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6 November 2018

Dear Councillor,

A meeting of **SCRUTINY COMMITTEE FOR LEADER, RESOURCES AND ECONOMIC GROWTH** will be held in the **COUNCIL CHAMBER** on **WEDNESDAY, 14TH NOVEMBER, 2018 at 7.00 pm** when your attendance is requested.

Yours sincerely,  
KATHRYN HALL  
Chief Executive

**A G E N D A**

	<b>Pages</b>
1. To note Substitutes in Accordance with Council Procedure Rule 4 - Substitutes at Meetings of Committees etc.	
2. To receive apologies for absence.	
3. To receive Declaration of Interests from Members in respect of any matter on the Agenda.	
4. To confirm the Minutes of the previous meeting.	<b>3 - 6</b>
5. To consider any items that the Chairman agrees to take as urgent business.	
6. Performance Monitoring for the Second Quarter of 2018/19.	<b>7 - 44</b>
7. Draft Corporate Plan and Budget 2019/20 - Consultation Process	<b>45 - 46</b>
8. Capital Programme Monitoring	<b>47 - 52</b>
9. Scrutiny Committee for Leader, Resources and Economic Growth Work Programme 2018/19	<b>53 - 54</b>
10. Questions pursuant to Council Procedure Rule 10 due notice of which	

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*Working together for a better Mid Sussex*

has been given.

To: **Members of Scrutiny Committee for Leader, Resources and Economic Growth:**  
Councillors L Stockwell (Chairman), R de Mierre (Vice-Chair), E Belsey, M Belsey,  
R Clarke, T Dorey, Andrew Lea, G Marples, N Mockford, R Cherry, J Landriani,  
G Rawlinson, P Reed, C Trumble and R Whittaker

## **Minutes of the meeting of the Scrutiny Committee for Leader, Resources and Economic Growth on 3 October 2018 from 7:00 p.m. to 8.03 p.m.**

### **Present:**

Edward Belsey  
Margaret Belsey  
Richard Cherry\*  
Rod Clarke  
Ruth de Mierre

Tony Dorey  
Jacqui Landriani  
Andrew Lea  
Gordon Marples  
Norman Mockford

Geoff Rawlinson  
Peter Reed  
Linda Stockwell  
Colin Trumble\*  
Rex Whittaker

\* Absent

**Also present (as nominated substitute):** Cllr Holden,

**Also present (as Cabinet Member):** Cllr Garry Wall, Cllr Judy Llewellyn-Burke and Cllr Ash-Edwards.

### **1. SUBSTITUTES AT MEETINGS OF COMMITTEE – COUNCIL PROCEDURE RULE 4**

Councillor Holden substituted for Councillor Cherry.

### **2. APOLOGIES**

Apologies were received from Councillor Trumble and Councillor Cherry.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. MINUTES**

The Chairman confirmed that items noted in the minutes for referral to other Scrutiny Committees have been actioned.

The minutes of the meeting held on 13 June 2018 were agreed as a correct record and signed by the Chairman.

### **5. URGENT BUSINESS**

None.

### **6. PERFORMANCE MONITORING FOR THE FIRST QUARTER OF 2018/19.**

Kate Wilson, Business Unit Leader for Community Services, Policy & Performance introduced the report, noting that performance in the first quarter of 2018/19 has been good overall with 85% of indicators green, compared to 76% at the same point last year. She highlighted notable positives such as the collection targets for Council Tax and Non Domestic Rates (NDR), the percentage of household waste sent for reuse, recycling and composting, and the processing of planning applications. Flagship activities are also progressing well, with the installation of new parking payment machines in all car parks, and the achievement of a Green Flag award to St

John's Park in Burgess Hill already completed. The first phase of refurbishment at the Triangle Leisure Centre is also complete.

Where targets have not been met in the area of benefits processing, the Business Unit Leader for Community Services, Policy & Performance acknowledged that this was linked to the dissolution of the CenSus Revenues and Benefits Partnership and the establishment of the Council's in-house benefits team, as well as the implications of dealing with the roll out of Universal Credit.

Kevin Stewart, the Business Unit Leader for Revenues and Benefits provided further context to the targets within revenues and benefits. He highlighted that whilst the Council Tax and NDR collection rates were on target, it was also important to note that since the dissolution of the CenSus Revenues and Benefits Partnership the team has maintained business as usual whilst going through a complete restructure, with the hiring and training of 12 new staff, which is a significant achievement.

He highlighted that performance in Benefits processing has greatly improved in August 2018, which coincided with the first month that the Benefits Team had been processing solely Mid Sussex claims. This will be fully reported to Committee at the meeting on the 14 November 2018. There is also a greater emphasis on accuracy to ensure that the right benefit gets to the right person at the right time and to ensure against future housing benefit subsidy loss. The Business Leader for Revenues and Benefits stated that the Housing Benefit Subsidy Claim, whilst still being finalised with external auditors, was very likely to see no payment due to the Department for Work and Pensions (DWP) for the 2017/18 financial year, which would be the second year in a row.

With reference to Universal Credit, he confirmed that the Benefits team have a good working relationship with the local Job Centres and the Citizens Advice Service. The negative publicity which has focused on Universal Credit nationally has not been the case in Mid Sussex. The Business Unit Leader chairs a Universal Credit Stakeholder group for Mid Sussex, and the benefits team continues to work pro-actively to support the implementation and assist local residents.

In response to Member's queries, the Business Leader for Revenues and Benefits confirmed that the number of claimants referred to households rather than individuals, and a household could claim for both housing benefit and council tax support. With regards to the figures presented on collection of NDR, he confirmed that work is ongoing to ensure the figures are clearer and more consistent, as the current format is unclear. He also agreed to provide a median average where targets are red, acknowledging that averages could be mis-leading; for example one missed or very delayed action could move a target from green to red.

A Member welcomed the positive percentage of undisputed invoices paid within 10 days of receipt, and was keen for a more challenging target to be set if possible, as this directly helps support local businesses.

Regarding the target number of days to process benefits claims, the Cabinet Member for Finance and Performance reiterated the focus on accuracy over speed. It was noted that the national average is 22 days and there is a long term plan to increase the speed as the new benefits team is embedded. Figures for August already reflect a positive increase in the speed of processing with all but one indicator at green and in excess of the target range specified.

A Member queried the use of enforcement agents in the collection of rates and council tax. The Business Leader for Revenues and Benefits confirmed that they were used as a last resort when other avenues of collection had been exhausted to ensure amounts owed to the Council were collected.

A number of Members commented on the positive performance report for the first quarter, in particular the progress made in the Revenues and Benefits service. It was noted that complaints, especially relating to waste collection were very low when compared to the number of waste collections carried out. The Leader concurred with a Member's comments that positive performance should be more widely promoted, particularly regarding the reduction in the number of planning appeals allowed against the refusal of planning permissions. This is tangible evidence of the positive impact for the community of the successful adoption of the District Plan and the identification of a 5 year land supply.

The committee discussed concerns about the staffing implications in both the Environmental Health and Housing teams where a change of legislation has been implemented or is due to come into place. The Solicitor to the Council confirmed one additional Officer has joined the Environmental Health team and capacity will be monitored against the number of Houses in Multiple Occupation coming forward. The Assistant Chief Executive acknowledged that the Council is facing two new housing initiatives: the additional responsibilities under the Homelessness Reduction Act, and the fact that the Council is embarking on becoming a landlord for the first time in many years. She confirmed that robust business cases will be put forward to ensure that staffing capacity meets these requirements.

The anti-social behaviour index was discussed and the Business Unit Leader for Community Services, Policy & Performance confirmed that the figures collected in this first year of reporting will be used to set the benchmark for future years. She also confirmed the purpose of the 'Make A Difference Awards' which are quarterly awards for staff, nominated by colleagues and presented by the Cabinet Member for Customer Service.

A Member commended the work of the Wellbeing service. He noted that there is limited attendance by Councillors at the quarterly Health & Wellbeing Network, and the Leader agreed to raise this with the Member Development Working Group to encourage Members to attend.

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

## **RESOLVED**

The Committee:

- (i) Noted the Council's performance and progress with flagship activities in the first quarter of the year and identified any areas where further reporting or information is required;
- (ii) Agreed to advise the Cabinet of any issues that the Committee considers should be given particular consideration at the Cabinet meeting on 15<sup>th</sup> October 2018.

**Councillor Whittaker left the meeting at 7.45pm.**

## **7. LAUNCH OF THE ECONOMIC DEVELOPMENT STRATEGY**

The Deputy Leader and Cabinet Member for Economic Growth provided a verbal update to the Committee. The launch of the Economic Development Strategy took place in June, hosted by CAE in Burgess Hill, and was well received by the business community. He confirmed that the Council has invested £187k to expand the Economic Development team to provide the capacity to carry out the 66 actions in the 5 year Strategy. He noted that the local economy is performing well and that the Council continues to support and influence businesses, for example the Local Full Fibre Network bid to drive economic growth and create a strong unique selling point for the area. He drew Members attention to the strong focus on the people element of the strategy, and work is under way on the 'Open 4 Business' event in 2019 with a theme of skills and apprenticeships.

A Member provided information on the Mid Sussex Expo, recently held for the second year running at the South of England Showground, which would be a great opportunity to showcase the Council's ambitions in economic development.

A discussion was held on the positive developments in reinstating post 16 education in Haywards Heath. The Deputy Leader confirmed that the University of Sussex is keen to look where they can to expand operations across the County and the Council will be actively promoting the options within the district. He also noted that the infrastructure and skills ambitions set out in the 12 year development programme will contribute in the long term to GVA in the area. The apprenticeship route offers a huge area of potential for young people in the district and it is the Council's responsibility to promote this where ever possible.

The Leader concluded by acknowledging the importance of a recent decision to separate the portfolios for Economic Growth and Finance and Performance as both Cabinet Members can take a strong lead in these key areas.

## **8. WORK PROGRAMME 2018/19**

Tom Clark, Solicitor to the Council introduced the report. He acknowledged that the current meeting was scheduled late in the year, and confirmed that the programme of meetings for 2019/20 will propose a meeting scheduled for late July in the future to allow for the first quarter performance report to be presented earlier.

The Chairman took Members to the recommendation which was agreed unanimously.

### **RESOLVED**

The Committee:

- (i) Agreed the Committee's Work Programme as set out at paragraph 5 of the report.

Chairman.

## PERFORMANCE MONITORING FOR THE SECOND QUARTER OF 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES  
Contact Officer: Neal Barton, Policy and Performance Manager  
Email: [Neal.Barton@midsussex.gov.uk](mailto:Neal.Barton@midsussex.gov.uk) Tel: 01444 477588  
Wards Affected: All  
Key Decision: No  
Report to: Scrutiny Committee for Leader, Resources and Economic Growth  
14<sup>th</sup> November 2018

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### Purpose of Report

1. This report provides the Scrutiny Committee for Leader, Resources and Economic Growth with information about the Council's performance for the second quarter from July to September 2018. It uses the bundle of performance indicators previously agreed by this Committee for monitoring in 2018/19. The report also updates on progress with the Council's flagship activities, identified in the 2018/19 Corporate Plan.

### Summary

2. Performance in the second quarter of 2018/19 has been good overall, no indicators at red (10% or more off target) and most services are performing at or close to target. Particular improvements have been achieved since the last quarter in the speed of processing new benefit claims and changes of circumstances. In the small number of cases where service targets are not being fully met, the reasons for this are clearly understood and appropriate action is being taken

### Recommendations





3. **The Committee is recommended to:**
  - (i) **Note the Council's performance and progress with flagship activities in the second quarter of the year and identify any areas where further reporting or information is required;**
  - (ii) **Advise the Cabinet of any issues that the Committee considers should be given particular consideration at the Cabinet meeting on 14<sup>th</sup> January 2019.**

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### Introduction

4. One of the functions of the Scrutiny Committee for Leader, Resources and Economic Growth is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not of a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis.
5. Performance information is presented in a standard format across all services using the bundle of performance indicators agreed by the Committee for 2018/19. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year against which performance is measured. Some performance measures do not have targets as these measures are "health checks" and for monitoring purposes only.





