
4 March 2019

Dear Councillor,

A meeting of **SCRUTINY COMMITTEE FOR LEADER, RESOURCES AND ECONOMIC GROWTH** will be held in the **COUNCIL CHAMBER** on **TUESDAY, 12TH MARCH, 2019 at 7.00 pm** when your attendance is requested.

Yours sincerely,
KATHRYN HALL
Chief Executive

A G E N D A

	Pages
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 meeting held on 16 January 2019.	3 - 6
5. To consider any items that the Chairman agrees to take as urgent business.	
6. Progress to the Sustainability Strategy 2018-23.	7 - 34
7. Performance Monitoring for the Third Quarter of 2018/19.	35 - 78
8. Questions pursuant to Council Procedure Rule 10 due notice of which 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 Cherry, R Clarke, T Dorey, Andrew Lea, G Marples, N Mockford, J Landriani,
G Rawlinson, P Reed, C Trumble and R Whittaker

**Minutes of a meeting of Scrutiny Committee for Leader, Resources
and Economic Growth
held on Wednesday, 16th January, 2019
from 7.00 pm - 8.16 pm**

Present: L Stockwell (Chairman)
R de Mierre (Vice-Chair)

E Belsey
M Belsey
R Cherry
R Clarke

T Dorey
Andrew Lea
G Marples
J Landriani

P Reed
C Trumble
R Whittaker

Absent: Councillors N Mockford and G Rawlinson

Also Present: Councillors J Ash-Edwards, J Llewellyn-Burke, M Thomas-Atkin,
G Wall and N Webster

**1. TO NOTE SUBSTITUTES IN ACCORDANCE WITH COUNCIL PROCEDURE
RULE 4 - SUBSTITUTES AT MEETINGS OF COMMITTEES ETC.**

None.

2. TO RECEIVE APOLOGIES FOR ABSENCE.

Apologies were received from Councillor Rawlinson and Councillor Mockford.

**3. TO RECEIVE DECLARATION OF INTERESTS FROM MEMBERS IN RESPECT OF
ANY MATTER ON THE AGENDA.**

Councillor Andrew Lea declared that he is a West Sussex County Councillor.

4. TO CONFIRM THE MINUTES OF THE PREVIOUS MEETING.

The minutes of the meeting held on 14 November were agreed as a correct record and signed by the Chairman. The minutes of the Joint Scrutiny Meeting held on 18 December were tabled with two minor amendments which were agreed as a correct record and signed by the Chairman.

**5. TO CONSIDER ANY ITEMS THAT THE CHAIRMAN AGREES TO TAKE AS
URGENT BUSINESS.**

None.

6. DRAFT CORPORATE PLAN AND BUDGET FOR 2019/20

The Cabinet Member for Finance and Performance was invited to provide an introduction to the report. She acknowledged the progress of the flagship activities

over the past year and noted that the draft plan for 2019/20 allows for the progression of the Council's economic strategy.

The Chief Executive reminded Members that following scrutiny of the draft Service Plans and budget for 2019/20, the Cabinet would consider the plans and that ultimately Council would agree them and set the Council Tax at its meeting in February. She drew Members attention to two items of note – the Fair Funding Review 2018 which could have a profound effect on the budget, and the West Sussex County Council's budgetary reductions which could result in the Council incurring extra costs.

Discussion was held on the risks to the draft Corporate Plan and Budget. The Leader noted the Council's well embedded risk management arrangements. Assurance was provided that the funding for disabled facilities grants is not affected by the proposed WSCC reductions as it is ring-fenced funding from central government. However it was acknowledged that WSCC's future funding to the Health and Wellbeing team was a concern.

Members commented on the Council owned sites identified for disposal and discussed the need to address homelessness with potential funds generated from their sale. The Deputy Leader confirmed that receipts generated by the disposal of land can be used to assist with housing, and a significant sum has already been invested in providing housing options. The Chief Executive noted that whilst the Council has forecasted a reduction in spend on Bed and Breakfast accommodation, it is a demand led service so it is not possible to guarantee that using the Council's own properties will lead to a reduction in spend on temporary accommodation, particularly in the light of the new Homelessness Reduction Act and ongoing welfare reform.

Information on rental income and asset protection was discussed. The Head of Corporate Resources confirmed that rental income is increasing and as an example; details of the site at Wicks is included in the medium term financial plan. In terms of other assets, assurance was provided by the Deputy Leader that the Orchards retail assets are protected, with careful investments being made to ensure a relevant and interesting mix of units are secured, with long leases being issued. A Strategic Plan for the Orchards is being developed, with options and supporting business case being brought forward in 2019/20.

The potential budgetary increase relating to waste and recycling was discussed. Members noted the reversion to the contracted fee for garden waste collection, and the effect of WSCC's savings programme relating to recycling credits. It was noted by the Chief Executive that there is considerable disquiet amongst affected Local Authorities regarding the payment mechanism for recycling credits and the Council is actively encouraging the development of a Countywide waste strategy.

The Members considered each service commentary and summary budget tables in section 3 of the report.

Clarity was sought on the status of the Community Infrastructure Levy (CIL). The Assistant Chief Executive confirmed that the Government consulted on it in summer 2018, issuing a further consultation and recommendations in December 2018. The Council has considered the recommendations and will defer a decision until new regulations are in place.

Significant spending on the Council's outdoor facilities was discussed, as well as leisure income. In terms of the 84 hectares of open space being transferred from Homes England to the Council, the ownership and costs required to maintain it will be borne by the Council but from commuted sums. It was noted by the Leader that the leisure facilities are discretionary services which the Council chose to invest in. A great deal of work has been put into managing the outsourcing of this effectively so that investment can continue. The Head of Corporate Resources also provided assurance to the committee that there is investment in the Corporate Estates and Facilities team, noting recruitment is underway for a new Business Unit Leader and new Estates Team Leader.

The committee noted the information provided on the investment in the Council's ICT infrastructure and the increase in capacity for the Customer Services team.

A Member expressed a wish for more extensive detail to be provided in the report as a whole, in order to scrutinise whether objectives have been met. The Cabinet Member for Finance and Performance noted that the Committee scrutinises performance indicators throughout the year and if Members feel these are insufficient, they can request more information at this stage.

Members discussed the Capital Programme. It was noted by the Chief Executive that the programme is added to through the year, and the project justifications contained in the report reflect projects in a position to commence.

The Head of Corporate Resources confirmed that any receipt from the sale of land at Hurst Farm would form part of the Capital Strategy presented to the Audit Committee in March 2019 and that the working figure for the ICT Suite refurbishment is for the fabric of the suite and not for technology upgrades.

He confirmed that there is no planned capital investment spend at the present time although this was subject to opportunities arising, and that the Capital Programme is not currently funded by a loan. The option of loan finance forms part of the options detailed on p.56 of the report.

The Chairman took Members to the recommendations contained in the report, which were agreed unanimously.

RESOLVED

The Committee:

Considered the proposals for 2019/20 set out in the appended report and agreed any comments or recommendations that it wishes to make to Cabinet on:

- (a) The financial outlook facing the Council;
- (b) The proposed increase in Council Tax;
- (c) The proposed placements in the Specific Reserves;
- (d) The proposed Capital Programme; and
- (e) The service commentaries and supporting summary budget tables for each business unit.

7. COMMITTEE WORK PROGRAMME 2018/19

Tom Clark, Solicitor to the Council introduced the report, highlighting the two items which will appear on the next agenda. It was clarified that the next meeting would be held on 12 March 2019.

The Chairman reminded members that a working group is being convened to determine the KPI's for the next Council year and encouraged Members to volunteer to participate. Five members of this Scrutiny Committee are required along with the Chairman of the other two Scrutiny Committees.

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, noting the date of the next meeting will be 12 March 2019.

8. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN.

None.

The meeting finished at 8.16 pm

Chairman

PROGRESS TO THE SUSTAINABILITY STRATEGY 2018-23

REPORT OF: HEAD OF CORPORATE RESOURCES
Contact Officer: Matthew Bird, Sustainability Officer
Email: Matthew.Bird@midsussex.gov.uk Tel: 01444 477370
Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Leader, Resources and Economic Growth
Date of meeting 12th March 2019

Purpose of Report

1. This report provides Members with an update on progress to the Council's Sustainability Strategy and indicates the main areas for development in the year ahead.

Recommendation

2. ***The Committee is recommended to note progress with the implementation of the Council's Sustainability Strategy 2018-2023.***

Background

3. Sustainability balances economic, environmental and social considerations. It is about creating opportunities for all residents in Mid Sussex to prosper whilst at the same time ensuring that services, infrastructure and communities are resilient both now and in the future. It is also about ensuring that limited resources are used efficiently and not wasted.
4. The Council's Sustainability Strategy 2018 – 23 was adopted by Council on 29th March 2018, following consideration by this Scrutiny Committee at its meeting on 7th March 2018. It was agreed that arrangement for monitoring progress with the Strategy would include an annual progress report to this Committee.

Progress to the Sustainability Strategy 2018-23

5. The Sustainability Strategy included an Action Plan, which is attached at Appendix 1. This has been reviewed with a column added to indicate progress against each action, split under the Strategy's three themes of:
 - Sustainable Council
 - Sustainable Environment
 - Sustainable Communities.

This section of the report highlights the main areas of progress under each of these themes.

6. The **Sustainable Council** theme focuses on the areas where the Council can improve its own performance to reduce environmental impacts through the managements of buildings and public spaces and the Council's procurement. The main areas of progress over the last year include :

Corporate Energy Management – A corporate energy group has been set up and is meeting quarterly. This has enabled better focus and coordination of activities relating to energy improvements, use of controls, monitoring, opportunities and promotion.

Single-Use Plastic Reduction – Proposals to reduce, replace and promote are currently being implemented. Alternatives to single-use plastic have been promoted at the Council and sustainable alternatives to existing plastic materials have been sourced in the first phase of proposals.

As part of these proposals the Council signed up to the national **Refill Scheme** which aims to reduce the use of plastic bottles. This has been promoted widely through traditional and social media channels in addition to engagement with the local food and drink sector. To date over 50 outlets have signed up to the scheme.

Corporate Sustainable Travel – 44% of the 130 staff responding said they would use an electric bike share scheme during the course of work. In addition to the Secure Bike Storage lockers this has helped to promote staff cycling and several staff have purchased electric bicycles as a result.

Two fast charging electric vehicle points were installed on Campus in 2017. Usage of the points has increased from 1 vehicle in 2017 to 4 in 2018.

7. **Sustainable Environment** looks at areas where the Council can promote sustainable development and economic growth, mainly through Planning Policy and the District Plan. The main areas of progress in the last year include:

Green Flag Awards – The Green Flag Award scheme recognizes best practice in parks and green spaces. As well as maintaining the existing standard in Beech Hurst, an additional award has been attained at St Johns Park in Burgess Hill.

Electric Vehicle Charging Points – Extensive work has been undertaken through the corporate EV Project Group including; a survey to 190 residents, the identification of potential issues in rolling out charging points across the District, access to an electric vehicle procurement framework, identification of relevant funding streams and feasibility carried out on all potential charging point sites.

District Plan – The District Plan was adopted in March 2018 and incorporates important policy areas relating to sustainability. The Council has approved a Masterplan for the Northern Arc development which sets out a number of significant sustainable development principles and in addition has secured over £20 million worth of Local Growth and other funding for sustainable transport development in Burgess Hill under the **Place and Connectivity** Programme.

Cycle Routes and Infrastructure – Feasibility has been carried forward on a number of routes including Burgess Hill to Haywards Heath and Hurstpierpoint to Keymer. In addition other routes and opportunities are being identified with the intention of developing **Local Cycling and Walking Infrastructure Plans** so evidence-based and viable routes are prepared in advance of funding opportunities.

8. **Sustainable Communities** refers to addressing sustainability issues by working with the community to change people's behaviour and raise awareness. The main areas of progress in the last year include:

Waste Minimisation and Recycling - The **British Heart Foundation Textile Collection Pilot** resulted in 46 tonnes of clothing being collected in the trial period and the **Green Waste Collection** continues to expand with 19,300 residents signed up in 2018/19. A number of successful engagement activities have been carried out including talks, workshops and a **Swishing Event** incorporating a clothes swap, waste prevention messages and children's activities.

Cycling Activities – The **Mid Sussex Cycling Forum** includes Members and representatives from cycling interest groups across the District and meets quarterly. The Forum aims to promote cycling and explore opportunities for funding and route development. £15,000 has been secured from the Sussex Business Rates Pool to support group activities and £25,000 is assigned to carrying out feasibility on routes not identified through other avenues. The Chair of the group attends the West Sussex Cycle Forum.

Heat for Health – encompasses a variety of affordable warmth work and includes the **Local Energy Advice Partnership (LEAP)** which runs from 2018 to 2021. The scheme offers a free Home Energy Visitor service to qualifying households as well as advice and potential funding for boilers and even gas connections.

