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28 June 2019

Dear Councillor,

A meeting of **CABINET** will be held in the **COUNCIL CHAMBER** at these offices on **MONDAY, 8TH JULY, 2019 at 4.00 pm** when your attendance is requested.

Yours sincerely,  
KATHRYN HALL  
Chief Executive

### **A G E N D A**

#### **Pages**

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|----|--|----------------|
| 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 meeting held on 3 June 2019.                                   | <b>3 - 6</b>   |
| 4. | To consider any items that the Leader agrees to take as urgent business.                 |                |
| 5. | Budget Management 2019/20 – Progress Report April to May 2019                            | <b>7 - 16</b>  |
| 6. | Performance Outturn 2018/19  | <b>17 - 60</b> |
| 7. | Procurement for Burgess Hill Place and Connectivity Programme.                           | <b>61 - 66</b> |
| 8. | Questions pursuant to Council Procedure Rule 10 due notice of which has been given.      |                |

To: **Members of Cabinet:** Councillors J Ash-Edwards (Chair), J Llewellyn-Burke (Vice-Chair), J Belsey, R de Mierre, S Hillier, A MacNaughton and N Webster

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**Minutes of a meeting of Cabinet  
held on Monday, 3rd June, 2019  
from 4.00 pm - 4.28 pm**

**Present:** J Ash-Edwards (Chair)  
J Llewellyn-Burke (Vice-Chair)

J Belsey  
R de Mierre

S Hillier  
A MacNaughton

N Webster

**Absent:** Councillors

**Also Present:** Councillors

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

Councillor Stephen Hillier declared a personal interest as a serving Member of West Sussex County Council.

**2. TO RECEIVE APOLOGIES FOR ABSENCE.**

None.

**3. TO CONFIRM MINUTES OF THE PREVIOUS MEETING.**

The minutes of the meeting held on 29 April 2019 were agreed as a correct record and signed by the Leader.

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

None.

**5. ACCEPTANCE OF THE RECOMMENDATIONS CONTAINED IN THE SLAUGHAM NEIGHBOURHOOD PLAN.**

Tom Clark, the Head of Regulatory Services introduced the report. He noted that the report had been to examination and the examiners suggestions had been incorporated. If the neighbourhood plan is accepted it will go to a referendum on 25 July 2019.

The Cabinet Member for Housing and Planning and Ward Member welcomed the report and noted that Slaugham Parish Council did not need to accept more sites for housing due to the development at Pease Pottage. They had looked objectively at two sites and were happy to accept the Independent Examiner's modifications.

The Cabinet Member for Community commented that the plan sets out a vision for the parish and without the plan the village is vulnerable to development. He noted the large amount of work in preparing the plan and thanked those involved.

The Leader welcomed the work of Slaugham Parish Council to get the plan through the examination and then moved to the recommendations which were agreed unanimously.

## **RESOLVED**

That Cabinet agreed;

- a) To formally accept the Examiner's recommended modifications to the Slaugham Neighbourhood Plan to enable the Plan to proceed to Referendum;
- b) To publish the 'Decision Statement' as set out at Appendix 2 of the report.

## **6. LOCAL DEVELOPMENT SCHEME 2019.**

Tom Clark, the Head of Regulatory Services introduced the report. He noted that the Local Development Scheme is updated annually and Cabinet had approved previous schemes. He confirmed that the publication date is 13 June 2019.

The Cabinet Member for Housing and Planning noted this was a legal requirement and forms part of the District Plan. He confirmed that Cabinet Members work closely with Town and Parish Councils.

The Cabinet Member for Economic Growth welcomed the report.

The Leader then moved to the recommendations which were agreed unanimously.

## **RESOLVED**

Cabinet resolved to:

- Approve the Council's updated Local Development Scheme (Appendix 1) for publication on the 13 June 2019.

## **7. FINANCIAL OUTTURN 2018/19.**

Peter Stuart, the Head of Corporate Resources introduced the report. He confirmed that the final revenue position for the year was an under-spend of £799,000 mainly due to over performance on income. The additional income predominantly related to rent, car parking charges, recycling credits and asset-generated income. He noted that there had been similar over-performance in treasury management interest and the local authority property fund; and that the purchase of two tenanted commercial properties would continue to provide rental income in the future.

The Members welcomed the report and noted the prudent way the Council's funds are managed. They noted that Members and Officers should be commended for their efforts. Members observed the increase in award of disability grants enabling residents to live independently at home or be discharged quicker from hospital. The Leader noted the positive impact of these grants on peoples' lives.

The Cabinet Member for Community highlighted the installation of Changing Places facilities in the main towns and funds provided to medical practices in Haywards Heath and Lindfield.

The Deputy Leader noted her approval in the way Council funds are managed and the additional income from investment properties would allow for improvements in services.

The Cabinet Member for Economic Growth acknowledged the new investment in technology for car parking from Reserves and the replenishment of funding towards economic and community grants. The Head of Corporate Services confirmed that if there had been no underspend then a contribution could have been made from the General Reserve.

The Cabinet Member for Environment and Service Delivery welcomed the report and noted that the boost of grants to communities can make a real difference to the street scheme and landscapes. The opportunities to bid for these grants should be well publicised.

The Cabinet Member for Housing confirmed the progress of the temporary accommodation project and noted that six houses were occupied, four more had been purchased and one had recently been returned by Clarion, for a total of 11 properties. He confirmed that one occupant of the temporary accommodation now has a permanent home.

The Cabinet Member for Customer Service welcomed the use of reserves to support small businesses to use digital technology.

The Leader commended the report which resulted in a positive end to the financial year and thanked the Head of Corporate Resources. The Council were now in a position of financial strength especially as the Council no longer receives grants from central government. There had been no cuts to services and a significant investment in areas.

The Leader then moved to the recommendations which were agreed unanimously.

## **RESOLVED**

Cabinet noted the contents of the report, and recommended to Council:

- (i) that grant income as set out in paragraph 13 to 18 and 20 to 25 of this report be transferred to Specific Reserves;
- (ii) that grant income as set out in paragraph 19 of this report be transferred to General Reserve;
- (iii) that balance of interest totalling £360,127 as set out in paragraph 27 is transferred to the General Reserve;
- (iv) that Dividend income totalling £17,369 as set out in paragraph 30 is transferred to the General Reserve;
- (v) that the 2019/20 capital programme be increased by £966,000 as a result of slippage of some 2018/19 capital projects as detailed in Table 2;

- (vi) that £14,823 be transferred to the Car Parking Strategy Specific Reserve as detailed in Appendix C note 32;
- (vii) that £3,177 be transferred to Burgess Hill Growth Specific Reserve as detailed in Appendix C note 17;
- (viii) that the revenue underspending in 2018/19, totalling £459,000, be transferred to Specific Reserves as set out in Table 1.

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

None.

The meeting finished at 4.28 pm

Chairman

## **BUDGET MANAGEMENT 2019/20 – PROGRESS REPORT APRIL TO MAY 2019**

REPORT OF: Head of Corporate Resources  
Contact Officer: Cathy Craigen, Chief Accountant  
Email: [Cathy.craigen@midsussex.gov.uk](mailto:Cathy.craigen@midsussex.gov.uk) Tel: 01444 477384  
Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
8th July 2019

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### **EXECUTIVE SUMMARY AND RECOMMENDATIONS**

#### **Purpose of Report**

1. This report reviews the progress on the Revenue Budget, Capital Programme and Treasury Management for 2019/20.

#### **Summary**

2. The forecast revenue outturn position for 2019/20 at the end of May is showing a projected net underspend of £347,000 against the original estimate, which mainly relates to on-going savings / pressures from 2018/19 which will be built into the 2020/21 budget, as well as additional unbudgeted investment property income.

#### **Recommendations**

##### **3. To recommend to Council for approval:**

- (i) that £17,484 grant income relating to Local Authority EU Exit preparation Grant be transferred to Specific Reserve as detailed in paragraph 22;
- (ii) that £9,916 grant income relating to Cold Weather Fund Payment Grant be transferred to Specific Reserve as detailed in paragraph 23;
- (iii) that £5,893 grant income relating to Local Authority Data Sharing Programme Grant be transferred to Specific Reserve as detailed in paragraph 24;
- (iv) that £28,200 grant income relating to New Burdens Universal credits be transferred to Specific Reserve as detailed in paragraph 25;
- (v) that £24,857 grant income relating to Implementing Welfare Reform Grant be transferred to Specific Reserve as detailed in paragraph 26;
- (vi) that £756 grant income relating to New Burdens Single Fraud Investigation Service Grant be transferred to Specific Reserve as detailed in paragraph 27;
- (vii) that £31,658 grant income relating to New Burdens Verify Earnings & Pensions Grant be transferred to Specific Reserve as detailed in paragraph 28;
- (viii) the variations to the Capital Programme contained in paragraph 35 in accordance with the Council's Financial Procedure rule B3.

##### **To note:**

- (ix) the remainder of the report;

## REVENUE SPENDING

### Position to the end of May 2019

- This is the first budget management report for the current financial year. This is intended to inform Members how key income and expenditure targets are performing after the first two months of 2019/20, and thereby establish a position over the summer.

### Expenditure and Income to date

- Table 1 details 'actuals' to date for the key income categories and salaries expenditure, compared to their profiled budgets. It gives a snapshot position on performance to the end of May only. This table also details the projected year-end position for these key income categories, but this only forms part of the consideration for the year-end predictions for the Council's overall revenue budget.

<b>Table 1: Key income/expenditure to the end of May 2019</b>					
<b>INCOME</b>	2019/20 Actual to May £'000	Profiled 2019/20 Budget £'000	2019/20 Original Budget £'000	Pressure/ (Saving) To end May £'000	Projected Year-end Variance £'000
Car Park Charges	(380)	(367)	(2,085)	(13)	(75)
Development					
Management Fees	(186)	(243)	(1,454)	57	0
Building Control Fees	(84)	(113)	(549)	29	29
Land Charges	(33)	(30)	(153)	(3)	0
Licensing Act Fees	(13)	(9)	(144)	(4)	0
Hackney Carriage Fees	(17)	(21)	(129)	4	0
Outdoor Facilities Income	(60)	(114)	(280)	54	0
Garden Waste	(144)	(153)	(1,281)	9	0
Leisure Contract Income	(0)	(239)	(1,433)	239	0
Industrial Estates Rents	(531)	(243)	(973)	(288)	(317)
Town Centre Rents	(334)	(393)	(2,540)	59	0
Depot Rent	(19)	(18)	(77)	(1)	0
General/Miscellaneous					
Property	(93)	(73)	(210)	(20)	0
<b>Total Income</b>	<b>(1,894)</b>	<b>(2,016)</b>	<b>(11,308)</b>	<b>122</b>	<b>(363)</b>
<b>EXPENDITURE</b>					
Salaries	2,007	1,978	11,868	29	0



6. Car parking income is above budget by £13,000 in the first two months operation of the service. This is detailed in Table 2 below. This includes variations in respect of lower than budgeted Season Tickets £7,000, which is more than offset by additional Pay and Display (£20,000). The forecast has been amended to recognise the over achievement of income at outturn 2018/19, whilst at the same time including a conservative forecast for the current year of £75,000, due to the uncertainty regarding the take-up of cashless parking and potential additional transaction costs as take up increases.

<b>Table 2: Car Parking Income variance</b>			
	<i>Actual April to May</i>	<i>Outturn 2018/19</i>	<i>Forecast 2019/20</i>
	<i>(Over)/ under target £'000</i>	<i>(Over)/ under target £'000</i>	<i>(Over)/ under target £'000</i>
Pay & Display tickets	(20)	(133)	(75)
Season Tickets	7	2	0
Total additional income	(13)	(131)	(75)

7. At the end of May a shortfall in planning application fee income is showing of £57,000. At a recent meeting with our regular developers, officers were advised that some developers are delaying the submission of planning applications because of current market conditions. This is not unusual and officers are confident that this will even out through the year. This will be reviewed as the year progresses, but for the time being, the forecast remains unchanged.
8. At the end of May, Building Control Income is under target by £29,000. There was a shortfall of £36,000 at outturn 2018/19 compared to 2019/20 budget. However, the Head of Service for Building Control has confirmed that a fee increase is expected to reduce any ongoing shortfalls once implemented, but this is not likely to recover the shortfall to date of £29,000. The forecast has therefore been amended accordingly.
9. At the end of May Land Charges income is above budget by £3,000. However, no variation to the full year projection is anticipated at this stage.
10. Licencing income is £4,000 above target for April to May. This is mainly due to the profiling of income, which can fluctuate. Therefore, the forecast remains unchanged.
11. Hackney Carriage Fees are below target by £4,000 for the first two months of this financial year. This is mainly due to the profiling of income, which can fluctuate.
12. Outdoor facilities income is £54,000 below budget after the first two months of the year. This is partly due to the profiling of Playgroup hiring income, which is now invoiced monthly rather than at the start of the year. However, no variation to the full year projection is anticipated at this stage.