6. Performance information for the first quarter is provided at Appendix A. This is set out in tabular form using a traffic light system as explained below:

-  red – 10 percent or more off target
-  amber – slightly off target (less than 10 percent)
-  green – on or exceeding target
-  health check - indicator for information only

7. The Committee also has responsibility for monitoring progress with the flagship activities in the Corporate Plan for 2018/19. Progress in the first quarter is reported at Appendix B.

### Overall Performance

8. Performance has continued to be good across the Council in the first quarter, with a small number of exceptions of which more details are provided later in the report. None of the indicators are at red. The first quarter position in comparison with the previous financial year is summarised below:

Quarter 1	 Green	 Amber	 Red	 Health check	Total
2018/19	32 (78%)	9 (22%)	0	15	56
2017/18	31 (74%)	6 (14%)	5 (12%)	14	56

9. Not all aspects of the Council's work can be measured by formal indicators and in some cases the Council has little or no influence over performance. Therefore this work is measured using health check indicators which are outlined in Appendix A. These are intended to provide Members with a holistic view of the Council's work.

### Performance meeting or exceeding targets (green)

10. Of the 41 indicators with targets, 32 met or exceeded their target. This has been achieved despite increased volumes of work in key areas. This section of the report provides more information about some of these performance achievements.

#### Percentage of undisputed invoices paid within 10 days of receipt

11. Performance in the second quarter of 2018/19 was 97.6% paid within 10 days of receipt compared to the target of 95%, with 1,159 invoices received. Performance in the same quarter of last year was 98.6% out of the 1,255 invoices received paid within the target period. 100% of the undisputed invoices received in the second quarter of this year were paid within 30 days. Prompt payment of invoices continues to be a high priority for the Council in supporting small businesses and this is one of the indicators monitored as part of the Council's Economic Development Strategy.

#### Speed of processing new claims and change of circumstances for Housing and Council Tax Support Claims

12. At the end of September 2018, the total number of claimants was:

Housing Benefit Working Age	3,485
Housing Benefit Elderly	2,631



Total	6,116
Council Tax Support Working Age	3,024
Council Tax Support Elderly	2,480
Total	5,504

Universal Credit Claims (@June 2018 – the latest published data) 243

13. A great improvement in performance has been achieved by the Benefits Team over the quarter, with three out of four of the Benefits processing indicators on target in quarter 2. This compares to all four indicators having a status of red in quarter 1.
14. As reported previously to the Committee, with the dissolution of the CenSus Partnership, the Council has a new management team and 15 new members of staff in a short space of time, with recruitment and training of the new team undertaken during July and August. This makes the improvements in performance even more noteworthy.
15. For new Housing Benefit Claims the average speed of processing in quarter two was at the target level of 22 days, with 193 claims processed. For Council Tax Support claims the average was 24 days just outside of the target of 22 days and with 314 claims processed.
16. For Housing Benefit changes of circumstances the average speed of processing was 8 days compared to the target of 9 days, with 4,085 changes processed. The number of Housing Benefit new claims has reduced by about 30 per month since the roll out of the new service of Universal Credit on 6<sup>th</sup> June 2018. For Council Tax Support change of circumstances, performance was also 8 days compared to the target of 9 days with 3,659 changes processed.
17. A further issue facing the service has been the roll out of Universal Credit, which went live in Mid Sussex on 6<sup>th</sup> June 2018. This has significant implications for Benefits administration, with fewer new claims and a significant increase in changes of circumstances, and provides for a single monthly payment to replace a number of other benefits and tax credits. The Department for Works and Pensions (DWP) locally reported that at the end of September and fourteen weeks into implementation, 86% of payments have been made on time. We are trying to get more up to date statistics locally for Members, but the DWP centrally have put an embargo on such information, although locally we have not received the negative publicity seen nationally.
18. As reported to the Committee previously, the Council's Benefits Team are being proactive in working with partner organisations to provide the necessary financial support and advice for people who are awarded Universal Credit. The Council is using DWP Grant to provide Personal Budgeting Support and Assisted Digital Support for those vulnerable people in receipt of Universal Credit. This has been allocated to Citizens Advice, with whom the Council has a partnership agreement for 2018/19, in order to provide extra training for their volunteers and to appoint specialist financial advisers. As at the end of September, there had been 50 referrals to the Personal Budgeting/Assisted Digital Support Service of which 32 were taken up. 16 were for Personal Budgeting Support and 16 for Assisted Digital Support.

19. The DWP have entered into an agreement directly to provide the Universal Support Service in 2019/20 with Citizens Advice. While this surprise announcement will have an impact on other local authorities, the Council already use Citizens Advice so there are no issues in Mid Sussex.
20. Nationally the implementation of Universal Credit is progressing. One of the biggest future tasks is “managed migration”, which is scheduled to commence in 2019 and finish in 2023. This will involve starting to move claimants in receipt at that time of one or more of the working age benefits over to Universal Credit. This will have major implications as customers will need to make a Universal Credit application and the legacy benefit will cease. If they fail to make the application within the permitted calendar month they will lose protection and may be worse off, although there is the ability to extend for some vulnerable people, although this is as yet not defined. As such for customers who have not claimed or completed forms for a number of years this could provide a challenge. Officers will continue to keep Members fully updated on the roll out of Universal Credit, including the impact on our own services.

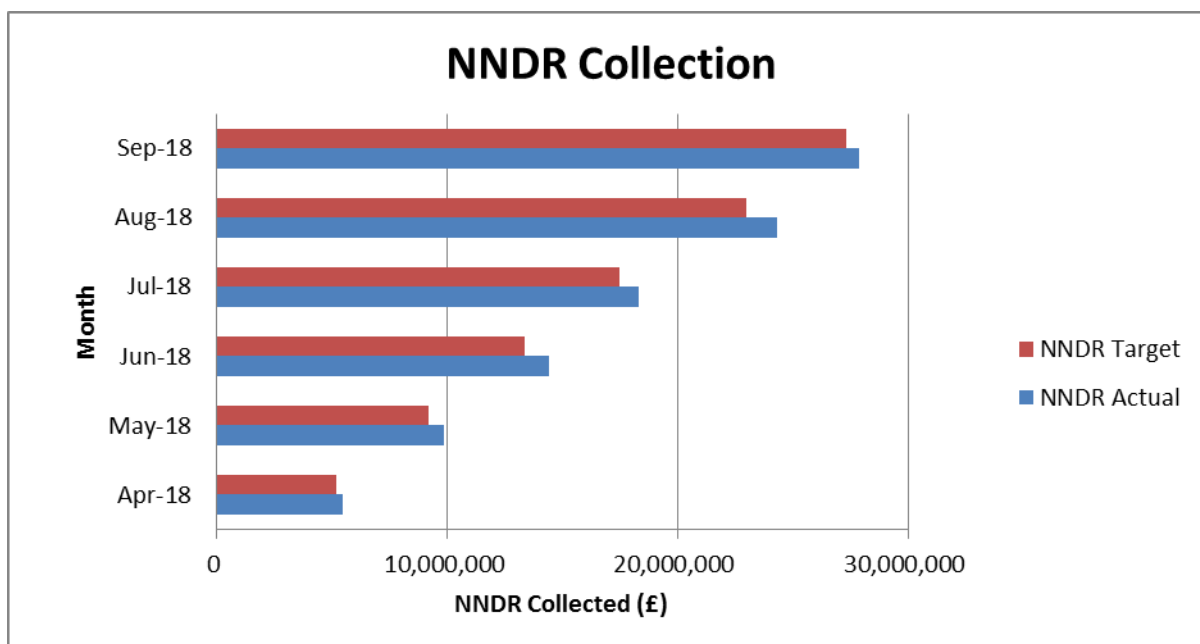
#### Overpayment Error and Accuracy in Benefit Assessments

21. The move away from the CenSus Partnership and the establishment of the Council’s own Revenues and Benefits service has seen a greater emphasis on the accuracy of assessment. This aims to get the right benefit to the right person at the right time, which is key to minimising the level of overpayment error and preventing the Council losing Housing Benefit Subsidy from the Department of Works and Pensions. At the end of the second quarter overpayment error for the 2018/19 Subsidy Claim was well below the threshold of £76,000 at £47,418. The 2017/18 Subsidy Claim has now been signed off by the external auditor and the Council expects that the DWP will quickly sign off the claim. As it stands Mid Sussex District Council is set to receive an additional £760. This means that we will not lose any Housing Benefit Subsidy due to overpayment error for the second year running. The service is keen to ensure that this is also achieved in the current financial year and all steps are being taken for this to be the case.
22. For the accuracy of assessment of benefit claims, performance in the second quarter was at 93% against the target of 97%. This is a very challenging target and accuracy of processing is being monitored against all benefit cases processed rather than just the ones selected for accuracy testing. Accuracy in processing has been an emphasis for the training provided to the new Benefits Team. Please note that any errors that we correct ourselves, if done before the external audit process, count then as a pass for Housing Benefit Subsidy purposes.

#### Percentage of Non-Domestic Rates Collected

23. Collection of Non-Domestic Rates at the end of the second quarter had reached 59%, which was above the target of 57.7% and with £27,870,369 collected. This is an improvement on last year’s collection rate at quarter 2 of 56%, when the amount collected was £25,847,413. Increased collection has been achieved through a continued focus on more proactive engagement with Business Ratepayers in enforcement and greater flexibility in making payment arrangements. The figures are not directly comparable for the 2 years as more Business Ratepayers have elected to pay over 12 months rather than 10 in 2018/19 and we will not get a true comparison until the financial year end. Please see paragraph 54 - 55 for information on Council Tax collection.

Figure 2 below shows monthly collection against targets for the second quarter



#### Monthly customer satisfaction scores and number of compliments received

24. Customer satisfaction is being measured by calling back a sample of customers who had previously called the Contact Centre to gain their feedback. Feedback from those surveyed in quarter 2 has been 100% positive. The customers surveyed had contacted the Council in connection to a wide range of services including waste, travellers, benefits, elections, switchboard, concessionary fares, parking, pest control, building control, taxi licensing and revenues.
25. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 142 compliments received in the first quarter. The main services in receipt of compliments were
- Development Management - 47
  - Customer Services and Communications - 39
  - Waste and Outdoor Services - 26
  - Landscapes - 8
  - Democratic Services - 6
  - Corporate Estates and Facilities - 4
  - Community Services, Policy and Performance – 3
  - Parking - 2

