

# The Corporate Plan and Budget Report

2007/08

| <b>Appendix 2 - Contents</b>   | <b>Page</b> |
|--|-------------|
| <b>Appendix 2a</b>   |             |
| Summary of Revenue Budget  | 65-66       |
| <b>Appendix 2b</b>   |             |
| Service Budgets Definitions  | 67-68       |
| Service Budgets Summary  | 69-72       |
| Community Services   | 73-79       |
| Corporate Improvement  | 80-85       |
| Environment  | 86-92       |
| Financial Services – Finance, Corporate Systems, Revenues & Benefits | 93-103      |
| Housing Services   | 104-109     |
| Legal & Property Services  | 110-115     |
| Leisure & Well being   | 116-121     |
| Organisational Development   | 122-127     |
| Outdoor Business   | 128-134     |
| Planning Policy  | 135-140     |
| Strategic Core   | 141-144     |
| <b>Appendix 2c</b>   |             |
| Benefits   | 145-146     |
| <b>Appendix 2d</b>   |             |
| Net Inflation  | 147-150     |

## Summary of revenue budget 2007/08

A summary of the Budget is shown in table 1 which is the total of all net revenue expenditure for the services the Council provides. Column 1 of this table summarises that part of revenue expenditure which is financed by general grant and income from council tax.

**Table 1 Budget 2007 / 08 Summary**

| Notes  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 |
|--|----------------------------|--|
| 1 <b>Service Net Expenditure</b>                                   | <b>14,447</b>              | 14,107                                 |
| Procurement Savings  | (107)                      | (100)                                  |
| LABGI  | (90)                       | (90)                                   |
| Additional Planning Delivery Grant                                 | 0                          | (50)                                   |
| Better Mid Sussex Capitalised Salaries                             | (300)                      | (300)                                  |
| Service Efficiencies   | (265)                      | (460)                                  |
| Service Reviews  | (60)                       | 0                                      |
| <b>Revenue Spending</b>  | <b>13,625</b>              | 13,107                                 |
| Pay back to reserve (Dolphin)                                      | 200                        | 200                                    |
| Contribution to Repairs & Renewals Reserve                         | 280                        | 280                                    |
| 2 <b>Budget Requirement before use of interest</b>                 | <b>14,105</b>              | 13,587                                 |
| Use of interest to meet contribution to Repairs & Renewals Reserve | (280)                      | (280)                                  |
| 3 <b>Budget Requirement after use of interest</b>                  | <b>13,825</b>              | 13,307                                 |
| 4 Capital Charges  | 2224                       | 4554                                   |
| 5 Specific Items   | 758                        | 699                                    |

**Notes :**

1. The total of net expenditure which is the responsibility of the individual Heads of Service.
2. Total of net expenditure to be financed mainly from external support, interest and income from council tax
3. The Budget Requirement consequent on a 3.0% increase in council tax
4. Capital charges represent the use of capital assets and, by including in the cost of running services, aim to show their true cost. However, because they are a notional cost and are not cash expenditure, they are not included within the Budget Requirement
5. Specific Items are one-off items of revenue expenditure financed from reserves and hence not included within the Budget Requirement.

## Service Budgets

1. Budgets for 2007/08 for each Division are shown on the next pages. There is a section for each Division containing an introduction by the Head of Service, their summary service plan for 2007/08 and a budget summary including analyses by type of spending. The summary shows data for 2005/06 outturn, original budget 2006/07 and budget 2007/08. Also included are figures to show the amount and percentage change between 2006/07 and 2007/08. (Note that the signs for % increases and decreases are the same for both expenditure and income i.e. increases in expenditure and income are both shown as "+".)

2. *Definitions*

**Employee costs**

Gross pay  
 Employer's NI and superannuation contributions  
 Training expenses  
 Employee related insurances  
 Recruitment costs  
 Medical/ general costs

**Premises related expenditure**

Repairs and maintenance  
 Energy costs  
 Rental of premises  
 Non Domestic Rates  
 Water/sewerage  
 Fixture and fittings  
 Cleaning and domestic supplies  
 Premises insurance

**Transport related expenditure**

Vehicle maintenance/running expenses  
 Vehicle leasing expenses  
 Car allowances  
 Vehicle insurance  
 Other travel costs

**Supplies and services**

Furniture and equipment  
 Materials  
 Catering costs  
 Uniform and laundry expenses  
 Printing and stationery  
 Marketing/publicity  
 Legal and financial expenses  
 Consultant fees  
 Licences  
 Postage, telephones and communications

Computer costs  
Expenses  
Grants and subscriptions  
Miscellaneous expenses

**Third party payments**

Private contractor payments.