13. Based on the current budget profile, Garden Waste income is £9,000 below target at the end of May. At Outturn 2018/19 a shortfall of £50,000 was recorded against the current annual budget target. A capital project to expand the Garden Waste service was expected to deliver an additional 1800 customers in 2018/19, in order to achieve the budgeted customer base of 20,000 customers by year-end. Although growth has been steady with 300 new customers since the 1<sup>st</sup> April 2019, further growth of 400 new customers in 2019/20 is required to achieve the budgeted target. At this early stage in the year it is uncertain whether this can be achieved by year end and the position will continue to be monitored closely as the year progresses. The year-end projection has not been amended at this stage.
14. The value of the Leisure Contract this year has recently been agreed with Places for People Leisure and the first quarter invoice will be raised in June 2019. There is no forecast change to the full year budget.
15. Industrial Estates rent includes unbudgeted rental income of £317,000 following the acquisition of 208-216 London Road, Burgess Hill. The year-end projection has been amended accordingly.
16. Town Centre rent is £59,000 below the target at the end of May. This shortfall is due to the timing of supplementary rent for the Market Place Car Park which will be received later in the year. No change to the full year projection is anticipated at this stage.
17. Depot rent is showing a minor variation to budget for April to May. No change to the full year projection is anticipated at this stage.
18. General/miscellaneous property income is £20,000 above the target at the end of May. No change to the full year projection is anticipated at this stage.
19. The salaries expenditure to the end of May is showing a pressure of £29,000 against the profiled budget, which is mainly due to agency, consultant and recruitment costs across the Council. However, at this early stage we are not forecasting a year-end variance. This position will continue to be monitored closely as we progress through the year.
20. In summary, based on current information available and as outlined in Appendix A, the current forecast year-end position (at the end of May 2019), is an underspend of £347,000.

### **Miscellaneous**

21. The total remaining in Balance Unallocated is unchanged at £62,000 as there has been no utilisation to date.
22. In March 2019, grant totalling £17,484 was received from MHCLG in respect of funding Local Authority EU Exit preparation. In May, the Council received a second payment of £17,484 and Members are requested to approve the transfer of this sum to Specific reserves to meet the cost of any EU exit costs arising.
23. In May the Council received £9,916 from MHCLG in respect of a Cold Weather Fund Payment. The purpose of the grant is to enable Local Authorities, and their partners, to provide swift, bespoke interventions for rough sleepers during the 2018-19 cold period, and use this to further engage and support individuals into longer-term sustainable solutions. Members are requested to approve that this sum be earmarked in Specific Reserve for Outreach work to be undertaken by Housing Services.

24. In May the Council also received a grant payment of £5.893 from the Department for Work and Pensions (DWP), in respect of New Burdens relating to Local Authority Data Sharing Programme. Members are requested to approve the transfer of this sum to specific reserves to meet this additional cost.
25. In April grant totalling £28,200 was received from the DWP, in respect of New Burdens relating to Universal credits: Members are requested to approve the transfer of this sum to specific reserves to meet this additional cost.
26. In April, we received grant payments totalling £24,857 from the DWP in respect of Implementing Welfare Reform. Members are requested to approve the transfer of this sum to specific reserves to meet this additional cost.
27. In April the Council received £756 from the DWP in respect of a New Burdens Single Fraud Investigation Service. Members are requested to approve the transfer of this sum to specific reserves to meet this additional cost.
28. In May grant totalling £31,658 was received from the DWP to meet the costs of new burdens relating to Verify Earnings & Pensions grant. Members are requested to approve the transfer of this sum to specific reserves to meet this additional cost.

## **CAPITAL SPENDING**

### **Position to the end of May 2019**

29. The Capital Programme for 2019/20, as approved at Council on the 27 February 2019, amounted to £2,426,000. Following the 2018/19 Outturn, the current programme has been increased by £959,000, being the slippage of some 2018/19 capital projects totalling £966,000 less a £7,000 19/20 Budget adjustment on the Padel Tennis Court project to reflect preparation costs incurred at end of 18/19 . Therefore, the revised Capital Programme now totals £3,385,000.
30. Further details relating to these changes are contained in the Outturn 2018/19 report to Cabinet on 3 June 2019. The actual and commitments to the end of May 2019 total £133,395.

### **Variances to the 2019/20 Capital Programme**

31. At this early stage in the year all projects are progressing as expected, other than those identified in Table 3 under "Proposed variations to the Capital Programme" below.

### **Proposed Variations to the Capital Programme**

32. Since the Corporate Plan and Budget 2019/20 report was approved at Council on 27 February 19, the Dolphin Leisure Centre improvement works project totalling £198,000 has been approved. This is detailed in a report to Cabinet 29 April 19 and it is to be funded from General Reserve. The Capital Programme has been updated accordingly.

33. The current Capital Programme includes the Telephony System Upgrade project for £120,000 funded from the ICT Reserve. However, prioritisation needs to be given to the completion of the TechOne FMS revenue project, which is also financed from the ICT Reserve in the current financial year. As a result, the Telephony System Upgrade project will need to slip to next financial year. Preparation work will be prioritised to understand our complete communications requirements as a business, so that the Telephony System Upgrade project can be undertaken as soon as possible next year.
34. Since the Corporate Plan and Budget 2018/19 report was approved at Council on 27 February 19, we have received notification of increased funding for Disabled Facility Grants in 2019/20, through the Better Care Fund which is passported onto MSDC from West Sussex County Council. The allocation this year is £1,025,094. This allows additional funding of £125,000 compared to the original budget of £900,000. However, the revised budget for 2019/20 also includes last year's unutilised allocation of £343,000 that was built into the 2019/20 budget following Outturn 2018/19, so the Disabled Facilities Budget total now stands at £1,368,000, of which approximately £700,000 had been committed to date.
35. Proposed capital variations are summarised in table 3 below:

<b>Table 3: Capital Project Variations April to end May 2019</b>		
	<i>Apr to May</i>	
	<i>£'000</i>	<i>Ref</i>
Dolphin Leisure Centre Improvements works	198	<i>Para 32</i>
Telephony System Upgrade	(120)	<i>Para 33</i>
Disabled Facilities Grants	125	<i>Para 34</i>
Total	203	

36. Taking into account the change detailed above, the overall effect is an increase to the current capital programme for 2019/20 of £203,000. Therefore the revised programme total for 2019/20 now stands at £3,588,000.

### **Capital receipts and contributions received to the end of May 2019**

37. S106s and grant contributions of £134,100 have been received in the period April to May 2019.

### **S106 contributions committed/utilised to the end of May 2019**

38. The following S106 contributions have been utilised during this period:

<b>Table 5 S106 utilisation 2019/20</b>		
	<i>Apr to May</i>	
	<i>£'000</i>	<i>Note</i>
Ardingly Parish Council	3	<i>1</i>
West Sussex County Council	157	<i>2</i>
East Grinstead Town Council	18	<i>3</i>
Guinness Housing Association	400	<i>4</i>
Slaugham Parish Council	175	<i>5</i>
Total	753	

#### Notes

- 1 Utilisation of Local Community Infrastructure contribution (PL13-000981) S106 monies to enhance the car park provision at Ardingly Recreation Ground, as agreed by the Cabinet Member for Planning on 26 March 2019 MIS 13 27 March 2019.
- 2 Utilisation of Sustainable Transport (TAD) contributions (P35/559a £43,833, P35/559b £57,190, P35/650 £8,687, P35/698 £349, P35/756 £43,893 & PL13-000368 £3,313) S106 monies to carry out various traffic management schemes in Handcross, Pease Pottage and Warninglid, as agreed by the Cabinet Member for Planning on 4 April 2019 MIS 14a 5 April 2019.
- 3 Utilisation of Community Buildings contributions (P35/620a £1200, P35/633b £6,775, P35/671 £2,311 & P35/709 £3,545) and Local Community Infrastructure contributions (P35/667 £4,595) S106 monies to refurbish the gents toilets at East Court Mansion, as agreed by the Cabinet Member for Planning on 4 April 2019 MIS 14a 5 April 2019.
- 4 Utilisation of Affordable Housing contributions (P35/323 £3,390, P35/563 £200,662, P35/523b £5,000, P35/694 £38,663 & PL12-000929 £152,285) S106 monies to enable delivery of affordable housing at Blackwell Farm Road, East Grinstead, as agreed by the Cabinet Member for Housing & Planning on 11 April 2019 MIS 16 17 April 2019.
- 5 Utilisation of Formal Sport contributions (P35/698a £3,565, PL13-000368 £9,695, PL13-001524 £9,166, PL12-001742 £20,256, PL12-002157 £6,630 & PL3-000303 £688), Community Buildings contributions (P35/745 £4,704, PL13-000368 £4,211, PL13-001524 £3,982, PL12-001742 £8,799 & PL3-000303 £58,304) and Playspace contributions (PL13-000368 £8,050, PL13-001524 £7,611 & PL3-000303 £29,339) S106 monies to upgrade the pavilion and playground at Handcross Recreation Ground as agreed by the Cabinet Grants Panel on 16 April 2019 MIS 16 17 April 2019.

### **TREASURY MANAGEMENT INTEREST**

39. Treasury Management interest for this financial year was projected in the Budget Report to be £357,230 at an average rate of 1.15%. The Budget Report is prepared well before many of the cash flow items are known.
40. Actual Treasury Management interest earnings for the first two months of 2019/20 were £39,288 at an average rate of 1.031%. The estimated year-end projection for Treasury Management to be earned in the year is £286,879 being £70,000 under target, due to a lower than forecast average balance and lower than forecast average interest rate. The average interest rate has partly been depressed because of the policy of opting for short term investments, rather than putting some money out for longer, in anticipation of increases in rates in the near future. The average rate may improve if either market rates increase or the Council decide to opt for some longer terms. This position will continue to be monitored closely as we progress through the year.

### **POLICY CONTEXT**

41. This report shows actual financial performance against the original budget, which was approved within the context of the Financial Strategy.

### **FINANCIAL IMPLICATIONS**

42. The financial implications are detailed within the body of this report.

### **RISK MANAGEMENT IMPLICATIONS**

43. There are no risk management implications. Financial risks have been seen as a strategic risk in the past but the Council has a proven track record in Budget Management and this is not seen as a strategic risk for 2019/20.

### **EQUALITY AND CUSTOMER SERVICE IMPLICATIONS**

44. There are none.

## **OTHER MATERIAL IMPLICATIONS**

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

## **Background Papers**

Revenue Budget 2019/20

## Appendix A

### Forecast Budget Variations for 2019/20 at the end of May 2019

	<i>Pressures in 2019/20</i>	<i>Notes</i>
	<i>£'000</i>	
On-going pressure from 2018/19 – Outdoor Facilities Grounds maintenance	86	1
On-going pressure from 2018/19 – Revenues and Benefits services and contracts	49	1
On-going pressure from 2018/19 – Revenues and Benefits Software Licence and Maintenance	37	1
On-going pressure from 2018/19 – Revenues Postage	9	1
Customer Services & Communications - salaries	15	2
Building Control Income	29	3
	<hr/>	
	225	
	<hr/>	

#### Notes:

- (1) On-going pressures identified in budget management 2018/19 but too late for inclusion in the 2019/20 budget.
- (2) Increase in hours for one employee and the appointment of an Apprentice. As with previous Apprentices it was felt that the Communications team is a good starting point for any new Apprentice. It is hoped they will become a permanent employee thereby reducing any future recruitment costs.
- (3) See Paragraph 8.