9. **Appendix 2 Sustainability Metrics** - This includes data for key sustainability actions in the plans that are measured.

Most of the data used to determine the sustainability metrics was readily available or relatively easy to calculate and provides meaningful and appropriate data on which to measure sustainability actions.

Some readjustment to baseline data will be made to ensure measurement of sustainability actions is as robust as possible.

Sustainability related legislative changes and Government initiatives

10. There have been a number of changes to the national picture since the Strategy was adopted which have implications for the Council's future sustainability work. These include

The Government's **Resources and Waste Strategy** (December 2018) places an emphasis on the need to transition to a '**Circular Economy**' where resources are kept in use as long as possible and away from the current inefficient 'linear economy'. Specific actions on packaging, plastic pollution, resource recovery and food waste are highlighted.

The **Road to Zero strategy** (September 2018) outlines how the Government will support the transition to zero emissions road transport whilst reducing emissions from conventional vehicles. The Strategy outlines a range of funding measures and initiatives to roll promote the uptake of electric vehicles amongst other measures.

Draft Environment (Principles and Governance) Bill (December 2018) – The consultation sets out plans for environment and sustainability on departure from the European Union and is likely to form the bulk of a wider Environment Bill introduced in 2019. Elements include the introduction of a UK Environmental Protection Agency in addition to setting out the framework for environmental principles and governance.

Looking forward to the year ahead

Several sustainability actions are reflected in the selection of Flagship Activities for 2019/20.

The key sustainability initiatives that the Council will be focussing on in the year ahead under each of the themes include:

Sustainable Council

A costed package of identified improvements at Oaklands will be drafted for consideration.

Completion of the first phase of single-use plastic reduction initiatives (including expanding Refill) and proposals for further reductions.

Drafting plans to reduce the use of paper and ensure supplies are as recyclable as possible.

Sustainable Environment

Maintaining current accreditation and applying for a further Green Flag award in East Grinstead.

Progressing identified sustainable transport initiatives through the Place and Connectivity Programme.

Progressing the roll out of electric vehicle charging points subject to the acceptance of feasibility carried out and funding being awarded.

Air quality improvement initiatives continuing to be implemented through the Stonepound Crossroads Air Quality Steering Group. An Inter-Authority Air Quality Group has been set up with membership from all West Sussex local authorities in order to share information and provide guidance on issues of concern

Sustainable Communities

Reducing residual waste collection and increasing recycling (including considering food waste) by working with the West Sussex Waste Partnership.

Continuing to promote and increase the uptake of the Council's subscription service for garden waste.

Implementing long-term proposals for the capture of textiles and small electrical items from the kerbside.

The Mid Sussex Cycle Forum promoting cycling opportunities across the district and proposing a programme of engagement activities.

The Local Energy Advice Partnership and Warmer Sussex developing and ensuring a comprehensive energy efficiency and affordable warmth offer for Mid Sussex residents.

Conclusions

This report includes many examples of how the Council is addressing sustainability issues and has highlighted areas of strength and areas where more work is needed. The focus for the year ahead will be to address those actions where more work is needed such as sustainable procurement and climate adaptation assessment.

There has been a flurry of environmental initiatives, draft legislation and strategy from Government in recent months in the run-up to Brexit. A watching brief on the development of these initiatives post-Brexit will determine whether and to what extent the Sustainability Strategy needs to be revised in the light of future developments.

Policy Context

11. The Sustainability Strategy is consistent with the Council's statement of main purpose and Corporate Priorities, particularly the priorities of Sustainable economic growth and Strong and resilient communities.

Other Options Considered

12. The option of not having a Sustainability Action Plan was discounted because the plan draws together existing and planned activities to provide a coherent and systematic approach to implementing sustainability.

Financial Implications

13. Resource implications are identified in the Strategy Action Plan, with most actions to be delivered from within existing budgets. Measures such as improving the energy efficiency of the Council's buildings will deliver savings. Resources will be supplemented by any external funding which is able to be secured.

Risk Management Implications

14. The Sustainability Strategy will help to mitigate the risks of the Council not fulfilling its statutory sustainability duties.

Equalities and Customer Services Implications

15. The Sustainability Strategy includes measures to benefit specific vulnerable groups including actions to assist those in fuel poverty.

Other Material Implications

16. None.

Background Papers

17. None.

This page is intentionally left blank

PROGRESS TO SUSTAINABILITY ACTION PLAN

Appendix 1

SUSTAINABLE COUNCIL

Subject	Actions	Lead Organisation/ Responsibility	Outcomes	Progress
Electricity	To review and renew the Council's LASER contract by September 2020.	MSDC Corporate Estates and Facilities	Efficient and affordable and where possible renewable energy procurement of utilities	Update meetings have taken place with Laser and will continue before contract is due for renewal in 2020. Options Appraisal to be carried out in October 2019 with the possible inclusion of water supplies.
	Develop Energy Management Policy by September 2018	MSDC Sustainability Officer/Corporate Estates and Facilities	To enable a practical and planned response to corporate energy issues by	A coordinated strategic energy management approach is being progressed through the corporate Energy Group and includes a working draft Energy Policy.
	Upgrade lighting to LED and other low-energy types as part of ongoing planned replacement programme including the use of sensors and timer controls	MSDC Corporate Estates & Facilities	Reduce the use of light by 3% per annum	LED Lighting upgrades continue as part of planned improvement works. Specific opportunities for light sensors in kitchens and other appropriate areas are being explored.
	Audit and eliminate as far as possible secondary electrical appliances by December 2018	MSDC Facilities Manager/Sustainability Officer group	Replacement of unsafe and inefficient appliances	Regular inspections of secondary appliances are carried out by the Facilities Manager and appliances that do not pass the PAT tests are recycled.

	Leisure Centres – Further LED upgrades and energy efficiency improvements by April 2019	Places for People Leisure/ MSDC Leisure Partnership Officer	Reduce utility costs and improve energy efficiency	The sports halls at the Triangle, Dolphin and Kings Centre Leisure Centres have had LED upgrades installed. The Dolphin Leisure Centre has had some LED lighting installed in the Car Park. LED upgrades installed in swimming pool areas at Triangle and Dolphin leisure centres. LED floodlight upgrades being explored in tennis court area at Triangle Leisure Centre
Space and Water Heating Improvements	Survey and Install energy-efficient boilers and heating controls as part of planned Oaklands Modernisation Project by April 2020	MSDC Corporate Estates & Facilities	Overall- reduce use of heating by 3% per annum.	Consultant engaged to survey heating options including boiler and controls. Report to follow in due course.
	Investigate the feasibility of installing insulation at Oaklands by April 2020	MSDC Corporate Estates & Facilities	Contribution to reduction of heating by 3% per annum	Options to engage thermographic imaging consultants in order to undertake a study of the building fabric at Oaklands and assess the potential for insulation are being considered.
	Maintain Automatic Meter Readers and online energy management system as part of effective energy monitoring and targeting by April 2018.	MSDC Sustainability Officer/ Corporate Estates & Facilities	Effective monitoring of energy use and identifying areas where efficiency savings can be made	Technical issues with the replacement of automatic meter readers and structural changes at Stark who supply them resulted in gas meter readers being non-functioning for 3 months. Issues were resolved but meant a loss of some energy data for 2017/18 which impacted on the calculation of baseline metric data.

	Carry out a cost/benefit evaluation for installing a Building Management System at Oaklands by April 2020.	MSDC Corporate Estates & Facilities	Contribution to reduction of heating and electricity by 3% per annum	Proposals to be determined.
	Housekeeping – Implement and complete ‘Energy Walk Round’ surveys of Oaklands by July 2018	MSDC Sustainability Officer/ Corporate Estates & Facilities	Contribution to reduction of heating and electricity by 3% per annum	Monthly ‘energy walk rounds’ are carried out by Facilities Team staff to identify and raise potential energy issues. Includes checking that heating controls are set correctly, office furniture is not unnecessarily blocking radiators etc.
Water Efficiency Improvements	Investigate installation of water-efficient urinals, toilets and taps as part of planned replacements.	MSDC Corporate Estates & Facilities	Reduce cost and use of water supplies	Water efficiency improvements to be considered as part of ongoing replacement programme
	Carry out water audits at all main sites by July 2019	MSDC Sustainability Officer/ Corporate Estates & Facilities	Reduce cost and use of water supplies	Water audits are being discussed as part of new water contract options with Laser and others
	Ensure corporate risk and business continuity planning take account of drought scenarios by April 2018	MSDC Emergency Planning and Outdoor Services Manager	Contingency plans in place for drought	Existing contingency plans will be revisited following outcome of a officer workshop in summer 2019 focussing on UK Climate Projections and considerations for Council activities.
	Respond to Water Deregulation Regulations by July 2019	MSDC Sustainability Officer/ MSDC Corporate Estates & Facilities	Ensure best-value procurement	Discussion ongoing with several water companies and the Laser buying consortium in order to determine most cost effective and sustainable approach. Options paper expected late summer 2019.
	Participation in South Downs National Park Water Efficiency Planning Forum by April 2018	South Downs National Park/MSDC Sustainability Officer	Ensure preparedness for resilience to water	Participated in regular meetings and workshops with the Greater Brighton Water Plan Group that

			stress	reports to the Greater Brighton Infrastructure Board. Options being suggested include the creation of a 'Resilience Officer' post for the region. Specific aims include; a home visiting service covering energy, water and flooding, the provision of real-time water consumption and the potential for community bonds in local water infrastructure projects.
Monitor Greenhouse Gas Emissions	Propose a corporate greenhouse gas emissions (GHG) reduction target by April 2018. To include emissions from fleet vehicles and corporate utilities	MSDC Sustainability Officer	Benchmark and aim to reduce Annual GHG emissions by 3% per annum	Unable to benchmark emissions for 2017/18 due to technical issues with AMRs between October 2017 and December 2018. Benchmark taken to be March 2018 – February 2019.
Corporate waste and recycling promotion	Improve information and tips about office recycling best utilise facilities for recycling paper, cardboard, tetrapaks, plastic bottles and containers, cans, glass and aluminium foil.	MSDC Divisional Leader – Commercial Contracts & Services	Improved recycling from Council offices.	Improved signage for recycling as well as the addition of specific recycling bins for drinks cups in the Committee Room and East Wing Meeting Rooms. Promotion on the intranet and online staff magazine. Held some staff engagement events with WSCC Waste Prevention Team. Recently begun a trial with Terracycle collecting 'difficult to recycle' materials including crisp packets, biscuit wrappers and pens. If successful other waste streams may be provided and some public drop-off provision provided.

Reduce Use of Plastic	Promote the corporate reduction of single-use plastics by 2019 through the reduction of plastic cups and stirrers etc. Survey corporate plastic use and produce reduction plan by May 2018	MSDC Sustainability Officer	Efficient use of resources and reduction in waste stream	Corporate single-use plastic has been surveyed and a plan to reduce usage produced. Action in addition to Terracycle and cup recycling bins include; replacement of plastic stirrers with wood, reduction in the number of cups ordered and replacement with paper one. Water bottles and bamboo cup will be offered to staff at reduced costs alongside messages to bring own cups and bottles to meeting. Signed up to the Refill Campaign which encourages customers to refill water bottles at designated 'Refill Drinking Points'. Over 50 cafes and pubs have now signed up to the scheme and a further push will begin in Spring 2019
	Investigate the potential for water fountains at strategic locations in Mid Sussex by March 2019	MSDC Sustainability Officer	Efficient use of resources and reduction in waste stream	Due to the success and low cost nature of Refill this has been postponed and will be reassessed in summer 2019.
Review Sustainable Procurement.	Ensure sustainability is addressed as part of new procurement guidelines being developed by July 2018.	MSDC Sustainability Officer/Head of Digital and Customer Service	Consideration of greenhouse gas emissions, use of plastic, packaging	Discussion is taking place in Sustainability Officer Group meetings and assessment of priority sustainable procurement issues is being formulated. This includes single-use plastics (under the Plastic Reduction proposals and paper use.