**Transfer Payments**

Homelessness  
Funeral costs  
Discretionary non-domestic rate relief  
Housing benefits

**Support Services**

Service support recharges are directorate costs recharged to services within that directorate.

Central support recharges

- Chief Executive support
- Finance support
- Legal and Admin support
- Personnel support
- Corporate Services support

Office accommodation recharges  
Computer recharges

**Income**

Fees and charges  
Rents  
Specific government grants  
Other grants/reimbursements and contributions  
Recharges to other directorates and services.

## Revenue Budget 2007/08 Summary

| Actual<br>2005/06<br>£'000 |  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07<br>£'000 | %     |
|----------------------------|--|----------------------------|--|---------------------------------|-------|
| 816                        | Community Services   | 1,320                      | 1,294                                  | 26                              | 2     |
| 1,181                      | Corporate Improvement  | 1,265                      | 1,282                                  | (17)                            | (1)   |
| 1,397                      | Environment  | 1,729                      | 1,469                                  | 260                             | 18    |
| 419                        | Financial Services - Finance                                       | 377                        | 378                                    | (1)                             | (0)   |
| (235)                      | Financial Services - Corporate Systems                             | (406)                      | (251)                                  | (155)                           | 62    |
| 1,436                      | Financial Services - Revenues & Benefits                           | 1,191                      | 1,219                                  | (28)                            | (2)   |
| 718                        | Housing Services   | 865                        | 834                                    | 31                              | 4     |
| (1,119)                    | Legal & Property Services  | (1,084)                    | (1,035)                                | (49)                            | 5     |
| 1,960                      | Leisure & Well Being   | 2,524                      | 2,500                                  | 24                              | 1     |
| 28                         | Organisational Development   | 32                         | 54                                     | (22)                            | (41)  |
| 3,675                      | Outdoor Business   | 4,437                      | 4,048                                  | 389                             | 10    |
| 469                        | Planning Policy  | 814                        | 609                                    | 205                             | 34    |
| 1,486                      | Strategic Core   | 1,591                      | 1,850                                  | (259)                           | (14)  |
| (87)                       | Benefits   | (264)                      | (257)                                  | (7)                             | 3     |
| 11                         | Drainage Levies  | 12                         | 11                                     | 1                               | 9     |
| 0                          | Balance Unallocated  | 44                         | 102                                    | (58)                            | (100) |
| <b>12,155</b>              | <b>Net Expenditure</b>   | <b>14,447</b>              | <b>14,107</b>                          | <b>340</b>                      |       |
| 0                          | Procurement Savings  | (107)                      | (100)                                  | (7)                             | (100) |
| 0                          | LABGI  | (90)                       | (90)                                   | 0                               | (100) |
| 0                          | Additional Planning Delivery Grant                                 | 0                          | (50)                                   | 0                               | (100) |
| 0                          | Better Mid Sussex Capitalised Salaries                             | (300)                      | (300)                                  | 0                               | 0     |
| 0                          | Service Efficiencies   | (265)                      | (460)                                  | 195                             | (42)  |
| 0                          | Service Reviews  | (60)                       | 0                                      | (60)                            | 100   |
| <b>12,155</b>              | <b>Revenue Spending</b>  | <b>13,625</b>              | <b>13,107</b>                          | <b>468</b>                      |       |
| 526                        | Payback to reserves (Dolphin Centre)                               | 200                        | 200                                    | 0                               | 0     |
| 280                        | Contribution to Repairs & Renewals Reserve                         | 280                        | 280                                    | 0                               | 0     |
| <b>12,961</b>              | <b>Budget requirement before use of interest</b>                   | <b>14,105</b>              | <b>13,587</b>                          | <b>468</b>                      |       |
| (280)                      | Use of interest to meet contribution to Repairs & Renewals Reserve | (280)                      | (280)                                  | 0                               | 0     |
| <b>12,681</b>              | <b>Budget Requirement after use of interest</b>                    | <b>13,825</b>              | <b>13,307</b>                          | <b>468</b>                      |       |

## Revenue Budget 2007/08 Summary

### Details of Specific Items per Service Area

|                              | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 |
|------------------------------|----------------------------|--|
| Community Services           | 0                          | 0                                      |
| Corporate Improvement        | 80                         | 0                                      |
| Financial Services - Finance | 573                        | 573                                    |
| Legal & Property             | 10                         | 10                                     |
| Leisure & Well Being         | 0                          | 70                                     |
| Organisational Development   | 10                         | 4                                      |
| Outdoor Business             | 0                          | 0                                      |
| Planning Policy              | 85                         | 42                                     |
|                              | <b>758</b>                 | <b>699</b>                             |

