastrophic data loss that can occur if this hardware fails and starts to corrupt the VM infrastructure.

Business Unit/Service : Digital and Technology

Head of Service : Simon Hughes

Project Manager: Simon Jones

Cabinet Members : Cllr Ruth De Mierre

Ward Members : N/A

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

- Effective and responsive services
 - This critical infrastructure allows data throughput to our essential virtual infrastructure. Although an end of life upgrade is needed to ensure continued supported operation, upgrading to a higher capacity unit will allow our virtual infrastructure to connect to our SAN more quickly, making those systems more responsive and removing a bandwidth bottleneck.

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

Previous Consideration at Scrutiny Committee :

Risk Analysis :

Failure to replace core technology when it has reached end of life could result in significant and costly service downtime should a failure occur.

CAPITAL PROJECT JUSTIFICATION DETAILS

Replacement document management system Planning and Regulatory Services

Purpose of project :

The Planning (Development Management) and Regulatory Services areas of Environmental Health, Building Control and Licensing currently utilize a document management system (DMS) from Northgate Information@Work. The purpose of this project is to migrate to a DMS solution provided by IDOX, the company that currently supply the Uniform case management system used by these business areas.

This project forms part of a medium to long term plan to enhance and develop the Council's existing investment in the IDOX product.

Due to the fact that Planning (Development Management) are the most significant user of the document management system by volume of documents stored and exposure to public scrutiny through the Council's Online Register, this project is being led by the Development Management service.

However, it is important to realise that benefits will accrue to the other regulatory service areas utilising the combined case and document management system, including Building Control, Environmental Health and Licensing.

Total Amount : £70,000

Value For Money Assessment:

The project will not yield specific financial savings, it is expected to not have any revenue implications. However, by consolidating business systems for Planning and Regulatory Services, the authority will be well placed to take advantage of the opportunities afforded by IDOX's intention to move towards providing their system as a cloud based Software as a Service (SaaS) platform. This is in line with the Council's Digital Strategy.

The additional benefits of replacing Northgate Information@Work with the IDOX DMS are:

- The IDOX DMS is purpose designed to integrate with the existing IDOX Uniform case management system used by Planning (Development Management) and Regulatory Services. The current Northgate system has limited integration.
- Ability to access the full capability of the existing IDOX Enterprise (performance, monitoring, management tool) to setup tasks to streamline business processes.
- Provides the foundation from which the authority can exploit the mobile working solutions offered by IDOX, enabling officers to carry out site inspections using a tablet, uploading photos and site visit reports straight into Uniform and DMS while out onsite. This has significant implications for the future delivery of Building Control and Environmental Health services in the future.
- Ability to access the full capability of the existing IDOX Data Management Tool to efficiently delete and edit both applications and associated documents from the Uniform case management system and the DMS to ensure compliance with GDPR..Planning application consultees using the Online Register based Consultee Access module will

have their comments automatically uploaded straight into the DMS saving officer time. The system would also provide business efficiencies from real time uploading.

Business Unit/Service : Development Management, Environmental Health, Building Control, Licensing.

Head of Service : Judy Holmes, Tom Clark

Project Manager: Keith Stanton

Cabinet Members : Cllr Andrew MacNaughton, Cllr Ruth De-Mierre

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

- Effective and Responsive services

Summary of discussions with Cabinet Member :

Cllr De Mierre and Cllr MacNaughton are both supportive of this proposal.

Previous Consideration at Scrutiny Committee : N/A

Risk Analysis :

Project principle

This project is intended to provide the foundations for further service improvements in the service areas outlined, ensuring that the Council maximises the value of its data, enhances service delivery and gains further efficiencies in working practices and flexibility. If the project does not proceed and the status quo is maintained then services will not be able to take advantage of a single integrated solution providing end to end management of the digital business flow and business efficiencies from real time uploading.

Implementation

The key risk in implementation is continuity of service as documents are migrated between the Northgate and IDOX systems. Controls will be put in place to ensure that:

- Indexing metadata detailing the nature of each document is correctly transferred.
- The integrity of document redactions required for the data protection of private details on published documents is maintained without corrupting the original underlying document during migration.
- The Online Register continues to function.

CAPITAL PROJECT JUSTIFICATION DETAILS

Oaklands Window Replacement

Purpose of project :

To replace the existing PVCu 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.