Contracts	Scope existing contracts and consider appropriate sustainability indicators and impact of Social Value Act for future contracts by March 2019	MSDC Joint Procurement Adviser/Sustainability Officer	Economic, environmental and social factors are given due consideration.	Initial discussion on potential for incorporating Social Value Act into contracts has taken place. Scoping of existing contracts and potential for sustainability indicators work to be carried out Autumn 2019
Control of Substances Hazardous to Health	Undertake annual assessment of COSHH Register to replace harmful materials where possible.	MSDC Health and Safety Officer	Less use of environmentally harmful products.	To be carried out in conjunction with Contracts scoping.
Cycling	Promotion of staff cycle scheme by April 2018.	MSDC HR /Sustainability Officer	Less car travel and healthier lifestyles	New cycling scheme has been successfully promoted to staff in 'windows' 3 times a year alongside Easit cycling-related offers. Ceiling of scheme raised to £1500 per bike. Scheme is promoted alongside Staff Electric Bike Share and annual Sustainable Travel Day.
Encourage Reduction in Need to Travel and Use of Sustainable Transport	Progress provision of secure, onsite cycle storage facilities by May 2019	MSDC Sustainability Officer/Corporate Estates & Facilities	Less car travel and healthier lifestyles	3 Lockable 'Cyclepods' have been installed. 2 are regularly used by staff and 1 is used for the Staff Electric Bike Share.
	Easit - Corporate membership travel scheme with discounted train fares and other staff offers. Monitor effectiveness of Easit by September 2018.	Easit/MSDC Sustainability Officer	Less car travel, healthier lifestyles and cheaper train travel.	38 staff members are signed up to the discounted rail card scheme available through Easit. Other initiatives offered included various money-off offers at Halfords and others. Membership offer to be reviewed annually.
	Sustainable Travel Days - Promote Sustainability travel options including Easit and cycling by April 2018.	MSDC Sustainability Officer	Less car travel and healthier lifestyles	Travel Day held in April 2018 promoted cycle scheme, electric bike try-outs, electric vehicles and bike checks. The next travel day

				is scheduled for April 2019.
	Carry out staff travel survey by May 2018 to support development of sustainable travel initiatives.	MSDC Sustainability Officer	Less car travel and healthier lifestyles	Travel survey had a 46% response rate and highlighted areas relating to travel modes, distance, potential transport options and knowledge of existing sustainable transport schemes.
Ensure Climate Adaptation is Factored into all Service Plans	In 2009 an adaptation questionnaire was completed by all BULS. Update questionnaire by November 2018.	MSDC Sustainability Officer	Increased resilience to climate change impacts	A revised Adaptation questionnaire will be sent prior to a Climate Projections workshop tentatively scheduled for Summer 2019
Flood Risk	Review the condition of drainage assets in context of Local Flood Risk Management Strategy by April 2019	MSDC Team Leader & Drainage Engineer	Prevent flood risk as far as possible	Drainage condition survey has been carried out on all drainage assets. Currently looking at 'packaging' up works and prioritising works according to safety, current condition and costs of improvements.
Consider the Climate Change Impacts in Business continuity	Risk assessment to be undertaken during the annual review of the Council's Emergency and Business Continuity Plans and Severe Weather Plan by April 2019	MSDC Emergency Planning and Outdoor Services Manager	Increased resilience to climate change	Brexit planning has delayed the review. A workshop is planned for Summer 2019 to discuss the latest UK Climate Projections and what impacts these will have on business continuity and Emergency and Severe Weather Plans.
Work through the Officer Sustainability Group to progress sustainability projects and	Progress Group projects as follows: Sustainable procurement Sustainable Garden Project Contributing to Energy Working Group Information about office recycling. Support for sustainable travel day.	MSDC Sustainability Officer	Promoting good sustainability practice across the Council	Sustainability Officer Group meets quarterly and is chaired by Head of Digital Services. Sustainability issues affecting staff are raised and projects suggested. Most Business Units are represented. Group members

issues arising				support activities on corporate energy, transport, waste and recycling as well as promoting and championing specific sustainability projects within their own business units.
-----------------------	--	--	--	---

SUSTAINABLE ENVIRONMENT

Subject	Actions	Responsibility	Outcomes	Progress
Conserve and Enhance Local Landscapes and Biodiversity				
Green Spaces	Maintain Green flag Award for Beech Hurst and gain Green Flag awards for St John's Park by Jan 2018, Burgess Hill by March 2019 and a site in, East Grinstead by March 2020.	MSDC DL – Commercial Services	Enhanced management and maintenance of key parks and open spaces.	Green flag awards have been achieved for St Johns Park and Beech Hurst in 2018/19. In addition an application has been made in partnership with East Grinstead Town Council for East Court and Ashplats Woods for consideration in the 2019 judging round.
	Continue to deliver the SANG and SAMM Strategies for the Ashdown Forest SPA as mitigation for new residential development within the zone of influence.	MSDC DL – Planning Policy	Ensuring Ashdown is protected from the effects of potential increased recreational disturbance.	Delivery continuing.
	Improvements and upgrades to footpaths through Bedelands Nature Reserve by June 2018	MSDC BUL - Corporate Estates and Facilities	Better access to green and open spaces	Work is now complete.
	Plans for Wildflower areas within West Common Open Space Lindfield by 2019. Beech Hurst Gardens by 2020. Haywards Heath Recreation Grounds around Cricket Pitch by 2020	MSDC DL – Commercial Services	Encourage biodiversity and reduce use of pesticides	Options to be explored in due course. A wildflower meadow is planted in Beech Hurst.
Orchards	Establish an orchard in Beech Hurst Gardens by April 2019	MSDC DL – Commercial Services	Encourage biodiversity	A community garden project has been created in conjunction with a Parkinson's group. Options to

				establish an orchard to be considered in due course.
Parks	Adopt Parks & Open Space Strategy by April 2019	MSDC Community Leisure Officer	Progresses the social value of accessible outdoor facilities and supports the ongoing provision of high quality and diverse natural environments	A draft report is expected by Mid May with a report going to Community, Customer Services and Service Delivery in July 2019
	Trial 'on-the-go' recycling facilities in a number of parks by April 2019	MSDC DL – Commercial Services	Reduction in waste from park waste bins, increase in recycling and improvement of the public realm	Further consideration of options needed before a trial of the recycling facilities can be recommended.
Community Buildings	Community Assets Strategy - Coordinate a structured approach to the sustainable development of community buildings by April 2019	MSDC Community Leisure Officer	That community buildings are more energy efficient and incorporate sustainable design	Rebadged as the Community Buildings Strategy and report is due to Community, Customer Services and Service Delivery Strategy in July 2019. Sustainability issues addressed include design, flexibility of use and potential for electric vehicle charging points.
Sustainability in Planning Policy				
District Plan - Policies	Adopt and implement planning policies which secures sustainable development.	MSDC DL – Planning and Economy	District Plan policies adopted and sustainability principles built into new housing and	District Plan adopted March 2018. All planning applications for new residential/commercial building should comply with these policies in addition to requirements set out in National Planning Policy and

			infrastructure development.	<p>Building Regulations.</p> <p>In accordance with Policy DP9: Northern Arc Strategic Allocation the Council has approved a Masterplan and IDP for the Northern Arc development which sets out a number of development principles which will be adhered to in order to secure the development of new sustainable neighbourhoods. This includes the provision of walkable neighbourhood centres and strategic pedestrian and cycle links. The outline planning application for the Northern Arc has been submitted.</p>
District plan – Sustainable Transport	<p>Adopt and implement Planning Policy which will increase the use of alternative means of transport, e.g. for walking, cycling and public transport; and ensure that development does not cause a severe cumulative impact in terms of road safety and increased traffic congestion.</p> <p>Where relevant and necessary the Council will secure financial contributions through S106 in order to implement and deliver sustainable transport improvements.</p>	MSDC DL – Planning Policy and Economy	District Plan policies adopted and sustainability principle built into new housing and infrastructure development.	<p>District Plan adopted March 2018.</p> <p>Policy DP7: Principles for Strategic Development at Burgess Hill includes the need to improve public transport, walking and cycling infrastructure at Burgess Hill. The Council has been successful in securing LGF and other funding to deliver over £20 million worth of sustainable infrastructure improvements. The first £10.9 million of which is to be delivered by March 2021.</p>
District Plan – Cycling	<p>Adopt and implement Planning Policy which ensures Rights of way, Sustrans national cycle routes and</p>	West Sussex County Council/MSDC DL – Planning Policy and	District Plan policies adopted and sustainability	<p>District Plan adopted March 2018.</p> <p>Local Growth Funding has been</p>

	recreational routes will be protected and supporting additional routes between settlements. Access to the countryside will be encouraged by multi-functional use e.g. for walkers, cyclists and horse riders.	Economy	principle built into new housing and infrastructure development.	secured for a range of sustainable transport project under the Place and Connectivity Programme in Burgess Hill including links with routes in Haywards Heath and Hassocks. Routes across the District have been identified through the Infrastructure Delivery Plan and through the West Sussex Walking and Cycling Strategy Group. Other routes will be identified through Local Cycling and Walking Infrastructure Plans with in partnership with other stakeholders
District plan – Air Quality	Adopt and implement Planning Policy which will only allow development if it does not cause unacceptable levels of air pollution and is consistent with Air Quality Management Plans.	MSDC DL– Planning Policy and Economy	District Plan policies adopted and sustainability principle built into new housing and infrastructure development.	All residential and commercial development must show that there is no significant impact on the Ashdown Forest in terms of nitrogen deposition (predominantly due to vehicles). District Plan strategy is now in place (adopted March 2018), future development proposals will be tested for their impact on the Ashdown Forest and the Stonepound Crossroads AQMA during the forthcoming Site Allocations plan background work.
District Plan – Biodiversity	Adopt and implement Planning Policy which will ensure that development protects and enhances biodiversity. This includes creation and maintenance of easily accessible green infrastructure, green corridors and spaces around/within towns and	MSDC DL – Planning Policy and Economy	District Plan policies adopted and sustainability principle built into new housing and infrastructure development.	District Plan adopted March 2018. Planning applications will be assessed against the biodiversity policy to ensure biodiversity is protected and enhanced. Opportunities for inclusion of green infrastructure/corridors/open

	villages.			spaces will be investigated for sites proposed for allocation in the forthcoming Site Allocations plan.
District Plan – Sustainable Design	Adopt a Sustainable Design and Construction Policy which sets out measures which development proposals must incorporate in order to minimise energy use, use renewable sources of energy, minimise waste, maximise recycling and limit water use.	MSDC DL – Planning Policy and Economy	District Plan policies adopted and sustainability principle built into new housing and infrastructure development.	District Plan adopted March 2018. All planning applications for new residential/commercial building should comply with this policy. In particular, the water use element of the policy is more stringent than Building Regulations, meaning applications for residential use will need to demonstrate higher levels of water efficiency than required by Building Regulations.
Reduce Transport Impacts and Promote Sustainable Travel Alternatives				
Electric Vehicles	Initiate a West Sussex Electric Vehicle Partnership by April 2018	West Sussex County Council/MSDC Sustainability Officer	Ensure actions are joined up across the County and joint funding bids are highlighted	A West Sussex EV Partnership has met several times and shared information. A joint working approach has been pursued by Horsham DC and Crawley BC. Regular contact with other local authorities as well as the Office for Low Emissions Vehicles, the Energy Savings Trust and EV Installers has ensured that we are up-to-date with developments in a fast moving sector.
	Develop a Mid Sussex Electric Vehicle Strategy by May 2018	MSDC Sustainability Officer	Ensure a coordinated and strategic approach	An EV Project Group has been formed with the involvement of Sustainability, Parking Services, Digital Services, Air Quality, Planning and Economic Regeneration. The group has met frequently to steer and progress

				work leading to the roll out of new EV charging points, the use of work place charging points, opportunities for business , air quality and planning-related issues.
	Explore the potential for other charging points in public car parks. Install new electric vehicle charging points at key community locations, to expand and improve our sustainable transport network in the District by April 2019.	MSDC BUL - Community Services, Policy and Performance	Increased number of charging points across the District and improved local air quality.	Feasibility has been carried out on a number of sites across the District and will be considered in the context of potential funding available and sites identified through the Places and Connectivity funding for Burgess Hill. A survey to residents elicited 190 responses and identified the lack of public charging points and high cost of electric vehicles as being discouraging factors in the purchase of electric vehicles.
Cycling	Explore the feasibility of new cycle routes and infrastructure across the District by October 2018	West Sussex County Council/ MSDC Sustainability Officer	Safer use of cycle paths and less use of cars in the District	Sustrans feasibility has been carried out on East-West routes in Hassocks. Identification of routes in addition to those being explored through the Place and Connectivity Programme will be identified through further feasibility funded by Business Rates funding and tested through the Cycle Route Selection tool used in Local Cycling and Walking Infrastructure Plans.
	Progress and deliver a Burgess Hill to Haywards Heath Cycle Route by June 2021	West Sussex County Council/MSDC Sustainability Officer	Less use of cars in the District and increased physical activity levels	Feasibility has been carried out on potential route options to the east and the west of the railway line. Further detailed feasibility is focusing on routes to the west of

				the railway line and linking to the Northern Arc development. Local Growth Funding has been secured for delivery of a route.
Air Quality				
Monitoring and Improving Air Quality	On-going air quality monitoring and annual publication of Status Report in consideration of potential air quality management areas	MSDC BUL - Environmental Health & Building Control	Compliance with air quality standards monitored across the District.	The Annual Air Quality Status Report 2018 has been completed and was sent to Scrutiny for Community Housing and Planning on November 21 st 2018.
	Implement Air Quality Action Plan for Stonepound Crossroads by April 2019	MSDC BUL– Environmental Health & Building Control	Reduced nitrogen dioxide levels to below the 40ug/m ³ limit.	The Air Quality Action Plan for Stonepound Crossroads was updated in December 2018 as a result of discussion tabled at the November 2018 meeting of the Air Quality Steering Group. Most recent data indicate nitrogen dioxide levels to be 38.5ug/m ³
Water Efficiency				
Rainwater Garden Demonstrator	Rainwater Garden Project being initiated in St Johns Park by March 2020	MSDC Flood and Drainage Surveyor	Reducing local flooding and maximizing water reuse	Project to be initiated.

