
4 January 2019

Dear Councillor,

A meeting of **CABINET** will be held in the **COUNCIL CHAMBER** at these offices on **MONDAY, 14TH JANUARY, 2019 at 4.00 pm** when your attendance is requested.

Yours sincerely,
KATHRYN HALL
Chief Executive

A G E N D A

| | Pages |
|---|----------------|
| 1. To receive Declarations of Interest from Members in respect of any matter on the Agenda. | |
| 2. To receive apologies for absence. | |
| 3. To confirm Minutes of the previous meetings. | 3 - 14 |
| 4. To consider any items that the Leader agrees to take as urgent business. | |
| 5. Performance Monitoring for the Second Quarter of 2018/19 | 15 - 54 |
| 6. Joining the West Sussex Business Rates Pool | 55 - 72 |
| 7. Questions pursuant to Council Procedure Rule 10 due notice of which has been given. | |
| 8. To consider whether to exclude the Press and Public from the meeting during consideration of the following items in accordance with Section 100A of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the said Act. | |
| 9. To confirm Exempt Minutes of the previous meetings. | |

To: **Members of Cabinet:** Councillors G Wall (Chairman), J Ash-Edwards (Vice-Chair), J Llewellyn-Burke, A MacNaughton, G Marsh, M Thomas-Atkin and N Webster

**Minutes of a meeting of Cabinet
held on Monday, 15th October, 2018
from 4.00 pm - 4.39 pm**

Present: G Wall (Chairman)

J Ash-Edwards
J Llewellyn-Burke

A MacNaughton
G Marsh

M Thomas-Atkin
N Webster

Absent: Councillors

Also Present: Councillors

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

Councillor Thomas-Atkin declared that she had a prejudicial Interest in item 5 on the Agenda as a Member of Burgess Hill Town Council and would leave the Chamber for this item.

2. TO RECEIVE APOLOGIES FOR ABSENCE.

None.

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

None.

4. PERFORMANCE MONITORING FOR THE FIRST QUARTER OF 2018/19

Kate Wilson, Business Unit Leader Community Services introduced the report which was presented to the Scrutiny Committee for Customer Services and Service Delivery on 3 October. She provided Cabinet with an update on the Council's performance for the first quarter from April to June 2018 with 85% of targets achieved, and noted the good performance of the collection of Council Tax / Business Rates, Household Waste and the processing of Planning Applications. This was an improvement on performance in the same quarter last year. The report highlighted four targets that had been missed by more than 10% and commented that the processing of Benefit Claims had been affected by the disaggregation of the Census Partnership and establishment of the Council's own service. However the Business Unit Leader for Community Services noted the emphasis on the level of accuracy and not the speed of processing claims. There had been good progress with the Council's flagship activities, as identified in the 2018/19 Corporate Plan; cashless parking had been introduced in the towns and St John's Park had been awarded the Green Flag.

The Leader commented that he had attended the Scrutiny Committee meeting for Customer Services and Service Delivery where there was a robust debate.

The Cabinet Member for Community commented on paragraph 36 of the report and stated that anti-social behaviour could only be dealt with if it was reported. In response to a Member's query on the CCTV camera at St John's Park, the Business Unit Leader for Community Services, Policy and Performance advised that the current temporary camera was standalone with footage access available to the local Police team. A new permanent camera would be installed in April 2019 which would be linked to Sussex Police HQ in Lewes.

The Cabinet Member for Finance and Performance noted that this was a good report and the Council had avoided a loss of subsidy for the second consecutive year. However she advised that some figures could be distorted by a spike in performance and that the Scrutiny Committee had suggested that a median figure should be substituted to provide a more accurate figure. An advisory comment in the report would be helpful.

The Cabinet Member for Housing and Planning stated that the number of households approaching the Council as homelessness was thankfully below target but the number of families in temporary accommodation was higher and work was in progress to purchase Council owned temporary housing stock. He informed Cabinet that he would provide a detailed report at the next Council meeting on the planning appeals and decisions made by the Planning Inspectorate.

The Cabinet Member for Customer Services noted the Make a Difference award nominations for which came from the public and this reflected well on the quality of service Council staff were providing.

The Leader noted that no more Members wished to speak so took them to the recommendation contained in the report, which was agreed unanimously.

RESOLVED

Cabinet noted the Council's performance and progress with flagship activities in the first quarter of the year.

The Cabinet Member for Customer Services left the Chamber at 4:13 pm.

5. PROPOSED TERMINATION OF RURAL MANAGEMENT AGREEMENT IN RELATION TO JANES LANE PAVILLION.

Peter Stuart, the Head of Corporate Resources introduced the report which sought approval to terminate and serve notice of the Rural Management Agreement relating to Janes Lane pavilion at Janes Lane, Burgess Hill.

The Cabinet Member for Economic Growth thanked Burgess Hill Town Council for its contribution to the management of the facility. Cabinet members noted the opportunities that may be available under the new arrangements.

The Leader asked if all Cabinet Members had received and read a copy of the letter from Burgess Hill Town Council, dated 11 October 2018, which had been tabled. All Cabinet Members confirmed they had read it.

The Leader noted that no more Members wished to speak so took them to the recommendation contained in the report, which was agreed unanimously.

RESOLVED

Cabinet resolved to:

- a) authorise the termination of the Rural Management Agreement relating to the Pavilion with Burgess Hill Town Council (BHTC).
- b) delegate the Heads of Regulatory Services and Corporate Resources to serve 6 months' notice to BHTC, and any such other terms and conditions as the Solicitor to the Council and/or Head of Corporate Resources may recommend to protect the Council's position.

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

The Leader proposed that the Press and Public be excluded from the meeting during consideration of the exempt items on the agenda and this was seconded by the Cabinet Member for Service Delivery. This was agreed unanimously.

RESOLVED

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

The Leader brought the meeting back into open session on the completion of exempt business.

- 7. INVESTMENT PROPERTY ACQUISITION – EXEMPT.**
- 8. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN.**

None.

The meeting finished at 4.39 pm

Chairman

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

**Minutes of a meeting of Cabinet
held on Monday, 12th November, 2018
from 4.00 pm - 4.39 pm**

Present: G Wall (Chairman)

J Ash-Edwards
J Llewellyn-Burke

A MacNaughton
G Marsh

M Thomas-Atkin
N Webster

Absent: Councillors

Also Present: Councillors R Clarke, Judy Holmes Assistant Chief Executive, Tom Clark Head of Regulatory Services, Simon Hughes Head of Digital and Customer Services, Peter Stuart Head of Corporate Resources, Terry Stanley Business Unit Leader for Democratic Services and Alison Hammond Democratic Services Officer.

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

None.

2 TO RECEIVE APOLOGIES FOR ABSENCE.

Apologies were received from Kathryn Hall, Chief Executive.

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

Asset Acquisition Report.

4 TO CONFIRM THE MINUTES OF THE MEETINGS OF THE COMMITTEE HELD ON 24 SEPTEMBER AND 15 OCTOBER 2018.

The minutes of the meetings held on 24 September and 15 October 2018 were agreed as a correct record and signed by the Leader.

5 BUDGET MANAGEMENT 2018/19 - HALF YEARLY PROGRESS REPORT.

Peter Stuart, Head of Corporate Resources introduced the report which projected a net overspend of £1,000 and he noted income shortfalls for Garden Waste, Building Control and Outdoor facilities. He highlighted variations to the Capital Programme including the early migration of the database for Revenues and Benefits from Horsham to Mid Sussex to ensure service efficiency. He commented that the contract to refurbish Court Bushes pavillion had been approved by the Cabinet Member for Economic Growth. He noted the introduction of Padel Tennis at The

Triangle Leisure Centre and the temporary car park on the site of the Martletts Hall with New River Retail refunding the demolition cost as per the proposed head lease.

The Cabinet Member for Finance and Performance welcomed the report noting that the Council were able to vary the capital budget in response to demand.

The Cabinet Member for Service Delivery commented that the introduction of Padel Tennis would bring a new sport to Mid Sussex which is well established in other areas and he felt that the temporary car park would be beneficial.

The Cabinet Member for Community noted that up to the end of September 2018 £631,000 had been commissioned for disabled facilities grants to adapt disabled people's houses enabling them to remain in their homes. He commented that Building Control work volumes this year had started slowly but the flow was increasing.