#### Percentage of enquiries resolved at first point of contact and submission of e-forms

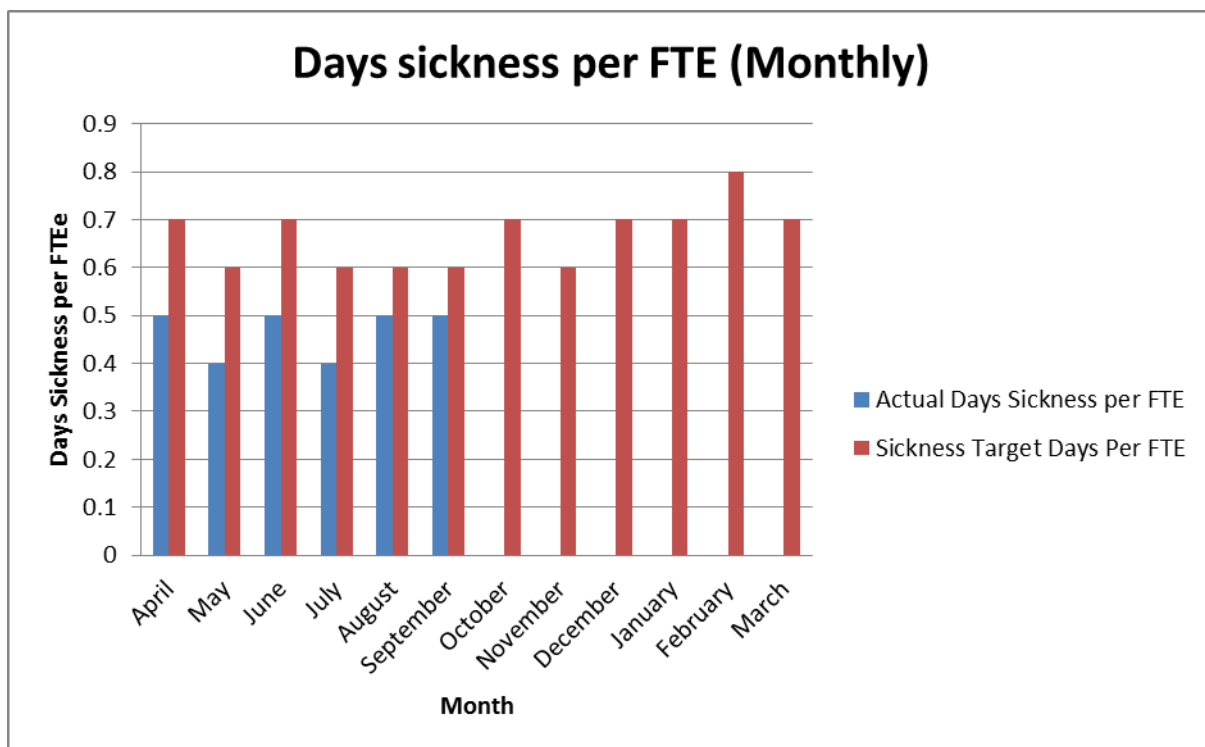
26. The percentage of enquiries resolved at first point of contact is measured through the proportion of the automatic forms available on our website successfully submitted and telephone enquiries resolved first time. Performance in the second quarter was 92% against the target of 75% and relates to analysis of forms only. Work is still progressing to establish data to monitor telephone calls and resolution at first point of contact.

27. The number of e-forms submitted in the second quarter was 6,776 compared to 6,999 last year. This is a reflection of more requests for services being dealt with directly through the Customer Relation Management System, rather than using an e-form. Widening the range of the Council's digital services is one of the Council's flagship activities for 2018/19 and further information is included at Appendix B.

Staff sickness absence rate

28. This was 2.8 days per full-time equivalent (FTE) member of staff in the second quarter compared to a target of 3.8 days. This is an improvement on sickness absence in quarter 2 2017/18, which was 3.3 days per full-time equivalent member of staff. There is currently one long-term absence, with whom the Council is in regular communication. Improved performance is the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. Comparative information has been obtained from three neighbour councils and their levels of sickness absence per FTE for quarter 2 were 3.11, 3.37 and 5.44 days per FTE respectively.

Figure 1 below shows the monthly figures for sickness rates against the target.



Staff turnover

29. Staff turnover in the second quarter of the year was 1.66% compared to the target of 3.7%. This is an improvement on the second quarter of 2017/18 when the turnover rate was 6.35%. Staff turnover can be affected by a number of factors, many of which are out of the control of the Council such as the local economy and job market. The 1.66% turnover rate refers to 5 voluntary leavers in the second quarter. Reasons for departure were career opportunities (2), retirement (1), end of temporary appointment (1) and personal (1).

The number of visits made to the Leisure Centres and Civic Hall

30. The number of visits to the Council's Leisure Centres and civic hall exceeded the target for the quarter, with 436,059 visits compared to the target of 417,258. Attendance figures have been boosted by the completion of the first phase of improvements to the Triangle Leisure Pools. This is one of the Council's flagship activities for 2018/19, with further information included at Appendix B.

Amount of waste per household which is disposed of in landfill sites (kilos)

31. This was 102 kgs of waste disposed in landfill in the second quarter of 2018/19 compared to the target of 107 kgs and a reduction on the figure for the second quarter of last year, which was 109 kgs per household. Waste minimisation is closely linked to the Council's efforts to increase the levels of recycling, which are referred to in paragraph 61 – 63.

Parking Services performance

32. Performance in repairing car parking machines within the target time of 2 days was at 98% against the target of 97%. One of the Council's flagship activities for 2018/19 is to introduce cashless payment options for parking, with further information included at appendix B.
33. With regard to the cancellation rate of penalty charge notices, this was 8% for the second quarter of 2018/19. There is an Enforcement Service Level Agreement in place with West Sussex County Council that sets a 9% cancellation rate target for mitigating circumstances. Please see paragraph 60 for further information on parking performance.

Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt

34. Performance in the second quarter of 2018/19 was 98% compared to the target of 96%. This represents 667 out of 684 service requests and is an improvement on the performance in the second quarter of last year, which was 93%, with 600 out of 644 service requests resolved within 3 months. The number of service requests has increased by 6%.

Environmental Health service requests that are responded to within five working days

35. Service requests responded to within 5 working days was 99% in the second quarter of 2018/19, compared to the target of 97% and relating to 1,169 service requests. This compares to performance of 99% in the second quarter of last year when 1,153 service requests were received. This is a challenging target, especially in busy periods. Requests for service cover the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

Number of households accepted as homeless

36. At 15, the number accepted as homeless by the Council is better than the target for the second quarter of the year of 20. The long term expectation is that the numbers approaching the Council for advice and assistance will increase due to demand for affordable housing and the implications of welfare reforms. 217 households approached the Council with a housing enquiry in the second quarter of 2018/19, compared to 247 in the same quarter of 2017/18.
37. The Homelessness Reduction Act came into effect from April 2018. This is increasing the workload of the Housing Needs Team because of increased

requirements on Councils to provide a written Personalised Housing Plan (PHP) to those presenting as homeless. The Act also introduced from 1<sup>st</sup> October 2018 the “Duty to Refer” on certain public bodies to refer to the Council people they think may be homeless or threatened with homelessness. This is being actively raised with the Council’s partners and was covered at a meeting of the Health and Wellbeing Network on 3<sup>rd</sup> October with the theme of Housing Support. The Duty to Refer does not cover Housing Associations, but the Council has asked all local Housing Association providers to sign up to a Homelessness Prevention Protocol.

38. A Member Training event on the implementation of the Homelessness Reduction Act will take place on 22<sup>nd</sup> January 2019.

#### Number of households living in temporary accommodation

39. The number of households in temporary accommodation was 54 at the end of September 2018. This compares to 53 at the end of the second quarter of 2017/18. Overall, we are anticipating an increased need for the Council to make use of temporary accommodation. This is a reflection of factors previously reported to the Committee including increased demand, difficulties in accessing properties in the private rented sector and a lack of available Housing Association properties. The Homelessness Reduction Act has also led to an increase in the length of time that the Council has a duty to provide temporary accommodation for households in priority need.
40. Where the Council makes use of temporary accommodation, the aim is to ensure that households are supported in their efforts to secure longer term housing to minimise the time they spend in temporary accommodation. However, the average time that households are spending in temporary accommodation in quarter 2 was 33 weeks, which is the same as quarter 2 of 2017/18.
41. As reported previously, the Council has agreed to provide its own temporary accommodation in Mid Sussex, thereby minimising the reliance on bed and breakfast and guest house accommodation often provided outside of the District. Funding has been provided for the purchase of up to 20 properties and the lease of up to 10 properties. As at 5<sup>th</sup> November 2018, purchases of 14 properties are being progressed and the necessary legal work is being undertaken to complete the purchases. These will provide a mix of 1 and 2 bed houses and flats in East Grinstead, Haywards Heath and Burgess Hill. Further properties are being sought to bring the acquisitions up to 20 units.

#### Number of households assisted to access the private rented sector

42. Twenty four households were assisted to access the private rented sector in the second quarter of 2018/19 compared to the target of 19. The Housing Needs Team provides assistance to access private rented accommodation through initiatives such as the Rent in Advance and Deposit Guarantee Scheme, which helps those without sufficient funds to rent privately. Since April 2018, the Council has a Private Tenancy Negotiation and Sustainment Officer in post, who works with landlords to increase the supply of private rented properties available to households that the Council are assisting.

#### Building Control site inspections carried out within 24 hours of the date requested

43. The Building Control Team achieved the target of 98% of site inspections carried out within 24 hours of the date requested in quarter two of 2018/19. This related to 2,118

site inspections, an increase of 7% on the figure for the previous year of 1,988 inspections.

#### The percentage of plans received by Building Control which are checked within 15 working days

44. Performance was at 94% for quarter two of 2018/19 compared to the target of 87%. This relates to 310 plans checked. This is a great improvement on the second quarter of 2017/18, when performance was 64% with 337 plans checked. A new Senior Building Control Officer started in September, which has contributed to this improvement.

#### Processing of planning applications

45. The speed of determining planning applications remains good, with targets exceeded for majors, minors and other planning applications. The number of applications processed in quarter 2 was 661, compared to 680 in the same period of 2017/18.
46. During the second quarter of the year, 90% of major planning applications were processed within the target of 13 weeks (or within an agreed extension of time). This is above the target of 80% and relates to 21 majors processed. This compares to quarter two of 2017/18, when performance was at 92% with 13 major applications processed.
47. For processing of minor applications, performance was at 97% compared to the target of 85%. This relates to 92 out of 95 minor applications processed within 8 weeks. This compares to quarter two of 2017/18, when there were 136 minor applications processed.
48. 320 out of 324 "other" applications were processed within 8 weeks, which represents performance of 99% compared to the target of 94%. "Other" planning applications refers mainly to residential development by householders. This compares to quarter 2 of 2017/18, when there were 290 minor applications processed.
49. One of the indicators that the Committee started to monitor in 2017/18 is the level of appeals allowed against the refusal of planning permission. Performance in the second quarter of this year was 20% against the target of 33%. This compares to 25% in 2017/18. The adoption of the District Plan and the identification of the 5 year land supply are changing the way planning applications are determined and reducing the number of planning appeals allowed. The award of costs against the Council of £4,000 in July 2018 relates to a partial award of costs for not producing sufficient evidence to support a refusal at Lower Brook, Sayers Common. The appeal was dismissed.
50. One of the Council's flagship indicators for 2018/19 is to use increased planning fees to further improve the efficiency and effectiveness of the planning service to support economic growth and financial independence. Progress is reported at Appendix B.

#### Validation of planning applications within 5 working days

51. In order to support Development Management in meeting their targets for processing planning applications, the Council aims to validate planning applications within 5 working days of submission in 98% of cases. Performance in the second quarter of 2018/19 was at the 98% target level and with 661 applications received.

#### The percentage of Local Authority Searches replied to within 5 working days

52. Performance in the second quarter of 2018/19 was at 100% compared to the target of 96%. This relates to 613 searches. Performance in the second quarter of 2017/18 was 99%, with 585 searches received. The Council's Local Land Charges Team operates in a competitive market, with Personal Search Companies delivering an alternative search product to solicitors. Speed of processing is a major factor in marketing the Council's service and contributing to the achievement of fast and efficient property transactions. The role of the Council's Local Land Charges Team and the speed of processing that they are achieving was the subject of a report to the Scrutiny Committee for Customer Services and Service Delivery on 19<sup>th</sup> September 2019.

### **Performance slightly below target (amber)**

53. Nine of the indicators fell only slightly below (within 10%) their targets in the second quarter of 2018/19. Information about these is set out in this section of the report.

#### Percentage of Council Tax collected

54. The Council Tax collection rate was 57.5% in the second quarter of the year, just below the target of 57.7% and with £59,786,794 collected. This compares to the second quarter of 2017/18 when the collection rate was 57.7% and £56,441,263 collected, although the figures are not directly comparable for the 2 years as more Council Taxpayers have elected to pay over 12 months rather than 10 in 2018/19 and we will not get a true comparison until the financial year end. In cash terms the amount of Council Tax collected has increased by over £3.3 million from the previous year.
55. The Revenues Team are undertaking a review of those currently in receipt of Single Person Discount. This involves targeted correspondence to relevant Council Taxpayers to confirm their continued eligibility.