SUSTAINABLE COMMUNITIES

Subject and current activity	Actions	Responsibility	Outcomes	Progress
Waste Minimization and Recycling- working with West Sussex Waste Partnership to Joint Waste Strategy Targets of increasing recycling to 50% and reducing residual waste by 40kg per household by 2020.				
Promotion of waste reduction and improved recycling	Ongoing campaign to improve the quality and quantity of recycling collected, with a specific focus on communal bins.	MSDCDL Commercial Services	Increased % of household waste sent for reuse, recycling and composting Reduced amount of waste per household sent to landfill sites.	General waste minimisation and recycling messages promoted through events, social and printed media in partnership with the WSCC Waste Prevention Team. Communal bins with the highest contamination rates have targeted. This was found to be in Multi-Occupational Properties. Approximately 50 blocks of flats have been supplied with special lockable recycling bins and teams have visited residents to provide information and tips on what materials to recycle in them.
Green Waste collection	Increase the number of subscribers to the green waste service to 20,000 by March 2019.	MSDC DL - Commercial Services	Increased composting rate.	The Green Waste collection continues successful rollout with 18,900 subscriptions as of February 2019.
British Heart Foundation pilot project	Undertake pilot with BHF for kerbside collection of textiles and small electrical items to 20,000 properties Nov 2017 – June 2018. Evaluate pilot and consider wider	MSDC DL - Commercial Services	Increased % of household waste sent for reuse, recycling and composting	46 tonnes of clothing collected in the pilot. A full report summarising the results of the pilot and setting out proposals to deliver a business case for a

	rollout- July 2018		Reduced amount of waste per household sent to landfill sites.	district-wider delivery service was considered by Scrutiny Committee for Customer Services and Service Delivery on 23 rd January 2019. Business case will be taken back to Scrutiny for further consideration in June 2019.
Food waste	Work in partnership with WSCC to assess the financial and environmental benefits of kerbside food waste collections and- if a business case can be made- consider a local trial	MSDC DL - Commercial Services	Contribution to target to work towards reducing zero food waste entering landfill by 2030	Consideration of food waste collection as part of efforts to reduce residual waste figures in joint working with the West Sussex Waste Partnership
Sustainable Business				
Sustainability in Business	Consider project at Burgess Hill Business Parks promoting good sustainable transport practice as part of the Stone Pound Air Quality Action Plan by June 2020	MSDC Sustainability Officer	Improve air quality in Stonepound	To be progressed through 2019/20
Energy Efficiency Grants for SMEs	Council supported bid to the European Regional Development Fund to deliver energy efficiency grants of up to £5000 for SME and will promote to 100 businesses by April 2019.	Sustainable Business Partnership/ MSDC Sustainability Officer	Help businesses to reduce their running costs	Utilise grants available through the Sussex Sustainable Business Partnership has been promoted to Mid Sussex businesses and organisations through the Green Growth Platform. A Business Breakfast event promoting the grants was delivered to 35 attendees in April 2018.
Sustainable Transport	Raise awareness of sustainable transport opportunities for local businesses hosting an event with the	Sustainable Business Partnership/ MSDC	Reduce congestion, costs and local air quality issues.	To be progressed through 2019/20

	Sustainable Business Partnership by September 2020	Sustainability Officer		
Community Engagement				
Raise Community Awareness of Sustainability	Support community sustainability and energy groups such as Hassocks Keymer Ditchling Transition, RePower Balcombe, Bolney Go Green and other formal and informal groups.	MSDC Sustainability Officer	Engagement and support on joint sustainability initiatives.	Regular ongoing contact with community sustainability groups and advice on community energy potential. Provided talks and information on plastic pollution, electric vehicles and energy efficiency support.
Raise Awareness of Cycling	Hold two Mid Sussex Cycling Group meetings a year	MSDC Sustainability Officer	Coordination and engagement on local cycling initiatives	The Mid Sussex Cycle Forum (MSCF) has been formed with a mission to bring together people with an interest in cycling and fosters partnerships between local community and relevant organisations. There is good representation from across the District and Business Rates funding has been secured to support Forum activities and relevant projects. The MSCF Chair represents the Forum at the West Sussex Cycle Forum.
Promote Energy Efficiency and Affordable Warmth				
Heat for Health Network	Support the formation of a Heat for Health Network that promotes affordable warmth initiatives through partnership initiatives primarily with the Health Sector. Provides single point of	MSDC Sustainability Officer/Wellbeing Manager	Reduced numbers of households in Fuel Poverty in the District	The Local Energy Advice Partnership (LEAP) has launched in partnership with AgilityECO, Worthing and Adur Council, Crawley BC and

	contact (Wellbeing number), information, training by April 2018 and annual energy roadshow.			Horsham DC to provide a free Home Energy Visitor service, draughtproofing, energy switching, financial advice and energy efficiency improvements to residents facing affordable warmth issues. Referrals from Mid Sussex are good in comparison to the other authorities with 40 home energy visits being completed from November 2018 to date. Winter Warmth bags and advice have been circulated and offered to Food Banks in East Grinstead, Burgess Hill and Haywards Heath to support people facing emergency heating issues.
Energy Efficiency Support	Supporting 'Your Energy Sussex' initiatives including the Sussex Tariff and other energy efficiency initiatives for domestic properties by April 2018	Your Energy Sussex/ MSDC Sustainability Officer	Ensure residents are receiving the best advice on energy switching	MSDC sits on the steering group for the Your Energy Sussex Tariff. There are 234 Mid Sussex residents on supply currently out of 1500 supplies across West Sussex, East Sussex and Brighton & Hove. Home Energy Conservation Report to Government which captures all domestic energy efficiency activity is due May 31 st 2019.
Fuel Poverty Operational Group	Partner on joint funding opportunities with West Sussex Local authorities including the Warm Homes Bid by September 2018. Quarterly meetings	Arun District Council/ MSDC Sustainability Officer	Increase in resources to address affordable warmth issues in the	The West Sussex Affordable Warmth Partnership which continues to develop partnerships with public health

	<p>with partners and West Sussex Fuel Poverty Coordinator.</p>		<p>District.</p>	<p>representatives and others. Work is progressing on a 'Warmer Sussex' bid with organisations including other local authorities and BEIS to develop a local supplier network and offer whole house retrofit solutions.</p>
--	--	--	------------------	---

Appendix 2 – Sustainability Strategy Action Plan Metrics

Sustainable Council

Key Performance Indicator	Baseline	Progress	Target	Measurement
Water consumption in Council buildings (Baseline January 2018 – 2019)	28,054	6 Monthly figure TBC August 2019	Reduce by 3% per annum	Metered bills
Energy consumption (electricity and gas) in Council buildings*(Baseline March 2018 – 2019)	1,158712 kWh	6 Monthly figure TBC August 2019	Reduce by 3% per annum	Stark Online Energy Portal
% of energy used in Council buildings from renewable sources*(Baseline March 2018 – 2019)	25,752.3kWh	Annual Figure TBC March 2020	5% by 2023	Stark Online Energy Portal
Greenhouse gas emissions from Council buildings (Baseline March 2018 – 2019)	507248 Kg	6 Monthly Figure TBC August 2019	Reduce by 3% per annum	Stark Online Energy Portal meter
% of Council employees using sustainable transport** options to get to work at least once a week (Annual Survey April 2018)	Baseline to be 46% of staff responded to survey. 16.9% of staff travelled by foot, train or bicycle. established April 2018 through survey	Annual Figure TBC March 2020	15% by 2023	Annual staff survey

* “Council buildings” include: Oaklands campus, pavilions, Public toilets, Bridge Road Depot, Car parks

** Includes walking, train, bicycle, Electric / Hybrid vehicle

Sustainable Environment

Key Performance Indicator	Baseline	Progress	Target	Measurement
Number of Green Flag awards for Council parks	1	2	3	Green spaces data
% of community buildings incorporating energy or water efficiency measures	Baseline TBC April 2019	TBC	80% by April 2023	Energy survey
Number of MDSC owned electric vehicle charging points in the District	6 chargepoints	6	21 charge points (11 sites) by April 2020 (20 fast and 1	Sustainability service data

	(3 sites)		Rapid)	
Nitrogen Dioxide levels at Stonepound Crossroads, Hassocks	43 ug/m3	38.5 ug/m3	Reduce to below 40ug/m3 limit	Air Quality Data

Sustainable Communities

Key Performance Indicator	Baseline	Progress (2018/19)	Target	Measurement
% of household waste sent for re-use, recycling and composting (West Sussex Joint Waste Target)	40.24%	43.10% (year end to date)	50% by 2020	Waste & Recycling Data
Amount of residual waste per household which is disposed of in landfill sites	438.74kg	421.75.g (projected figure to year end)	Reduce by 40kg per household by 2020	Waste & Recycling Data
Number of Subscribers to the green waste service	17,637	19,011	Increase to 20,000 by 2019	Waste & Recycling Data
% of households in Mid Sussex with an EPC that are F& G rated	59%	TBC May 2019 when new data is available	Reduce by 10% by 2023	HECA Data
Number of people who have switched to a cheaper energy provider	0	234 (January 2019)	200 by April 2020	Heat for Health Events, Big Energy Saving Network, Sussex Tariff Data

PERFORMANCE MONITORING FOR THE THIRD QUARTER OF 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES
Contact Officer: Neal Barton, Policy and Performance Manager
Email: Neal.Barton@midsussex.gov.uk Tel: 01444 477588
Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Leader, Resources and Economic Growth
12th March 2019

Purpose of Report

1. This report provides Members with information about the Council's performance for the third Quarter from October to December 2018 using the bundle of performance indicators previously agreed by this Committee. The report also updates on progress with the Council's flagship activities identified in the 2018/19 Corporate Plan. Proposals are included for changes to the bundle of performance indicators to be monitored by the Committee in 2019/20.

Summary

2. Performance in the third quarter of 2018/19 has been good overall, no indicators at red (10% or more off target) and most services performing at or close to target. 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 third 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 29 April; and**
 - (iii) **Agree the changes to the bundle of performance indicators to be monitored by the Committee in 2019/20.**
-

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 at 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. 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 third 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

Overall Performance

7. Performance has continued to be good across the Council in the third quarter, with a small number of exceptions of which more details are provided later in the report. The third quarter position in comparison with the previous financial year is summarised below:

Quarter 3	 Green	 Amber	 Red	 Health check	Total
2018/19	37 (90%)	4 (10%)	0	15	56
2017/18	32 (76%)	5 (12%)	5 (12%)	13	55

8. 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 included in Appendix A. These are intended to provide Members with a holistic view of the Council's work.

Performance meeting or exceeding targets (green)

9. Of the 41 indicators with targets, 37 met or exceeded their target. This section of the report provides more information about some of these performance achievements.

Percentage of undisputed invoices paid within 10 days of receipt

10. Performance in the third quarter of 2018/19 was 97.7% compared to the target of 95% with 1,234 invoices paid. Performance in the same quarter of last year was 98.0% out of the 1,274 invoices received paid within the target period. 99.8% of the invoices received in the quarter three of 2018/19 were paid within 30 days.