The Cabinet Member for Housing and Planning stated that development management income had decreased as the District Plan had led to the receipt of less speculative applications. He noted that the shortfall would be reduced once the applications for the Northern Arc are received.

The Cabinet Member for Economic Growth noted the confirmation of the purchase of an investment property which had been discussed at the Council meeting on 31st October 2018. The purchase would assist the Council with the aim to remain financially independent.

The Leader noted that no more Members wished to speak so took them to the recommendation contained in the report, which was agreed unanimously.

RESOLVED

Cabinet resolved to recommend to Council for approval:

- (i) that £9,188 grant income relating to Transition to Universal Credits and for Removal of Temporary Accommodation from Universal credits be transferred to Specific Reserve as detailed in paragraph 22;
- (ii) that £8,244 grant income relating to Assisted Digital Support and Personal Budgeting support for Universal credits and final Universal credits Local Authority Universal support payment for 2017/18 be transferred to Specific Reserve as detailed in paragraph 23;
- (iii) that £12,211 grant income relating to Universal credits: Management, Support for Housing Expertise, Housing Benefit Natural Migration and Housing Benefit Debt Migration be transferred to Specific Reserve as detailed in paragraph 24;
- (iv) that £117,268 be transferred to Specific Reserve as detailed in paragraphs 25;
- (v) the variations to the Capital Programme contained in paragraph 39 in accordance with the Council's Financial Procedure rule B4.

And the Members noted the remainder of the report.

6 TO CONSIDER WHETHER TO EXCLUDE THE PRESS AND PUBLIC FROM THE MEETING DURING CONSIDERATION OF THE FOLLOWING ITEMS IN

ACCORDANCE WITH SECTION 100A OF THE LOCAL GOVERNMENT ACT 1972 ON THE GROUNDS THAT IT INVOLVES THE LIKELY DISCLOSURE OF EXEMPT INFORMATION AS DEFINED IN PARAGRAPH 3 OF PART 1 OF SCHEDULE 12A OF THE SAID ACT.

The Leader proposed that the Press and Public be excluded from the meeting during consideration of the exempt items on the agenda and this was seconded by the Cabinet Member for Service Delivery. This was agreed.

RESOLVED

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

The Leader brought the meeting back into open session on the completion of exempt business which included approval of the exempt report and discussion of a possible property acquisition.

- 7 TO CONFIRM THE EXEMPT MINUTES OF THE MEETINGS OF THE COMMITTEE HELD ON 24 SEPTEMBER AND 15 OCTOBER 2018.**
- 8 EXEMPT REPORT**
- 9 QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN.**

None.

The meeting finished at 4.39 pm

Chairman

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

PERFORMANCE MONITORING FOR THE SECOND QUARTER OF 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES
Contact Officer: Neal Barton, Policy and Performance Manager
Email: Neal.Barton@midsussex.gov.uk Tel: 01444 477588
Wards Affected: All
Key Decision: No
Report to: Cabinet
14th January 2019

Purpose of Report

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

Summary





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

Recommendations

3. **Cabinet is recommended to note the Council's performance and progress with flagship activities in the second quarter of the year and identify any areas where further reporting or information is required.**
-

Introduction





4. This report has previously been considered by the Scrutiny Committee for Leader, Resources and Economic Growth on 14th November 2018. Issues raised by the Committee are set out in paragraphs 75 to 82.
5. One of the functions of the Scrutiny Committee for Leader, Resources and Economic Growth is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not of a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis.
6. Performance information is presented in a standard format across all services using the bundle of performance indicators agreed by the Committee for 2018/19. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year against which performance is measured. Some performance measures do not have targets as these measures are "health checks" and for monitoring purposes only.
7. Performance information for the second 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

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

Overall Performance

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

| Quarter 2 |  Green |  Amber |  Red |  Health check | Total |
|-----------|---|---|---|--|-------|
| 2018/19 | 32 (78%) | 9 (22%) | 0 | 15 | 56 |
| 2017/18 | 31 (74%) | 6 (14%) | 5 (12%) | 14 | 56 |

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

Performance meeting or exceeding targets (green)

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

Percentage of undisputed invoices paid within 10 days of receipt

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

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

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

| | |
|---------------------------------|-------|
| Housing Benefit Working Age | 3,485 |
| Housing Benefit Elderly | 2,631 |
| Total | 6,116 |
| Council Tax Support Working Age | 3,024 |

| | |
|-----------------------------|-------|
| Council Tax Support Elderly | 2,480 |
| Total | 5,504 |

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

14. A great improvement in performance has been achieved by the Benefits Team over the quarter, with three out of four of the Benefits processing indicators on target in quarter 2. This compares to all four indicators having a status of red in quarter 1.
15. As reported previously to the Committee, with the dissolution of the CenSus Partnership, the Council has a new management team and 15 new members of staff in a short space of time, with recruitment and training of the new team undertaken during July and August. This makes the improvements in performance even more noteworthy.
16. For new Housing Benefit Claims the average speed of processing in quarter two was at the target level of 22 days, with 193 claims processed. For Council Tax Support claims the average was 24 days just outside of the target of 22 days and with 314 claims processed.
17. For Housing Benefit changes of circumstances the average speed of processing was 8 days compared to the target of 9 days, with 4,085 changes processed. The number of Housing Benefit new claims has reduced by about 30 per month since the roll out of the new service of Universal Credit on 6th June 2018. For Council Tax Support change of circumstances, performance was also 8 days compared to the target of 9 days with 3,659 changes processed.
18. A further issue facing the service has been the roll out of Universal Credit, which went live in Mid Sussex on 6th June 2018. This has significant implications for Benefits administration, with fewer new claims and a significant increase in changes of circumstances, and provides for a single monthly payment to replace a number of other benefits and tax credits. The Department for Works and Pensions (DWP) locally reported that at the end of September and fourteen weeks into implementation, 86% of payments have been made on time. We are trying to get more up to date statistics locally for Members, but the DWP centrally have put an embargo on such information, although locally we have not received the negative publicity seen nationally.
19. As reported to the Committee previously, the Council's Benefits Team is being proactive in working with partner organisations to provide the necessary financial support and advice for people who are awarded Universal Credit. The Council is using DWP Grant to provide Personal Budgeting Support and Assisted Digital Support for those vulnerable people in receipt of Universal Credit. This has been allocated to Citizens Advice, with whom the Council has a partnership agreement for 2018/19, in order to provide extra training for their volunteers and to appoint specialist financial advisers. As at the end of September, there had been 50 referrals to the Personal Budgeting/Assisted Digital Support Service of which 32 were taken up. 16 were for Personal Budgeting Support and 16 for Assisted Digital Support.
20. The DWP have entered into an agreement directly to provide the Universal Support Service in 2019/20 with Citizens Advice. While this surprise announcement will have an impact on other local authorities, the Council already use Citizens Advice so there are no current issues in Mid Sussex.

21. Nationally the implementation of Universal Credit is progressing. One of the biggest future tasks is “managed migration”, which is scheduled to commence in 2019 and finish in 2023. This will involve starting to move claimants in receipt at that time of one or more of the working age benefits over to Universal Credit. This will have major implications as customers will need to make a Universal Credit application and the legacy benefit will cease. If they fail to make the application within the permitted calendar month they will lose protection and may be worse off, although there is the ability to extend for some vulnerable people, although this is as yet not defined. As such for customers who have not claimed or completed forms for a number of years this could provide a challenge. Officers will continue to keep Members fully updated on the roll out of Universal Credit, including the impact on our own services.