Project Update :

The original proposal was to fund the project over 3 phases between 2019/20 and 2021/22 with a total estimate of £594,000 as follows:

Phase 1 – East Wing – 2019/20 - £183,000

Phase 2 – Front Elevation – 2020/21 - £177,000

Phase 3 – Main Building & Courtyard – 2021/22 - £234,000

To gain economies of scale the work for all three phases was tendered and the most economically advantageous tender in the sum of £287,876 was accepted and approved as summarised in Tender Report dated 3 May 2019. The contract contained a fluctuation clause based upon BCIS Tender Price Indices to provide for inflationary flexibility of phasing.

As this tender provided significant savings against the original estimate it was approved that Phases 1 and 2 would be funded and delivered in 2019/20 with a revised budget of £192,000.

Phase 3 is to be completed during 2020/21 with an estimate of £110,000.

In summary the revised phasing of this project is as follows:-

Phase 1 and 2 – East Wing and Front Elevation – 2019/20 - £192,000

Phase 3 – Main Building & Courtyard – 2021/22 - £110,000

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: Originally Cllr Jonathan Ash Edwards
Currently Cllr Judy Llewellyn Burke

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 was discussed with Cllr Jonathan Ash Edwards at the time and he was 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.

The assessed risks of this project remain unchanged.

Capital Project Justification Details

Forest Fields- Haywards Heath, Playground Improvements

Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment will provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project is a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

Costs:

Maximum Amount : **£60,000**

The following s106 funds are locally available to support this project:

Play Provision

Land at Oldfield, 55 Lewes Road (14/02484/FUL)- £8,625

Land at Oldfield, 55 Lewes Road (DM/15/4930)- £6,974

Kickabout

Land at Oldfield, 55 Lewes Road (14/02484/FUL)- £2,444

Land at Oldfield, 55 Lewes Road (DM/15/4930)- £1,976

Total s106 funding - £20,019

Balance required from capital reserves - £39,981

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

Revenue implications:

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

Value for money assessment:

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

Business Unit/Service: Commercial Services & Contracts

Head of Service: Judy Holmes

Divisional leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Member: Cllr John Belsey

Ward Members: Cllr Rod Clarke, Cllr Michael Pulfer

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

Summary of discussions with Cabinet Member:

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

Risk Analysis:

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

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

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

Capital Project Justification Details

London Road Recreation Ground- Hassocks, Playground Improvements

Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment will provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project is a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill
-

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

Costs:

Maximum Amount : **£80,000**

The following s106 funds are locally available to support this project:

Play Provision

- Land at Hassocks Highway Depot, London Road (08/02181/OUT)- £18,952
- Royston Nursing Home (DM/15/4964)- £3,230

Kickabout

- Land at Hassocks Highway Depot, London Road (08/02181/OUT)- £5,369
- Land on the west side of London Road (DM/17/4307)- £30,231
- Royston Nursing Home (DM/15/4964)- £915
- **Total s106 funding - £58,697**
- **Balance required from capital reserves - £21,303**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

Revenue implications:

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

need of investment.

Value for money assessment:

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

Business Unit/Service: Commercial Services & Contracts

Head of Service: Judy Holmes

Divisional leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Member: Cllr John Belsey

Ward Members: Cllr Benedict Dempsey, Cllr Sue Hatton, Cllr Alexander Sparasci

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

The Corporate Plan priority ‘Strong and Resilient Committees’. The Plan sets out proposals to invest in the Council’s parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

Summary of discussions with Cabinet Member:

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

Risk Analysis:

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

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

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

Capital Project Justification Details

Turners Hill Recreation Ground, Playground Improvements

Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment was intended to provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project was a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill
-

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a separate 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

Costs:

Maximum Amount : **£60,000**

The following s106 funds are locally available to support this project:

Play Provision

- Land at Clockfield , P35/762 , 11/01332/OUT - £46,396

Kickabout

- Land at Clockfield , P35/762 , 11/01332/OUT - £13,147
- **Total s106 funding - £59,543**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

Revenue implications:

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

Value for money assessment:

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

Business Unit/Service: Commercial Services & Contracts

Head of Service: Judy Holmes

Divisional leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Member: Cllr John Belsey

Ward Members: Cllr Phillip Coote, Cllr Ian Gibson, Cllr Roger Webb

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

The Corporate Plan priority 'Strong and Resilient Committees'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

Summary of discussions with Cabinet Member:

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

Risk Analysis:

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

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

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

Capital Project Justification Details

St Andrews Playground- Burgess Hill, Playground Improvements

Purpose of project:

The Council's 2019/20 Corporate Plan and Budget set out proposals to carry out a two-year programme of investment in the District Council's parks.