Speed of processing Housing Benefit and Council Tax Support claims

11. At December 2018, the total number of claimants was:

Housing Benefit Working Age-	3,432
Housing Benefit Elderly-	2,638
Total	6,070
Council Tax Support Working Age	3,008
Council Tax Support Elderly	2,484
Total	5,492
Universal Credit Claims	1,455 of which:
Not in employment	820
In employment	633

12. The Council has achieved processing times at or close to target levels for all four indicators in quarter 3 of 2018/19. The average speed of processing new Council Tax Support claims was at the target level of 22 days. The speed of processing changes of circumstances for Housing Benefit and Council Tax Support claims were both better than the target of 9 days at 8 and 7 days respectively. Processing of Housing Benefit claims at 23 days was just outside of the target of 22 days.
13. It should be noted that the ongoing roll out of Universal Credit, which went live in Mid Sussex on 6th June 2018, is having significant implications for the Council's Benefits administration, particularly dealing with new Housing Benefit claims. This includes the impact on processing times for Housing Benefit claims as the simpler cases switch to Universal Credit, leaving fewer but more complex cases for the Council to assess. There are also significant increases in the number of changes in circumstances to be dealt with. Overall, the Department of Works and Pensions (DWP) has reported that over 6 months into implementation, the vast majority of Universal Credit payments in Mid Sussex have been made on time.
14. 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 in receipt of a small DWP Grant to provide a specified number of sessions on 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, to provide personal budgeting support and assisted digital support to those that need it.
15. Citizens Advice employed a part time adviser in Mid Sussex in order to support the core generalist service in providing this. As at the end of January 2019, there had been 72 referrals to the Personal Budgeting/Assisted Digital Support Service taken up. 33 were for Personal Budgeting Support and 39 for Assisted Digital Support. A breakdown of the numbers supported by quarter is shown below.

	Personal Budgeting Support	Assisted Digital Support
Quarter 1	1	4
Quarter 2	16	16
Quarter 3	9	14
Quarter 4 (to 31/1/19)	7	5
Total	33	39

16. From the 1 April 2019 the DWP have commissioned Citizens Advice nationally to use the local network of citizens' advice across the country to deliver the new Help to Claim service for Universal Support from April 1st 2019, so the Council will not be responsible for delivering this new service in 2019/20. As the Citizens Advice already delivers support for Universal Credit claimants for the Council there will be no impact for Mid Sussex.
17. The Council wishes to build on the performance of all of its services with a particular focus on further improving customer experience. One of the Council's flagship activities for 2019/20 is to support vulnerable people to maximise take up of Universal Credit and Support, including implementing a simplified Council Tax Support Scheme. The Council will continue to ensure that local vulnerable people are fully supported, including financially.

18. Whilst there continues to be no known negative publicity in the implementation of Universal Credit locally, there is evidence of increased use of local foodbanks. This has been accepted by the DWP Secretary of State, who has made a number of recent improvements to Universal Credit. Officers will continue to monitor this and report back to Members. The Citizens Advice service also continues to collect evidence of those cases where Universal Credit has caused a negative experience to individuals and uses this in their research and campaigns work both nationally and locally to influence policy decision makers for positive change.
19. The Council has also successfully applied to the DWP'S Flexible Support Fund for a new post of Employment Coordinator to be funded for one year, based in the Benefits Service, working closely with the Housing Team to prevent homelessness. The post will work with other partners such as the Job Centre and foodbanks to link up with hard to reach people who are currently not utilising the Universal Credit financial help. This links to one of the aims of Universal Credit of making work pay.

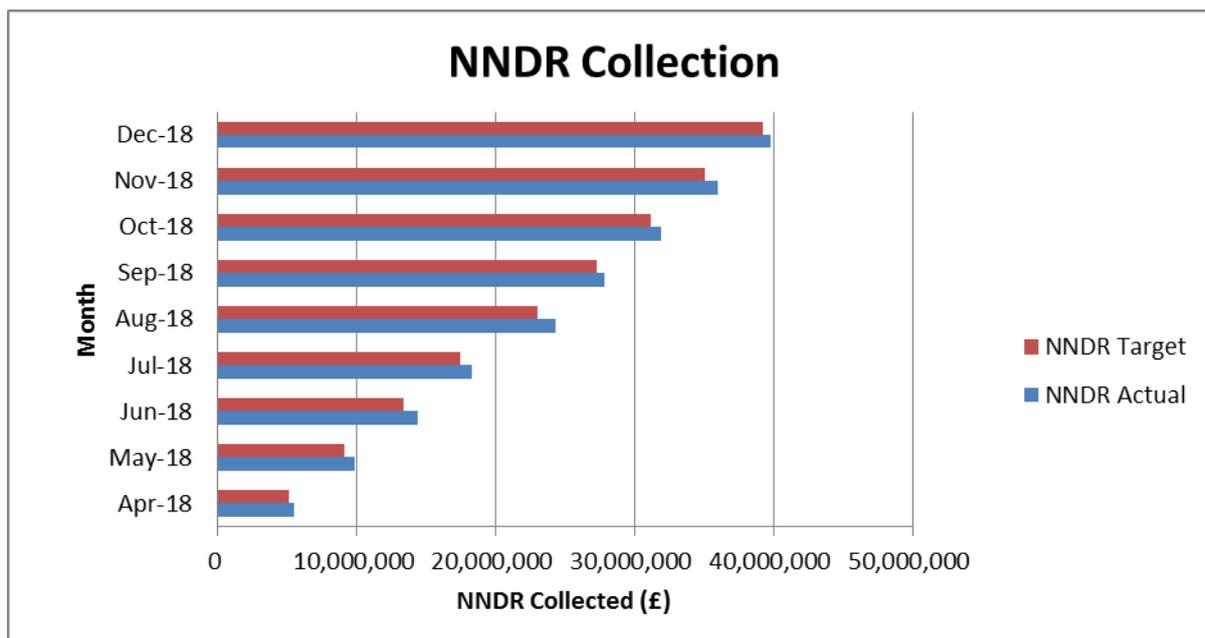
Overpayment Error and Accuracy in Benefit Assessments

20. 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 third quarter overpayment error for the 2018/19 Subsidy Claim was well below the threshold of £114,000 at £63,293.
21. For the accuracy of assessment of benefit claims, performance in the second quarter was at 95% 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.

Percentage of Non-Domestic Rates Collected

22. Collection of Non-Domestic Rates (NDR) at the end of the third quarter had reached 84.6% against the target of 83.4%, compared to 81.9% in quarter 3 of 2018/19. In monetary terms, £39.8 million had been collected to the end of quarter 3, which is similar to the same period last year. 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.
23. West Sussex has been announced as one of the 15 new 75% Business Rate Retention pilots for 2019/20 in the Local Government Finance Settlement. This will give further importance to attracting businesses to the area and ensuring that the Council's NNDR database is kept up to date to maximise revenue.

Figure 1 below shows monthly collection against targets for the year to date



The percentage of rent due collected

24. In quarter three, 97% of the rent due from the Council’s property portfolio was collected, which was at the target level and with £508,202 collected. This compares to the same quarter last year, when the collection rate was 99% with £384,849 collected. Part of the reason for the increased level of rent is the additional income coming from the Council’s purchase of the freehold of the Wickes site in Burgess Hill.

Average waiting time to speak to a customer service officer

25. This indicator refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Services Centre, including the switchboard. Calls are answered in the Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking Services and Waste Management. Performance in the third quarter of 2018/19 was an average 18 seconds compared to the target of 30 seconds and with 19,229 calls answered. In the same quarter of 2017/18 the average waiting time was 17 seconds with 18,959 calls answered. Changes to refuse collection routes in the quarter contributed to the number of calls.

26. The general trend is for a reduction in calls to the Customer Services Centre as customers move to other means of resolving service requests. 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. In addition to telephone callers, the Customer Services Centre dealt with 8,104 personal callers to reception in quarter 3 of 2018/19. This compares to 9,777 in the same quarter of last year.

Percentage of complaints responded to within published deadlines

27. 100% of complaints were dealt with within the deadline. Generally the deadline is to deal with complaints within 10 working days of sending an acknowledgement to the complainant. This relates to 47 complaints received in the 3rd quarter compared to 38 in the same period of the previous year. A breakdown of the main services in receipt of complaints in quarter 3 is shown below, together with an indication of the nature of the complaints received.

- Waste and Outdoor Services- 18 (misplaced bins following collection, missed bin collections, alleged poor driving of Serco vehicles, street cleansing)
- Development Management – 7 (handling of planning applications, planning enforcement action taken, lack of enforcement action on new development)
- Parking – 4 (enforcement action taken, parking machines, lack of response to illegal parking report))
- Corporate Estates and Facilities – 4 (condition of public toilets, mud on road following refurbishment work)
- Revenues – 4 (unfair recovery action, handling of NNDR demands)
- Planning Policy and Economy- 2 (handling of planning applications)
- Landscapes – 2 (lack of hedgerow cutting, parking on Council land)
- Democratic Services – 2 (election canvasser, electoral correspondence).

Monthly customer satisfaction scores and number of compliments received

28. Customer satisfaction is being measured by phoning back a sample of customers who had previously called the Customer Service centre to gain their feedback on how they felt that their call had been dealt with. Feedback from those surveyed was 100% positive. Callers had contacted the Council regarding a variety of services including waste, benefits, elections, parking, building control and taxi licensing.
29. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 102 compliments received in the third quarter. The main services in receipt of compliments were:
- Customer Services and Communications- 29
 - Development Management - 25
 - Waste and Outdoor Services 16
 - Legal- 6
 - Benefits – 5
 - Building Control – 4
 - Landscapes - 3
 - Parking – 3.

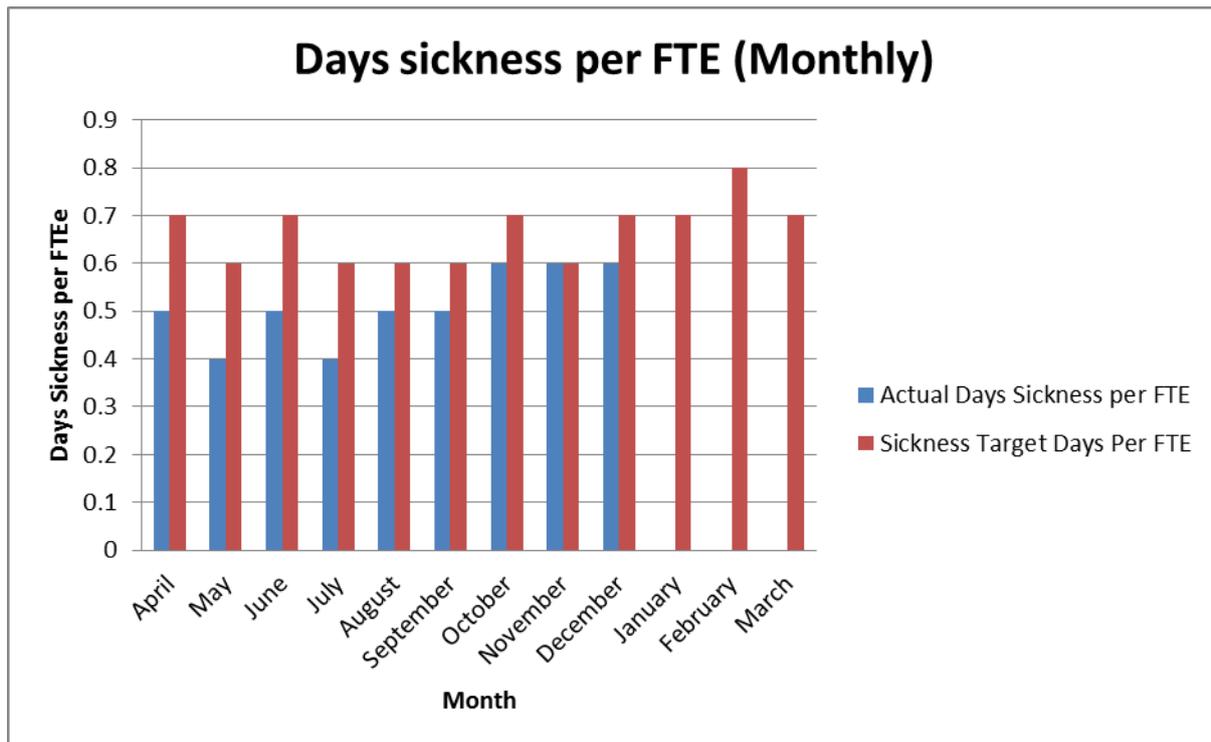
Staff turnover

30. Staff turnover can be affected by a number of factors, many of which are out of the control of the Council. Staff turnover in the year to December was 3.3% compared to the target of 11.25%. This relates to 5 voluntary leavers in the quarter and 10 in the year to date.
31. Staff turnover is largely a reflection of the state of the local economy and job market. Exit interviews continue to indicate that there is a high level of satisfaction with being employed by Mid Sussex District Council. Based on exit interviews the reasons for people leaving the Council were personal (4) and career progression (1).

Staff sickness absence rate

32. The cumulative staff sickness rate at the end of quarter 3 was 4.6 days per full-time equivalent (FTE), which is better than the target of 5.8 days. This compares to 5.4 days at the end of the same quarter last year. Improved performance reflects a reduction in the number of medium and long-term absences. It is also the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. Information has been obtained from six neighbouring councils regarding their staff sickness rates and comparable figures for the end of the 3rd quarter were 4.39, 4.78, 4.80, 6.10, 7.57 and 7.85 days respectively.

Figure 2 below shows the monthly figures for sickness rates against the target.



