

Appendix B

Scrutiny Committee for Leader, Finance and Performance 12th June 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
Effective and responsive services			
Increase levels of recycling by completing a pilot project with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment for 20,000 properties in the District.	Judy Holmes	Gary Marsh	<p>Tonnage collected and number of households participating in the pilot monitored and reported.</p> <p>Contribution of pilot to recycling %, and amount of household waste sent for residual treatment measured and reported.</p> <p>Written report to Scrutiny Committee in January 2019 detailing project outcomes and making recommendations for future provision.</p>
<p><u>Progress</u></p> <p><i>The trial took place in three phases between November 2017 and October 2018 and successfully met the objectives, with a total of 47 tonnes of textiles and small electrical equipment collected for reuse and recycling from participating households with just over half of the materials collected being suitable for resale.</i></p> <p><i>A report, summarising the results of the pilot; and setting out proposals to develop a business case for a district-wide service was considered by Scrutiny Committee for Customer Services and Service Delivery on 23rd January 2019. A detailed business case will be considered by the Scrutiny Committee in September 2019.</i></p>			
Help our disabled residents live more independently in their homes by implementing a new model for awarding more disabled facility grants.	Tom Clark	Norman Webster	<p>Performance indicator for the number of Disabled Facilities Grants awarded.</p> <p>Written report on progress</p>
<p><u>Progress</u></p> <p><i>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.

Sustainable Economic Growth

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

Simon Hughes

Jonathan Ash-Edwards

Written report on progress.

Progress

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

The Council 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.

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.

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.

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

A project programme is being developed and will be completed in June with Mid Sussex taking the lead for the 'North/South spine.'

Help make Mid Sussex a vibrant and attractive place for businesses and people to grow and

Judy Holmes

Jonathan Ash-Edwards

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

succeed by establishing an Economy and Inward Investment Team that proactively attracts significant external investment.			
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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*

the District with dedicated 6th form provision from 2020/21,

- *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.*

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

Peter Stuart

Jonathan Ash-Edwards

Written report on progress.

Progress

The retail environment is challenging nationally, however the centre is presently 95% tenanted.

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.

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 be 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.

Strong and resilient communities

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

Peter Stuart

Norman Webster

Written progress update on progress from Partnerships Manager.

Progress

Led by Sussex Police, the installation of new cameras and infrastructure is being undertaken across Mid Sussex as part of a project covering 17 local authority areas in Sussex and Surrey.

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

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

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

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 20th 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 1st 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 costed design proposal and this is currently in development. Discussions are also taking place between the Council and Clarion Futures around potential funding and future site management options.

The Council is working to improve the facilities at Janes Lane Recreation Ground, Burgess Hill 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.
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Progress

Recommendations for the roll out of electric vehicle charging points were agreed at a meeting of Cabinet on Monday 29th 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.
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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 14th 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 13th 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 24th 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.

<p>Manage our costs effectively through a variety of projects, including providing a wider range of digital services.</p>	<p>Simon Hughes</p>	<p>Jonathan Ash-Edwards</p>	<p>Written report on progress. Cashable savings delivered.</p>
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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.

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