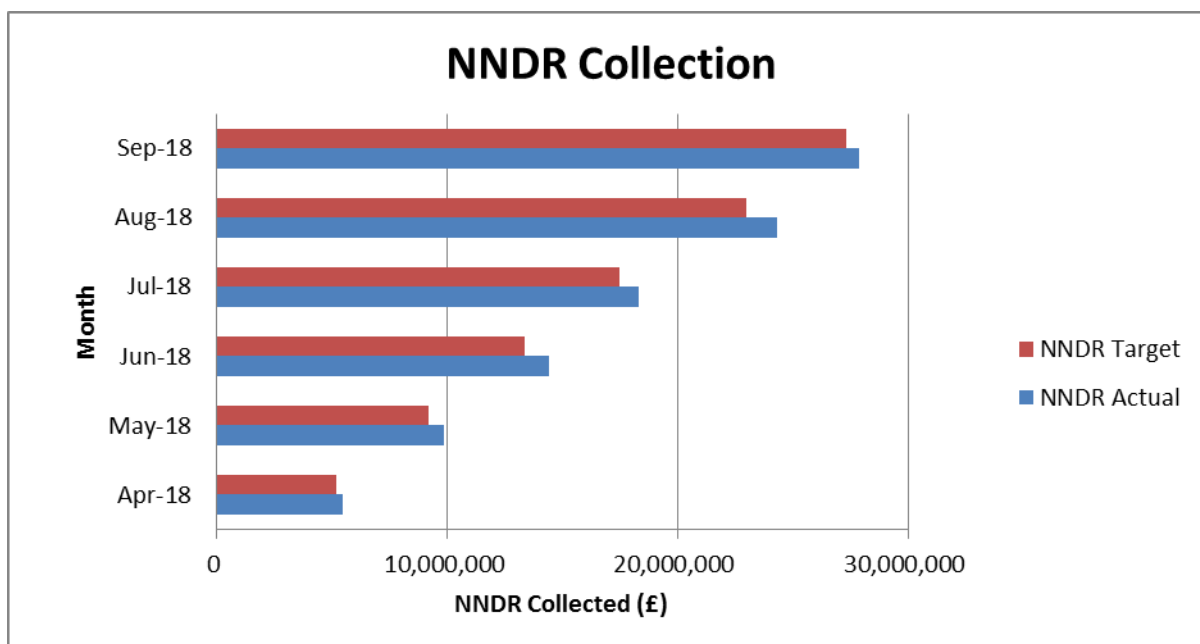
Overpayment Error and Accuracy in Benefit Assessments

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

Percentage of Non-Domestic Rates Collected

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

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



Monthly customer satisfaction scores and number of compliments received

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

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

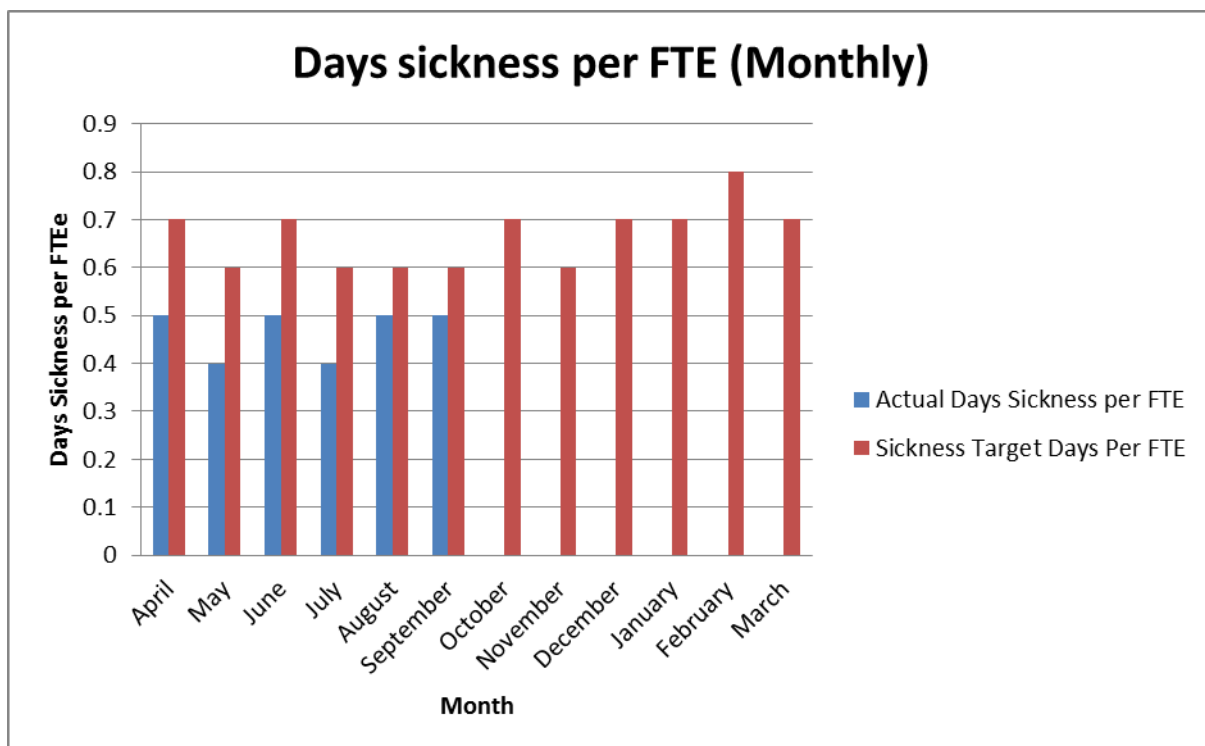
27. The percentage of enquiries resolved at first point of contact is measured through the proportion of the automatic forms available on our website successfully submitted and telephone enquiries resolved first time. Performance in the second quarter was 92% against the target of 75% and relates to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

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

Staff sickness absence rate

29. This was 2.8 days per full-time equivalent (FTE) member of staff in the second quarter compared to a target of 3.8 days. The Council's staff establishment is 277 FTE's, so to be one day ahead of target at this stage represents an extra 277 days of staff productivity in the year to date. This is an improvement on sickness absence in quarter 2 2017/18, which was 3.3 days per full-time equivalent member of staff. There is currently one long-term absence, with whom the Council is in regular communication. Improved performance is the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. Comparative information has been obtained from three neighbour councils and their levels of sickness absence per FTE for quarter 2 were 3.11, 3.37 and 5.44 days per FTE respectively. It is worth noting that with the Council's staff establishment of 277 FTEs, to be one day ahead of target for this indicator represents

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



Staff turnover

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

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

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

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

32. This was 102 kgs of waste disposed in landfill in the second quarter of 2018/19 compared to the target of 107 kgs and a reduction on the figure for the second quarter of last year, which was 109 kgs per household. Waste minimisation is closely linked to the Council's efforts to increase the levels of recycling, which are referred to in paragraph 62 – 64.

Parking Services performance

33. Performance in repairing car parking machines within the target time of 2 days was at 98% against the target of 97%. One of the Council's flagship activities for 2018/19 is to introduce cashless payment options for parking, with further information included at appendix B.
34. With regard to the cancellation rate of penalty charge notices, this was 8% for the second quarter of 2018/19. There is an Enforcement Service Level Agreement in place with West Sussex County Council that sets a 9% cancellation rate target for mitigating circumstances. Please see paragraph 61 for further information on parking performance.

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

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

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

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

Number of households accepted as homeless

37. At 15, the number accepted as homeless by the Council is better than the target for the second quarter of the year of 20. The long term expectation is that the numbers approaching the Council for advice and assistance will increase due to demand for affordable housing and the implications of welfare reforms. 217 households approached the Council with a housing enquiry in the second quarter of 2018/19, compared to 247 in the same quarter of 2017/18.
38. The Homelessness Reduction Act came into effect from April 2018. This is increasing the workload of the Housing Needs Team because of increased requirements on Councils to provide a written Personalised Housing Plan (PHP) to those presenting as homeless. The Act also introduced from 1st October 2018 the "Duty to Refer" on certain public bodies to refer to the Council people they think may be homeless or threatened with homelessness. This is being actively raised with the Council's partners and was covered at a meeting of the Health and Wellbeing Network on 3rd October with the theme of Housing Support. The Duty to Refer does not cover Housing Associations, but the Council has asked all local Housing Association providers to sign up to a Homelessness Prevention Protocol.
39. A Member Training event on the implementation of the Homelessness Reduction Act will take place on 22nd January 2019.

Number of households living in temporary accommodation

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

Number of households assisted to access the private rented sector

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

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

44. The Building Control Team achieved the target of 98% of site inspections carried out within 24 hours of the date requested in quarter two of 2018/19. This related to 2,118 site inspections, an increase of 7% on the figure for the previous year of 1,988 inspections.

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

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

Processing of planning applications

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

51. One of the Council's flagship indicators for 2018/19 is to use increased planning fees to further improve the efficiency and effectiveness of the planning service to support economic growth and financial independence. Progress is reported at Appendix B.