### Forecast Budget Variations for 2019/20 at the end of May 2019

	<i>Savings in 2019/20</i>	<i>Notes</i>
	<i>£'000</i>	
On-going saving from 2018/19 – East Sussex County Council pension contribution pre 1974 employees	(44)	4
On-going additional income from 2018/19 – Pay and Display Income	(75)	4
On-going saving from 2018/19 – Playground Inspections	(41)	4
On-going saving from 2018/19 – Revenues Magistrates Court costs	(19)	4
On-going saving from 2018/19 – Revenues Magistrates Court Income	(64)	4
On-going saving from 2018/19 – Revenues and Benefits minor variations	(12)	4
Rental income for 208-216 London Road, Burgess Hill	(317)	5
	<hr/>	
	(572)	
	<hr/>	

Notes:

- (4) On-going savings identified in budget management 2018/19 but too late for inclusion in the 2019/20 budget.
- (5) See paragraph 15.



## PERFORMANCE OUTTURN 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES  
Contact Officer: Neal Barton, Policy and Performance Manager  
Email: [Neal.Barton@midusussex.gov.uk](mailto:Neal.Barton@midusussex.gov.uk) Tel: 01444 477588  
Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
8<sup>th</sup> July 2019

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### Purpose of Report

1. This report sets out the Council's outturn performance for the year 2018/19. It provides Cabinet with an analysis of performance over the past year using the suite of performance indicators previously agreed. It also sets out an end of year assessment of progress with the flagship activities.

### Summary

2. Performance during 2018/19 has been very good overall, with no indicators at red (10% or more off target) and most services performing at or close to target. In the small number of cases where service targets have not been fully met, the reasons for this are clearly understood and appropriate action is being taken.

### Recommendations

3. **The Cabinet is recommended to note the Council's performance and progress with flagship activities in 2018/19 and identify any areas where it requires further reporting or information.**
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### Introduction

4. This report has previously been considered by the Scrutiny Committee for Leader, Finances and Performance on 12<sup>th</sup> June 2019. Issues raised by the Committee are set out in paragraphs 82 to 86.
5. One of the functions of the Scrutiny Committee is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not at a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis. This report forms the culmination of such reporting for 2018/19, by providing Members with an overview of performance for the whole year from 1<sup>st</sup> April 2018 – 31<sup>st</sup> March 2019.
6. Performance information is presented in a standard format across all services. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year, against which performance is measured. Some performance measures do not have targets as these measures are 'health checks' and for monitoring purposes only.

7. The performance information for the year is provided at Appendix A. This is set out in tabular form using a traffic light system, as explained below:-



green – on or exceeding target



amber – slightly off target (less than 10 percent)



red – 10 percent or more off target



health check - indicator for information only

8. In addition to performance indicator information, the report includes an end of year assessment of progress on the Council's flagship activities for 2018/19 at Appendix B. The new set of flagship activities for 2019/20 was identified in the Corporate Plan and Budget Report and is included at Appendix C.
9. The Scrutiny Committee for Leader, Resources and Economic Growth agreed, at its meeting on 12 March 2019, to changes to the Performance Indicators to be monitored in 2019/20. These include additional indicators relating to Sustainability and Economic Development. Progress to this new bundle of performance indicators will be included in the first quarter monitoring report for 2019/20, which will be considered by Scrutiny Committee on 4<sup>th</sup> September and by Cabinet on 16<sup>th</sup> September 2019. This will also include an update on progress to the new flagship activities.

### Overall Performance

10. Performance has been good across the Council over the past year, with a small number of exceptions of which more details are provided later in the report. The outturn position in comparison with the previous financial year is summarised below:

Year	Green	Amber	Red	Health check	Total
2018/19	33 (80%)	8 (20%)	0	18	59
2017/18	28 (67%)	9 (21%)	5 (12%)	17	59

11. 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 and are intended to provide Members with a holistic view of the Council's work.

### Performance meeting or exceeding targets (green)

12. Of the 41 indicators with targets, 33 met or exceeded their target. This section of the report provides more information about these performance achievements.

#### Payment of invoices

13. The speed with which the Council pays invoices is considered important for supporting small businesses, where cash flow can be critical to the health of the business. It is one of the performance indicators contained within the Council's Economic Development Strategy. In 2018/19, 98.0% of undisputed invoices were paid within 10 days of receipt with 4,737 invoices paid. In 2017/18, performance was 97.8% with 5,129 invoices paid. There has been a continued focus across the whole organisation on the prompt payment of invoices. 99.9% of the invoices received in 2018/19 were paid within 30 days.

#### The percentage of rent due collected and return on non-residential property

14. This indicator measures the rent paid on non-operational Council-owned properties and held for investment purposes. Performance in 2018/19 was at the target level of 97% with rents collected of £2,114,894. The Council's commercial property portfolio was expanded in 2018/19, including the purchase of the freehold of the Wickes site in Burgess Hill.
15. The rate of return on the Council's tenanted non-residential property portfolio in 2018/19 was 6.3%. The rate of return is calculated in relation to the Council's main investment properties. The rate was 6.9% in 2017/18.

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

16. This indicator refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Services Centre, including the switchboard. Calls are answered in the Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking services and Waste Management. Performance in 2018/19 was an average of 21 seconds compared to the target of 30 seconds and with 85,733 calls answered. This is an improvement on the 2017/18 average waiting time of 22 seconds with 85,395 calls answered.
17. The focus for the further ongoing implementation of the Customer Relationship Management (CRM) system continues to be resolving more enquiries at the first point of contact. Customer Service staff are able to deal with more customers who need advice across a range of Council services. In addition to telephone callers, the Customer Services Centre dealt with 35,091 personal callers to reception in 2018/19. This compares to 37,538 in 2017/18.

#### Percentage of enquiries resolved at first point of contact

18. Accessing the service at first point of contact is measured through the proportion of automatic forms available on our website successfully submitted and telephone enquiries resolved first time. Performance in 2018/19 was 88% compared to the target of 75%. This currently only monitors forms and the Council is looking to upgrade the telephone system to also be able to measure telephone calls resolved at first point of contact. Please see the flagship activities update at Appendix B for more information about the Council's progress in providing a wider range of digital services.

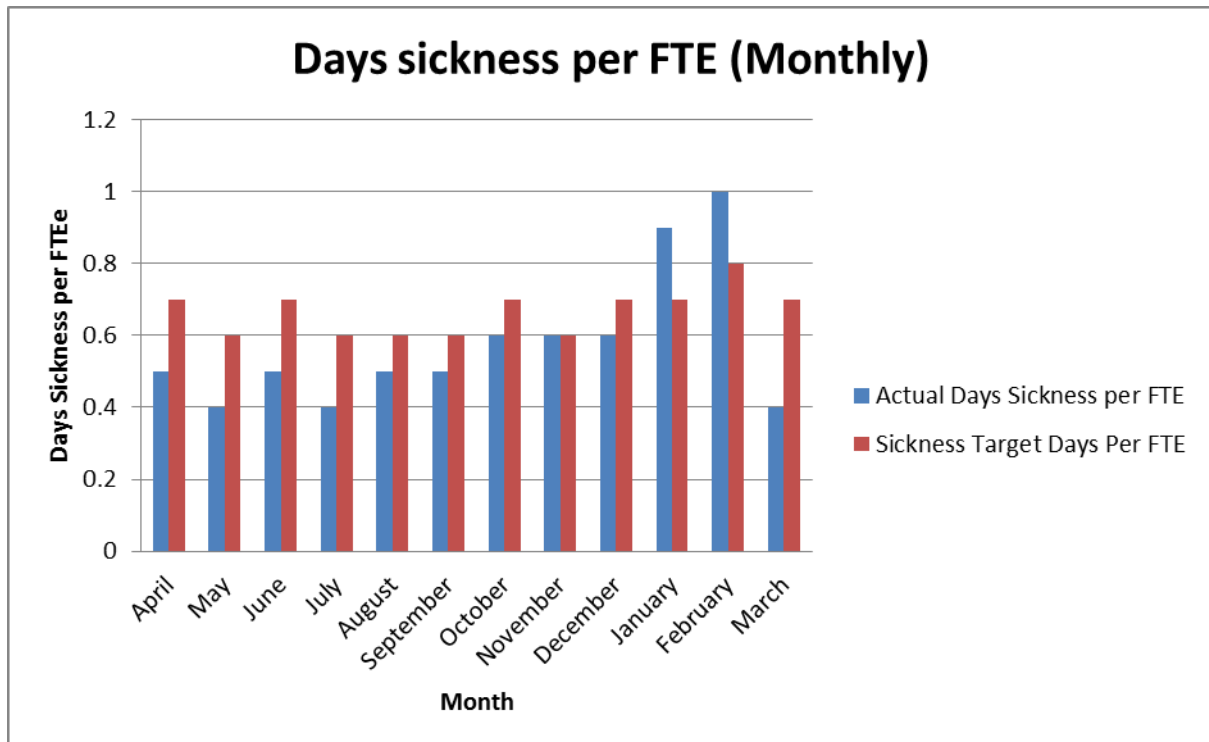
#### Monthly customer satisfaction scores and number of compliments received

19. Customer satisfaction has been measured through the year by phoning back a sample of customers who had previously called the Customer Service centre to gain their feedback on how they felt that their call had been dealt with. Overall in 2018/19, feedback from those surveyed was 100% positive. Callers had contacted the Council regarding a variety of services including waste, benefits, elections, parking, building control and taxi licensing. The council is procuring a new telephone system that will allow for the automated measurement of customer satisfaction and a larger survey size.
20. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 448 compliments received in 2018/19, compared to 268 in the previous year. The main services in receipt of compliments were:
- Customer Services 149
  - Development Management 127
  - Waste and Outdoor Services 71
  - Landscapes 15
  - Corporate Estates and Facilities 12
21. The Council has a "Make A Difference" award scheme, awarded on a quarterly basis in order to recognise exceptional customer service by staff. This can include nominations from members of the public and fellow members of staff. One of the awards made this year was for the performance of the Council's Revenues and Benefits Team formed in-house following the dissolution of the CenSus Partnership.

#### Staff sickness absence rates

22. The cumulative staff sickness rate for 2018/19 was 6.9 days per full-time equivalent member of staff, which was better than the target of 8 days and an improvement on the previous year level of 7.6 days. This improvement reflects a reduction on the number of medium and long-term absences. It is also the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. For comparison, information has been obtained from 5 neighbouring Sussex authorities regarding their sickness absence rates for 2018/19, which were 6.18, 6.73, 7.79, 10 and 10.53 days respectively.

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



#### Staff Turnover

23. Staff turnover for 2018/19 was 6.3%, which represents 19 voluntary leavers. This compares to the target of 15% and is a reduction from the 2017/18 level of 12.5% (38 voluntary leavers). Reasons given for staff leaving from exit interviews over the year were as follows:

- Personal – 12
- Career progression – 4
- Salary – 1
- Retirement – 1
- End of temporary appointment – 1

Staff turnover is largely a reflection of the state of the local economy and job market. Information has been obtained from 5 neighbouring Sussex authorities. Their staff turnover figures for 2019/20 were 4.94%, 8.99%, 10.53%, 15.05% and 15.09% respectively.

#### ICT service requests completed within the target time agreed with the customer and percentage of ICT helpdesk calls outstanding at the end of the month

24. In 2018/19, 96% of the ICT service requests received were completed in the agreed time compared to the target of 87%. This related to 5,873 service requests. Performance was 95% in 2017/18 when there were 5,382 service requests received. 14% of ICT helpdesk calls were outstanding at the end of 2018/19. The Council's Digital and Technology Team is working to develop a new set of ICT customer service indicators.

#### Agendas which are published on the website 5 days before a meeting

25. The target that 100% of agendas should be published on the website 5 days ahead of each meeting was again met in 2018/19. It is important that Council reports are published in a timely way to enable the public and Councillors to fully assimilate the information they contain ahead of formal Council meetings.

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

26. The number of visits made to the Council's Leisure Centres and Civic Hall in 2018/19 was 1,782,763 compared to the target of 1,705,124. The attendance figure for 2017/18 was 1,854,920 compared to the target of 1,705,124. Leisure Centre membership for the three centres was 14,029 at the end of March 2019.
27. Further investment in leisure centres has taken place in 2018/19, particularly improvements to the Triangle leisure pool, which formed one of the flagship activities updated on at Appendix B. Cabinet agreed additional investment in the Dolphin Leisure Centre at its meeting on 29<sup>th</sup> April 2019. These will include improvements to the reception and café; conversion of the existing studio into a new training room and improvements to the group cycle studio.