#### The percentage of rent due collected

56. In the first quarter of 2018/19, 96% of the rent due was collected, which was just below the target level of 97% and with £361,546 received. The shortfall came primarily from two overdue accounts, which are actively being pursued, one of which relates to back-dated rent. Payment of these accounts on time would have resulted in a 98% collection rate. The total rent collected includes income from the Orchards Shopping Centre. One of the Council's flagship activities for 2018/19 is to introduce new management arrangements and improved facilities at the shopping centre and further information is included at Appendix B.

#### Average waiting time to speak to customer services officer

57. This refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Contact Centre, including the switchboard. Calls are answered in the Contact Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking Services and Waste Management. The Customer Contact Centre has also provided vital support to the Revenues service as they sought to build a team following the dissolution of the CenSus Partnership. Performance in the second quarter of 2018/19 was 31 seconds, just outside of the target level of an average of 30 seconds. 23,244 calls were answered. The average waiting time in the same quarter of last year was 22 seconds, with 22,932 calls answered. In addition to telephone callers, the Customer Contact Centre dealt with 8,864 visitors to reception in quarter 2 of 2018/19.



### Percentage of complaints responded to within published deadlines

58. 97% of complaints were dealt with within the published deadlines. Generally the deadline is to acknowledge complaints within 5 working days and deal with them within a further 10 working days. There were 46 complaints received in the second quarter, compared to 67 in the same quarter of the previous year. One complaint was acknowledged outside of the 5 working day period. A breakdown of the main services in receipt of complaints is shown below. The Committee requested at the last meeting an indication of the nature of the complaints received, which is also provided:
- Waste Services – 20 (misplaced bins following collection; alleged poor driving of SERCO vehicles; problems with green waste collection; non-collection of dog bin)
  - Landscapes – 8 (traveller incursions, tree maintenance, dissatisfaction with bins at public spaces)
  - Leisure Partnerships – 5 (closure of Triangle Leisure Pool; poor condition of toddler/seating area outside Triangle café; Gym membership machines and supervision at Kings Centre, closure of Martlets Hall)
  - Parking – 2 (new parking machine in East Grinstead and refusal of challenge to a parking charge)
  - Benefits – 2 (assistance received with Council Tax Support application and delay in responding to Housing Benefit Overpayment query)
  - Revenues – 2 (disagreements with Valuation Office's valuation decisions)
  - Environmental Health – 2 (handling of caravan site licence application and refusal of house to house collection licence).
59. The Council has received the letter for 2017/18 from the Local Government and Social Care Ombudsman regarding complaints. This shows 19 complaints considered by the Ombudsman, only one of which was upheld. The Annual Complaints Report will be considered by the Scrutiny Committee for Customer Services and Service Delivery on 7<sup>th</sup> November 2018.

### The percentage of enquiries relating to enforcements within Parking Services which are dealt with within 10 days

60. Performance in the second quarter of 2018/19 was 98% compared to the 100% target. This relates to 944 out of 973 items of correspondence dealt with within 10 days. The number of enquiries has increased by 14% from 832 items of correspondence received in the same quarter last year. Performance has been affected by a staff vacancy over the summer and implementation of the cashless parking project. The vacancy has been filled and it is anticipated that the 100% target will be achieved over the coming months.

### Percentage of household waste sent for reuse, recycling and composting

61. Performance was 43.2% compared to the target level for the second quarter of 45.5%. This is an improvement on the figure for the second quarter of 2017/18, which was 42.7%. The target has been profiled to take account of the seasonal variation in the amount of green waste collected, with a higher figure for the summer months. The extreme hot weather over the summer this year has adversely affected the amount and weight of green waste collected.
62. The number of subscriptions to the green waste service has increased by 548 over the second quarter to 18,768, with continued marketing of the service. Surveys of

those taking on new subscriptions suggest that 50% are from existing user “word of mouth” recommendations.

63. The recycling pilot with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment commenced in November 2017 and the final wave of collections took place in October 2018. This is one of the Council’s flagship activities, with progress reported at Appendix B.

#### Number of health and wellbeing interventions

64. The wellbeing service supports and advises people who wish to make improvement to their lifestyle, such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking. The service delivered 422 interventions in the second quarter of 2018/19 against the target of 463, partly due to a Wellbeing Advisor staff vacancy, which has now been filled. The number of interventions is still well above the target for the year to date at 1,052 against the target of 926. The Wellbeing Team has launched a new GP practice based outreach service for 2018/19, which is one of the Council’s flagship activities. Please see Appendix B for further information.
65. Of the people who responded to requests for feedback in quarter two, 94% of those assisted by the Wellbeing service reported a health improvement against a target of 80%. These calls are made 3 months after the intervention to monitor whether the intervention has led to a sustained improvement.

#### **Other Performance Information**

##### Resolved anti-social behaviour cases as a percentage of those referred

66. For the second quarter of 2018/19 9% of the cases referred to the Council’s Anti-Social Behaviour Officer were resolved. This relates to 1 out of 11 cases raised in the quarter resolved or closed. The indicator currently only monitors ongoing cases dealt with by the Anti-Social Behaviour Officer, which often require a high level of multi-agency work interventions. This excludes the “one-off” calls, which can be resolved at the point of contact or redirected to the correct department or agency. This is a new indicator for 2018/19 and will be reviewed to provide a better reflection of activity.

##### Closed cases of families worked with by the Early Intervention Family project where outcomes are met or partially met

67. This is another new indicator this year and also seeks to provide a measure of the effectiveness of the actions taken, rather than just the number of cases. The Council has an Early Intervention Officer, funded by the Police and Crime Commissioner’s Office, who works with troubled families. For the second quarter of the year the Early Intervention Officer closed 3 cases, two of which involved escalation to Social Services, so in only one case was the planned outcomes of the intervention met or partially met. The Early Intervention Officer is currently working with a further 8 families across the District.

#### Legal Services

68. The Council’s Legal Services Team makes a significant contribution to the Council’s overall performance. Information about the numerical caseload of the Council’s Legal Services is included as one of the suite of indicators monitored by the Scrutiny Committee and stood at 257 legal cases at the end of quarter 2.

69. The Legal Team provides essential support to business units across the Council including the Development Management Business Unit and in quarter 2 completed 18 Planning Obligations. These included:
- a Section 106 agreement securing infrastructure and 39 affordable housing units relating to a development for 129 units in Hassocks,
  - a Section 106 agreement securing infrastructure and which provides for a 100% extra care sheltered scheme in East Grinstead; and
  - a Section 106 agreement securing infrastructure and 30% affordable housing in relation to a scheme for 145 residential units and 1,209 m<sup>2</sup> of commercial floorspace in Haywards Heath.
70. A further example of the Legal Team's recent activity has included the completion of the requisite legal work to enable the Council to become the direct landlord of 11 commercial units at Burrell Road in Haywards Heath. This complex legal work provides the Council with greater control.
71. The Legal Team has successfully retained "Lexcel" accreditation and received a highly positive report following a full re-assessment in September 2018. Lexcel' is the Law Society's legal practice quality mark for excellence in legal practice management and client care. It sets the required Standard in seven different areas: structure and strategy, financial management, information management, people management, risk management, client care, file and case management. Assessments are conducted by independent assessors licensed by the Law Society. The assessor identified 41 areas of good practice and no non-compliances, described by the assessor as a 'commendable achievement'.
72. The provision of an effective legal service is dependent upon the Council having the requisite staff. The Council's trainee solicitor has successfully completed the 2 year period of recognised training and has been admitted to the roll of solicitors.

### **Progress to Flagship Activities for 2018/19**

73. Progress with the Council's flagship activities for 2018/19 is reported at Appendix B. All of the flagship activities are progressing well and two of the activities have been completed. These are the installation of cashless parking machines across the three towns and the achievement of the Green Flag award for St John's Park, Burgess Hill.

### **Conclusions**

74. The Council's services continued to perform well in the second quarter of 2018/19 despite increases in workload in many services areas. None of the performance indicators monitored were on red (10% or more off target). Where performance is below target, corrective action aimed at improvement has been planned and is being delivered. Good progress has also been made with the flagship activities for 2018/19.

### **Risk Management Implications**

75. There are no risk management implications associated with this report. Performance across the Council was seen as a strategic risk in the past but the Council has a proven track record in performance management and it is no longer seen as a risk.

### **Equalities Implications**

76. There are no direct equality implications contained within this report. Appropriate equality impact assessments are undertaken within individual services.

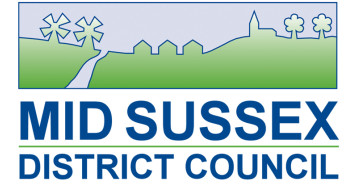
**Financial Implications**

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

**Background papers**

None.

## Quarter 2 2018-19 Performance Report for Scrutiny Committee for Leader, Resources and Economic Growth



PI Status			
	OK – on target		Alert – off target (10% or more)
	Warning –slightly off target (up to 10%)		Data Only

### Finance and Performance Portfolio

#### Finance

Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of undisputed invoices paid within 10 days of receipt <i>There were 1,159 invoices paid in the quarter.</i>	95.9%	95.0%		98.7%	95.0%		96.1%	95.0%		98.3%	95.0%		97.6%	95.0%	

Revenues and Benefits															
Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Speed of processing - new Housing Benefit claim <i>193 new claims processed in quarter 2s</i>	25	22		19	22		21	22		25	22		22	22	
Speed of processing - new Council Tax Support claims <i>314 new claims processed in quarter 2</i>	27	22		23	22		21	22		25	22		24	22	
Speed of processing - changes of circumstances for Housing Benefit claims <i>4,085 changes in details processed in quarter 2</i>	10	9		8	9		7	9		13	9		8	9	
Speed of processing - changes of circumstances for Council Tax Support claims <i>3,659 new claims processed in quarter 2</i>	09	09		08	09		07	09		12	09		08	09	
Percentage of Council Tax collected <i>£59,786,794 collected at the end of quarter 2</i>	39.1%	39.2%		48.3%	48.3%		57.5%	57.7%		29.9%	29.9%		57.5%	57.7%	
Percentage of Non-Domestic Rates Collected <i>£27,870,369 collected at the end of quarter 2</i>	38.5%	36.8%		51.3%	48.5%		58.9%	57.7%		30.3%	28.1%		58.9%	57.7%	
LA Overpayment Error	£38,585	£51,000		£44,507	£64,000		£47,418	£76,000		£37,466	£79,000		£47,418	£76,000	
Accuracy in Assessment	86.2%	97.0%		93.1%	97.0%		92.9%	97.0%		90.9%	97.0%		92.9%	97.0%	























**Customer Services Portfolio**

Customer Services and Communications











Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Complaints received	11			16			19			62			46		
Average waiting time (in seconds) to speak to a customer services officer for all services answered in the Customer Contact Centre, including switchboard.  The number of calls answered in the quarter was 23,244.	42	30		29	30		23	30		19	30		31	30	
Percentage of enquiries resolved at point of Contact	89%	75%		94%	75%		92%	75%		84%	75%		92%	75%	
Number of Compliments received	46			42			54			104			142		
Number of e-forms submitted directly by the public	2336			2418			2022			6913			6776		
Monthly customer satisfaction scores	100%	80%		100%	80%		100%	80%		100%	80%		100%	80%	
Percentage of complaints responded to within published deadlines	91%	100%		100%	100%		100%	100%		100%	100%		97%	100%	



Human Resources
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Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Staff sickness absence rate (Cumulative)	1.8	2.6		2.3	3.2		2.8	3.8		1.4	2.0		2.8	3.8	
Staff turnover	0.33%	1.25%		0%	1.25%		0.66%	1.25%		0.67%	3.75%		1.66%	7.5%	
Ethnic Minority representation in the workforce – employees	3.3%			3.3%			3.3%			3.4%			3.3%		
Percentage of Employees with a Disability	6.0%			6.3%			6.2%			5.7%			6.2%		