Validation of planning applications within 5 working days

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

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

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

Performance slightly below target (amber)

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

Percentage of Council Tax collected

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

The percentage of rent due collected

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

Average waiting time to speak to customer services officer

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

Percentage of complaints responded to within published deadlines

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

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

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

Percentage of household waste sent for reuse, recycling and composting

62. Performance was 43.2% compared to the target level for the second quarter of 45.5%. This is an improvement on the figure for the second quarter of 2017/18, which was 42.7%. The target has been profiled to take account of the seasonal variation in the amount of green waste collected, with a higher figure for the summer months. The extreme hot weather over the summer this year has adversely affected the amount and weight of green waste collected.
63. The number of subscriptions to the green waste service has increased by 548 over the second quarter to 18,768, with continued marketing of the service. Surveys of those taking on new subscriptions suggest that 50% are from existing user "word of mouth" recommendations.
64. The recycling pilot with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment commenced in November 2017 and the final wave of collections took place in October 2018. This is one of the Council's flagship activities, with progress reported at Appendix B.

Number of health and wellbeing interventions

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

Other Performance Information

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

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

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

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

Legal Services

69. The Council's Legal Services Team makes a significant contribution to the Council's overall performance. Information about the numerical caseload of the Council's Legal Services is included as one of the suite of indicators monitored by the Scrutiny Committee and stood at 257 legal cases at the end of quarter 2.
70. The Legal Team provides essential support to business units across the Council including the Development Management Business Unit and in quarter 2 completed 18 Planning Obligations. These included:
- a Section 106 agreement securing infrastructure and 39 affordable housing units relating to a development for 129 units in Hassocks,
 - a Section 106 agreement securing infrastructure and which provides for a 100% extra care sheltered scheme in East Grinstead; and
 - a Section 106 agreement securing infrastructure and 30% affordable housing in relation to a scheme for 145 residential units and 1,209 m² of commercial floorspace in Haywards Heath.
71. A further example of the Legal Team's recent activity has included the completion of the requisite legal work to enable the Council to become the direct landlord of 11 commercial units at Burrell Road in Haywards Heath. This complex legal work provides the Council with greater control.
72. The Legal Team has successfully retained "Lexcel" accreditation and received a highly positive report following a full re-assessment in September 2018. Lexcel' is the Law Society's legal practice quality mark for excellence in legal practice management and client care. It sets the required Standard in seven different areas: structure and strategy, financial management, information management, people management, risk management, client care, file and case management. Assessments are conducted by independent assessors licensed by the Law Society. The assessor identified 41 areas of good practice and no non-compliances, described by the assessor as a 'commendable achievement'.
73. The provision of an effective legal service is dependent upon the Council having the requisite staff. The Council's trainee solicitor has successfully completed the 2 year period of recognised training and has been admitted to the roll of solicitors.

Progress to Flagship Activities for 2018/19

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

Consideration of the Performance Report by the Scrutiny Committee for Leader, Resources and Economic Growth at its meeting on 14th November 2018

75. The Committee commented positively on the Council's performance overall in quarter 2 and that none of the indicators monitored by the Committee were showing a "red" status of 10% or more off target.
76. Particular achievements were noted in the improved performance of the Revenues and Benefits Service, especially with regard to the reduced time taken to process Benefit applications. The service was also dealing with the implications of the introduction of Universal Credit. Updated information from the Department of Works and Pensions was provided to the meeting, which showed that as at the end of October 2018, there were 1,005 claimants in Mid Sussex in receipt of Universal Credit.
77. Members commented on the help being provided through Citizens Advice to those in need of assistance in organising their finances. The Committee expressed a wish for more information and scrutiny of the help being provided by the service. It was suggested that Citizens Advice should be invited to attend a future meeting or provide a report on the issues coming up with migration to Universal Credit and the practical assistance that they are providing. The Deputy Leader and Cabinet Member for Economic Growth stated that the partnership agreements are subject to significant ongoing monitoring and scrutiny.
78. Progress with the CCTV project to upgrade existing cameras and provide additional ones was welcomed, but the need for proper surveillance and viewing of the camera images was identified. The Head of Corporate Resources emphasised the quality of the images available from the new cameras. He mentioned that a Members visit to the CCTV control centre at Sussex Police Headquarters in Lewes would be arranged once the upgrades have been completed.
79. Members commented on the importance of monitoring the Council's work to tackle anti-social behaviour. It was noted that the current indicator, which measures the proportion of ongoing cases resolved is being reviewed to provide a better indication of activity.
80. The Committee discussed recycling performance. The Leader outlined the current system for the Council to receive recycling credits from West Sussex County Council and stated that this is an area with an anticipated budget pressure from next year, as the County Council are looking to make savings.
81. The Committee asked about the contribution of the Economy and Inward Investment Team in attracting external investment to the District. The Deputy Leader and Cabinet Member for Economic Growth confirmed that the Team had added significant capacity to enable the Council to successfully bid to Government for funding and to deliver Economic Development projects that lever in private investment. The business community had commented on the Council's increased presence and private sector investment is strong. Investments had been secured from the Government for infrastructure developments such as the regeneration of Burgess Hill. A2300 corridor improvements and the Gigabite Full Fibre Network.
82. The Orchards shopping centre was discussed, including the occupation rate and progress with leases. The Leader welcomed the planned installation of a new changing places public toilet in the Centre and the aim to have at least one facility in each of the towns,

Conclusions

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

Risk Management Implications

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

Equalities Implications

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

Financial Implications

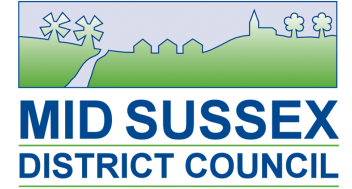
86. There are no direct financial implications contained within this report.

Background papers

None.

This page is intentionally left blank

Quarter 2 2018-19 Performance Report for Cabinet 14th January 2019



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

Finance and Performance Portfolio




Finance

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






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

Deputy Leader and Resources and Economic Growth Portfolio

Economic Development

| Performance Indicator name | Monthly data | | | | | | | | | Q1 2018-19 | | | Q2 2018-19 | | |
|--|--------------|--------|---|----------|--------|---|----------|--------|---|------------------------|--------|--------|------------------------|--------|--------|
| | Jul 2018 | | | Aug 2018 | | | Sep 2018 | | | Q1 2018/19 | | | Q2 2018/19 | | |
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status |
| Non Domestic Rates (this is the net collectable figure after rates and exemptions have been applied) | £45.90 m | |  | £45.88 m | |  | £45.75 m | |  | Not measured quarterly | | | Not measured quarterly | | |

Property and Asset Maintenance

| Performance Indicator name | Monthly data | | | | | | | | | Q1 2018-19 | | | Q2 2018-19 | | |
|---|--------------|--------|--|----------|--------|--|----------|--------|--|------------|--------|--|------------|--------|--|
| | Jul 2018 | | | Aug 2018 | | | Sep 2018 | | | Q1 2018/19 | | | Q2 2018/19 | | |
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status |
| The percentage of rent due collected | 96% | 97% |  | 98% | 97% |  | 96% | 97% |  | 97% | 97% |  | 96% | 97% |  |
| The amount of rent collected in the quarter was £361,546. | | | | | | | | | | | | | | | |

Customer Services Portfolio

Customer Services and Communications

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











Human Resources

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

ICT



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

Legal and Member Services






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

Service Delivery Portfolio

Landscapes

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

Leisure Operations

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

Parking Services

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

Waste and Outdoor Services

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

Community Portfolio

Community Services, Policy and Performance

| Performance Indicator name | Monthly data | | | | | | | | | Q1 2018-19 | | | Q2 2018-19 | | |
|---|----------------------|--------|--------|----------|--------|--------|----------|--------|--------|------------|--------|--------|------------|--------|--------|
| | Jul 2018 | | | Aug 2018 | | | Sep 2018 | | | Q1 2018/19 | | | Q2 2018/19 | | |
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status | Value | Target | Status |
| Resolved anti-social behaviour cases | Not measured monthly | | | | | | | | | 72% | | | 9% | | |
| Overall Crime Rate per 1000 | 03.90 | | | 03.75 | | | 3.48 | | | 11.46 | | | 11.13 | | |
| Number of health and wellbeing interventions delivered | 119 | 155 | | 126 | 154 | | 177 | 154 | | 630 | 463 | | 422 | 463 | |
| Proportion of health and wellbeing interventions resulting in health improvement | 93.1% | 80% | | 93% | 80% | | 100% | 80% | | 85% | 80% | | 94% | 80% | |
| Closed cases of families worked with by the Early Intervention Family Project where outcomes are met or partially met | Not measured monthly | | | | | | | | | 100.0% | | | 33% | | |