#### Percentage of car park machines repaired within 2 days

28. There are 55 car park payment machines across the District and the target for 2018/19 to address 97% of faults within 2 days was exceeded at 99%.
29. One of the Council's flagship activities for 2018/19 was to introduce cashless payments options for parking, which involved the implementation of new car park machines. Please see appendix B for further information. The new machines will be more reliable and therefore the target has been raised for 2019/20 to 99%.

#### Cancellation Rate of Penalty Charge Notices

30. The cancellation rate for Penalty Charge Notices (PCNs) was 8% for 2018/19, with 1,181 out of 15,199 Penalty Charge Notices cancelled. The target of 8% cancellation for mitigating circumstances is based upon the performance standard set by the On Street Parking Service Level Agreement with West Sussex County Council. The County Council has indicated that they are considering changing this to 7% by 2020.

#### Household waste disposed of in landfill sites

31. The amount of waste per household sent for landfill in 2018/19 was 413 kg, compared to the target of 436 kg. This is an improvement on the figure for 2017/18 of 433 kg. Progress with this indicator is closely related to the percentage of waste sent for reuse, recycling and composting. See paragraph 71-73 for further information.

#### Health and wellbeing interventions

32. The Wellbeing service supports and advises people who wish to make improvements to their lifestyle, such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking. The service delivered 2,046 interventions in 2018/19 which was considerably above the target of 1,850 and 200 more than the previous year.

33. Of the people who responded to requests for feedback, 93% of those assisted by the Wellbeing service reported a health improvement against a target of 80%. These calls are made three months after the intervention to monitor whether the intervention has led to a sustained improvement.

34. The Wellbeing Team have been piloting a new GP practice based outreach service in 2018/19. This is designed to provide a new route for accessing Health and Wellbeing services and to free up the time of GPs and nurses from non-medical appointments. This project was one of the Council's Flagship activities for 2018/19 and further information is provided at Appendix B.

#### Environmental Health Service requests responded to within 5 working days

35. Environmental Health responded to 99% of service requests within 5 working days in 2018/19, which exceeded the target of 97%. 4,203 service requests were received in the year. This compared to performance at 99% in 2017/18, with 4,106 service requests received. The service has had additional workloads in the year arising from the introduction of new regulations relating to animal welfare and the requirements from October 2018 to license a greater number of Houses in Multiple Occupation.

#### Environmental Health Service requests actioned and resolved within 3 months of receipt

36. Performance in 2018/19 was 98% of service requests actioned and resolved within 3 months of receipt compared to the target of 96% and with 2,631 service requests received. Performance in 2017/18 was 93% with 2,564 service requests. Requests for services can be across the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

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

37. 98% of the Building Control site inspections in 2018/19 were carried out within 24 hours of the date requested, with 8,170 inspections in the year. This was at the target level and the same level of performance as in 2017/18 when there were 7,635 site inspections. The number of inspections carried out has increased by 7%. The Building Control service operates in a competitive market and carrying out site visits quickly is a priority for customers.

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

38. 87% of the plans received by Building Control in 2018/19 were checked within 15 days, which is at the target level and with 1,195 plans checked. Performance in 2017/18 was 79% when 1,244 applications were received. Meeting the performance target for the year was a notable achievement, given that there was a vacant senior surveyor position for 5 months. The Building Control service has placed an emphasis on developing its own talent through the taking on of trainees.

#### Processing of planning applications

39. The speed of determining planning applications remains excellent, with targets exceeded for majors, minors and other planning applications. This has been achieved against the background of a sustained level of development in the District and high levels of planning applications with 2,506 applications determined in the year, which is only slightly less than the 2,723 applications determined in 2017/18.

40. In 2018/19, performance in processing major planning applications within 13 weeks (or within an agreed extension of time) was 96% compared to the target of 80%, with 68 major applications processed. In the previous year, performance was 97% with 64 majors processed.
41. Processing minor applications within 8 weeks was 98% in 2018/19 compared to the target of 85% and with 386 applications processed. In 2017/18 performance was 96%, with 450 minors processed.
42. 'Other' applications mainly refers to residential developments by householders. 1,191 of these applications were processed, 99% within 8 weeks compared to the target of 94%. This compares to performance of 98% in 2017/18 with 1,218 other applications processed in the year.
43. In order to meet the targets for processing planning applications, Development Management is supported by a number of other sections of the Council, including the Planning and Building Control Support Team. They met their target in 2018/19 to validate planning applications within 5 working days of submission in 98% of cases.
44. The adoption of the District Plan and identification of the 5 year land supply has changed the way planning applications are determined and is helping to reduce the number of planning appeals allowed. 21% of appeals against the refusal of planning permission were allowed in 2018/19 against the target of 33%. This has reduced from 36% in 2017/18. Costs awarded against the Council where the decision of the Council is overturned at Planning appeal of £4,000 in 2018/19 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.

#### Number of households accepted as homeless

45. There has been an increase in the numbers accepted as homeless in 2018/19 to 51 from 37 in the previous year. The focus of the Housing Needs Team continues to be on the prevention of homelessness. 873 households were provided with face-to-face housing advice in 2018/19, compared to the previous year's figure of 931.
46. The implementation of the Homelessness Reduction Act in April 2018 has brought additional responsibilities nationally for Councils which is leading to additional homeless applications and the need for more in depth casework. All households approaching the Council as homeless or threatened with homelessness must be provided with an assessment and a written Personalised Housing Plan. There is also a new duty referred to as the "relief duty", which is leading to more use of temporary accommodation.

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

47. A total of 102 households were assisted to access the private rented sector during 2018/19, compared to the target of 75. In 2017/18 the number assisted was 81. Assistance includes using the Council's Rent in Advance and Deposit Guarantee Scheme which helps those without sufficient funds to pay a deposit. A Private Sector Tenancy Negotiation and Sustainment Officer commenced employment in April 2018 to focus on working with private landlords to increase the supply of private rented properties available to households the Council are assisting.



48. It is increasingly difficult to find private sector landlords who will take people in receipt of benefits. This is partly due to the impact of welfare reform which makes most privately rented housing unaffordable to those in receipt of benefits and or on low incomes. This is exacerbated by the discrepancy between the Local Housing Allowance and actual rents in the private sector. For example, the average monthly private rent for a 2 bedroom property in Mid Sussex at September 2018 was £949 against the Local Housing Allowance of £831.

Number of households living in temporary accommodation

49. The numbers in temporary accommodation at the end of March 2019 was 59, compared to 51 in March 2018. Where households need to be placed in temporary accommodation, the priority is to limit their length of stay. This means providing the necessary support to secure long-term housing. The average length of stay in temporary accommodation in 2018/19 was 32 weeks compared to 34 weeks in 2017/18.
50. The Council is procuring its own temporary accommodation to minimise the reliance on bed and breakfast and guest house accommodation, often outside of the District. Funding has been allocated for the purchase of up to 20 properties and the lease of up to 10 properties. The purchase of 8 properties has now been completed and the purchase of a further 4 properties is progressing. Four properties have now been let and various works and compliance checks are continuing to the other properties to bring them up to a lettable standard. Further properties are being sought, including provision of wheelchair accessible temporary accommodation for which there is a frequent need. Completion of this work is a flagship activity for 2019/20.

Percentage of all postal and NLIS searches that have been replied to within 5 working days.

51. Local Land Charges exceeded their target with 100% of the 2,480 searches received replied to within 5 working days. This compares to 99% in the previous year and 2,337 searches received. The Council's Local Land Charges service operates in a competitive market with personal search companies offering an alternative search product to solicitors. The service conducted a successful marketing campaign last year to highlight the speed and quality of the service.

**Performance slightly below target (amber)**

52. 8 of the indicators fell only slightly below target (within 10%) in 2018/19. Information about these is set out in this section of the report.

### Housing and Council Tax Benefits Administration

53. At April 2019, the total number of claimants was (April 2018 shown in brackets):

Housing Benefit Working Age	3,888 (3,685)
Housing Benefit Elderly	2,997 (2,665)
Total	6385 (6,350)
Council Tax Support Working Age	2,997 (3,122)
Council Tax Support Elderly	2,454 (2,152)
Total	5,451 (5,634)
Universal Credit Claims	1,775 (214)
Of which:	
Not in employment	1,012
In employment	765

54. 2018/19 has been a challenging year for the Revenues and Benefits service following the disaggregation of the Census Partnership with Adur and Horsham District Councils and the setting up of the Council's own service from 1<sup>st</sup> April 2018. Also the Benefits Team has had to deal with the ongoing rollout of the full service of Universal Credit, which went live in for people of working age in Mid Sussex on 6<sup>th</sup> June 2018. This provides for a single monthly payment, which will eventually replace a number of other financial allowances. Universal Credit is having significant implications for Benefits administration, particularly dealing with new Housing Benefit claims. This includes the impact on processing times for Housing Benefit claims as the simpler cases switch to Universal Credit, leaving fewer but more complex cases for the Council to assess. There will also be a greater number of changes to assess Council Tax Support as Universal Credit amounts change every four weeks.

55. The establishment of the Council's own Revenues and Benefits service has included the setting up of new staff structures and procedures, within the 2018/19 financial year. The Benefits Team was quickly put in place, but the Revenues Team had to be virtually built from scratch. Overall, fifteen new staff joined us, with three redeployed, and all took part in an intensive five week training programme.

56. The CenSus Partnership placed its main emphasis upon the speed of processing benefit claims, while the Council's new service also provides a focus on the accuracy of processing. New Housing Benefit claims performance in 2018/19 was 23 days, just outside of the target of 22 days and with 752 claims processed. In 2017/18 the speed of processing was 21 days in 2017/18, with 1,653 applications processed. For new Council Tax Support claims in 2018/19, the average speed of processing was also 23 days, with 1,345 claims processed. Performance in 2017/18 was at 24 days with 1,672 applications processed.

57. Processing speed for Housing Benefit change of circumstances 2018/19 at 8 days was better than the target level of 9 days, with 17,997 adjustments made. In 2017/18 performance was also at 8 days, with 20,614 changes processed. Council Tax change of circumstances in 2018/19 was at the target level of 9 days and with 14,241 changes processed. In 2017/18, this was 10 days and 14,739 changes in the year.

### Overpayment Error and Accuracy in Benefits Assessment

58. There has been a conscious focus for the new service on improving accuracy of assessment in order to minimise losses of Housing Benefit Subsidy, rather than just the speed of processing. This is reflected in two additional indicators that the Committee has been monitoring in 2018/19, reporting on the accuracy of benefits assessment and the level of Local Authority overpayment error.
59. Accuracy in assessment in 2018/19 was 95.8%, just below the challenging target of 97%. Local Authority overpayment error was £82,648, well below the target of £150,694, the threshold for the Council to be penalised by the DWP by the loss of Housing Benefit Subsidy. The Local Authority overpayment error is though subject to an extensive external audit process where if errors are found the total amount will increase although we are very hopeful that we will stay below the threshold.
60. The Council has now had two years in a row including 2017/18 where no Housing Benefit Subsidy Penalty has been returned to the DWP. Payment of Housing Benefit is extensively audited and any errors have to be paid back to the DWP the year after the payment of benefit has been made. The issue of repayment of Benefit Subsidy in previous years was a major factor in the dissolving of the CenSus Revenues and Benefits Partnership and it is critical that the Council does not lose vital income going forward to ensure the vulnerable in our community get the right benefit on time to protect them.