ICT
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Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of ICT help desk service requests completed within the target time agreed with the customer <i>1,511 service requests received in quarter 2</i>	95%	87%		95%	87%		99%	87%		96%	87%		96%	87%	
Percentage of ICT helpdesk calls outstanding	13%	20%		15%	20%		14%	20%		15%	20%		14%	20%	

Legal and Member Services

Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of agendas which are published on the website 5 days before a meeting	100%	100%		100%	100%		100%	100%		100%	100%		100%	100%	
Number of legal cases which are live as at the end of each month	307			289			257			300			257		

Service Delivery Portfolio
















Landscapes

Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Adherence to the agreed work plan for all regular scheduled grounds maintenance work in the District										95%	95%		95%	95%	
























Leisure Operations

Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The number of visits made to the Leisure Centres and Civic Halls	140,143	149,316		156,732	133,191		139,184	134,751		442,881	428,822		436,059	417,258	

Parking Services
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Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of enquiries relating to enforcements within Parking Services which are dealt with within 10 days. <i>973 correspondence items received in quarter 2</i>	99%	100%		99%	100%		95%	100%		100%	100%		98%	100%	
The percentage of car park machines repaired within 2 days (there are 55 parking machines in the District)	100%	97%		97%	97%		99%	97%		99%	97%		98%	97%	
Cancellation rate of Penalty Charge Notices	6%	8%		7%	8%		8%	8%		6%	8%		8%	8%	

Waste and Outdoor Services
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Performance Indicator name	Monthly data									Q1 2018-19			Q2 2018-19		
	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Amount of waste per household which is disposed of in landfill sites (kilos)	35	36		36	36		36	36		104	107		102	107	
Percentage of household waste sent for reuse, recycling and composting	40.9%	45.5%		42.2%	45.5%		44.8%	45.5%		45.5%	45.5%		43.2%	45.5%	
Dry recycling rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting	28.3%			26.6%			26.1%			26.8%			27.8%		
Composting rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting	12.62 %			15.21 %			18.66 %			19.34 %			15.49 %		
Number of subscriptions to green waste composting	18,365			18,719			18,768			Not measured quarterly			Not measured quarterly		

**Community Portfolio**

Community Services, Policy and Performance

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Resolved anti-social behaviour cases	Not measured monthly									72%			9%		
Overall Crime Rate per 1000	03.90			03.75			N/A			11.46			N/A		
Number of health and wellbeing interventions delivered	119	155		126	154		177	154		630	463		422	463	
Proportion of health and wellbeing interventions resulting in health improvement	93.1%	80%		93%	80%		100%	80%		85%	80%		94%	80%	
Closed cases of families worked with by the Early Intervention Family Project where outcomes are met or partially met	Not measured monthly									100.0%			33%		

Environmental Health

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt	98%	96%		98%	96%		99%	96%		97%	96%		98%	96%	
<i>684 service request received in quarter 2</i>															
Percentage of Environmental Health service requests that are responded to within five	98%	97%		99%	97%		99%	97%		99%	97%		99%	97%	

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
working days <i>1,169 service requests received in quarter 2</i>															

**Housing and Planning Portfolio**

**Building Control**

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of plans received by Building Control which are checked within 15 working days <i>310 plans checked in quarter 2</i>	98%	87%		88%	87%		96%	87%		80%	87%		94%	87%	
Building Control Site inspections carried out within 24 hours of date requested. <i>2,118 site inspections n quarter 2</i>	99%	98%		98%	98%		98%	98%		98%	98%		98%	98%	

**Development Management**

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Validation of planning applications within 5 working days	97%	98%		98%	98%		99%	98%		99%	98%		98%	98%	

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
<i>661 applications received in quarter 2</i>															
Costs awarded against the Council where the decision of the Council is overturned at Planning appeal	£4000			£00			£00			£00			£4000		
Processing of planning applications: Major applications <i>21 applications processed in quarter 2</i>	100%	80%		88%	80%		83%	80%		100%	80%		90%	80%	
Processing of planning applications: Minor applications <i>95 applications processed in quarter 2</i>	100%	85%		94%	85%		97%	85%		99%	85%		97%	85%	
Processing of planning applications: Other applications <i>324 applications processed in quarter 2</i>	99%	94%		99%	94%		99%	94%		99%	94%		99%	94%	
Planning appeals allowed	18%	33%		16%	33%		17%	33%		14%	33%		20%	33%	

Housing

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of households assisted to access the private rented sector	Not measured monthly									35	19		24	19	
Number of households accepted as homeless	02	06		07	07		06	07		09	20		15	20	
Number of households living in temporary accommodation	54	85		57	85		54	85		48	85		54	85	
The average time that households are spending	31			29			33			34			33		

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
in temporary accommodation (weeks)															

Land Charges

	Monthly data									Q1 2018-19			Q2 2018-19		
Performance Indicator name	Jul 2018			Aug 2018			Sep 2018			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of Local Authority Searches replied to within 5 working days 613 searches received in quarter 2	100%	96%		99%	96%		100%	96%		100%	96%		100%	96%	

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## Appendix B

### Scrutiny Committee for Leader, Resources and Economic Growth 14<sup>th</sup> November 2018

#### Monitoring of progress to Flagship Activities 2018/19 under the Council's Priorities

Council Priorities and Flagship Activities	Service Head	Cabinet Member	Monitoring arrangements
<b>Effective and responsive services</b>			
<b>Increase levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.</b>	Judy Holmes	Gary Marsh	<p>Tonnage collected and number of households participating in the pilot monitored and reported.</p> <p>Contribution of pilot to recycling %, and amount of household waste sent for residual treatment measured and reported.</p> <p>Written report to Scrutiny Committee in January 2019 detailing project outcomes and making recommendations for future provision.</p>
<p><u>Progress</u></p> <p><i>The first wave of collections took place in November 2017, and the results were extremely encouraging, with 3,485 bags of material, weighing nearly 16.7 tonnes being collected over a 2-week period.</i></p> <p><i>Wave 2 took place at the end of April 2018. This saw a further 2-week programme of collections from the same properties, and resulted in another 3,541 bags being collected, with a total weight of 16.9 tonnes.</i></p> <p><i>Both waves saw over 17% of targeted households participating in the scheme.</i></p> <p><i>The final wave of collections took place in October 2018 with a total weight of 13 tonnes collected.</i></p> <p><i>A full report will be prepared summarising the results of the pilot in its entirety and a decision will then be required as to whether to continue with this, or any other form of doorstep collections of these materials. This will be considered by Scrutiny Committee in January 2019.</i></p>			
<b>Help our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.</b>	Tom Clark	Norman Webster	<p>Performance indicator for the number of Disabled Facilities Grants awarded.</p> <p>Written report on progress</p>
<p><u>Progress</u></p> <p><i>We continue to work with our colleagues in the County to provide the necessary support and</i></p>			

adaptations to help residents stay in suitable homes. Since the last report we have approved a further 27 Disabled Facility Grants (total 113), completed 16 adaptations (total 60) with an outstanding commitment of £600K worth of adaptations that are out on site. This last quarter has seen a number of large extension schemes for complex adaptations come through for approval after a number of months working with families, occupational therapists and surveyors to deliver lifelong homes to meet their needs.

Of the 60 cases that have been completed this year we have provided

- 30 adaptations to bathrooms to provide access to washing facilities e.g. wet room, level access showers.
- 6 stair lifts.
- 2 extensions to provide access to a bedroom and ground floor shower room with toilet.
- 1 adapted kitchen for the disabled person to live independently.
- 5 accessible toilets.
- 4 door openers so the disabled person is able to access their home independently.
- 7 ramps to assist with people accessing their home.
- 5 patients supported with a hospital discharge grant - cleaning, heating, working washing facilities etc.
- 1 safe space for a child to play at home.
- 5 warm home assistance grants towards providing heating and hot water.

With the demand for assistance, we will have fully committed our Disabled Facility Grant allocation by the new year, with further in year funding allocated in the recent Budget.

<p><b>Introduce cashless parking as one of an increasing number of digital services.</b></p>	<p>Judy Holmes</p>	<p>Gary Marsh</p>	<p>Project timeline drafted and agreed by June 2018.</p> <p>Project to be implemented in three phases from July to September 2018.</p> <p>Following project implementation, monthly and quarterly analysis of consumer behaviour will be undertaken to include; number of pay and display transactions, payment methods and transaction charges, to track the success of the project.</p> <p>Report to Scrutiny Committee with findings in March 2019</p>
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Progress

Cashless parking was introduced in all 3 towns in July. The new service has been well received by customers.

On-going monitoring of the impact of the cashless parking project has been undertaken. After the first 3 months of operation, 20% of all pay & display transactions were made by cashless methods. 19% via the pay & display machine and 1% via pay by phone which is an encouraging start to the project.

At the end of Quarter 2, transaction charges for cashless payments accounted for 3% of the total income generated by pay & display transactions. This is as per the prediction made in the business case.

A full report will be considered by Scrutiny Committee in March 2019.

<p><b>Celebrate the quality of our parks and green spaces by achieving Green Flag accreditation for St Johns Park, Burgess Hill and work towards accreditation for a site in East Grinstead.</b></p>	<p>Judy Holmes</p>	<p>Gary Marsh</p>	<p>Management Plans and applications submitted by the Green Flag deadline of the end of April 2018.</p> <p>Pre-meetings and site visits carried out with key stakeholders early June 2018</p> <p>Judging takes place mid-June 2018</p> <p>Awards announced August/ September 2018.</p>
<p><u>Progress</u></p> <p><i>Applications for Green Flag status were successful at both Beech Hurst Gardens (where a flag was retained) and St Johns Park (where a new flag was awarded).</i></p> <p><i>East Court and Ashplats in East Grinstead has been identified as a suitable location for a third application in 2019/20 and work is now underway on considering an application.</i></p>			
<p><b>Deliver enhancements and new attractions to the Leisure Pool at The Triangle Leisure Centre, to increase the number of visits to our leisure facilities and inspire residents to be more active.</b></p>	<p>Judy Holmes</p>	<p>Gary Marsh</p>	<p>Detailed project plan developed and agreed.</p> <p>Regular Project meetings throughout development and implementation</p> <p>Monthly project progress reports produced for Portfolio Holder.</p> <p>Number of visits to the Leisure pool monitored pre-and post-implementation to assess impact of works.</p> <p>Leisure Centre membership numbers monitored pre-and post-implementation to assess impact of works.</p>
<p><u>Progress</u></p> <p><i>The first phase of works at the Leisure Pool was completed in July, allowing the pool to re-open in time for the summer holidays.</i></p> <p><i>The installation of the new multi-person family slide is currently underway and is scheduled for completion in the late Autumn.</i></p> <p><i>As expected, membership and attendance levels declined at The Triangle for the duration of the works. However, these figures have increased in subsequent months to above the levels experienced before the works began. Membership and attendance levels are monitored monthly and the impact of the works (and the future scheduled works) will continue to be assessed.</i></p>			

## Sustainable Economic Growth

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

Simon Hughes

Jonathan Ash-Edwards

Written report on progress.

### Progress

*The Council's £2.2m bid to the Local Full Fibre Network for Burgess Hill was successful and now the Department for Digital, Culture, Media and Sport (DCMS) programme of due diligence on the bid is underway. This is a process consisting of stages that monitor the bid through from planning, legal work through to implementation.*

*The Council recently passed through DCMS's Checkpoint A and grant conditions agreements have been drafted. Checkpoint B is now scheduled for December and if successful will lead to the money being drawn down.*

*Work is underway on:*

- *Project planning the legal, civils and procurement phases.*
- *Developing dig once approach with WSCC Highways and AECOM on new sites and infrastructure.*
- *Soft market testing.*

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

Judy Holmes

Jonathan Ash-Edwards

Written report on progress. Figure for the amount of inward investment attracted.