Environmental Health

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

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

Housing and Planning Portfolio

Building Control

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

Development Management






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

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

Housing

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

Land Charges

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

This page is intentionally left blank

Cabinet 14th January 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 first wave of collections took place in November 2017, and the results were extremely encouraging, with 3,485 bags of material, weighing nearly 16.7 tonnes being collected over a 2-week period.</i></p> <p><i>Wave 2 took place at the end of April 2018. This saw a further 2-week programme of collections from the same properties, and resulted in another 3,541 bags being collected, with a total weight of 16.9 tonnes.</i></p> <p><i>Both waves saw over 17% of targeted households participating in the scheme.</i></p> <p><i>The final wave of collections took place in October 2018 with a total weight of 13 tonnes collected.</i></p> <p><i>A full report will be prepared summarising the results of the pilot. Officers are working up a business case regarding future provision, for consideration by Scrutiny Committee for Customer Services and Service Delivery in 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>We continue to work with our colleagues in the County to provide the necessary support and adaptations to help residents stay in suitable homes. Since the last report we have approved a further 27 Disabled Facility Grants (total 113), completed 16 adaptations (total 60) with an outstanding commitment of £600K worth of adaptations that are out on site. This last quarter has</i></p> | | | |

seen a number of large extension schemes for complex adaptations come through for approval after a number of months working with families, occupational therapists and surveyors to deliver lifelong homes to meet their needs.

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

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

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

| | | | |
|--|--------------------|-------------------|---|
| <p>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 3 months of operation, 20% of all pay & display transactions were made by cashless methods. 19% via the pay & display machine and 1% via pay by phone which is an encouraging start to the project.

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

A full report will be considered by Scrutiny Committee for Customer Services and Service Delivery in March 2019.

| | | | |
|--|--------------------|-------------------|---|
| <p>Celebrate the quality of our parks and green</p> | <p>Judy Holmes</p> | <p>Gary Marsh</p> | <p>Management Plans and applications submitted by the Green Flag deadline</p> |
|--|--------------------|-------------------|---|

| | | | |
|---|--------------------|-------------------|--|
| <p>spaces by achieving Green Flag accreditation for St Johns Park, Burgess Hill and work towards accreditation for a site in East Grinstead.</p> | | | <p>of the end of April 2018.</p> <p>Pre-meetings and site visits carried out with key stakeholders early June 2018</p> <p>Judging takes place mid-June 2018</p> <p>Awards announced August/ September 2018.</p> |
| <p><u>Progress</u></p> <p><i>Applications for Green Flag status were successful at both Beech Hurst Gardens (where a flag was retained) and St Johns Park (where a new flag was awarded).</i></p> <p><i>East Court and Ashplats in East Grinstead has been identified as a suitable location for a third application in 2019/20 and work is now underway to prepare an application.</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 installation of the new multi-person family slide is currently underway and is scheduled for completion in the late Autumn.</i></p> <p><i>As expected, membership and attendance levels declined at The Triangle for the duration of the works. However, these figures have increased in subsequent months to above the levels experienced before the works began. Membership and attendance levels are monitored monthly and the impact of the works (and the future scheduled works) will continue to be assessed.</i></p> | | | |

Sustainable Economic Growth

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

Simon Hughes

Jonathan Ash-Edwards

Written report on progress.

Progress

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

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

Work is underway on:

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

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

Judy Holmes

Jonathan Ash-Edwards

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

Progress

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

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

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

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

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

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

Peter Stuart

Jonathan Ash-Edwards

Written report on progress.

Progress

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

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

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

Strong and resilient communities

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

Peter
Stuart

Norman
Webster

Written progress update on progress from Partnerships Manager.

Progress

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

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

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

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

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

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

Peter
Stuart

Norman
Webster

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

Progress

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

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

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

Peter Stuart

Jonathan Ash-Edwards

Written report on progress with schemes.

Progress

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

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

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

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

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

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

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

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

Progress

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

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

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

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

business survey is being distributed through relevant networks.

Financial Independence

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

Peter Stuart

Jonathan Ash-Edwards

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

Progress

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

A Cabinet Member decision for the sale of Bolnore Road Depot was made on 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.

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.

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

Simon Hughes

Jonathan Ash-Edwards

Written report on progress. Cashable savings delivered.

Progress

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

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

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

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

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

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

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

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

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

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

Progress

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

into the planning service.

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

This page is intentionally left blank

JOINING THE WEST SUSSEX BUSINESS RATES POOL

REPORT OF: HEAD OF CORPORATE RESOURCES
Contact Officer: Peter Stuart
Email: peter.stuart@midsussex.gov.uk Tel: 01444 477315
Wards Affected: All
Key Decision: Yes
Report to: Cabinet
Date of meeting 14th January 2019

Purpose of Report

1. To agree that Mid Sussex DC should join the West Sussex Business Rate Pool Pilot.

Summary

2. All the authorities in West Sussex bid to become a pilot in the 75% Business Rates Retention scheme for 2019/20. It has recently been announced that this was successful and the increased funds retained across the area will fund a project to introduce a full fibre internet spine as detailed in the bid document.
3. Mid Sussex DC will benefit indirectly from this bid, whilst retaining the business rate income needed to finance its own budget in the new financial year.

Recommendations

4. **Cabinet is recommended to:**
 - (i) **Agree that Mid Sussex DC joins the West Sussex Business Rate Pool pilot;**
-

Background

5. In the summer, the Government announced a further round of business rate pilots in 2019/20. It was proposed that the pilots will operate in the same way in 2019/20 as they did in 2018/19. Business Rate Baselines would be calculated at new 75% retention levels; the funding from Business Rates that Councils can retain (Baseline Funding Level) will be increased to reflect any transfers of funding; and a new tariff or top-up will be calculated for each pilot authority based on their new baselines.
6. The main change from the previous 2018/19 pilot round (for which we bid but were unsuccessful) is that the local share will reduce from 100% to 75%. There are good reasons for making this change. Firstly, the new national scheme will operate on a 75% share from 2020/21, and it makes sense for the pilots to help MHCLG understand how the new national scheme will operate. Secondly, the cost of the pilot programme has become significant (£920m+) and reducing the share to 75% reduces the cost to the Treasury.

7. Another important change to the pilot programme is that there is no “no detriment” clause for the 2019/20 pilots. “No detriment” ensures that the pilot will not be worse-off than the individual authorities would have been in aggregate in the 50% scheme. It was a very useful measure last year for authorities bidding because it meant that authorities could choose to apply for pilot status without worrying that they could lose money. Without it, many authorities will be concerned that a major loss of income in 2019/20 could leave them financially disadvantaged (for example, from a successful NHS Foundation Trust claim for charitable relief or from a major appeal).
8. Officers prepared a West Sussex county-wide bid for the 2019/20 pilot. Detailed financial modelling was undertaken to ensure pilot status will be financially beneficial to all authorities.
9. Other matters that were considered as part of a bid included:
 - i) Tier splits i.e. how much growth will be retained by county and district Councils respectively.
 - ii) Which additional responsibilities, or loss of existing grants, would be rolled in to make the scheme fiscally neutral.
 - iii) How gains will be used. MHCLG had indicated that they expect at least some of the gain to be used to generate economic growth.
 - iv) How risks will be mitigated.
10. Experience of having operated a business rate pool in the county means that much of the existing risk mitigation and governance arrangements could be used and built upon as part of this submission.
11. Finance officers modelled different scenarios, and reported these to the Chief Executives in early September with the assistance of external specialist input. Following that meeting the bid submission was refined in time for the 25th September 2018 deadline.
12. MHCLG announced successful submissions in December as part of the Provisional Settlement. There were 15 successful areas with a variety of business cases made.
13. It should be noted that the pool arrangements are in place for one year only; while the pool may continue, this may be subject to new ‘rules’ or a completely new system of financing local government may take its place.