### Universal Credit

61. Given the single monthly payment, concerns have been raised about the need for financial and other support to be provided for people who are awarded the new Universal Credit. The Revenues and Benefits service has been proactive by working in partnership with a number of local partner organisations to provide such support such as the Department of Works and Pensions, Job Centre Plus, West Sussex County Council and Citizens Advice.
62. The Council has used its DWP grant to provide Personal Budgeting Support and Assisted Digital Support for those vulnerable people in receipt of Universal Credit through Citizens Advice, with whom we have a partnerships grant arrangement. This additional funding has enabled them to provide extra training for their volunteers and appoint specialist financial advisers. During 2018/19, 39 claimants received Personal Budgeting Support and 61 Assisted Digital Support. From 1<sup>st</sup> April 2019, the DWP have directly commissioned Citizens Advice nationally to deliver the new Help to Claim service through the local network of Citizens Advice.
63. The Council has also successfully applied to the DWP'S Flexible Support Fund for a new post of Employment Coordinator to be funded for one year, based in the Benefits Service, working closely with the Housing Team to prevent homelessness. The post is working with other partners such as the Job Centre and foodbanks to link up with hard to reach people who are currently not utilising the Universal Credit financial help. This links to one of the aims of Universal Credit of making work pay.
64. One of the Council's flagship activities for 2019/20 is to support vulnerable people to maximise take up of Universal Credit and Support, including the implementation of a simplified Council Tax Support Banded Income Scheme in 2020/21. This will help to counteract the impact on the number of Council Tax Support changes associated with Universal Credit.

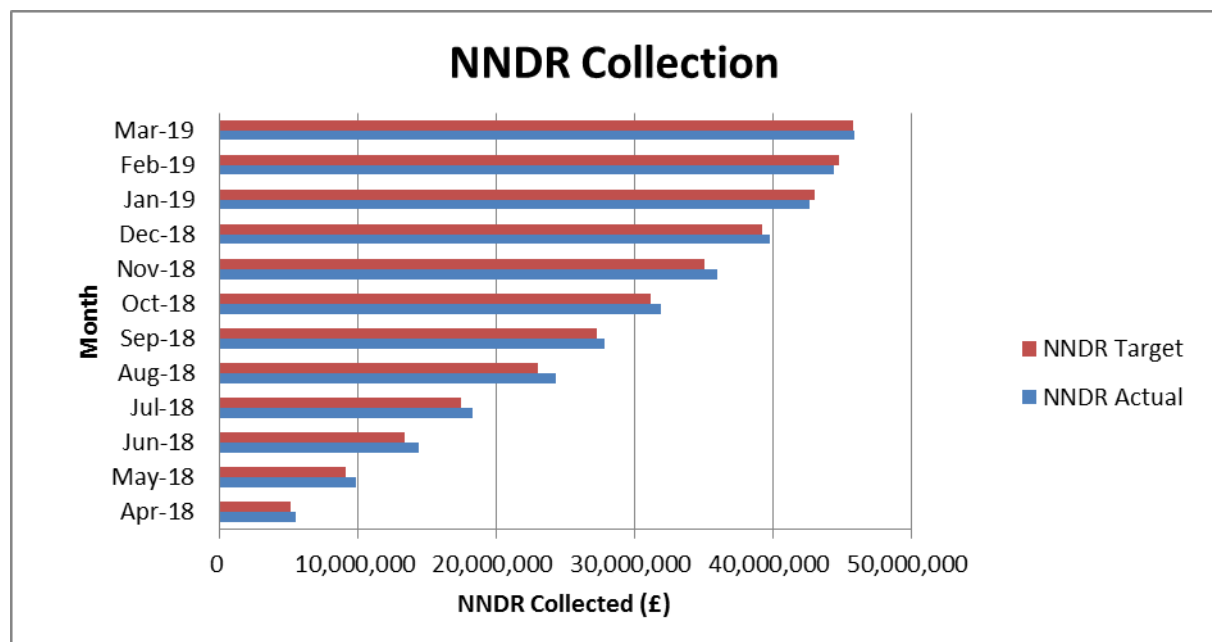
### Council Tax collected

65. Council Tax collection in 2018/19 was 98.6%, marginally below the target of 98.8%. In cash terms this amounted to the collection of £103 million. This compares to 2017/18 when collection was 98.7%, with £96.7 million received. The amount collected has therefore increased by £6.3 million (7%), which is due to the expansion of the Council Tax base in the District from new development and increased taxes in the year. Also a review has been undertaken of eligibility for Single Adult Discounts. This identified 848 discounts (4.6%) that are no longer applicable, leading to an additional £478,000 in Council Tax back dated liability to be collected in 2018/19. Without this additional debt to collect, the collection rate would have been over 99%.

### Non Domestic Rates collected

66. Figure 1 below shows monthly collection against the target across 2018/19. The collection rate at the end of the financial year was 97.8% compared to the target of 98.0%. In cash terms, this amounted to £45.8 million. This is a considerable improvement on the 2017/18 collection rate of 96.6%, with £43.7 million received, an increase of £2.1 million.
67. Robust processes continue to be in place for the recovery of the rates that are due and have been subject to further review to ensure that the Revenues Team are intervening as early as possible to address non-payment. There are Implications for collection of more businesses taking up twelve instalments per annum, which delays recovery action.

Figure 2 below shows monthly collection against targets



#### Complaints responded to within published deadlines

68. There were 196 complaints received in the year compared to 225 in 2017/18. The target to respond to complaints within the published deadlines of 5 days to acknowledge the complaint and 10 working days to respond was met in 99% of cases in 2018/19. One complaint out of 196 was acknowledged outside of the deadline. A breakdown of the main services in receipt of complaints in 2018/19 is shown below, together with an indication of the major causes of the complaints.

- Waste and Outdoor Services 77 (misplaced bins following collection, missed bin collections, alleged poor driving of Serco vehicles).
- Landscapes 26 (grass cutting, traveller incursions, tree maintenance, bins at public spaces)
- Revenues 24 (alleged unfair recovery action, handling of NNDR demands)
- Development Management 19 (handling of planning applications, handling of planning enforcement)
- Corporate Estates and Facilities 12 – (conditions of toilets at the Orchards Shopping Centre, Council land ownership/planning issues).
- Parking 12 (enforcement action taken, parking machines)

69. There is an annual complaints report, which is considered by the Scrutiny Committee for Community, Customer Services and Service Delivery. This includes the letter from the Local Government and Social Care Ombudsman regarding complaints about the Council referred to them during the year. For 2017/18, the Ombudsman considered 19 complaints, only one of which was upheld.

#### Parking enquiries dealt with within 10 days

70. Performance in 2018/19 was for 99% of enquiries relating to Parking Services enforcement dealt with within 10 days compared to the target of 100%. This relates to 3,676 of 3,705 items of correspondence being dealt with within the target time. Performance was affected by a staff vacancy over the summer and the implementation of cashless parking. In 2017/18, performance was 93% with 3,038 of 3,279 enquiries being dealt with within 10 days.

#### Household waste sent for reuse, recycling and composting

71. The combined recycling, reuse and composting rate in 2018/19 was 42.4% compared to the target of 43.5% and a slight improvement on the previous year rate of 42.1%. The increase is partly due to the expansion of the garden waste service, which has increased in the year by 1,272 to 19,037 subscriptions by the end of March 2019, although the extremely hot summer last year adversely affected the amount of green waste collected. The Council's Recycling Quality Project has also contributed, which includes an educational project aimed at encouraging residents to minimise their waste and recycle efficiently.

72. The pilot project with the British Heart Foundation to provide kerbside recycling of textiles and small electrical equipment to 20,000 Mid Sussex properties has been completed. The business case for a district wide service is being considered by the Scrutiny Committee for Community, Customer Services and Service Delivery. This formed one of the Council's flagship activities for 2018/19, with further information included at Appendix B.

73. Reducing residual waste and increasing recycling by working with the West Sussex Waste Partnership forms one of the Council's new flagship activities.

## **Other performance information**

### Crime and Antisocial Behaviour

74. The crime rate per 1,000 population in Mid Sussex in 2018/19 was 45.63, compared to 44.67 in the previous year, an increase of 2.1%. Comparative crime data shows that Mid Sussex is the second safest district in Sussex behind Wealden and the safest in West Sussex. The Council continues to work through the Mid Sussex Partnership to prevent crime and anti-social behaviour in the District.
75. The Scrutiny Committee for Community, Housing and Planning receives an annual report on the Mid Sussex Partnership (MSP), the next of which is scheduled for 10<sup>th</sup> July 2019. Community safety is one of the main responsibilities of the MSP. Putting in place new and improved CCTV arrangements in the District, in partnership with Sussex Police and the town councils was one of the Council's flagship activities for 2018/19 (please see Appendix B for further information).
76. There were 203 newly opened anti-social behaviour (ASB) cases in 2018/19, compared to 228 in 2017/18. 190 out of the 203 ASB cases (93%) were resolved in the year. These refer to cases dealt with by the Council's Anti-Social Behaviour Officer. The majority of these related to neighbour disputes (30%), followed by youth related ASB (20%). New ASB powers are being adopted by the Council and partner organisations under the Anti-Social Behaviour, Crime and Policing Act 2014, including Public Space Protection Orders and Community Protection Notices. Information will be included in future performance reports regarding the use of the new powers.

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

77. The Council has an Early Intervention Officer, funded by the Police and Crime Commissioner's Office who works with troubled families. The Early Intervention Officer worked with 15 families in 2018/19, providing practical, emotional and parenting support to the families worked with. In 80% of these cases the planned outcomes of the intervention were met or partly met.

### The Number of Disabled Facilities Grants completed

78. 140 disabled facilities grants (DFGs) were completed in 2018/19 compared to 91 in 2017/18. These grants provide for a range of home adaptations to help disabled people to live more independently in their own homes, including ramps, stairlifts, adapting kitchens for wheelchair use and replacing baths with level access showers. New and improved procedures for dealing with DFGs have been introduced across West Sussex, which formed one of this Council's flagship activities for 2018/19 set out in Appendix B.

#### Delivery of new affordable housing

79. During 2018/19, there were 102 new affordable homes delivered in the District, compared to 97 in the previous year. 76 of these were for rent and 26 shared ownership. The Council has limited control over the supply of new affordable housing, but is using the sale of some of its surplus land to develop new homes. The Scrutiny Committee will be monitoring a new performance indicator for 2019/20 which monitors “the % of policy compliant section 106’s signed in the year on sites that meet the affordable housing threshold”, with a target of 85%. This will measure the Council’s level of success in achieving compliance with the affordable housing policy in the District Plan.

#### **Progress to Flagship Activities**

80. Included at Appendix B is an end of year report on progress on delivering the flagship activities for 2018/19. These activities have generally progressed well and supported the delivery of the Council’s priorities.
81. The new set of flagship activities identified in the Corporate Plan for 2019/20 are shown at Appendix C. First quarter progress to these flagship activities will be reported to Scrutiny Committee on 4<sup>th</sup> September and Cabinet on 16<sup>th</sup> September 2019. Due to the high number of flagship activities in 2019/20, we are reviewing the way we report progress to the committee and expect to use this revised approach in September.

#### **Consideration of the Performance Report by the Scrutiny Committee for Leader, Finance and Performance on 12<sup>th</sup> June 2019**

82. The Committee commented positively on the Council’s overall performance in 2018/19 and the increase to 80% of performance indicators achieving their targets.
83. Performance in the percentage of household waste sent for reuse, recycling and composting was discussed. The Leader updated on discussions with West Sussex County Council as the waste disposal authority regarding domestic food waste collections. Mid Sussex District Council as the waste collection authority has the decision to make, once implication on costs and methods of collection have been considered. A business case will be considered by Scrutiny Committee later in the year.
84. The success of the Council in raising awareness of the availability of Disabled Facilities Grants and their improved delivery was discussed. It was noted that the Council now has a discretionary policy as well as the statutory requirements, using additional central government funding.
85. Members asked about progress with the project to deliver full fibre broadband and emphasised the importance of ensuring that rural areas of the District will also benefit. The Leader updated on progress with the project and a recent meeting with the Minister for Digital and the Creative Industries. He confirmed that funds generated by the Business Rates Retention Pilot are now available to invest in our digital infrastructure.
86. The Committee discussed the Council’s asset acquisitions and release of Council owned land for housing, commending the provision of affordable housing at above the 30% requirement for some of these sites. The Leader confirmed that any land

release or investment is made with due diligence and financial decisions reported appropriately through Cabinet and Council.

### **Conclusions**

87. This report shows a good level of performance in 2018/19, especially considering the continued high workload experienced by many sections of the Council and the level of development in the District.

### **Policy Context**

88. This performance report sets out how the Council has performed against the targets and flagship activities set out in its Service Plans and Corporate Plan for 2018/19. Also, how progress will be monitored to the flagship activities for 2019/20.