### Progress

*To ensure that the Council has the resources to effectively drive forward Economic Development across the district, the Council has invested some £187,000 in establishing the new Regeneration and Economy Team. The team provides dedicated staffing resource to drive forward the delivery of the Economic Development Strategy and Action Plan, as well as providing the resource to deliver robust governance and management of key development projects and programmes across the district. The Team takes an active role in engaging with partners to help drive growth. As at October 2018, all of the posts within the team have been filled:*

*The Team's work in delivering the Economic Development Strategy is a highly collaborative enterprise, with many actions led or supported by partners including West Sussex County Council, the Local Enterprise Partnership (LEP) the Gatwick Diamond Initiative, the Greater Brighton Economic Board, Sussex Chamber of Commerce, local business associations, and many others. Much of the team's work over the last 6 months has been outward facing and*

*focused on building strong collaborative relationships with partners and on promoting Mid Sussex as a place to invest and do business.*

*Key achievements and updates since the start of the financial year include:*

- *Securing inward investment including the award of £6.5 million from the Housing Infrastructure Fund and securing agreement to draw down funding for improvements to the waste water treatment plant at Goddards Green. This will enable the development of 256 additional homes in the Northern Arc. The LGF funding agreement is currently being finalised.*
- *Launching the new Economic Development Strategy and action plan at CAE in Burgess Hill. The launch event attracted some 65 delegates, representing a wide range of business sectors and hosted speakers from businesses: Cells4Life and NewRiver, along with the University of Sussex and Sir Nicholas Soames MP.*
- *Delivering the District's Microbusiness Grant Scheme. 40 small businesses have been helped to grow through grant funding totalling £70,825 of the £72,000 available funding.*
- *The independent Retailers Shopfront Improvement Scheme has been set up to assist independent retailers within the district. Six free workshops are being setup for independent retailers and officers are currently working to develop the Council's storefront improvement grant scheme as part of this.*
- *Organisation of an Open4Business event to take place early in the New Year with the theme of skills and apprenticeships.*
- *Developing a promotional strategy with a focus on economic development within the district, beginning with the development of a quarterly newsletter outlining any major developments within the district.*
- *Strong engagement with local businesses, business associations and other partners.*

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

Peter Stuart

Jonathan Ash-Edwards

*Written report on progress.*

Progress

*The retail environment is challenging nationally, however the centre is presently 80% tenanted. Most of the leases have been re-gearred to give longer terms. Some of the retailers are requesting more modern and larger units in order to futureproof their trading models.*

*An asset management strategy is being developed to identify possible options to attract food and beverage tenants in order to increase dwell time.*

*Investment in the fabric of the centre is ongoing and includes renovation of the flat roofing. Arrangements are being made for the installation of a new changing places public toilet.*

## Strong and resilient communities

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

Peter  
Stuart

Norman  
Webster

Written progress update on progress from Partnerships Manager.

### Progress

*Led by Sussex Police, the installation of new cameras and infrastructure is due to be completed across Mid Sussex by April 2019 as part of a project covering 17 local authority areas in Sussex and Surrey.*

*The current cameras are located across the three main towns in the District, with some owned by Mid Sussex District Council and others by Burgess Hill and East Grinstead Town Councils.*

*Following consultation, new CCTV cameras were identified for installation at:*

- St Johns Park, Burgess Hill;*
- Victoria Park, Haywards Heath;*
- George's Field, East Grinstead;*
- Holtye Avenue, East Grinstead.*

*The CCTV project remains on track for the camera upgrade programme to be completed by December 2018. The first HD camera will be installed in Haywards Heath during the week commencing 12<sup>th</sup> November, with other towns to follow soon after. As well as the upgrade of existing cameras, there will now be five new cameras installed; the fifth location will be Clair Park in Haywards Heath. These will be installed and operational by the end of April 2019 as originally projected.*

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

Peter  
Stuart

Norman  
Webster

Written update and existing PIs- Number of health and wellbeing interventions delivered and proportion of health and wellbeing interventions resulting in health improvements.

### Progress

*The Wellbeing service has established three regular outreach services sessions at Ouse Valley, Handcross, The Dolphin Practice, Haywards Heath and Ship Street Practice, East Grinstead. The outreach takes place once a week at each practice, apart from Ship Street where the outreach is every other week. The aim of the practice outreach is to offer a patient based service. Patients will be supported on a 1-2-1 basis and signposted to community services. This can be on any issue such as; social isolation, housing, or debt advice. The advisor will help identify the service needed and help support the client to take charge of their health and wellbeing, reducing inappropriate appointments for GPs and nurses. It is estimated that 20% of GP patient issues are for social welfare matters.*

*The Team is seeing patients with lifestyle related issues and is successfully helping them to access services outside of primary care to improve their mental and physical wellbeing. The feedback from practices and patients has been very positive so far. During the period April to September 2018, the Wellbeing service had helped 204 clients to lose weight, improve their mental and emotional wellbeing, get more active, eat healthier, drink less and deal with issues from housing and debt. 76% of the requests for support concerned weight management, healthier eating and becoming more active.*

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

Peter Stuart

Jonathan Ash-Edwards

Written report on progress with schemes.

Progress

*Work has started at the Keymer Brick and Tile (Phase 2) and construction of the community building is scheduled to start in March / April with a delivery date around late Summer 2020. Information about the new facility was publicised through the Burgess Hill Town Council website, leaflets to local householders and at two public exhibitions in September. Members of the public were invited to provide feedback, volunteer and make suggestions for activities to help develop a community programme.*

*Following the successful launch of the new Skatepark in Haywards Heath, Creatives Across Sussex, in partnership with the Council and Clarion Futures delivered a programme of arts based activities in July 2018. This included workshops over a weekend and a main event on 25 July at the Skatepark in Victoria Park. This event had many activities including live music, DJ workshops, creative writing and creative arts and professionals teaching young people to skateboard. Approximately 60 young people attended the event.*

*Work to improve the skatepark in East Grinstead, King George's Field is now in the planning stages. An opportunity was provided at the East Grinstead Playday for residents to view and comment on the planned improvement to the skatepark. Future enhancements to the park may include public art and will include improvements to the playground.*

*A Skatefest event was held in Court Bushes, Hurstpierpoint in partnership with Clarion and included a DJ, circus skills, basketball sessions and free refreshments. This was part of a series of events in the Willow Way area focusing on establishing better community cohesion, establishing stronger links with the rest of Hurstpierpoint, youth engagement and enabling local residents to be part of decision making to improve the area. This is linked to the development of the community hub referred to below.*

*The Council is working in partnership with Hurstpierpoint Parish Council to create a new*

community hub for local people at the site of the former Ex Serviceman's Club at Court Bushes Recreation Ground, Hurstpierpoint. The club has been empty since December 2017 and was seriously damaged by fire. The new community building will be a flexible space that can be used in different ways by local community groups. Building started in September, with completion in Spring 2019. Resident and community representation will inform the management and governance of the building requirements to ensure maximum community benefit to the local community. Consultation is being undertaken to engage resident views on the type of activities they would like to see the building provide. A Facebook survey was posted on local Facebook pages and received 48 responses. The responses and contacts will be used in community engagement leading to the opening of the Community Hub building.

Positive discussions with local residents group 'Stone Quarry Crew', Clarion Futures Housing and the West Sussex County Council community development team are ongoing to develop a proposal for a community recreational space at Spring Copse, Stone Quarry in East Grinstead. Clarion Futures have commissioned a landscape design company to produce a costed design proposal and this is currently in development. Discussions are also taking place between the Council and Clarion Futures around potential funding and future site management options.

The Council is working to improve the facilities at Janes Lane Recreation Ground, Burgess Hill. Cabinet agreed at its meeting on 24<sup>th</sup> September to the award of the contract for the installation of a changing places toilet facility at Janes Lane pavilion using joint funding from Mid Sussex District Council and Lewes District Council through a S106 contribution.

<b>Install new electric vehicle charging points at key community locations, to expand and improve our sustainable transport network in the District.</b>	Peter Stuart	Jonathan Ash-Edwards	Written report on progress. Sustainability Strategy PI- number of MSDC owned electric vehicle charging points in the District. Number of registered charging point users.
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Progress

There are currently a total of 6 charging points in the District situated in 3 of the Council's car parks. The latest data shows a continuing increase in usage of the existing points, as the comparative data between September 2017 and September 2018 shows below :

<b>Location</b>	<b>Number of times used</b>		<b>Kilowatt hours</b>	
	<b>Sept 2017</b>	<b>Sept 2018</b>	<b>Sept 2017</b>	<b>Sept 2018</b>
Cyprus Road, Burgess Hill	9	42	70	569
Chequer Mead, East Grinstead	18	78	46	325
Hazelgrove, Haywards Heath	35	142	59	391
<b>Totals</b>	<b>62</b>	<b>262</b>	<b>175</b>	<b>1,285</b>

Initial feasibility has identified 10 sites (20 charge points) suitable for technical survey. Technical feasibility advice on the selected sites for the installation of charging points is expected to be received by the end of October. Distribution Network Operator (DNO) approval for potential grid connection is currently being sought from UK Power Networks.

A Corporate Electric Vehicle Project Group has been formed to progress the initiative including charger infrastructure across the District. Options are being considered for the strategic installation and funding of charging points. Consultation with businesses and residents on Electric Vehicle charger needs and options is being undertaken. Surveys aimed at residents will be included in the Winter edition of Mid Sussex Matters and conducted through social media. A



*business survey is being distributed through relevant networks.*

**Financial Independence**

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

Peter Stuart

Jonathan Ash-Edwards

Written update on progress. Number of new homes enabled on Council land.

Progress

*The Cabinet Member for Resources and Economic Growth in March agreed in principle to the disposal of six identified sites and authorised the Head of Corporate Resources to investigate the status of each parcel of land and to test the market.*

*A Cabinet Member decision for the sale of Bolnore Road Depot was made on 14<sup>th</sup> June 2018, with development of the site providing for 18 units, 9 of which (50%) are to be affordable. Cabinet on 13<sup>th</sup> August agreed the sale of council land at Imberhorne Lane Car Park East Grinstead, for residential development comprising 30 units, 12 of which (40%) are to be affordable. Both these sites will provide affordable housing at above the 30% District Plan requirement.*

*Cabinet agreed at its meeting on 24<sup>th</sup> September to the disposal of surplus land at Paddockhall Road and Bentswood Crescent, Haywards Heath and Brighton Road, Handcross for residential development subject to the granting of satisfactory planning permission. The Paddockhall Road site in particular is expected to provide the opportunity for the provision of further affordable housing.*

**Manage our costs effectively through a variety of projects, including providing a wider range of digital services.**

Simon Hughes

Jonathan Ash-Edwards

Written report on progress. Cashable savings delivered.