The successful bid

14. The bid is attached as Appendix 1. It will be appreciated that it is at a high level and now that the bid has been successful, there is much work to be done across the County to progress the project. Our lead for this work is the Head of Digital and Customer Services.

Policy Context

15. This report outlines the potential to greatly further this Council’s aspirations to improve the economic production of the area especially in relation to increasing Gross Value Added arising from the development of information-rich commerce.

16. The bid supports the Council's District Plan and Economic Development Strategies published in November 2018. Importantly it will support sustainable planned growth across the District.

Other Options Considered

17. Not pursuing a bid was considered but discounted since the advantages greatly outweighed the disadvantages as outlined in the bid document.

Financial Implications

18. This report has no direct financial implications for Mid Sussex. The betterment from joining the pool is shared across the county area but not to the betterment of any individual authority.

Risk Management Implications

19. Joining the pool does bring increased risks to Mid Sussex but these can be mitigated through the pool members working together. The bid outlines the risk assumed by the county area as a whole and work continues to set out the likelihood and effect of assuming this risk and the measures that can be taken by ourselves and others to deal with it.
20. This includes the desire to discuss with MHCLG the risk that Gatwick Airport brings to the new pool (Crawley BC are not a member of the existing pool). As the bid makes clear, a major disaster at the airport would significantly affect the financial performance of the pool and would affect the fibre project adversely. It is to be hoped that MHCLG would note the unique risk that an airport brings to a pool and be able to offer a unique and positive response to its mitigation.
21. It is not considered that the spending plans of Mid Sussex would in any way be compromised by joining the pool; given that in extremis the underlying project could be curtailed or deferred to provide the necessary cashflow in the financial year.

Equality and Customer Service Implications

22. None.

Other Material Implications

23. None.

Background Papers

- Nothing further.



Ministry of Housing,
Communities &
Local Government

Business Rates Pilot Scheme 2019/20 Application Form

This application form will be used to assess your application to pilot 75% business rates retention in 2019/20. Where relevant, further evidence to support points raised in this form may be included as an annex. Please note that authorities cannot apply to pilot 75% business rates retention as part of more than one application.

Information provided in response to this application may be published or disclosed in accordance with the access to information regimes – these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the EU General Data Protection Regulation, and the Environmental Information Regulations 2004).

The personal data you provide as part of this application will be held on a secure government system in line with the department's [personal data charter](#). Contact details will only be used for contacting you about your application or to update you on our work relating to local government finance reforms.

For any questions relating to the application process, please email:
Businessratespilots@communities.gsi.gov.uk.

FAQs relating to applications will be published on the Government publications website at <https://www.gov.uk/government/publications/75-business-rates-retention-pilots-2019-to-2020-prospectus>

1. Application Contact Details

Please include details of the lead pilot authority and lead official responsible for responding to any departmental queries relating to the pilot application.

| | |
|--|---------------------------------|
| a. Name of lead pilot authority | West Sussex County Council |
| b. Name of lead official | Nathan Elvery |
| c. Lead official job title | Chief Executive |
| d. Lead official email address | nathan.elvery@westsussex.gov.uk |
| e. Lead official contact phone number | 03022 224628 |

2. Membership of the Proposed Pool

Please list all authorities belonging to the proposed pilot pool below. The application cannot be considered valid unless all of the listed members have endorsed all parts of the application (see Annex A). You can insert/delete lines as needed.

For the authority type box, please write down one of the following options for each participating authority: (1) Fire; (2) London Borough; (3) Metropolitan district; (4) County; (5) Shire District; (6) Greater London Authority; (7) Unitary Authority.

| Authority name | Authority Type |
|-----------------------------|----------------|
| Adur District Council | Shire District |
| Arun District Council | Shire District |
| Chichester District Council | Shire District |
| Crawley Borough Council | Shire District |
| Horsham District Council | Shire District |
| Mid Sussex District Council | Shire District |
| Worthing Borough Council | Shire District |
| West Sussex County Council | County |

3. Membership details and pooling arrangements

Please answer all of the questions below using short and concise answers. Section 4 will allow you to outline your pilot proposal in more detail.

| | |
|---|---|
| <p>a. Have all members included in the pilot area endorsed all parts of this application?</p> <p><i>(Please ensure that Annex A is signed by s.151 officer of each area and returned as part of the application to evidence this.)</i></p> | <p>Select one:</p> <p>(1) Yes; (2) No</p> |
| <p>b. Do any members of the proposed pool belong to any other current pool?</p> <p><i>(If 'no', please move to question 3.d.)</i></p> | <p>Select one:</p> <p>(1) Yes (2) No</p> |

| | |
|--|---|
| <p>c. If any members of the proposed pool belong to any other current pool, have other members of such pool been informed that the authority is applying to become a pilot as part of a different pool?</p> | <p>Select one:</p> <p>(1) Yes (2) No (3) N/A – all current pool members would become members of the new pool.</p> |
| <p>d. Are there any precepting authorities that are not part of the proposed pilot area? <i>(If 'yes', please move to question 3.e.)</i></p> | <p>Select one:</p> <p>(1) Yes (2) No</p> |
| <p>e. If there are any precepting authorities that are not part of the proposed pilot area, are these precepting authorities aware of this proposal?</p> | <p>Select one:</p> <p>(1) Yes (2) No (3) N/A</p> |
| <p>f. Are all members of the proposed pilot area willing to collaborate with MHCLG officials on system design of the new business rates retention system, sharing additional data and information, as required?</p> | <p>Select one:</p> <p>(1) Yes (2) No</p> |
| <p>g. How does the pilot pool propose to split non-domestic rating income in two-tier areas?*</p> <p><i>(F.ex. the pilot pool could propose to split the shares as in the current 50% business rates retention, or propose to test different kinds of tier split arrangements as part of the pilot.)</i></p> <p><i>(*The department will use this information in regulations to designate a tier split for the pooled pilot area. In practice, the pilot pool will be given one overall tariff or top-up, and the members of the pool can agree to change the headline tier split.)</i></p> | <p>Answer in your own words.</p> <p>20% Shire Districts /55% County Council</p> |
| <p>h. Do you propose to retain any of the additional 25% of retained business rates in an investment pot or similar and distribute this after 2019/20? <i>(If 'no', please move to question 3.j.)</i></p> | <p>Select one:</p> <p>(1) Yes (2) No</p> |

| | |
|--|---|
| <p>i. If any of the additional 25% of retained business rates are kept in an investment pot or similar, how will this be distributed after 2019/20?</p> | <p><i>Answer in your own words.</i></p> <p>The additional 25% will be kept in an investment pot. However, the aim will be to begin applying the funds in 2019/20, not to wait until after the year-end. The delivery of the proposed project will continue after March 2020 and the retained business rates will continue to be retained to provide funding. Any excess funds at the end of the project will be deployed in line with the current business rate pool.</p> |
| <p>j. What is the anticipated income above baseline funding level for the pilot pool over 2019/20 (in £)?</p> | <p><i>Answer in your own words.</i></p> <p>Retained rates above baseline are estimated at £31.9m potentially, under a 75% retention arrangement (see Annex 1, slide 6). However, £12.8m is estimated as needed to ensure authorities keep their existing gains (which help fund current base budgets), leaving an estimated £19.1m as a net gain for a joint investment fund.</p> |

| | |
|--|--|
| <p>k. What is the business rates base of the proposed pilot area like and what is its relevance to the economic geography of the area?</p> <p><i>(F.ex. you could describe the size and types of hereditaments in the area, business sectors relevant to the area, or the size of your business rates base in relation to baseline funding levels.)</i></p> | <p><i>Answer in your own words.</i></p> <p>The county of West Sussex covers an area of 768 square miles and is predominantly rural in character, including the South Downs National Park. The majority of the population lives in the four largest towns: Crawley and Horsham in the north of the county; Bognor Regis and Worthing in the coastal areas, nevertheless 42% of the county's resident population, and over half of its businesses are located in rural areas. 87% of the rural population lives in small towns and villages. West Sussex is a "significant rural" county, with over half of Horsham's population being classified as rural, and over 80% of Chichester and Mid Sussex's. Crawley is a more urban area, but one with a very concentrated business rate base, which includes Gatwick. In itself Crawley accounts for around 35% of the County's total business rate income.</p> <p>The county has a working age population of almost 480,000 and the latest estimate of GVA for West Sussex was £20,506 million. In 2015 there were around 39,800 businesses in West Sussex, and our business rates base is expected to be over £372m next year (net take). The mix of local business rates is shown in Annex 1, slide 4. We have a varied business community across the county, with wholesale and retail being the largest sector in Arun, Chichester and Worthing, and industry is the largest in Adur, Crawley, Horsham and Mid Sussex.</p> <p>Gatwick Airport is significant to both the county's and the regional economy: the airport is estimated to contribute upwards of £2bn per year towards the economy of the South East and London.</p> |
| <p>l. What pooling arrangements would the members of the pilot like to see if their application to become a pilot is unsuccessful?</p> | <p><i>Answer in your own words.</i></p> <p>Maintain <u>existing</u> West Sussex Pool which includes West Sussex County Council, Adur District Council, Arun District Council, Chichester District Council and Worthing Borough Council.</p> |

m. How would the pilot area deal with residual benefits/liabilities once the pilot ends?