### **Financial Implications**

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

### **Risk Management Implications**

90. There are no specific risk management implications arising from 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 significant risk.

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

91. The equality and customer service implications of each of the services mentioned in this report are subject to their own separate equality impact assessments.

### **Other Material Implications**

92. There are no other material implications arising from this report.

### **Background Papers**

None.



# Year End Performance Report for 2018/19

## Cabinet 8<sup>th</sup> July 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

Percentage of undisputed invoices paid within 10 days of receipt <i>There were 4,737 invoices paid in the year.</i>		Value	Target	Status
	2018/19	98.0%	95.0%	
	2017/18	97.8%	95.0%	

### Revenues and Benefits



Speed of processing - new Housing Benefit claims <i>752 new claims were processed in the year.</i>		Value	Target	Status
	2018/19	23	22	
	2017/18	21	18	

Speed of processing - new Council Tax Support claims <i>1,345 new claims were processed in the year.</i>		Value	Target	Status
	2018/19	23	22	
	2017/18	24	20	
Speed of processing - changes of circumstances for Housing Benefit claims <i>17,997 changes in details processed in the year</i>		Value	Target	Status
	2018/19	8	9	
	2017/18	8	7	
Speed of processing - changes of circumstances for Council Tax Support claims <i>14,241 changes in details processed in the year</i>		Value	Target	Status
	2018/19	09	09	
	2017/18	10	10	
Percentage of Council Tax collected <i>£102,969,805 collected in the year</i>		Value	Target	Status
	2018/19	98.6%	98.8%	
	2017/18	98.7%	98.8%	
Percentage of Non-Domestic Rates Collected <i>£45,821,089 collected in the year</i>		Value	Target	Status
	2018/19	97.8%	98.0%	
	2017/18	96.6%	98.0%	
LA Overpayment Error		Value	Target	Status
	2018/19	£82,648	£150,694	
	2017/18	New Indicator		



Accuracy in Assessment		Value	Target	Status
	2018/19	95.8%	97.0%	
	2017/18	New Indicator		



## Deputy Leader and Resources and Economic Growth Portfolio











### Economic Development



Non Domestic Rates (this is the net collectable figure after rates and exemptions have been applied)		Value	Target	Status
	March 2019	£45.39m		
	March 2018	£44.35m		



### Property and Asset Maintenance

Return on tenanted non-residential property portfolio		Value	Target	Status
	2018/19	6.3%		
	2017/18	6.9%		



The percentage of rent due collected  The amount of rent collected in the year was £2,114,893.54		Value	Target	Status
	2018/19	97%	97%	
	2017/18	99%	97%	



<b>Customer Services Portfolio</b>				
<b>Customer Service &amp; Communications</b>				
Number of Complaints received		Value	Target	Status
	2018/19	196		
	2017/18	232		
Average waiting time (in seconds) to speak to a customer services officer for all services answered in the Customer Contact Centre, including switchboard.  <i>The number of calls answered in the year was 85,733</i>		Value	Target	Status
	2018/19	21	30	
	2017/18	22	30	
Percentage of enquiries resolved at point of Contact		Value	Target	Status
	2018/19	88%	75%	
	2017/18	86%	75%	
Number of Compliments received		Value	Target	Status
	2018/19	448		
	2017/18	268		
Number of e-forms submitted directly by the public		Value	Target	Status
	2018/19	27,126		
	2017/18	28,112		



Monthly customer satisfaction scores		Value	Target	Status
	2018/19	100%	80%	
	2017/18	98%	80%	

Percentage of complaints responded to within published deadlines		Value	Target	Status
	2018/19	99%	100%	
	2017/18	97%	100%	

## Human Resources

Staff sickness absence rate (Cumulative)		Value	Target	Status
	2018/19	6.9	8.0	
	2017/18	7.6	8.0	

Staff turnover		Value	Target	Status
	2018/19	6.33%	15%	
	2017/18	12.48%	15%	

Ethnic Minority representation in the workforce - employees		Value	Target	Status
	2018/19	3.0%		
	2017/18	3.7%		

Percentage of Employees with a Disability		Value	Target	Status
	2018/19	7.6%		
	2017/18	5.4%		

## ICT

<p>The percentage of ICT help desk service requests completed within the target time agreed with the customer</p> <p>There were a total of 5,873 service requests received in the year.</p>		Value	Target	Status
	2018/19	96%	87%	
	2017/18	95%	87%	



Percentage of ICT helpdesk calls outstanding		Value	Target	Status
	2018/19	14%	20%	
	2017/18	13%	20%	

## Legal and Member Services



The percentage of agendas which are published on the website 5 days before a meeting		Value	Target	Status
	2018/19	100%	100%	
	2017/18	100%	100%	
Number of legal cases which are live as at the end of each month		Value	Target	Status
	Q4 2018/19	394		
	Q4 2017/18	104		

<b>Service Delivery Portfolio</b>



<b>Landscapes</b>



Adherence to the agreed work plan for all regular scheduled grounds maintenance work in the District		Value	Target	Status
	Q4 2018/19	95%	95%	
	Q4 2017/18	95%	95%	



<b>Leisure Operations</b>



The number of visits made to the Leisure Centres and Civic Halls		Value	Target	Status
	2018/19	1,782,763	1,675,036	
	2017/18	1,854,920	1,705,124	

<b>Parking Services</b>



Percentage of formal appeals of parking penalty charge notices issued  <i>26 cases went to appeal out of 15,200 Penalty Charge Notices issued.</i>		Value	Target	Status
	2018/19	0.17%		
	2017/18	0.19%		



The percentage of enquiries relating to enforcements within Parking Services which are dealt with within 10 days.  <i>There were 3,705 correspondence items received during the year.</i>		Value	Target	Status
	2018/19	99%	100%	
	2017/18	93%	100%	

The percentage of car park machines repaired within 2 days (there are 55 parking machines in the District)		Value	Target	Status
	2018/19	99%	97%	
	2017/18	98%	97%	



Cancellation rate of Penalty Charge Notices  <i>15,199 penalty charge notices issues on the year</i>		Value	Target	Status
	2018/19	8%	8%	
	2017/18	8%	9%	



## Waste and Outdoor Services



Amount of waste per household which is disposed of in landfill sites (kilos)		Value	Target	Status
	2018/19	413	427	
	2017/18	433	473	

Percentage of household waste sent for reuse, recycling and composting		Value	Target	Status
	2018/19	42.4%	43.5%	
	2017/18	42.1%	43%	




Dry recycling rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting		Value	Target	Status
	2018/19	28.2%		
	2017/18	28.6%		



Composting rate which goes towards the PI Percentage of household waste sent for reuse, recycling and composting		Value	Target	Status
	2018/19	14.2%		
	2017/18	13.43%		

Number of subscriptions to green waste composting		Value	Target	Status
	March 2019	19,037		
	March 2018	17,765		

## Community Portfolio


## Community Services, Policy & Performance

% of resolved anti-social behaviour cases <i>203 ASB cases in the year.</i>		Value	Target	Status
	2018/19	93%		
	2017/18	New indicator.		

Overall Crime Rate per 1000		Value	Target	Status
	2018/19	45.63		
	2017/18	44.67		

Number of health and wellbeing interventions delivered		Value	Target	Status
	2018/19	2,046	1,850	✓
	2017/18	1,846	1,400	✓



Proportion of health and wellbeing interventions resulting in health improvement		Value	Target	Status
	2018/19	93%	80%	✓
	2017/18	91%	75%	✓

Closed cases of families worked with by the Early Intervention Family Project where outcomes are met or partially met  <i>15 families worked with in 2018/19.</i>		Value	Target	Status
	2018/19	80%		
	2017/18	New indicator		

## Environmental Health



Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt  2,631 service requests were received in the year.		Value	Target	Status
	2018/19	98%	96%	✓
	2017/18	93%	96%	⚠



Percentage of Environmental Health service requests that are responded to within five working days  4,203 service requests were received in the year.		Value	Target	Status
	2018/19	99%	97%	✓
	2017/18	99%	97%	✓

Disabled Facilities Grants completed		Value	Target	Status
	2018/19	140		
	2017/18	91		



## Housing and Planning Portfolio











### Building Control











<p>The percentage of plans received by Building Control which are checked within 15 working days</p> <p>1,195 plans were checked in 2018/19</p>		Value	Target	Status
	2018/19	87%	87%	
	2017/18	78%	87%	



<p>Building Control Site inspections carried out within 24 hours of date requested.</p> <p>There were 8,170 site inspections in 2018/19</p>		Value	Target	Status
	2018/19	98%	98%	
	2017/18	98%	98%	

### Development Management

<p>Validation of planning applications within 5 working days</p> <p>2,506 planning applications received in the year.</p>		Value	Target	Status
	2018/19	98%	98%	
	2017/18	98%	98%	

Costs awarded against the Council where the decision of the Council is overturned at Planning appeal		Value	Target	Status
	2018/19	£4000		
	2017/18	£00		
Processing of planning applications: Major applications <i>68 applications processed in the year</i>		Value	Target	Status
	2018/19	96%	80%	
	2017/18	97%	79%	
Processing of planning applications: Minor applications <i>386 applications processed in the year</i>		Value	Target	Status
	2018/19	98%	85%	
	2017/18	96%	84%	
Processing of planning applications: Other applications <i>1,191 applications processed in the year</i>		Value	Target	Status
	2018/19	99%	94%	
	2017/18	98%	94%	
Planning appeals allowed <i>66 appeals decided in the year.</i>		Value	Target	Status
	2018/19	21%	33%	
	2017/18	36%	33%	

Housing				
Number of households assisted to access the private rented sector		Value	Target	Status
	2018/19	102	75	
	2017/18	81	84	
Number of households accepted as homeless		Value	Target	Status
	2018/19	51	80	
	2017/18	37	60	
Number of households living in temporary accommodation		Value	Target	Status
	2018/19	59	85	
	2017/18	51	65	
The average time that households are spending in temporary accommodation (weeks)		Value	Target	Status
	2018/19	32		
	2017/18	34		
Number of affordable homes delivered (gross)		Value	Target	Status
	2018/19	102		
	2017/18	97		

<b>Land Charges</b>				
<p>The percentage of Local Authority Searches replied to within 5 working days</p> <p>2,480 searches received in the year.</p>		Value	Target	Status
	2018/19	100%	96%	
	2017/18	99%	96%	

## APPENDIX B

Cabinet 8<sup>th</sup> July 2019

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

Council Priorities and Flagship Activities	Service Head	Cabinet Member	Monitoring arrangements
<b>Effective and responsive services</b>			
<b>Increase levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.</b>	Judy Holmes	Gary Marsh	<p>Tonnage collected and number of households participating in the pilot monitored and reported.</p> <p>Contribution of pilot to recycling %, and amount of household waste sent for residual treatment measured and reported.</p> <p>Written report to Scrutiny Committee in January 2019 detailing project outcomes and making recommendations for future provision.</p>
<p><u>Progress</u></p> <p><i>The trial took place in three phases between November 2017 and October 2018 and successfully met the objectives, with a total of 47 tonnes of textiles and small electrical equipment collected for reuse and recycling from participating households with just over half of the materials collected being suitable for resale.</i></p> <p><i>A report, summarising the results of the pilot; and setting out proposals to develop a business case for a district-wide service was considered by Scrutiny Committee for Customer Services and Service Delivery on 23<sup>rd</sup> January 2019. A detailed business case will be considered by the Scrutiny Committee in September 2019.</i></p>			
<b>Help our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.</b>	Tom Clark	Norman Webster	<p>Performance indicator for the number of Disabled Facilities Grants awarded.</p> <p>Written report on progress</p>
<p><u>Progress</u></p> <p><i>In 2018/19 the Council approved 157 grants for residents in Mid Sussex under the new Disabled Facilities Grant Policy. The Policy widened the scope of the mandatory grant with a focus on preventative works which allowed us to widen the scope of works we could assist e.g. hospital discharge assistance, safe and warm homes.</i></p> <p><i>At year end we completed over 140 Disabled Facility Grants (DFGs) which was a 54% increase from last year (completed 91). To date we have spent £1,045,449 with a further commitment of a £524,000 for grants that we have approved but where works have not finished on site. The over</i></p>			

*commitment of our budget by £181,244 will be managed within next year's budget allocation. In 2019/20 the Government through the Better Care Fund has allocated the Council a budget of £1,368,060 (which is made up of the allocated sum of £1,025,094 plus our under spend of £342,966 from 2018/19), £524,000 of which has already been committed in 2018/19.*

*The countywide approach to delivering DFG's will continue next year to deliver assistance more effectively and faster.*

*Of the 140 cases that have been completed this year we have provided:*

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

**Introduce cashless parking as one of an increasing number of digital services.**

Judy Holmes

Gary Marsh

Project timeline drafted and agreed by June 2018.