Progress

*Our approach to IT and digital continues to be to enable the Council's services to be redesigned to better meet our customers' needs, as efficiently as possible.*

*Network infrastructure within Oaklands is being renewed and at the same time upgraded to enable faster data transfer demanded by new applications. This will also allow network administration to be simplified as patching and updating the new hardware is part of a managed service delivered by the suppliers. This will, when finally implemented, free up staff time to focus on service redesign and process improvement within services using the technology sets we have developed.*

*The queuing system has been replaced and is now fully security compliant and can be easily supported and developed by the existing team. This has reduced support and equipment costs as it uses consumer technology. This is principally cost avoidance as upgrading the existing system would have cost £11k with additional ongoing support costs of £2,300. The new system provides enhanced information on customer contacts at the front desk.*

*Wifi points are being placed around Oaklands to provide full coverage. This is a precursor to the hardware refresh and implementation of Windows 10 which will allow more flexible working. For example, in assisting customers to complete on-line forms.*

*The website redesign went live in April 2018 scheduled with its move to cloud hosting. This has delivered a number of efficiency gains. Website analytics for comparable periods pre and post redesign have assessed the effectiveness of the redesign. The Quality Assurance and Digital Certainty Index scores have all increased significantly when the website was updated and have continued to improve. These have resulted in reductions in calls to the contact centre in the first quarter of its launch.*

*Calls to the contact centre have decreased since the introduction of the new CRM. From 2014/15 baseline call volumes have decreased by over 23,000 calls. This represents approximately a £68,200 recurring efficiency gain for the customer services team in reduced calls.*

*The Waste Services System has been developed in tandem with the CRM and is built on the same software, Salesforce. The focus of this development has been to reshape the Waste Services System to reflect the shift of the Contracts team away from transactions to managing and developing the contract with SERCO, meaning that response times are improving:*

- Access Issues – these are now reported directly by Serco to the Customer Contact Centre. This has reduced the process time from one and a half hours to real time and significantly reduced process errors where the Contact Centre was not notified.*
- Bin deliveries, upgrade/downgrades, replacements have now been amended on the system and all changes are dealt with on one report. This has enabled SERCO to respond more quickly to these requests by, on average, reducing response times by two and a half days.*
- Assisted collections are now managed with workflows for new customers, changes, and cancellations. This is a service enhancement.*

*The CenSus Revenues and Benefits system (Academy) has moved to a virtualised infrastructure running the more common and cheaper to support RedHat Linux operating system. The system now has storage issues resolved. Batch job run times, for example annual billing, have decreased between 25% and 75% depending on job type. This enabled the Council to complete annual billing in significantly fewer hours, reducing overtime costs, with reduced downtime for staff and customers. In previous years, annual billing had overrun from the weekend into Monday morning taking 39 hours, up until lunchtime / early afternoon. In 2018/19 billing was completed within 19 hours.*

<b>Increase planning fees to provide a more efficient and effective planning service to support economic growth and support financial independence.</b>	Judy Holmes	Andrew MacNaughton	Report the level of income from Planning fees. Planning speed of processing PIs and the average time taken to process planning applications. Accuracy of processing.
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Progress

*The Cabinet Member for Housing and Planning agreed to the national increase of planning application fees by 20% from 17 January 2018 with the additional income generated to be invested in the planning service. Planning application fees are set nationally and the Government in its Housing White Paper “Fixing our Broken Housing Market” announced its intention to increase planning application fees by 20% with the aim of boosting local authority capacity and*

*capability to deliver development. The offer is conditional on the additional income being invested into the planning service.*

*A recruitment and retention Business Plan has been implemented and has secured the appointment of: two planning officers; a Senior Planning Officer; and a Trainee Planning Officer in the Development Management (DM) Team. In addition, two DM Senior Planning Officers and the Conservation Officer who work part time are now working additional hours. An additional part time Conservation Officer is now in post. Resources in the Planning Policy Team have also been increased through increased working hours of a Senior Planning Officer and the appointment of a Trainee Planning Officer. In addition we have been successful in recruiting an additional Senior Policy Planning Officer who is also in post. Finally, the recruitment of a dedicated officer on a three year contract to deliver the Northern Arc has been successful and the post holder is scheduled to start in early December. The overall effect of this is to improve the capacity, capability and resilience of the Development Management and Planning Policy service to deliver development in an effective way.*

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## DRAFT CORPORATE PLAN AND BUDGET 2019/20 – CONSULTATION PROCESS

REPORT OF: HEAD OF CORPORATE RESOURCES  
Contact Officer: Kate Wilson  
Email: [kate.wilson@midsussex.gov.uk](mailto:kate.wilson@midsussex.gov.uk) Tel: 01444 477421

Wards Affected: All  
Key Decision: No  
Report to: Scrutiny Committee for Leader, Resources and Economic Growth  
14 November 2018

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### Purpose of Report

1. The purpose of this report is to inform the Committee of the proposed consultation process for the Corporate Plan and Budget 2019/20.

### Recommendation

2. **The Committee is requested to agree the proposed approach.**
- 

### Background

3. In accordance with the Council's Budget and Policy Framework Procedure Rules, this Committee has an important role in the service planning and budget making process. The Committee has the opportunity to consider the service and budget proposals and to make any recommendations to Cabinet prior to the proposals being finalised for submission to Council. Cabinet is required to have regard to the recommendations when finalising their proposals.
4. The budget process continues to be challenging for local government with the Autumn Statement announced on 29 October 2018. We are therefore being prudent in our assumptions regarding how this may affect Mid Sussex.
5. The process of consultation for the draft Corporate Plan and Budget for 2019/20 will follow a similar time-line to last year. Further details are set out below.

### Process of Consultation for Corporate Plan and Budget 2019/20

6. As is usual, there will be a six-week consultation period, which will commence on 14 December 2018 when the Cabinet has agreed to submit the draft Corporate Plan and Budget for consideration by Members. At the start of the consultation process the draft report will be circulated to Scrutiny Committee Members.
7. It should be noted that Cabinet will not, at this stage, have adopted the draft in formal session, and the Committee will have a period of six weeks from the commencement of the consultation period to submit comments to Cabinet. This period of consultation will conclude on 25 January 2019.
8. A special meeting of this Committee on 16 January 2019 has been arranged to discuss the draft proposals. The Committee's comments, suggestions and recommendations will be reported to Cabinet on 11 February 2019. The draft Corporate Plan and Budget will be presented for recommendation to Council on 27 February 2019.

9. The service and budget proposals will have been drafted by the Business Unit Leaders and the appropriate Heads of Service and Cabinet members. The entire Management Team will be present to deal with the overall budget and strategic issues.

#### **Context for the 2019/20 Plan**

10. The proposals have been put together in line with the Council's robust approach to service and financial planning and will follow the model adopted in previous years. The draft Corporate Plan will not contain the detailed Service Plans for each Business Unit, but these can be provided to Members electronically or in hard copy, on request. Once again, the thrust of this year's budget is on financial investment in economic growth activities to take the district into the next decade.
11. In keeping with previous years there has been Member involvement in the Corporate Plan and Budget process, through a Service and Financial Planning Working Group made up of councillors from the Administration. This informal Member involvement has enhanced the process of preparing robust draft service plan and budget proposals for review by this Committee in December /January.
12. In considering the Corporate Plan and Budget proposals, the Committee will need to address the effects of any recommended proposals. If, for example, the Committee proposes that increased spending in a certain area should be made, the Committee should have regard to how the resultant shortfall in the overall budget will be addressed. The Council can only agree a balanced budget.

#### **Financial Implications**

13. This report does not have any financial effects.

#### **Risk Management Implications**

14. It is not considered that this report carries any particular risks to be reported.

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

15. There are none associated with this report.

#### **Other Material Implications**

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

#### **Background Papers**

Service and Financial Planning report to [Cabinet](#), 24 September 2018.

## CAPITAL PROGRAMME MONITORING

REPORT OF: HEAD OF CORPORATE RESOURCES  
Contact Officer: Peter Stuart  
Email: [peter.stuart@midsussex.gov.uk](mailto:peter.stuart@midsussex.gov.uk) Tel: 01444 477315  
Wards Affected: *None*  
Key Decision: No  
Report to: Scrutiny Committee for Leader, Resources and Economic Growth  
14 November 2018

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### Purpose of Report

1. This report informs the Committee of progress on some key projects that form part of the Capital Programme.

### Recommendations

2. **The Committee is recommended to:**
    - (i) **note the report and its contents.**
- 

### Background

3. The Capital Programme is an important part of the Councils expenditure each year and presents a number of projects which are one-off in nature. In general, the financing of these projects is tightly constrained to comply with the rules regarding the classification of 'capital expenditure.
4. The Scrutiny Committee has asked for this report to enable it to take an overview of the monitoring of projects and their progress towards completion. Cabinet already receive the appropriate financial monitoring information within each Budget Monitoring Report, and it is therefore felt that this report may concentrate on delivery against project plan rather than being expenditure based.

### Current position

5. The Capital Programme as set out in Corporate Plans and revised from time to time, has been distilled to highlight those projects which are either longer term, time-bound or more complicated to deliver than the norm. Members are asked to agree this subset at Appendix 1 for monitoring or suggest additions and deletions to that selection.

### Issues

6. The projects within the Appendix are those selected for a more detailed monitoring and explanation, which has been provided within the text of the report. Officers will be able to offer some supplementary information on the current status, with appropriate notice.
7. The new village hall and car park at Finches Field, Pease Pottage is on track now having proved one of the more difficult projects to deliver.
8. A significant variance is showing against the Oaklands Council Chamber project, where the costs of desired works greatly outstrips the budget allocated. The project group is therefore to redefine the deliverables of the project.

9. The other projects in the report are proceeding satisfactorily or have finished and achieved their objective. Members are invited to comment.

**Policy Context**

10. Scrutiny as a function is enshrined within the Constitution.

**Other Options Considered**

11. None.

**Financial Implications**

12. This report has no such implications.

**Risk Management Implications**

13. This report has no such implications.

**Equality and Customer Service Implications**

14. This report has no such implications.

**Other Material Implications**






15. This report has no such implications.

























**Background Papers**

None

























# Capital Monitoring for Scrutiny Committee for Leader, Resources and Economic Growth for the period ending 30 September 2018

Key - Project Status	
	Amber = Not yet started indicator
	In progress
	completed
Key - Budget Variance	
	Green = < 10% or £10k Forecast Variation to budget (i.e. within tolerance limits)
	Red = > 10% or £10k Forecast Variation to budget (whichever is lower)






Scheme Name	Revised Annual Budget	Actual to 30 Sept 18	Commitments	Total to date	Year-end Forecast Variation		TRAFFIC LIGHT - PROJECT STATUS	TRAFFIC LIGHT - BUDGET VARIANCE	Progress to Date	Expected Start Date	Expected Completion Date
	£	£	£		£	%					
<b>ICT BU06</b>											
PC Replacement Programme	25,000	10,859	47	10,906	0	0%			Annual programme of replacing old desktops that are out of warranty on target for completion March 19.	April 2018	March 2019
MSDC Protective Monitoring Software	20,000	0	0	0	(20,000)	-100%			This was a Census project that never started and is no longer needed.	-	-
Edge Switch	50,000	0	0	0	0	0%			Tender under Crown Commercial Services RM1045 Lot 2 sent to suppliers under the framework on 05/10/2018	November 2018	December 2018
Windows 10 Update	208,000	0	18,315	18,315	78,000	38%			Initial Discovery work with external company booked for 17th & 18th October 2018. Project will not be completed until next financial year. £78,000 slippage to 19/20 reported in Budget Management to Cabinet 12th November 18.	October 2018	December 2019
Core Switch Replacements ICT	60,000	0	0	0	0	0%			Tender under Crown Commercial Services RM1045 Lot 2 sent to suppliers under the framework on 05/10/2018.	November 2018	December 2018
Storage Area Network (SAN) Replacement	65,000	0	0	0	0	0%			In discussion with External support company for advice on whether a SAN is still needed for our requirements.	To be confirmed following advice from external support company	To be confirmed following advice from external support company
New Remote Access ICT	6,000	3,800	0	3,800	(2,200)	-37%			Remote access via VPN connection has now been completed and in trial stage. Will be pushed out to all MSDC laptops Dec 2018.		
Virtual Infrastructure Upgrade ICT	20,000	0	0	0	(20,000)	-100%			Not going ahead with this project. Many services are looking into hosted Software as a Service for their work requirements as part of the Digital Programme. This will reduce and probably change our requirements so an investigation and upgrade is not necessary at this time but will need to be looked at again when the Digital Programme is more established. £20,000 removed from Capital Programme as reported in Budget Management to Cabinet 12th November 18.	-	-
Relocation of IDOX UNiform Software	68,000	0	0	0	0	0%			Hardware about to be procured.	October 2018	March 2019
<b>Environmental Health BU09</b>											
Disabled Facility grants	1,274,000	360,487	270,418	630,905	0	0%			£361K was carried forward from 2017/18. A further £949,988 was granted for 2018/19 of which £37,062 was topsliced leaving £912,926. The revised budget is therefore £1,273,926. More flexibility is allowed in 2018/19 to include discretionary spending, and therefore no variation is forecast at this stage. £630,905 represents the amount of unspent approvals to the end of September.	n/a	n/a
<b>Land Charges BU11</b>											
Modernisation of Corporate Records	97,000	25,022	0	25,022	8,000	8%			This project was rolled over to 16/17 in relation to the continued employment of a member of staff dedicated to cleansing the historic planning data. The project has been affected by the proposals of HM Land Registry to take over the Local Land Charges function. Meetings with HM Land Registry on 14/09/16 and 28/02/18 have confirmed that it is in the Council's interest to accelerate the rate of data cleaning so that purely digital data could be provided in order to fit with the proposed HM Land Registry timeline. Since September 2017, 3 FTE staff have been employed in the data checking role. Projections made in July 2018 predict that completion of the data checking for planning applications will be achieved in December 2019, with software installation and switchover to digital service provision in Local Land Charges likely to occur in April 2020. Slippage to be reported in a future Budget Management Report.		1st April 2020
<b>Cleansing Services BU15</b>											
Expansion of Green Waste Service	23,000	300	12,720	13,020	0	0%			Includes £20K budget for further expansion of service in 2018/19 by 1800 customers to achieve 20,000 customers by year end, plus £3K slippage from 2017/18. No variation forecast.	1st April 2018	31 March 2019
<b>Landscapes and Leisure BU17</b>											





