We will carry over a contingency of £2m held jointly within our 2018/19 business rate pooled arrangements. This can be held for risks such as residual liabilities or other risks such as appeals or shortfalls against the anticipated business rate take. It can also be released towards other work, including the proposed digital investment (outlined in 4b below) if not required for these risks or residual liabilities, adding to the estimated £19.1m anticipated gain from 2019/20.

Our understanding of the business rates base within the county area and experience of operating a pool since 1 April 2015 gives us the confidence to confirm our bid despite the withdrawal of the 'no detriment' for piloting clause by Government. This also gives us confidence to commence committing the 2019/20 gain in-year, rather than waiting until after the year end, as we will have sufficient capacity to address any end of scheme liabilities.

We will also carry over an estimated £3.5m in funds from our existing 2018/19 business rate pool (in addition to the £2m contingency). This will be used to support LEPS (Local Enterprise Partnerships) West Sussex authorities participate in, for County wide transformational investment work, on a jointly agreed basis, but also provides an 'endowment' towards this proposal adding financial flexibility that could also be potentially applied to any residual liabilities. We propose to continue to utilise and co-invest from the strategic investment funds created under this proposal after the pilot period ceases and until the pot is fully allocated.

Whilst accepting the principle of a 'no detriment' clause will not apply to 2019/20 pilot areas, the pilot we propose would have a significant reliance on Gatwick Airport for business rates. We would welcome a discussion around an agreed approach to managing the risk of extreme and unforeseeable disruption at Gatwick Airport should wholly exceptional circumstances occur with a major impact e.g. the Icelandic Ash Cloud in 2010 or terror attack on Brussels Airport.

4. Details of the pilot proposal

Please explain how your proposal fulfills each of the below criteria for becoming a 75% business rates retention pilot in 2019/20 (as outlined in 3.2 of the 'Invitation to Local Authorities in England to pilot 75% Business Rates Retention in 2019/20'). If relevant, you may reference answers provided in section 3 of this application form and use this section to provide more detail on the responses. Although there is no formal word limit for answers provided in this section, please be as concise as possible.

a. How does the proposed pilot operate across a functional economic area?

The West Sussex bid represents a functional economic area which comprises all local authorities within West Sussex. Our bid has the support of our Local Enterprise Partnership: Coast to Capital.

The 2018/2019 West Sussex Business Rates Retention pilot bid, which was based on the same county geography, satisfied MHCLG that our bid represented a functional economic area.

b. How does the pilot area propose to distribute and use the additional 25% of retained business rates growth across the pilot area?

All of the business rates growth retained (estimated at **£19.1m for 2019/20** – see Annex 1) will be pooled by participating local authorities and used to make a strategic investment in the county's economic infrastructure. The expected in-year gain will be utilised on the proposal detailed below.

Coast to Capital Local Enterprise Partnership (C2C LEP) published a refreshed Strategic Economic Plan in July 2018 which sets out its economic priorities for the area. One of these priorities is to improve digital network capability. Faster progress can be made in deploying new fibre by creating a framework that allows investors and operators, public and private sector, to work in parallel, building out from a core infrastructure

West Sussex local authorities are committed to this priority and recognise the significant economic benefits that universal gigabit speed connections bring in terms of increases in productivity and innovation. We are continuing to develop a future proofed, pervasive and high quality digital infrastructure for the county that ensures that everyone in West Sussex regardless of location, age or income can access the social, cultural and economic benefits of the internet and be confident, capable and safe in its use at home, at work and on the move. Readily available digital infrastructure and connectivity promotes the use of digital technologies and platforms which help businesses of any size reach new markets whilst enabling people to work flexibly wherever they are, increasing skills and attracting inward investment. In addition, improved connectivity provides the foundation to allow

West Sussex to transform the delivery of public services with improved, user-focused access to digital services which in turn drive innovation and efficiency in the public sector.

Our digital infrastructure strategy builds upon existing initiatives and puts “full fibre digital infrastructure” front and centre. Businesses require reliability, speed and resilience in order to grow and full fibre and 5G are widely heralded as *the* future proof technologies “*with the potential to transform productivity, and to open up new business models. Full fibre networks are faster, more reliable, and more affordable to operate than their copper predecessors. 5G will deliver faster and better mobile broadband, and enable revolutionary uses in industry sectors like manufacturing, health and transport.*”¹

Full fibre initiatives that unlock gigabit speeds for residents, business and public sector service delivery itself are accelerating nationally due to the tangible economic benefits that connectivity brings (ref. “Evaluation of the Economic Impact and Public Value of the Superfast Broadband Programme” published by DCMS August 2018²; Ref. Regeneris report “The Economic Impact of Full Fibre Infrastructure in 100 UK Towns and Cities” published March 2018³). West Sussex is at the forefront, having invested in several approaches already: the West Sussex Gigabit project, the Burgess Hill Fibre Exchange and the Business Gigabit Voucher initiative. We intend to build on all of these and invest the additional 25% of retained business rates growth to facilitate and expand further commercial investments in digital connectivity across the area. This will focus on three of our priorities; stimulating the densification of the network within and between key towns and cities; enabling the extension of the network into rural areas; and accelerating readiness to Wi-Fi and 5G investments in towns and cities.

It is our aim to create a regional spine network that connects towns across the region. The “spine” will not connect individual premises but will provide a scaffolding to support investment in, and deployment of the “access networks”⁴ that would connect individual premises to a full fibre network. The aim is to ensure not only that the infrastructure is technically capable but also that its construction and operation plays a direct role in developing the regional economy, supporting competition and innovation. The route will be subject to detailed design and market testing, however work undertaken with the C2C LEP suggests that creating one or more resilient spine “loops”, that can be scaled up or down within the county and the wider region is an option. **This flexibility means the project can be ‘cut’ to match the funding that becomes available when the gain from the additional business rates is known.** We are confident we can begin supporting this project during 2019/20, rather than delay due to any concerns over what the actual eventual business rate gain may be (which will only be confirmed as part of the audit of the 2019/20 accounts). The £2m contingency being carried over from the existing West Sussex business rate pool into the pilot arrangement will help in this regard.

The new spine will accelerate investment in and deployment of further new digital infrastructure by reducing barriers to investment in full fibre access networks and new wireless technologies. By using the fully open access, shared, spine fibre routes that will connect parts of the region, suppliers will be able to extend networks out on a commercial basis where currently there is lack of supply. This infrastructure will be able to support different types of initiatives e.g.;

- neutral exchange points that will serve as focal points to grow the existing digital sector and to attract new development;
- commercial build in cities, towns, hamlets around the spine route (enabling both fixed and mobile wireless technologies, particularly in rural areas)
- self-build projects with mobilised business and residential communities to extend the network into harder to reach areas, previously too expensive;
- town and city centre connectivity initiatives e.g. fixed wireless technologies such as

Wi-Fi, small cell 4G installations and mobile wireless technologies such as 5G)

Full fibre networks typically have asset lives of more than 20 years and present longevity of investment and a greater opportunity for return in a market where demand is increasing.