Project to be implemented in three phases from July to September 2018.

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.

Report to Scrutiny Committee with findings in March 2019

### 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 took place during the first 9 months of the project. As at the end of March, 26% of all pay & display transactions were made by cashless platforms – 24.5% via the pay & display machine and 1.5% via pay by phone. These results are considered to be very positive as they have exceeded expectations for the first year of operation.*

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



*case and will continue to be closely monitored moving forward.*

**Celebrate the quality of our parks and green spaces by achieving Green Flag accreditation for St Johns Park, Burgess Hill and work towards accreditation for a site in East Grinstead.**

Judy Holmes

Gary Marsh

Management Plans and applications submitted by the Green Flag deadline of the end of April 2018.

Pre-meetings and site visits carried out with key stakeholders early June 2018

Judging takes place mid-June 2018

Awards announced August/ September 2018.

#### Progress

*Applications for Green Flag status were successful at both Beech Hurst Gardens (where a flag was retained) and St Johns Park (where a flag was awarded for the first time) in 2018.*

*An application has been prepared and submitted, in partnership with East Grinstead Town Council, for East Court and Ashplats Wood. Judging took place in April 2019 and results will be announced in August/September 2019.*

**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.**

Judy Holmes

Gary Marsh

Detailed project plan developed and agreed.

Regular Project meetings throughout development and implementation

Monthly project progress reports produced for Portfolio Holder.

Number of visits to the Leisure pool monitored pre-and post-implementation to assess impact of works.

Leisure Centre membership numbers monitored pre-and post-implementation to assess impact of works.

#### Progress

*All planned works at the Leisure Pool are now complete and operational.*

*Since the completion of the works, membership and attendance levels have increased. Membership and attendance levels are monitored monthly and the impact of the works (and the future scheduled works) will continue to be assessed.*

<b>Sustainable Economic Growth</b>			
<b>Support the roll out of Full Fibre ultrafast broadband to homes and businesses in Mid Sussex by working with local and national partners.</b>	Simon Hughes	Jonathan Ash-Edwards	Written report on progress.
<p><u>Progress</u></p> <p><i>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.</i></p> <p><i>The Council passed through DCMS's Checkpoint A and grant conditions agreements have been drafted. Checkpoint B (Pre procurement) was completed in April 2019. The Cabinet have also agreed a reserve to forward fund project work.</i></p> <p><i>The next stage of work is to satisfy DCMS that state aid tests have been met. This involves evidencing the Market Economy Operator Principle. This legal test requires that an economic transaction carried out by a public body does not constitute State Aid if it is carried out in line with normal market conditions. This work includes a detailed business case for the programme, highlighting the return in investment for the Council.</i></p> <p><i>Procurement of the technical design and capital works are proceeding quickly. The Council is using the SCAPE Framework and will realise benefits much sooner with good adaptability and agility. There are many additional benefits through this framework focused on Social Value drivers and we are developing a pilot on future duct access maintenance and strategic asset management which will support the development of SMEs providing opportunities to up-skill, train and tool-up to provide future functional ongoing maintenance of the duct network.</i></p> <p><i>West Sussex has successfully been selected as a 75% Business Rates Retention pilot in 2019/20 by the Ministry of Housing, Communities &amp; Local Government (MHCLG). The joint bid with the County Council and all District &amp; Borough Councils in West Sussex plans to use the funding to invest in digital infrastructure to accelerate the deployment of fibre and support 5G technologies to support our economy. This principally includes enabling county-wide open-access fibre. This will allow operators, communities, public and private sector to use different models and approaches to investment to provide fibre build out to towns and villages across the region. In turn this will enable connectivity to communities. The aspiration is that the extra capacity provided by the fibre will be able to support 5G and related technologies and will be the scaffold from which new or improved connections can be made. This overall aspiration and infrastructure will help to make a compelling case for further economic investment in our area.</i></p> <p><i>A project programme is being developed and will be completed in June with Mid Sussex taking the lead for the 'North/South spine.'</i></p>			
<b>Help make Mid Sussex a vibrant and attractive place for businesses and people to grow and</b>	Judy Holmes	Jonathan Ash-Edwards	Written report on progress. Figure for the amount of inward investment attracted.

<p><b>succeed by establishing an Economy and Inward Investment Team that proactively attracts significant external investment.</b></p>			
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Progress

*To ensure that the Council has the resources to effectively drive forward Economic Development across the district, the Council in 2018/19 has invested £187,000 in establishing the new Regeneration and Economy Team. The team provides dedicated staffing resource to drive forward the delivery of the Economic Development Strategy and Action Plan, as well as providing the resource to deliver robust governance and management of key development projects and programmes across the District.*

*The Team's work in delivering the Economic Development Strategy remains a highly collaborative enterprise, with many actions led or supported by partners including West Sussex County Council, the Local Enterprise Partnership (LEP) the Gatwick Diamond Initiative, the Greater Brighton Economic Board, Sussex Chamber of Commerce, local business associations, and many others. The Team continues to build and maintain effective outward facing relationships with partners to promote Mid Sussex as a place to invest and do business.*

*The Team has actively contributed to the Council's wider commitment to promoting apprenticeships. An apprentice was recruited to the team in September, and benefitting from the support and development offered within the team has since progressed into a permanent role with the Council.*

*Over the last year the team's most notable achievements have been:*

- completing and launching the new Council's new Economic Development Strategy, with over 80 senior representatives from the public and private sector along with Sir Nicholas Soames attending the launch hosted by CAE at their UK headquarters in Burgess Hill,*
- ensuring robust and effective governance of the Burgess Hill Growth Programme,*
- leading the work to bring secure inward investment into the District of £4.5 million from the Local Growth Fund and £6.5 million from the Housing Infrastructure Fund to support odour mitigation works to the waste water treatment plant at Goddards Green. The team has worked closely with delivery partners Southern Water to ensure effective delivery. The project is presently 30 per cent ahead of its spend profile and is scheduled to be completed by December 2019,*
- successfully delivering the District's microbusiness grant scheme, with bids totalling £70,825 awarded to 40 businesses, attracting over £160,000 in match funding representing £2.25 of private investment for every £1.00 of grant funding. Of the grants awarded, three were specifically to support the recruitment of an apprentice, which in turn has helped support the Council's wider commitment to promoting apprenticeships across the District,*
- successfully procuring and securing the delivery of the Independent Retailers' Training Scheme. The scheme delivered workshops and one to one sessions to over 20 retailers on a range of topics including visual merchandising, stock & inventory management, range planning, and other themes to help retailers maximise their impact on the high street,*
- delivering the annual Open4Business event in March at the old College site at Harlands Road, Haywards Heath. The event represents one of the key channels through which the Council promotes the District as a great place to invest and a great place to do business. Over 140 visitors attended, with exhibitors and speakers including the CEO of the Chichester College Group who used the event to announce their plans to re-open the college, which will provide*

<p><i>the District with dedicated 6<sup>th</sup> form provision from 2020/21,</i></p> <ul style="list-style-type: none"> <li><i>beginning the work to explore the feasibility of introducing a Business Improvement District for Haywards Heath, to help maintain the viability and vibrancy of the town. Officers are now working with consultants to take the project forward, with the feasibility study to take place from May 2019 to July 2019.</i></li> </ul>			
<b>Support Haywards Heath as an attractive retail destination by introducing new management arrangements and improved facilities at the Orchards Shopping Centre.</b>	Peter Stuart	Jonathan Ash-Edwards	<i>Written report on progress.</i>
<p><u>Progress</u></p> <p><i>The retail environment is challenging nationally, however the centre is presently 95% tenanted.</i></p> <p><i>A number of leases are up for renewal through to 2021, a key task will be to ensure renewal to maintain good levels of occupation but it also provides the opportunity to pursue some of the long term development aims.</i></p> <p><i>The Orchards Reserve Fund is being enhanced to assist with development opportunities within the centre and to act as a buffer in the event of tenant incentives being needed when leases are renewed etc. In 2019/20, this will also be used to facilitate the development of outline and then detailed masterplanning and planning design, for a limited development of the centre to accommodate a leisure use, with increased and improved car parking. This will involve community consultation over the summer. Discussions are to being held with consultants to further advise on the scheme to improve its appearance and tenant mix whilst other discussions are in hand with current and potential tenants regarding their presence in the Centre to ensure the ongoing viability of the Centre.</i></p>			

<b>Strong and resilient communities</b>			
<b>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.</b>	Peter Stuart	Norman Webster	Written progress update on progress from Partnerships Manager.
<p><u>Progress</u></p> <p><i>Led by Sussex Police, the installation of new cameras and infrastructure is being undertaken across Mid Sussex as part of a project covering 17 local authority areas in Sussex and Surrey.</i></p> <p><i>The current cameras are located across the three main towns in the District, with some owned by Mid Sussex District Council and others by Burgess Hill and East Grinstead Town Councils.</i></p>			

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

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

*A fifth location was subsequently added at Clair Park in Haywards Heath.*

*Phase 1 was completed at the end of December, with the new High Definition (HD) upgrades performing excellently. Historically, CCTV images were not recorded in real time and did not always produce clear images. This meant that identification of suspects could sometimes be difficult. The upgrades have provided crystal clear imaging, real time footage and enhanced zoom capabilities. These positive outcomes will support the Police and Local Authorities in keeping residents safe and supporting the prosecution of offenders.*

*Phase 2 of the CCTV project commenced at the end of January with site visits to the 5 proposed camera locations (East Grinstead, Haywards Heath and Burgess Hill). The purpose of the visits was to confirm the suitability of the locations (line of sight/coverage), identify power networks in the vicinity, and to provide Chroma-Vision with sufficient information to provide us with quotes on the installation work. Originally, it was intended that the works would be completed by the end of April, but some issues outside of our control have arisen regarding the required power supply so this deadline has now moved to July 2019.*

*A multi-agency meeting took place on Monday 20<sup>th</sup> May to ensure that the project meets its new deadline and delivers positive outcomes for the communities of Mid Sussex in time for the busier summer period.*

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

Peter  
Stuart

Norman  
Webster

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

### Progress

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

*The Team is seeing patients with lifestyle related issues and is successfully helping them to access services outside of primary care to improve their mental and physical wellbeing. The feedback from practices and patients has been very positive so far and requests to extend the service with one practice are being discussed. During the period January 2018 to the end of March 2019, the Wellbeing service had helped 313 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. 80% of the requests for support concerned weight management, healthier*

*eating and becoming more active. The average age range of clients assisted was 40-55 years, with 414 long-term conditions disclosed and 263 signposts to other services made.*

**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 be completed around late Summer 2020. Information about the new facility was publicised through the Burgess Hill Town Council website, leaflets to local householders and at two public exhibitions in September 2018. Members of the public were invited to provide feedback, volunteer and make suggestions for activities to help develop a community programme.*

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

*Work to improve the skatepark in East Grinstead, King George's Field is 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 could 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 has been 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. The Council has leased the site to the Parish Council, which is taking on the day to management of the facility. Building work started in*

*September and the launch for the new building will take place on 1<sup>st</sup> June.*

*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 costing 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 using joint funding with Lewes District Council through a S106 contribution. Consultation took place last year on the new facilities to be provided, which will include a much larger playground and range of play equipment. The facilities are designed to be inclusive and include a wheelchair accessible roundabout and installation of a changing places toilet facility at Janes Lane pavilion.*

**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

*Recommendations for the roll out of electric vehicle charging points were agreed at a meeting of Cabinet on Monday 29<sup>th</sup> April, to add to the current 6 charging points in the District situated in 3 of the Council's car parks. In total, 26 fast electric vehicle charging points at 13 public car park sites across the District and an additional 2 fast charging and 1 rapid charging points at the Triangle Leisure Centre were selected from feasibility work carried out through the Central Southern (CS) Framework.*