# Capital Monitoring for Scrutiny Committee for Leader, Resources and Economic Growth for the period ending 30 September 2018

Key - Project Status	
	Amber = Not yet started indicator
	In progress
	completed
Key - Budget Variance	
	Green = < 10% or £10k Forecast Variation to budget (i.e. within tolerance limits)
	Red = > 10% or £10k Forecast Variation to budget (whichever is lower)

Scheme Name	Revised Annual Budget	Actual to 30 Sept 18	Commitments	Total to date	Year-end Forecast Variation		TRAFFIC LIGHT - PROJECT STATUS	TRAFFIC LIGHT - BUDGET VARIANCE	Progress to Date	Expected Start Date	Expected Completion Date
	£	£	£	£	£	%					
Dolphin Car Park Works	100,000	8,190	7,514	15,704	0	0%			To be financed from Leisure improvement reserve. A report was taken to Customer services and service delivery scrutiny on 22/11/17 and Council 31/01/18, increasing the leisure reserve by £100K to finance the creation of additional car parking spaces at Dolphin Leisure Centre. The car park works are expected to be completed and paid for towards the end of this calendar year.	1st July 2018	31 March 2019
<b>Parking Services BU19</b>											
Upgrade pay and display machines	179,000	169,000	0	169,000	10,000	6%			Budget for the purchase and installation of contactless parking machines. The cost of the machines were lower than originally budgeted.	1st April 2018	31 August 2018
Extension of Heath Road Car Park	1,000	0	0	0	0	0%			Project complete - £1K retention		
<b>Corporate Estates &amp; Facilities BU29</b>											
Imps to Open Space at Spring Copse EG	14,000	0	0	0	(14,000)	-100%			Budget no longer required - works completed to agreed scope. Variance to be reported in a future Budget Management Report.		
Finches Field Community Pavilion & Car Park	639,000	358,666	0	358,666	0	0%			Works are in progress. Payment expected to be complete by the end of 2018/19		November 2018
St Johns Park BH Playground Imps	30,000	0	0	0	30,000	100%			Not yet started - design and consultation likely to push construction into 2019/20. Variance to be reported in a future Budget Management Report.	July 2019	September 2019
Drainage Capital Works	129,000	805	11,741	12,546	0	0%			There are a number of schemes which are funded from this budget and which are at various stages of progress. It is anticipated that part of this budget will need to slip to 2019/20 but the exact figure is not known at this stage.		
Roof Light Replacement, Oaklands	78,000	23,422	56,833	80,255	0	0%			Single project joined with Windows replacement Oaklands North Wing project.		November 2018
Council Chamber Modernisation	300,000	0	0	0	300,000	100%			Preliminary design being undertaken, including consultation with Councillors and Management Team.	April 2019	June 2020
Upgrade Council Chamber Toilets & Recept	81,000	0	0	0	0	0%			Due to start early December 2018 pending design approval	December 2018	April 2019
Victoria Park Tennis Court upgrade	38,000	36,009	1,681	37,690	0	0%			Work complete - retention held		
Mount Noddy Pavilion - Extension and Alterations	357,000	13,333	8,340	21,673	0	0%			A combination of value engineering and additional funding have enabled this project to proceed. Planned start late Oct. Planned completion late Feb 19.	October 2018	February 2019
Oaklands Replacement heating distribution system	190,000	0	34,257	34,257	0	0%			Awaiting initial report from Consultants on feasibility of works and specification.	Awaiting findings of report	Awaiting findings of report
Windows replacement Oaklands North Wing	100,000	225	101,392	101,617	0	0%			Single project joined with Oaklands Roof Light Replacement project.		November 2018
Clair Hall - replace fire & intruder alarm system	15,000	0	0	0	(15,000)	-100%	-	-	Budget for this project no longer required. Budget of £15k to be moved to Refurbishment of Poynings Pavilion as reported in Budget Management Cabinet 12th November 18.		
Resurface Queensway car park East Grinstead	41,000	0	0	0	0	0%			On hold pending confirmation of car park's future.		
Resurface St Wilfrids Way HH top car park	14,000	0	0	0	0	0%			Works programmed for Jan 19 start. Possible underspend as a result of economies of scale in the contract. By tendering and awarding 3 projects as a single contract the prelims and site setup (for the two St. Wilfrids Way projects) were reduced resulting in lower costs.	January 2019	February 2019
Upgrading play equipment at Ansty Playground	13,000	0	12,865	12,865	0	0%			Work complete		
Upgrade play equipment at Priory Way Playground HH	19,000	0	0	0	0	0%			Not started yet. Exact amount of slippage to be confirmed once the project has started.	March 2019	April 2019

# Capital Monitoring for Scrutiny Committee for Leader, Resources and Economic Growth for the period ending 30 September 2018

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Scheme Name	Revised Annual Budget	Actual to 30 Sept 18	Commitments	Total to date	Year-end Forecast Variation		TRAFFIC LIGHT - PROJECT STATUS	TRAFFIC LIGHT - BUDGET VARIANCE	Progress to Date	Expected Start Date	Expected Completion Date
	£	£	£	£	£	%					
Upgrade play equipment at Kitty Lane, Bolnore, HH	11,000	0	0	0	0	0%			Not started yet. Planned completion 2018/19.	December 2018	February 2019
Christopher Road Car Park, EG	18,000	0	0	0	0	0%			Works programmed for mid Jan 19 start as part of joint contract with projects to resurface St Wilfrid's Way HH top car park and upgrade of St. Wilfrid's Way Service Road.	January 2019	February 2019
Farfield Rec Car Park HPP	11,000	10,575	0	10,575	0	0%			Complete		
St Johns Skate Park upgrade	15,000	0	15,200	15,200	0	0%			Awaiting quotes. Completion 2018/19.	January 2019	February 2019
Dale Avenue Car Park Hassocks - resurfacing	26,000	25,209	646	25,855	0	0%			Work complete - retention held		
Bedelands Farm - improvement to paths	72,000	66,620	6,651	73,271	0	0%			Works mainly completed in July 2018. Retention held. Contingency to be spent.	July 2018	April 2019
Worlds End Rec - Play improvements	199,000	0	179,987	179,987	0	0%			Tender awarded. Awaiting Planning Permission. Planned start March 2019. Budget reallocated from general World's End Recreation Project (£290k) in Budget Management report to Cabinet 12 Nov 18.	March 2019	May 2019
Worlds End Rec - Changing Places toilet	81,000	150	0	150	0	0%			Tender awarded. Budget reallocated from general World's End Recreation Project (£290k) in Budget Management report to Cabinet 12 Nov 18.	December 2018	January 2019
Worlds End Rec - Football Pitches	15,000	0	13,287	13,287	0	0%			Work ordered. Completion 2018/19. Budget reallocated from general World's End Recreation Project (£290k) in Budget Management report to Cabinet 12 Nov 18.	October 2018	October 2018
Worlds End Rec - BHTC - streetscene	16,000	230	0	230	0	0%			Path widening and community noticeboard. Budget reallocated from general World's End Recreation Project (£290k) in Budget Management report to Cabinet 12 Nov 18.	March 2019	March 2019
Upgrade St Wilfrids Way Service Road	37,000	0	0	0	0	0%			Works programmed for mid Jan 19 start as part of joint contract with Resurface St Wilfrids Way HH top car park project and Christopher Road Car Park, EG project.	January 2019	February 2019
Refurbishment of Poynings Pavilion	20,000	21,031	15,781	36,811	15,000	75%			Overspend due to additional works being required. Budget of £15k from Clair Hall -replace fire and intruder alarm system to be moved to this project, as reported in Budget management report to Cabinet 12 Nov. 18.		
Hurst Farm Development Costs	75,000	47,986	0	47,986	0	0%			Preparation costs for outline planning application – now approved and awaiting decision notice		
The Orchards - roof works	312,000	63,666	204,428	268,095	0	0%			Works on site.		November 2018
Oaklands - replacement of CCTV system	20,000	0	0	0	0	0%			Works on order.	November 2018	March 2019
Imps to Playground at the Dolphin HH	21,000	0	0	0	21,000	100%			Not yet started - design and consultation to push construction into 2019/20. Variance to be reported in future Budget Management Report.	April 2019	May 2019
Lindfield Common car park upgrade	14,000	0	13,950	13,950	0	0%			Works in progress		January 2019
Scaynes Hill Millennium Village Hall Car Park Ext	25,000	24,375	625	25,000	0	0%			Work complete. Retention held		

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## 9. SCRUTINY COMMITTEE FOR LEADER, RESOURCES AND ECONOMIC GROWTH WORK PROGRAMME 2018/19

REPORT OF: Head of Regulatory Services  
 Contact Officer: Lucinda Joyce, Senior Democratic Services Officer  
 Email: [lucinda.joyce@midsussex.gov.uk](mailto:lucinda.joyce@midsussex.gov.uk) 01444 477225  
 Wards Affected: All  
 Key Decision: No  
 Report to: Scrutiny Committee for Leader, Resources and Economic Growth  
 14 November 2018

### Purpose of Report

1. For the Scrutiny Committee for Leader, Resources and Economic Growth to agree its work programme for 2018/19.

### Summary

2. Members are asked to note the attached work programme. The work programme will be reviewed as the final piece of business at each meeting, enabling additional business to be agreed as required.

### Recommendations

3. **The Committee is recommended to agree the Committee's Work Programme as set out at paragraph 5 of this report.**

### Background

4. It is usual for Committees to agree their work programme at the first meeting of a new Council year and review it at each subsequent meeting, to allow for the scrutiny of emerging issues during the year.

### The Work Programme

5. The Committee's Work Programme for 2018/19 is set out below:

16 January 2019	Reason for Inclusion
Draft Corporate Plan and Budget for 2019/20	To report on the Council's 2019/20 Corporate Plan and Budget.

20 March 2019	Reason for Inclusion
Annual Sustainability Report	Annual reporting.
Council Performance for the Third Quarter 2018/19	To report on the Council's performance in the third quarter.

2019/20	Reason for Inclusion
May/June - Annual Report on the Economic Development Strategy	Annual reporting
July - Council Performance for the First Quarter 2019/20	To report on the Council's performance in the first quarter

**Policy Context**

6. The work programme should ideally reflect the key priorities of the Council, as defined in the Corporate Plan and Budget.

**Financial Implications**

7. None.

**Risk Management Implications**

8. None.

**Background Papers**

None.