The percentage of ICT help desk service requests completed within the target time agreed with the customer

33. During the third quarter of 2018/19, 96% of the 1,378 service requests to the ICT help desk service were dealt with in the target time, which was above the 87% target. This compares to 1,255 service requests and performance of 95% in the same quarter of last year.

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

34. The number of visits to the Council's Leisure Centres and Clair Hall continues to exceed targets, with 421,055 visits in the third quarter compared to the target of 385,153. Improvements to the Triangle leisure pool flumes and water play have been completed, which has boosted attendance levels. Further information is included in the Flagships Update at Appendix B.

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

35. Performance in the third quarter was 100%, with 836 items of correspondence dealt with over the three month period. This compares to 99% in the same quarter last year and 654 items of correspondence. The introduction of cashless payment options for

parking 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)

36. In the third quarter of 2018/19, 101kgs of waste per household was sent to landfill compared to the target of 107kgs. The third quarter figure for 2017/18 was 108kgs. Further information relevant to this service is included in paragraphs 58 to 60.

Number of health and wellbeing interventions

37. 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. Across the third quarter the service delivered 495 interventions against the target of 462. These figures include interventions delivered through the Wellbeing service's pilot outreach service through local GP practices. This is a flagship activity for 2018/19 with further information provided at Appendix B.
38. Of the people who responded to requests for feedback in quarter 3, 94% of those assisted by the Wellbeing service reported a health improvement against a target of 75%. These calls are made 3 months after the intervention to monitor whether the intervention has led to a sustained improvement.
39. West Sussex County Council Public Health has announced that funding for the Wellbeing service in Mid Sussex in 2019/20 will be £247,850, which is unchanged from 2018/19. The Annual Report on the Wellbeing Service will be considered by the Scrutiny Committee for Community, Housing and Planning on 3rd July 2019.

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

40. Performance in the third quarter of this year was 98% against the target of 96%, with 806 requests actioned and resolved. This compares to the same quarter last year when performance was at 97%, with 703 service requests actioned and resolved. The number of service requests has increased by 15%. Also the service has had additional workloads arising from the introduction of new regulations relating to Animal Welfare and the requirement from October 2018 to license a greater number of Houses in Multiple Occupation in the District.

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

41. 98% of service requests were responded to within five working days in the third quarter of 2018/19 against the target of 97% and relating to 982 service requests. This compares to the same quarter last year when performance was at 99% with 976 service requests received. Requests for service cover the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

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

42. This was at the target level of 98% for the third quarter and relates to 1,954 inspections. This compares to the same quarter of 2017/18 when there were 1,892 site inspections carried out.

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

43. Performance was at 91% for quarter 3 2018/19 compared to the target of 87%. This relates to 263 plans checked. In the same quarter of 2017/18 performance was 89% with 276 plans received.

Processing of planning applications

44. The speed of determining planning applications remains good, with performance exceeding targets in the third quarter for majors, minors and other planning applications. This is despite a continuing high level of planning applications with 1,925 received in the year to date compared to 2,045 in 2017/18.
45. During the third quarter of the year, performance in processing major planning applications within 13 weeks (or with an agreed extension of time) was 100% compared to the target at 80%, with 17 major applications processed. In the same quarter of last year performance was at 94% with 18 major applications processed.
46. For processing of minor applications, performance was at 99% compared to a target of 85%. This relates to 84 out of 85 applications within 8 weeks. In quarter 3 of 2017/18, performance was at 95% with 111 out of 117 minor applications processed within 8 weeks.
47. All 260 "other" applications were processed within 8 weeks, with performance at 100% compared to the target of 94%. "Other" planning applications refers mainly to residential development by householders. Performance in quarter 3 of 2017/18 was 97% with 286 out of 295 applications processed within target.

Validation of planning applications within 5 working days

48. 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 third quarter of 2017/18 was 99%, with 584 applications received. This compares to the same quarter of last year when performance was 98% with 697 applications received.

Number of households accepted as homeless

49. The number of households accepted as homeless by the Council is 15. This is good news as it is below the anticipated number of 20. For the financial year so far, there have been 40 households accepted as homeless, compared to 25 in the same period last year. As reported to the Committee previously, implementation of the Homelessness Reduction Act is increasing the workload of the Housing Needs Team. 677 households have been provided with face-to-face housing advice in the year to date compared to 690 in the same period in 2017/18.
50. National rough sleeping statistics have recently been released. These relate to a rough sleeper count undertaken on a single night in November. Most councils, including Mid Sussex, carry out an estimate based on collating evidence from partner agencies, rather than a physical count as this is found to be more reliable. For Mid Sussex the figure for November 2018 was 10, compared to 8 in the previous year. The numbers of rough sleepers recorded for adjoining Sussex councils were as follows, Horsham 11, Crawley 28, Wealden 3, Lewes 9, Brighton and Hove 64. Mid Sussex District Council commissions Turning Tides, a voluntary organisation, to support rough sleepers in the District.

Number of households living in temporary accommodation

51. The number of households in temporary accommodation was 40 at the end of December 2018, compared to the target of 85. At the end of 2017 the number was 54 households. Where households need to be placed into temporary accommodation, the priority is to limit their length of stay there. This means providing the necessary support to secure longer term housing
52. The project for the Council to procure its own temporary accommodation is progressing. Seven properties have already been purchased with a further 5 scheduled for completion by the end of March. One of the properties is now let and various works and compliance checks are continuing to the other properties to bring them up to a lettable standard. Further potential purchases are being evaluated including a two bedroom bungalow that will provide wheelchair accessible temporary accommodation for which there is a frequent need.

Number of households assisted to access the private rented sector

53. Nineteen households were helped into private rent homes in the third quarter of 2018/19, which was at the target level. This compares to 13 in the same quarter of 2017/18. The Council's Rent in Advance and Deposit Guarantee Scheme helps those without access to sufficient funds to rent privately and has a budget of £4,785.
54. Since April 2018, the Council has a Private Sector Tenancy Negotiation and Sustainment Officer in post, who works with private landlords to increase the supply of private rented properties available to households the Council are assisting.

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

55. Performance in the third quarter of 2018/19 was 100% of searches replied to within five working days compared to the target of 96%. This relates to 667 searches. Performance in the third quarter of 2017/18 was 100% with 516 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. The service has achieved a 29% increase in searches compared to last year following a successful marketing campaign to highlight the speed and quality of the service.

Performance slightly below target (amber)

56. Four of the indicators fell only slightly below their targets (within 10%) in the third quarter of 2018/19. Two of these relate to the Benefits service and have already been referred to in this report – see new Housing Benefit claims processing paragraphs 12 to 13 and accuracy in assessment paragraph 21. Information about the remaining amber indicators is set out in this section of the report.

Council Tax Collection

57. The collection rate in quarter 3 was 85.4% compared to the target of 86.1%. The amount collected in cash terms has increased by £5.6 million to £89,805,473 from £84,247,984 at quarter 3 last year, when the collection rate was 86.0%. The level of in year collection is affected by a greater number of people electing to pay over 12 months. Also, a Single Person Discounts review has been completed, which has identified nearly 1,000 discounts that are no longer applicable. This has led to some £450,000 in additional Council Tax back dated liability to be collected in 2018/19.

Percentage of household waste sent for reuse, recycling and composting

58. In the third quarter 40.6% of waste was recycled compared to the target of 44%. This is largely due to the seasonal reduction in the amount of green waste collected and a higher contamination rate of recyclables in December caused by wet paper and cardboard. The percentage of household waste sent for reuse, recycling and composting in quarter 3 of 2017/18 was 42.8%.
59. The pilot project with the British Heart Foundation to provide kerbside recycling of textiles and small electrical equipment to 20,000 Mid Sussex properties took place between November 2017 and September 2018. The business case for a district wide service is being considered, with further information included in Appendix B. One of the Council's flagship activities for 2019/20 is to reduce residual waste collection and increase recycling (including considering food waste) by working with the West Sussex Waste Partnership.
60. The Government has recently published a Resources and Waste Strategy. The proposals contained in the document include measures to encourage sustainable production, making firms that produce materials responsible for the costs of their disposal and helping consumers take more considered action. Specific proposals made in the Strategy relevant to the Council are:
- Improving recycling rates by ensuring a consistent set of dry recyclable materials are collected from all households and businesses. This would involve the Government specifying a core set of materials to be collected by all local authorities and waste operators.
 - Determining whether separate collection of recyclables (e.g. paper and glass) would improve recycling quality.
 - Reducing greenhouse waste emissions by ensuring that every householder and appropriate businesses have a separate food waste collection, subject to consultation.
 - Consulting on the provision of free garden waste collection for households with gardens and seeking views on the impact and costs for local authorities.
 - Investigating amending the recycling credits system used by two-tier authorities. The strategy states that the current system no longer provides sufficient incentive for many waste collection authorities to put in place services such as separate food waste collection.
 - The overarching aims are for at least 65% of waste by weight to be recycled by 2035, with no more than 10% ending up in land fill. Also to work towards eliminating all food waste to landfill by 2030.

Other Performance Information

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

61. For the third quarter of 2018/19 70% of the cases referred to the Council's Anti-Social Behaviour Officer were resolved. There are a number of youth related on-going cases of anti-social behaviour where the Council is working with the Police and other partners to agree Acceptable Behaviour Contracts., supported by parents and carers. Cabinet on 11th February 2019 agreed the Council's adoption of new powers from the Anti-Social Behaviour, Crime and Policing Act 2014 to help combat anti-social behaviour issues in the District. These powers include the use of Public Space Protection Orders, Community Protection Notices and Criminal Behaviour Orders.

Progress to Flagship Activities for 2018/19

62. Progress with the flagship activities in the third quarter is reported in Appendix B. Good progress is being made with all of the flagship activities for 2018/19. A number

of the activities have been completed, including the introduction of cashless parking, achievement of the Green Flag award for St John's Park. Burgess Hill and completion of the pilot scheme for the kerbside recycling of textiles and small electrical goods with the British Heart Foundation.

63. A proposed new set of Flagship Activities for 2019/20 was included in the Budget and Corporate Plan Report considered by this committee at the meeting on 16th January 2019. These are shown at Appendix C. The committee will receive monitoring reports on progress to these activities starting at the meeting on 12th June 2019, together with an end of year report on the 2018/19 flagships. This will also include the outturn 2018/19 performance report.

Proposed Changes to Performance Indicators for monitoring in 2019/20

64. Some amendments are proposed to the bundle of indicators to be monitored by the Committee for 2019/20, which are shown at Appendix D. The proposed changes follow consideration by a Member Performance Indicator Working Group of 5 Members, formed of the Chair, Vice-Chair and one other Member from this Scrutiny Committee and the Chairs of the other two Scrutiny Committees. The Working Group undertook a review of all of the existing indicators monitored by the Committee, as well as the proposed new ones
65. Changes have arisen from the preparation of Service Plans for next year and issues raised previously in the performance reports to this Committee. The Council has adopted in the last financial year a new Economic Development Strategy and a Sustainability Strategy, which need to be reflected in the suite of indicators. In addition, some of the new indicators better reflect service delivery outcomes from the Council's Grounds Maintenance and Waste Management, Recycling and Street Cleansing contracts.
66. The changes to the performance indicators proposed for 2019/20 and their rationale are included at Appendix D and summarised below:

Indicators to be deleted

- Non-Domestic Rates (this is the net collectable figure after rates and exemptions have been applied).
- Adherence to the agreed work plan for all regular scheduled grounds maintenance work in the District.
- Dry recycling rate which goes towards the PI percentage of household waste sent for reuse, recycling and composting.
- Composting rate which goes towards the PI percentage of household waste sent for reuse, recycling and composting.

New Indicators to be monitored

- Total new business floorspace in the District granted permission.
- Micro business grants – funds awarded compared to total grant received.
- Footfall in the shopping centres of the District's three main towns.
- Usage of Council owned electric vehicle charging points in public car parks.
- Greenhouse gas emissions from Council buildings.
- % of Freedoms of Information Requests responded to within 20 working days and the number received.
- Satisfaction with the grounds maintenance service
- % of pay and display transactions made by cashless payments
- Number of missed bin collections per 100,000
- % of relevant land assessed as having below acceptable levels of litter

- % of relevant land assessed as having below acceptable levels of detritus
- % satisfied with refuse collection, recycling collection and street cleansing
- The average time taken to process planning applications.
- Average number of households in nightly paid temporary accommodation.
- The % of policy compliant section 106's signed in the year on sites that meet the affordable housing threshold.

Indicator to be amended

- The average time that households are spending in temporary accommodation (weeks) changes to
The average amount of time a household has spent in temporary accommodation overall when they leave following the acceptance of a full homelessness duty (days).

The new set of performance indicators will be included in the first quarter 2019/20 performance report, to be considered by this Committee at the meeting on 4th September 2019.