*Funding (subject to successful application and confirmation) has been identified from the Onstreet Chargepoint Fund, Local Growth Fund and from Section 106 funds.*

*The Corporate Electric Vehicle Project Group will lead on progressing the roll out of the charging points and their procurement through the national ESPO Framework.*

*The choice to utilise the ESPO Framework over the CS Framework was made on the basis that the ESPO Framework should offer more choice of installers and better value for residents and EV drivers.*

#### **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 agreed in principle in March 2018 to the disposal of six identified sites (Bolnore Road, Paddockhall Road, Brentswood Crescent, Brighton Road Handcross, Imberhorne Land and Hammonds Ridge) and authorised the Head of Corporate Resources to investigate the status of each parcel of land and to test the market. Good progress has been achieved with the marketing of these sites.*

*Bolnore Road Depot was approved for sale following a Cabinet Member decision on 14<sup>th</sup> June 2018, with development of the site providing for 18 units, 9 of which (50%) are to be affordable, exceeding the 30% District Plan requirement. The draft contract and transfer are being dealt with by Legal, progressing towards exchange of contract. A number of ongoing matters are being worked through to facilitate the sale.*

*Imberhorne Lane Car Park East Grinstead was agreed for sale at Cabinet on 13<sup>th</sup> August 2018, for residential development comprising 30 units, 12 of which (40%) are to be affordable, exceeding the 30% District Plan requirement. A recent soil survey has been carried out at the buyer's request, which appears to meet their requirements, whereby exchange is now being sought, as soon as practicable.*

*Surplus land at three sites, Paddockhall Road and Bentswood Crescent, Haywards Heath and Brighton Road, Handcross were approved for disposal at the Cabinet meeting on 24<sup>th</sup> September 2018 for residential development, subject to the granting of satisfactory planning permission.*

*The Paddockhall Road site is expected to provide a good opportunity for the provision of further affordable housing. Planners have requested further ecological surveys (with particular regard to bat habitats), which are due to be carried out in May.*

*Bentswood Crescent Land has now been reported to Cabinet Member, authorised, and been entered into Clive Emson Auction for their 11 June 2019 sale. The auction pack is currently being prepared.*

*Brighton Road, Handcross disposal of surplus council land for residential is progressing, with ongoing negotiations with the developer. At the same time, issues with the title and restrictive covenants over the site are now being unravelled with the Ministry of Transport and Highways England. Solicitors are instructed for the sale.*

*The Hammonds Ridge scheme proposed for 8 flats and a nursery let on a commercial lease for the site. We are currently reviewing options to develop the site, following the withdrawal of the original development partner, CALA Homes. Consideration is being given to retaining the site to provide for the Council's Temporary Accommodation obligations.*

**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 largely completed to enable faster data transfer demanded by new applications once the connections to the Council are upgraded to gigabit. 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.*

*Wifi points have been replaced 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.*

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

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

*The Cabinet Member for Housing and Planning agreed to the national increase of planning application fees by 20% from 17 January 2018 with the additional income generated to be invested in the planning service.*

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

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**Flagship Activities for 2019/20****Effective and responsive services**

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

**Sustainable economic growth**

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

**Strong and resilient communities**

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

**Financial independence**

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

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## PROCUREMENT FOR BURGESS HILL PLACE AND CONNECTIVITY PROGRAMME

REPORT OF: Judy Holmes Assistant Chief Executive  
Contact Officer: Nathan Spilsted  
Email: nathan.spilsted@midsussex.gov.uk Tel: 01444 477455  
Wards Affected: All  
Key Decision: Yes  
Report to: Cabinet  
8<sup>th</sup> July 2019

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### Purpose of Report

1. The purpose of the report is to ask Cabinet to approve the procurement process for the projects within the Place and Connectivity Programme that are led by this Council. The report summarises the Programme, the arrangements and the proposed procurement approach for the civil contracting work required to deliver the projects.

### Summary

2. The Burgess Hill Place and Connectivity Programme is a coordinated investment package of public realm, connectivity and sustainable transport infrastructure improvements. The Place and Connectivity Programme is part of and integral to the sustainable delivery of the Burgess Hill Growth Programme.
3. Significant progress has been made to assess an appropriate and robust route to procurement for Place and Connectivity Programme projects that are led by Mid Sussex District Council. In order to start this process, the authority to procure the civil and associated works via the Scape Procure Civil Engineering Framework is required from the Council.

### Recommendation

4. **Cabinet are recommended to:**
    - i) **Agree to delegate responsibility to procure civil and associated works via the Scape Procure Civil Engineering Framework, up to the value of £6.839m to the Assistant Chief Executive, in consultation with the Head of Corporate Resources; and**
    - ii) **Agree to add the Mid Sussex led Place and Connectivity Programme projects detailed in Appendix 1 to the Council's Capital Programme**
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### Background

5. Working in partnership with WSCC, the Council has secured £10.92m from the Government's Growth Deal Fund, administered by the Local Enterprise Partnership (LEP) with a 50% match funding requirement, to support the delivery of the Place and Connectivity Programme. The £10.92m Local Growth Funding (LGF), which must be committed by March 2021, supports a total Programme value of £21.84m. The £10.92 match funding commitment is met from the private sector and S106 contributions.

6. The Burgess Hill Place and Connectivity Programme responds to the anticipated increase in travel demand that is expected through the Burgess Hill Growth Programme and changes in socio-demographic factors which will influence propensity to travel and the travel mode choice. The level of traffic volume is expected to increase in future and sustainable transport schemes offer the potential for modal shift away from single occupancy vehicle usage.
7. The Place and Connectivity Programme ensures these improvements are delivered in a timely and co-ordinated manner to ensure planned economic growth opportunities are supported in a sustainable manner.
8. The Place and Connectivity Programme will deliver:
  - Public realm and connectivity enhancements at Burgess Hill and Wivelsfield railway stations;
  - Public realm and connectivity improvements in Burgess Hill Town Centre;
  - Connectivity between the Northern Arc and key destinations in Burgess Hill;
  - Connectivity between the Victoria Business Park and key destinations in Burgess Hill;
  - Connectivity between Burgess Hill and Haywards Heath;
  - Connectivity between surrounding villages and key destinations in Burgess Hill; and
  - Connectivity between the A2300 corridor and key destinations in Burgess Hill
9. The delivery of projects in the Programme will be implemented in two broad phases as follows:
  - Up to March 2021 (LGF funding)
  - From April 2021 – March 2035
10. WSCC is the lead Delivery Body for the overall Place and Connectivity Programme and is responsible for the relationship with the LEP. The Funding Agreement between WSCC and the LEP signed 10 May 2019 sets out the obligations for overall delivery and financial management of the Programme and enables drawdown of Local Growth Funding.
11. WSCC are the contractual lead for projects within the Place and Connectivity Programme totalling £15.002m and Mid Sussex for projects totalling £6.839m as set out in Appendix 1. This report outlines the proposed procurement process for the delivery of the projects led by Mid Sussex up to the value of £6.839m.

## **Procurement**

12. Officers have worked with the Shared Procurement Service (Crawley, Horsham and Mid Sussex Councils) to identify options for an appropriate and robust procurement route for the Place and Connectivity Programme projects led by Mid Sussex.
13. Given the overall value of Mid Sussex led projects within the programme, and because the Programme will be procuring over a significant length of time, officers assessed an appropriate procurement approach to ensure the following is achieved:
  - OJEU compliance;

- Efficient procurement without compromise on quality;
  - Accountability;
  - Value for money;
  - Social value;
  - Ability to use local suppliers/ supply chains;
  - Good client support with demonstrable experience of delivery
14. It is recommended that the procurement of civil and associated works is made via a multi-disciplinary contract via the Scape Procure Framework.
15. The Scape Group is a public-sector partnership that offer fully managed frameworks available to any public body. This Council, has an extant access agreement for the Framework, and for this work would use the Civil Engineering Framework led by Balfour Beatty. The Civil Engineering Framework is designed to deliver a variety of projects, such as the Place and Connectivity Programme.
16. The Scape Procure Framework provides:
- An efficient approach to procurement with an immediate route to market demonstrating value for money;
  - Complies with UK and EU Regulations;
  - Both a dedicated Framework Manager and Relationship Manager
- This approach allows early Contractor engagement with the project, including the provision of outline feasibility at no cost to the Council, and facilitates a collaborative design process, allowing input from all stakeholders including the Contractor.
17. The proposed procurement route is supported by the Council's Legal and Shared Procurement Services.
18. The procurement stage deliverables are:
- Clear programme documentation;
  - A Resourced and capable contractor with clear client side management.
  - Clear management structures with resource to deliver the scope of the Place and Connectivity Programme; and appointed contractor(s) to deliver the requirements within the required timescales

### **Governance and Risk Management**

19. Procuring via the Scape Procure Civil Engineering Framework significantly reduces the risk of underspend of the LGF funding (required for March 2021) by ensuring that a very efficient and effective means of procurement is adopted by the Council to facilitate the delivery of projects within the tight delivery timeframes.
20. The Scape Framework is performance and support managed by both a dedicated Framework Manager and Relationship Manager and a collaborative risk assessment with regular review is hardwired into the Programme. This facilitates transparency and regular reporting to the client side to ensure any issues can be effectively reported and managed through the Burgess Hill Growth Programme governance arrangements.

21. The overall co-ordination and strategic management of the Burgess Hill Growth Programme of which the Place and Connectivity Programme is part of, is undertaken by the Burgess Hill Growth Programme Board, chaired by the Chief Executive of Mid Sussex and attended by senior representatives from this Council and WSCC.
22. The regular monitoring and oversight of individual projects in the Place and Connectivity Programme is undertaken by the Place and Connectivity Programme Delivery Team comprising officers from Mid Sussex and WSCC. This Group reports to the Burgess Hill Growth Programme Board.
23. Any changes that put at risk project tolerances being exceeded (defined parameters such as time and cost), are reported to the senior responsible officer to mitigate the effects and if necessary, an exception report will be delivered to the Programme Delivery Team and ultimately to the Growth Programme Board.
24. A cost tracker is being used to monitor the costs of carrying out projects in the Programme and this will be reported to the Programme Delivery Team on a monthly basis. Any potential deviation from the budget will be result in an exception report being presented to the Programme Delivery Team.
25. A risks and issues log is maintained throughout the duration of the Programme and a specific log is linked to procurement. Major risks and issues are elevated on a monthly basis.

### **Policy Context**

26. The Burgess Hill Place and Connectivity Programme supports the Council's priorities of sustainable economic growth and resilient communities. Sustainable transport and public realm improvements will ensure planned economic growth opportunities can be supported in a sustainable manner.

### **Financial Implications**

27. Approval to procure or the procurement process does not commit the Council to expenditure. The Council is able to assess suppliers against the budget and is able to cease procurement if the market is unable to supply within budget.

### **Risk Management Implications**

28. Risk for the project is managed through the programme arrangements for the overall Burgess Hill Growth Programme.
29. The progression of elements of the Programme will be dependent on a number of delivery factors including the availability of road space and relationship with other projects being delivered through the Burgess Hill Growth Programme. The scope and timing of proposals is flexible within the context of the overall Place and Connectivity Programme with flexibility to move funding between projects should this be required. LGF funding will be applied to the first proposals that spend within the overall projects.

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

30. Equality issues will be considered through the development of proposals in the Burgess Hill Place and Connectivity Programme.



## **Other Material Implications**

31. None

Contractual lead for projects within Place and Connectivity Programme

**MSDC Contractual Lead:**

- Improvements at Burgess Hill and Wivelsfield Rail Stations Phase 2
- Triangle Leisure Centre, Access and Public Realm Improvements
- Burgess Hill to Haywards Heath /Hassocks Cycle Links
- Electric Vehicle Charging Points
- Town-wide Bike Share and cycle parking
- Town-wide Links and Wayfinding to Key Destinations
- Bus Stop Infrastructure including Real Time Passenger Information
- Northern Arc Links (on-site)

**WSCC Contractual Lead:**

- Improvements at Burgess Hill and Wivelsfield Rail Stations Phase 1
- A2300 Corridor
- Town Centre Access and Public Realm Improvements Phase 1
- Town Centre Access and Public Realm Improvements Phase 2
- Northern Arc Links (off-site)
- Townwide Links to Key Destinations