This investment was intended to provide a broad range of projects from major master-planning and improvement works at the Council's key parks sites, to the development of a proactive asset-management plan for all hard infrastructure across the estate, derived from a detailed condition survey.

Included within this project was a proposal to deliver at least six new or improved playgrounds across the district in 2019/20 and 2020/21. The first three (at Bolney Recreation Ground, John Pears Recreation Ground and Twineham Recreation Ground) are being delivered in 2019/20 as part of the Year 1 works. The priorities for Year 2 (2020/21) have been identified as follows:

- Forest Fields- Haywards Heath
- London Road Recreation Ground- Hassocks
- Turners Hill Recreation Grounds- Turners Hill
- St Andrews Play Area- Burgess Hill

These sites have been identified on the basis of the findings of the Independent Annual Playground Safety inspection carried out in April 2018, a separate 'play value' assessment which was carried out at the same time, and the local availability of s106 funding.

Costs:

Maximum Amount : £73,000

The following s106 funds are locally available to support this project:

Play Provision

- Land off Kingsway, East of Gerald Close, PL12-001167, DM/15/4379- £56,847
- Land at Cants Lane, P35/407, BH/236/99- £2,607
- Land at Prospect Hse, Junction Rd, P35/582b, 05/01087/FUL- £13,054
- **Total s106 funding - £72,508**

Capitalised Salaries included in the project total : N/A

Other sources of funding :(i.e. big lottery etc.) N/A

Revenue implications:

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

Value for money assessment:

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

condition of the play area, and will result in a continued annual increase in maintenance costs. There would also be a risk of injury resulting in potential insurance claims.

Business Unit/Service: Commercial Services & Contracts

Head of Service: Judy Holmes

Divisional leader: Rob Anderton

Project Manager: Jo Reid

Cabinet Member: Cllr John Belsey

Ward Members: Cllr Roger Cartwright, Cllr Matthew Cornish

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

The Corporate Plan priority 'Strong and Resilient Communities'. The Plan sets out proposals to invest in the Council's parks to enable extensive master planning and remodelling in some of the key parks to improve the facilities for all users.

Summary of discussions with Cabinet Member:

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

Risk Analysis:

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

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

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

REVENUE PROJECT JUSTIFICATION DETAILS

Supporting Infrastructure Refresh

Purpose of project :

With the introduction of the Digital Programme, new network switches, cloud migrations and desktops upgrading to Windows10 and Office365, network cabling, supporting equipment, endpoint solutions and flexible access solutions will need replacement. This is to meet the additional requirements of new hardware and software, for example to avoid bottlenecks for the network traffic which can cause significant delays in login on to systems of performing complex functions, or to facilitate more flexible access to network resources and line of business software. This will also provide an opportunity to exploit the market in delivering reduced support and maintenance costs for network hardware and other systems. 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 : £36,000

Capitalised Salaries included in the project total: N/A

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

Revenue Implications: N/A

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 and Technology

Head of Service : Simon Hughes

Project Manager: Simon Jones

Cabinet Members : Cllr Ruth De Mierre

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 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 and supporting systems from the CenSus ICT partnership. This means that the Council will be able to exploit the market to deliver reduced maintenance and support costs and create sustainable, scalable solutions to support future expansion into new technology.

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 : 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. Inability to create flexible and sustainable access to business software and resources.

REVENUE 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.
- Support mobile integration, saving money on call costs

A modern cloud based communications system would provide increased flexibility, along with improved business resilience. Previous bids of 120K were based on the market position from over 3 years ago, and did not take into account the cost of full cloud migration, looking instead at hosted systems which other councils have found to be unreliable as they tend to contain a single point of failure – recent example at AWBC.

Total Amount : £250,000

Capitalised Salaries included in the project total: N/A

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

Revenue Implications: N/A

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 and Technology

Head of Service : Simon Hughes

Project Manager: Simon Jones

Cabinet Members : Cllr Ruth De Mierre

Ward Members : N/A

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 :

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, which would have a tremendously detrimental effect on the business.

Insufficient resources from Service Areas to configure and test in a timely manner – proper project governance will mitigate.