Conclusions

67. The Council's services continued to perform well in the third Quarter of 2018/19 despite sustained levels of demand in many services areas. Where performance is below target, corrective action aimed at improvement has been planned and is being delivered.

Risk Management Implications

68. There are no risk management implications. 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

69. There are no direct equality implications contained within this report. Equality impact assessments are undertaken within each individual service when appropriate

Financial Implications

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

Background papers

None.

This page is intentionally left blank



Scrutiny Committee for Leader, Resources and Economic Growth
Quarter 3 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									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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 1,234 invoices paid in the quarter</i>	97.1%	95.0%		99.0%	95.0%		97.5%	95.0%		97.6%	95.0%		97.7%	95.0%	

Revenues and Benefits															
Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Speed of processing - new Housing Benefit claims <i>113 new claims processed in in quarter 3</i>	24	22		24	22		22	22		22	22		23	22	
Speed of processing - new Council Tax Support claims <i>347 new claims processed in quarter 3</i>	23	22		22	22		22	22		24	22		22	22	
Speed of processing - changes of circumstances for Housing Benefit claims <i>2,783 changes in details processed in quarter 3</i>	8	9		7	9		8	9		8	9		8	9	
Speed of processing - changes of circumstances for Council Tax Support claims <i>2,929 changes in details processed in quarter 3</i>	07	09		07	09		07	09		08	09		07	09	
Percentage of Council Tax collected <i>£89,805,473 collected at the end of quarter 3</i>	67.1%	67.5%		76.4%	76.8%		85.4%	86.1%		57.5%	57.7%		85.4%	86.1%	
Percentage of Non-Domestic Rates Collected <i>£39,790,143 collected at the end of quarter 3</i>	67.5%	65.9%		76.2%	74.2%		84.6%	83.4%		58.9%	57.7%		84.6%	83.4%	
LA Overpayment Error	£57,853	£87,000		£59,166	£102,00		£63,293	£114,00		£47,418	£76,000		£63,293	£114,00	
Accuracy in Assessment	92.1%	97.0%		95.0%	97.0%		95.0%	97.0%		93.4%	97.0%		95.0%	97.0%	

Deputy Leader and Resources and Economic Growth Portfolio

Economic Development

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Non Domestic Rates (this is the net collectable figure after rates and exemptions have been applied)	£45.69 m			£45.71 m			£45.51 m			Not measured quarterly			Not measured quarterly		

Property and Asset Maintenance

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
The percentage of rent due collected <i>The amount of rent collected in the quarter was £508,202</i>	98%	97%		98%	97%		96%	97%		96%	97%		97%	97%	

Customer Services Portfolio

Customer Services and Communications

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Complaints received	17			20			10			46			47		
Average waiting time (in seconds) to speak to a customer services officer for all services answered in the Customer Contact Centre, including switchboard. <i>The number of calls answered in the quarter was 19,229.</i>	25	30		17	30		13	30		31	30		18	30	
Percentage of enquiries resolved at point of Contact	86%	75%		86%	75%		88%	75%		92%	75%		87%	75%	
Number of Compliments received	32			36			35			142			103		
Number of e-forms submitted directly by the public	2,896			2,405			1,428			6,776			6,729		
Monthly customer satisfaction scores	100%	80%		100%	80%		100%	80%		100%	80%		100%	80%	
Percentage of complaints responded to within published deadlines	100%	100%		100%	100%		100%	100%		97%	100%		100%	100%	

Human Resources

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Staff sickness absence rate (Cumulative)	3.4	4.5		4.0	5.1		4.6	5.8		2.8	3.8		4.6	5.8	
Staff turnover	0.99%	1.25%		0.33%	1.25%		0.33%	1.25%		1.66%	7.5%		3.31%	11.25%	
Ethnic Minority representation in the workforce - employees	3.3%			3.3%			3.3%			3.3%			3.3%		
Percentage of Employees with a Disability	6.3%			6.2%			6.5%			6.2%			6.5%		

ICT

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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 1,378 service requests received in quarter 3	97%	87%		96%	87%		96%	87%		96%	87%		96%	87%	
Percentage of ICT helpdesk calls outstanding	13%	20%		14%	20%		20%	20%		14%	20%		16%	20%	

Legal and Member Services

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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	348			307			319			257			319		

Service Delivery Portfolio

Landscapes

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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	Not measured monthly									95%	95%		95%	95%	

Leisure Operations

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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	150,951	148,845		148,626	133,428		121,478	102,880		436,059	417,258		421,055	385,153	

Parking Services

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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. 836 items of correspondence in quarter 3	100%	100%		100%	100%		100%	100%		98%	100%		100%	100%	
The percentage of car park machines repaired within 2 days (there are 55 parking machines in the District)	100%	97%		99%	97%		99%	97%		98%	97%		99%	97%	
Cancellation rate of Penalty Charge Notices	7%	8%		8%	8%		7%	8%		8%	8%		7%	8%	

Waste and Outdoor Services

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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		34	36		33	36		102	107		101	107	
Percentage of household waste sent for reuse, recycling and composting	43.3%	45%		41.1%	44%		36.4%	43%		43.2%	45.5%		40.6%	44%	
Dry recycling rate which goes towards the PI	26.8%			27.8%			29.2%			27.8%			28.1%		

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of household waste sent for reuse, recycling and composting															
Composting rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting	16.51%			13.28%			7.18%			15.49%			12.49%		
Number of subscriptions to green waste composting	18,918			19,001			19,011			Not measured quarterly			Not measured quarterly		

Community Portfolio

Community Services, Policy and Performance

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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									9%			70%		
Overall Crime Rate per 1000	04.10			03.96			N/A			11.13			11.89		
Number of health and wellbeing interventions delivered	195	191		212	191		88	80		422	463		495	462	
Proportion of health and wellbeing interventions resulting in health improvement	95%	80%		95%	80%		88%	80%		94%	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									33.0%			50.0%		

Environmental Health

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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 <i>806 service requests received in quarter 3</i>	97%	96%		97%	96%		98%	96%		98%	96%		98%	96%	
Percentage of Environmental Health service requests that are responded to within five working days <i>982 service requests received in quarter 3</i>	100%	97%		98%	97%		98%	97%		99%	97%		98%	97%	

Housing and Planning Portfolio

Building Control

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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>263 plans checked in quarter 3</i>	94%	87%		85%	87%		100%	87%		94%	87%		91%	87%	
Building Control Site inspections carried out within 24 hours of date requested. <i>1,954 site inspections in quarter 3</i>	98%	98%		98%	98%		98%	98%		98%	98%		98%	98%	

Development Management

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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 <i>584 applications received in quarter 3</i>	100%	98%		98%	98%		100%	98%		98%	98%		99.33%	98%	
Costs awarded against the Council where the decision of the Council is overturned at Planning appeal	£0			£0			£0			£4000			£0		
Processing of planning applications: Major applications <i>17 applications processed in quarter 3</i>	100%	80%		100%	80%		100%	80%		90%	80%		100%	80%	
Processing of planning applications: Minor applications <i>85 applications processed in quarter 3</i>	100%	85%		100%	85%		96%	85%		97%	85%		99%	85%	
Processing of planning applications: Other applications <i>260 applications processed in quarter 3</i>	100%	94%		100%	94%		100%	94%		99%	94%		100%	94%	
Planning appeals allowed	15%	33%		15%	33%		19%	33%		20%	33%		21%	33%	

Housing

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of households assisted to access the	Not measured monthly									24	19		19	19	

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
private rented sector															
Number of households accepted as homeless	06	06		05	07		04	07		15	20		15	20	
Number of households living in temporary accommodation	55	85		46	85		40	85		54	85		40	85	
The average time that households are spending in temporary accommodation (weeks)	31			32			34			33			34		

Land Charges

Performance Indicator name	Monthly data									Q2 2018-19			Q3 2018-19		
	Oct 2018			Nov 2018			Dec 2018			Q2 2018/19			Q3 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 <i>667 searches received in quarter 3</i>	100%	96%		100%	96%		99%	96%		100%	96%		100%	96%	

This page is intentionally left blank

APPENDIX B

Scrutiny Committee for Leader, Resources and Economic Growth 12th March 2019

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

Council Priorities and Flagship Activities	Service Head	Cabinet Member	Monitoring arrangements
Effective and responsive services			
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.	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 trial took place in three phases between November 2017 and October 2018 and successfully met the objectives, with a total of 47 tonnes of textiles and small electrical equipment collected for reuse and recycling from participating households with just over half of the materials collected being suitable for resale.</i></p> <p><i>A full report, summarising the results of the pilot; and setting out proposals to develop a business case for a district-wide service was considered by Scrutiny Committee for Customer Services and Service Delivery on 23rd January 2019. This business case will be taken back to Scrutiny for further consideration in June 2019.</i></p>			
Help our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.	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>Under our new Disabled Facilities Grant Policy the Council has approved 129 grants for residents in Mid Sussex. This year's budget of £1,230,291.00 was enhanced by the Government in January 2019 by £114,000 taking our annual budget to £1,344,696.</i></p> <p><i>By the end of February we will have fully committed our budget and completed over 120 Disabled Facility Grants. A 36% increase from last year (completed 88). To date we have spent £770,000 with a further commitment of a £566,000 for grants that we have approved but where works have</i></p>			

not finished on site. We anticipate that we will have paid out about £1 million by the end of March with all remaining funds committed. A similar budget is expected in 2019/20, but this will not be finalised until May 2019.

Of the 120 cases that have been completed this year we have provided:

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

<p>Introduce cashless parking as one of an increasing number of digital services.</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>
--	--------------------	-------------------	---

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 is taking place. After the first 6 months of operation, 24% of all pay & display transactions were made by cashless methods. 23% via the pay & display machine and 1% via pay by phone which is an encouraging start to the project.

At the end of Quarter 3, transaction charges for cashless payments accounted for 4% of the total income generated by pay & display transactions. This is in line with the predicted business case.

A full report will be considered by the Scrutiny Committee for Customer Services and Service Delivery on 13th March 2019.

<p>Celebrate the quality of our parks and green spaces by achieving Green Flag accreditation</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</p>
---	--------------------	-------------------	---

<p>for St Johns Park, Burgess Hill and work towards accreditation for a site in East Grinstead.</p>			<p>with key stakeholders early June 2018 Judging takes place mid-June 2018 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>An application has now been prepared, in partnership with East Grinstead Town Council, for East Court and Ashplats Wood, and has been submitted, together with repeat applications for Beech Hurst Gardens and St Johns Park for consideration in the 2019 judging round.</i></p>			
<p>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.</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 new multi-person family slide has been installed and will be operational shortly.</i></p> <p><i>Since the completion of the works, membership and attendance levels have increased 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 (pre procurement) is now scheduled for March 2019 following a successful supplier day and review of available procurement frameworks. The Cabinet has agreed a reserve to forward fund project work.

West Sussex has been selected as a 75% Business Rates Retention pilot in 2019/20 by the Ministry of Housing, Communities & Local Government (MHCLG). The joint bid with the County Council and all District & Borough Councils in West Sussex plans to use the funding to invest in digital infrastructure to accelerate the deployment of fibre and support 5G technologies to support our economy. This principally includes enabling county-wide open-access fibre. This will allow operators, communities, public and private sector to use different models and approaches to investment to provide fibre build out to towns and villages across the region. In turn this will enable connectivity to communities. The aspiration is that the extra capacity provided by the fibre will be able to support 5G and related technologies and will be the scaffold from which new or improved connections can be made. This overall aspiration and infrastructure will help to make a compelling case for further economic investment in our area.

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 £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. The team continues to build and maintain effective outward facing relationships with partners to promote Mid Sussex as a place to invest and do business.