Urban clusters

The countywide West Sussex Gigabit project, (a collaboration with all West Sussex local authorities and DCMS), aims to deliver gigabit capable connectivity to the public sector. However, it may also attract further commercial investment in full-fibre networks if digital infrastructure suppliers see opportunities for wider investment in the county. This would support the expansion of key urban clusters across the county into gigabit towns and cities. Our ambition is to see these gigabit urban areas linked together, creating a platform capable of innovation and expansion of next generation technology. It is critical that we reduce the barriers to enable this to happen on a commercial basis. The availability of backhaul is a key factor. The spine will address this as it will be open access i.e. accessible to all digital infrastructure providers and service providers, allowing investors to gain entry to, or expand their markets, without incurring the most expensive part of the engineering, the cost of deploying ducts all the way back to the core points of inter-connection.

Rural reach

The geography of West Sussex provides us with a number of challenges and opportunities. Some areas within the areas of outstanding natural beauty and the South Downs National Park have historically been difficult to serve in terms of broadband connectivity given the challenging terrain and long distances involved, along with the low density of premises. These areas have effectively suffered from market failure, and have also been too costly to reach through the BDUK⁵ publicly funded fibre roll-out. This has impacted our ability to unlock the full potential of our rural economy, and will limit access to crucial enabling technologies in the future (5G for example).

The County has been working on the rural connectivity agenda for some time, including the Better Connected BDUK superfast broadband program; business connectivity grants and vouchers with the C2C LEP; and initiatives with the Rural West Sussex Partnership. These initiatives are still ongoing, however a constraining factor is the availability of accessible backhaul in these areas that makes connections to the remaining areas cost-prohibitive. A digital spine built in the county would complement the current rural initiatives by reducing the cost barrier of access, thereby reaching more businesses.

City/town centres

The town centre experience is becoming vital to the survival and continued popularity of many locations up and down the country. The use of town centres is changing, whereby they are becoming a destination and meeting place where leisure is beginning to dominate over the retail offer (ref The Grimsey review 2018⁶). Part of the leisure experience involves the ability of visitors to interact with their friends and share experiences with their peers via instant social media such as Twitter and Instagram. The visitor offer for a location is enhanced by the digital space in city and town centres, including through access to free Wi-Fi and other wireless technologies.

The local authorities within West Sussex have set out a number of strategic plans and objectives in their respective "growth deals"⁷ to adopt this type of digital offer. This will

build on the West Sussex Gigabit project where possible e.g. using CCTV assets and other public sector infrastructure in the urban clusters. However, for more rural areas, the new spine will facilitate the delivery of some Wi-Fi pilots and will be made commercially available to the market to support the deployment of new innovative technologies, in particular, around the IoT and 5G agendas. This initiative also offers the opportunity to

¹ Future Telecoms Infrastructure Review published by DCMS July 2018

² A report by Insos Mori for DCMS evaluating the economic impacts and public value of the Superfast Broadband Programme

³ A Report by Regeneris Consulting for CityFibre

⁴ Access Network - the connections that cover the final miles to reach businesses, homes and 3G/4G

build a county wide Wi-Fi brand and platform (capture portal, smartphone app) to communicate on local initiatives and events and maximise the opportunities for local stakeholders.

Design

The spine network will connect a number of towns and is scalable, capable of being extended to the wider region. A key principle of the design is that it will be open access, available to all, thereby overcoming the barrier to local initiatives to create new infrastructure. Market testing with suppliers will be conducted to establish the detail of service offering.

The core design would aim to link towns, for example, Burgess Hill, Crawley, Horsham and Chichester to provide a cross county backhaul route. This loop topology may provide additional benefits to local suppliers in particular the ability to source resilient connectivity.

The commercial model for making these assets available to the market are being considered and will also be the subject of further market testing. The key principles are that all assets will be made available to all market players on equal terms, and that access will be charged at market rates.

Cost illustration

The costs below are initial estimates only. A full cost model will be worked up alongside the detailed design including project costs and on-going running costs:

| Infrastructure | Elements | Estimated costs | Details |
|------------------------------|------------------------------------|-----------------|---|
| Small loop spine | 115 km loop | £11,500,000 | linking key areas within WSCC |
| Large loop spine | 215 km loop | £21,500,000 | includes smaller loop and is extended to wider areas including Brighton, Surrey, Hampshire |
| Additional/alternative build | 60km cycle routes, disused railway | £1,200,000 | Downs Link Cycle route |
| Town local spine network | local loop around a town | £1,500,000 | Cost per loop |
| DX-PoPs | based on 5 towns | £750,000 | points of presence for digital exchanges linking to network |
| Digital Exchanges | based on 3 | £1,500,000 | |
| Framework | professional services | £350,000 | legal, technical support to deliver a framework that facilitates driving out the benefits of the investment e.g. develop models and toolkits to facilitate expansion of the network |

⁵ Based on the cost assumptions, we envisage an investment of between £16.8m and £26.8m to secure a full fibre spine in our region that can be scaled up or down. Broadband Delivery UK, part of the Department for Digital, Culture, Media and Sport, is delivering superfast broadband and local full fibre networks to the nation.

⁶ The Grimsey review (2018) highlighted the importance of town centre Wi-Fi in helping develop modern digital infrastructure. £16.8m represents the small loop spine, cycle path build, at least one local town spine, the DX-PoPs and Digital Exchanges as well as the Framework.

⁷ £26.8m represents all of the above and the large loop spine within the region which offers

the potential to work with wider partners in the region now or in the future.

The design is flexible with the costs being scalable up and down. It is therefore a good match to the uncertainty of the final gain through business rates.

c. How does the pilot area propose to arrange its governance for strategic decision-making around the management of risk and reward? How do the governance arrangements support proposed pooling arrangements?

Being strategic and collaborative has been fundamental to thinking about the business rates funding regime, and this is underpinned by our approach to the current business rates pool (established in 2015) which places all gains in a single pot to be used for strategic investment. Piloting 75% retention in West Sussex will build on the already strong collaboration between the county, district and borough councils. We have well established governance arrangements, and have strong relationships between partner councils.

Our authorities have valued the opportunity that being in a pool provides for strategic thinking and investment in our shared priorities. Rather than returning the proceeds of growth to member councils, our Leaders collectively decided to use this money to invest in our place in order to stimulate further growth. We have invested around £0.4m to initiate the Gigabit Project – which will bring ultrafast (1 gigabit) dark fibre broadband infrastructure to West Sussex, which the Department for Digital, Culture, Media and Sport are jointly funding.

We have also used our Business Rates Pool gains by jointly agreeing to channel additional investment to stimulate growth in our visitor economy; to support small businesses; to fund our Local Enterprise Partnership and to enhance the capacity of our Area Economic Partnerships. Bids to use our existing pooled funds have been assessed against criteria of benefits offered, economic development opportunity, jobs supported and consistency with existing plans and priorities. See Annex 2 attached for further background on our governance principles and arrangements.

5. Submitting your application

Please return this form and Annex A with signatures of all s.151 officers from proposed pilot pool's member areas by the deadline of 25 September 2018. Where relevant, further evidence of points raised in this form may be included as an annex.

Please submit your completed application to:

businessratespilots@communities.gsi.gov.uk

or

Business Rates Reform; Local Government Finance; Fry Building, 2 Marsham St,
Westminster, London SW1P 4DF.







Ministry of Housing,
Communities &
Local Government

Annex A – Evidence of authorisation

| | |
|--|---------------------------------|
| a. Name of lead pilot authority | West Sussex County Council |
| b. Name of lead official | Nathan Elvery |
| c. Lead official job title | Chief Executive |
| d. Lead official email address | nathan.elvery@westsussex.gov.uk |
| e. Lead official contact phone number | 03022 224628 |

Please include the signatures of each member area's s.151 officer to evidence that all parts of your application have been fully endorsed by authorities listed in section 2 of the pilot application form. You can insert/delete lines as needed.

| Authority name | Name of s.151 officer | Signature |
|----------------------------|-----------------------|--|
| Adur/Worthing | S Gobey |  |
| Arun | A Peach |  |
| Chichester | J Ward |  |
| Crawley | K Hayes |  |
| Horsham | J Eaton |  |
| Mid Sussex | P Stuart |  |
| West Sussex County Council | K Eberhart |  |

•

This page is intentionally left blank