Key achievements over the last quarter include:

- Finalising with Homes England the process to secure inward investment of £6.5 million from the Housing Infrastructure Fund (HIF) to support improvement works to the waste water treatment plant at Goddards Green. The completion of these works will unlock land at the western end of the Northern arc for the development of 256 additional homes, and will act as the trigger point to begin the first phase of the Northern Arc residential development
- Successfully completing the funding agreement with Coast to Capital to start to draw down the £4.5 Local Growth Funding (LGF) to match fund the Goddards Green project described above.
- Successfully agreeing the first funding claim for the LGF funding. This process included securing an agreement with Southern Water to accelerate the delivery of the project. As a result, work valuing more than £227,000 delivered as at Q3 against a profile of £140,000, securing agreement with Coast to Capital for the project to over-deliver for the whole 2018/19 financial year. This will mean the project will remain ahead of schedule and will reduce any risk to the start date of the Northern Arc development.
- Developing and submitting a bid in collaboration with the Sustainability Officer for £170,000 to the Gatwick Airport Transport Fund to deliver two EV charging points in key strategic locations. If successful, the bid will enable the establishment two new important links in a wider electric vehicle charging network that will support sustainable travel to Gatwick Airport for passengers and employees.
- Putting in place new business-wide monitoring arrangements for the new Economic Development Strategy. During the coming quarter and end-year report will be prepared to go to the Scrutiny Committee for Leader and Resources on 12th June.
- Making significant progress in the planning and delivery the 2018/19 Open4Business event. For this year the event's theme will be 'Skills and Apprenticeships', and to reflect that theme officers have successfully negotiated with the Education Skills Funding Agency the use of the Harlands Road college site for the event. Officers have also arranged for the County-led annual Apprenticeship Fair to take place as a companion event on the same day in a different part of the college. An events management partner has been engaged and exhibitors, speakers, and delegates are all currently being recruited. Speakers already agreed include senior managers of local and national businesses, Gatwick Diamond Business's new CEO (Jeff Alexander) and a speaker from the Sussex Innovation Centre.
- Successfully launching the new Independent Retailers Shop Front Improvement Scheme. Four training courses to help retailers maximise their impact on the high street have now been completed in Haywards Heath, East Grinstead, Hurstpierpoint, and Burgess Hill, with two more to take place over the coming weeks. Furthermore, five retailers in East Grinstead have been engaged to participate in the Shop Front Grant Scheme, and officers are presently working with them to agree how allocations of the £21,000 grant to maximise the impact for the individual shops and for the high street as a whole.

Support Haywards Heath as an attractive retail destination by introducing new management	Peter Stuart	Jonathan Ash-Edwards	Written report on progress.
---	--------------	----------------------	-----------------------------

arrangements and improved facilities at the Orchards Shopping Centre.			
<p><u>Progress</u></p> <p><i>The retail environment is challenging nationally, however the centre is presently 95% 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.</i></p> <p><i>Investment in the fabric of the centre is ongoing and includes renovation of the flat roofing and consideration of the installation of a new changing places public toilet.</i></p> <p><i>The Orchards Reserve Fund is being enhanced to assist with development opportunities within the centre and to act as a buffer in the event of tenant incentives being needed when leases are renewed etc. In 2019/20, this will also be used to develop outline and then detailed masterplanning and planning design, for a limited development of the centre to accommodate a leisure use, with increased and improved car parking. Discussions are to be held with consultants to further advise on the scheme. The masterplan for the development of the Orchards Shopping Centre will also look to diversify the tenant mix. This will involve community consultation over the summer.</i></p>			

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.
<p><u>Progress</u></p> <p><i>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.</i></p> <p><i>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:</i></p> <ul style="list-style-type: none"> <i>• St Johns Park, Burgess Hill;</i> <i>• Victoria Park, Haywards Heath;</i> <i>• George's Field, East Grinstead;</i> <i>• Holtye Avenue, East Grinstead.</i> <p><i>Phase 1 was completed at the end of December, with the new High Definition (HD) upgrades performing excellently. Historically, CCTV images were not recorded in real time and did not always produce clear images. This meant that identification of suspects could sometimes be difficult. The upgrades have provided crystal clear imaging, real time footage and enhanced zoom</i></p>			

capabilities. These positive outcomes will support the Police and Local Authorities in keeping residents safe and supporting the prosecution of offenders.

Phase 2 commenced in the second week of January with Mid Sussex District Council and its partners identifying suitable locations for the five new cameras. It is expected that installation works will commence in March, and the project concluding towards the end of April 2019.

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 and requests to extend the service with one practice are being discussed. During the period April to December 2018, the Wellbeing service had helped 254 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. 79% 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 2018. 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 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 work started in September and is due for completion in Spring 2019. The Council has advertised its intention to lease the site to the Parish Council who has submitted a proposal to take on the day to management of the facility.

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. It is anticipated that the final design will be agreed in March 2019.

The Council is working to improve the facilities at Janes Lane Recreation Ground, Burgess Hill. Cabinet agreed at its meeting on 24th 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.

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

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.

District.			
<p><u>Progress</u></p> <p><i>The temporary loss of the charging points in Hazelgrove and Cyprus Road car parks due to supply and charging point operator issues has highlighted the need for an expanded and resilient network of charging points in Mid Sussex.</i></p> <p><i>Desktop feasibility has been carried out by an installer through the Central Southern Framework that the Council signed up to and the final report is awaited. District Network Operator (DNO) approval was granted for all sites submitted.</i></p> <p><i>Further feasibility for the installation of rapid charging points at the Triangle Leisure Centre, Clair Hall and Kings Leisure Centre has also been carried out. All sites are technologically viable for the provision of rapid charging and DNO approval has been granted. The Corporate Electric Vehicle Project Group will outline findings to date and funding options for the charging points highlighted will be submitted following the feasibility submissions.</i></p> <p><i>A recent resident survey had 190 responses and identified a lack of public charging points as being one of the main barriers to electric vehicle ownership.</i></p>			
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.
<p><u>Progress</u></p> <p><i>The Cabinet Member for Resources and Economic Growth agreed in principle in March 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. Good progress has been achieved with the marketing of these sites.</i></p> <p><i>A Cabinet Member decision for the sale of Bolnore Road Depot was made on 14th June 2018, with development of the site providing for 18 units, 9 of which (50%) are to be affordable. Cabinet on 13th 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.</i></p> <p><i>Cabinet agreed at its meeting on 24th 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.</i></p> <p><i>The disposal of surplus council land at Brighton Road, Handcross for residential development was agreed at the meeting of Cabinet on 11th February.</i></p>			
Manage our costs	Simon	Jonathan	Written report on progress.

<p>effectively through a variety of projects, including providing a wider range of digital services.</p>	<p>Hughes</p>	<p>Ash-Edwards</p>	<p>Cashable savings delivered.</p>
<p><u>Progress</u></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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:</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>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.</i> • <i>Assisted collections are now managed with workflows for new customers, changes, and cancellations. This is a service enhancement.</i> <p><i>The Revenues and Benefits system (Academy) has moved to a virtualised infrastructure running</i></p>			

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.

<p>Increase planning fees to provide a more efficient and effective planning service to support economic growth and support financial independence.</p>	<p>Judy Holmes</p>	<p>Andrew MacNaughton</p>	<p>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.</p>
--	--------------------	---------------------------	---

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. 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 part-time DM Senior Planning Officers and the Conservation Officer 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 and the appointment of a Trainee Planning Officer. In addition we have been successful in recruiting an additional Senior Policy Planning Officer. Finally, the recruitment of a dedicated officer on a three year contract to deliver the Northern Arc has been successful and the post holder started 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 and efficient manner.

This page is intentionally left blank

Flagship Activities for 2019/20

Effective and responsive services

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

Sustainable economic growth

- Devise a Strategic Plan for the future development of the Orchards Shopping Centre.
- Refresh the Council's Parking Strategy to support growth and improve the customer experience.
- Deliver the Economic Development Strategy and Action Plan 2019/20 – facilitating delivery of full fibre, delivering more electric vehicle charging points, a masterplan for Haywards Heath, a Conservation Area Appraisal, a Management Plan for East Grinstead and completing the Shop Front Improvement project.

Strong and resilient communities

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

Financial independence

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

This page is intentionally left blank

Proposed Changes to the Performance Indicators to be monitored by the Scrutiny Committee for Leader, Resources and Economic Growth in 2019/20

Service Area	Measure	Proposal and Reason for Change	Service Plan targets	
			18/19	19/20
Economic Development	NEW INDICATOR Total new business floorspace in the District granted permission – B1, B2, B8 (m ²)	New indicator to reflect delivery of the Premises Theme of the Economic Development Strategy (to be reported annually)	3,180	3,817
	NEW INDICATOR Micro business grants – funds awarded compared to total grant received	New Indicator to reflect delivery of the Economic Development Strategy, specifically promotion and take up of the grants scheme.	100%	100%
	NEW INDICATOR Footfall in the shopping centres of the District's three main towns.	Measures number of visits to the District's main shopping centres and indicator of the wellbeing of High Street retailers.	N/A	N/A
	DELETED INDICATOR Non-Domestic Rates (this is the net collectable figure after rates and exemptions have been applied)	It is proposed to delete this indicator as it does not provide a meaningful measure of the prosperity of the local economy.		
Sustainability	NEW INDICATOR Usage of Council-owned electric vehicle charging points in public car parks (amount of energy used in kWh).	New indicator to monitor the level of success in increasing the use of existing charging points and addition of new ones. Progress with the Sustainability Strategy is reported annually to the Scrutiny Committee for Leader, Resources and Economic Growth.	8,000 kWh	50,000 kWh
	NEW INDICATOR Greenhouse gas emissions from Council buildings	New indicator to monitor delivery of the Sustainability Strategy. Council buildings include Oaklands campus, pavilions, public toilets, Bridge Road depot and Council car parks.	N/A	3% pa reduction
Customer Services and Communications	NEW INDICATOR % of Freedom of Information (FOI) Requests responded to within 20 working days. The number of FOI requests received per quarter will also be reported.	There is a requirement for the Council to respond to FOI requests within 20 working days. Reporting the number of request received will also provide Members with information regarding trends in their volume. This information is already provided on the Council's website.	99%	100%

Landscapes	DELETED INDICATOR Adherence to the agreed work plan for all regular scheduled grounds maintenance work in the District. Replace with: NEW INDICATOR Satisfaction with the grounds maintenance service.	The current indicator is based on compliance with a core schedule of tasks for routine maintenance of our parks and open spaces. The replacement indicator is more in line with the contract with idverde who are required to carry out satisfaction surveys as part of the specification. The new indicator is more outcomes focused.	N/A	95%
Parking Services	NEW INDICATOR % of pay and display transactions made by cashless payments	This monitors the volume of transactions moving to digital platforms following the introduction of cashless parking machines and the telephone app.	N/A	25%
Waste and Outdoor Services	NEW INDICATOR Number of missed collections per 100,000	Measures the efficiency of the refuse collection service in the collection of household bins.	19	18
	NEW INDICATOR % of relevant land assessed as having below acceptable levels of litter	Measures success of the contractor in keeping relevant land free of litter.	N/A	4%
	NEW INDICATOR % of relevant land assessed as having below acceptable levels of detritus	Measures the effectiveness of the contractor's road sweeping. Detritus includes dust, mud, stones, rotted leaves and plastic.	N/A	6%
	NEW INDICATOR % satisfied with refuse collection, recycling collection and street cleansing	An average of the customer satisfaction results for refuse, recycling and street cleansing to give an understanding of the level of satisfaction with Serco's services overall.	84%	87%
	DELETED INDICATOR Dry recycling rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting	Proposed to delete reporting of this indicator as it is covered under the PI for % of waste sent for reuse, recycling and composting.		
	DELETED INDICATOR Composting rate which goes towards the PI Percentage of waste sent for reuse, recycling and composting.	Proposed to delete reporting of this indicator as it is covered under the PI for % of waste sent for reuse, recycling and composting.		
Development Management	NEW INDICATOR The average time taken to process planning applications (days).	The existing processing indicators measure performance against national standards for majors (13 weeks), minors (8 weeks) and others (8 weeks). Especially with majors, the 13 week standard can be extended with the agreement of the applicant and still	60	65

		count as being within the target. Statutory definitions for the speed of processing PIs allow for agreed extension of time. This is a positive for the Council as it provides more freedom to negotiate better outcomes for development, turn refusals into approvals or 'acceptable' development into something more positive. The Council has a large number of applications that need S106's because they are 'majors' or within the 7km zone of Ashdown Forest. The proposed additional indicator measures the average actual processing times for all types of planning applications and is already monitored by the Development Management Team.		
Housing	NEW INDICATOR Average number of households in nightly paid temporary accommodation	The Council is trying to reduce the use of expensive guest house accommodation in favour of alternative provision through Register Provider stock and procurement of its own temporary accommodation. This indicator will gauge the level of success in limiting the use of guest house accommodation and will be reported in addition to the total number in temporary accommodation.	N/A	<17
	CHANGED INDICATOR The average time that households are spending in temporary accommodation (weeks) change to The average amount of time a household has spent in temporary accommodation overall when they leave following the acceptance of a full homelessness duty (days).	The current indicator measures the average time spent of all those in temporary accommodation. This indicator can be distorted if households cannot move on from temporary accommodation due to rent arrears or previous poor tenancy history leading to blocks on nomination to social housing. The new indicator measures the amount of time that those who have left temporary accommodation have actually spent there.	250 days	250 days
	NEW INDICATOR The % of policy compliant section 106's signed in the year on sites that meet the affordable housing threshold.	This indicator will measure the Council's level of success in achieving affordable housing policy compliance for schemes on all sites over the threshold. This is not always possible due to viability challenges by developers, some of which will be successful. This will be in addition to reporting the total number of affordable homes delivered.	85%	85%

This page is intentionally left blank