### Details of Capital Charges per Service Area

|  | Budget<br>2007/08<br>£'000 | Original<br>Estimate<br>2006/07<br>£'000 |
|--|----------------------------|--|
| Financial Services - Corporate Systems | 406                        | 251                                      |
| Environment                            | 4                          | 3  |
| Legal & Property                       | 118                        | 768                                      |
| Leisure & Well Being                   | 1232                       | 2318                                     |
| Outdoor Business                       | 464                        | 1,214                                    |
|  | <b>2224</b>                | <b>4554</b>                              |

| <b>Summary Revenue Budget</b> |  |                            |  |                        |          |
|-------------------------------|--|----------------------------|--|------------------------|----------|
| Actual<br>2005/06<br>£'000    |  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |          |
|                               |  |                            |  | £'000                  | %        |
| <b><i>Expenditure:</i></b>    |  |                            |  |                        |          |
| 14,208                        | Employees                                    | 15,552                     | 15,078                                 | 474                    | 3        |
| 4,313                         | Premises Related Expenditure                 | 5,001                      | 4,827                                  | 174                    | 4        |
| 436                           | Transport Related Expenditure                | 466                        | 441                                    | 25                     | 6        |
| 5,815                         | Supplies and Services                        | 5,114                      | 4,855                                  | 259                    | 5        |
| 3,532                         | Third Party Payments                         | 4,268                      | 3,765                                  | 503                    | 13       |
| 23,555                        | Transfer Payments                            | 24,963                     | 22,973                                 | 1,990                  | 9        |
| 4,808                         | Support Services                             | 5,601                      | 5,863                                  | (262)                  | (4)      |
| <u>56,667</u>                 | <i>Gross Expenditure</i>                     | <u>60,965</u>              | <u>57,802</u>                          | <u>3,163</u>           | <u>5</u> |
| <b><i>Income:</i></b>         |  |                            |  |                        |          |
| (10,803)                      | Fees & Charges                               | (12,060)                   | (10,906)                               | (1,154)                | 11       |
| (1,520)                       | Rents  | (1,439)                    | (1,367)                                | (72)                   | 5        |
| (25,503)                      | Grant Income                                 | (26,667)                   | (24,855)                               | (1,812)                | 7        |
| (6,686)                       | Recharges                                    | (6,352)                    | (6,567)                                | 215                    | (3)      |
| <u>(44,512)</u>               | <i>Gross Income</i>                          | <u>(46,518)</u>            | <u>(43,695)</u>                        | <u>(2,823)</u>         | <u>6</u> |
| <u><b>12,155</b></u>          | <b><i>Revenue Budget Net Expenditure</i></b> | <u><b>14,447</b></u>       | <u><b>14,107</b></u>                   | <u><b>340</b></u>      |          |

## COMMUNITY SERVICES DIVISION

**Name of Service-** Community Services

**Head of Service**

Karen Picksley

**Services covered**

- Community Planning
- Community Development
- Community Safety
- Healthy Lifestyles
- Data and information Management
- Concessionary Fares

The Community Services division focuses on working in partnership with other agencies to both develop direct solutions to community issues and to ensure that services and activities are drawn in to the District for the benefit of all. Key Issues during 2007/08 will be:

1. Maintain and develop effective partnership working:
  - A fundamental review of the Local Strategic Partnership and Area Forums will be carried out to reflect both the recent Government White Paper "Strong and Prosperous Communities" and the current "map " of local partnership working including Town Partnerships, Parish Plans and County Local Committees
  - The division will play a key role within the Mid Sussex Preventative Technologies Steering Group to draw in Preventative Technology Grant money in to the District and to widen the uptake of this technology by its residents
  - A programme of support to older people within the District will be delivered in collaboration with relevant Divisions and external partners
  - The Crime and Disorder Reduction Partnership will work closely with its delivery groups to tackle anti-social behaviour in the District and to support victims of domestic violence and harassment
  
2. Deliver value for money by enabling a prioritised approach to service delivery through the development and use of robust data and community information:
  - The Division will lead on developing and supporting a data sharing group to ensure that data and information relevant to the District is up to date and shared with officers and partners in order to inform service delivery for the District and ensure that gaps in data are addressed
  - A matrix document setting out the key issues and actions identified by the three Town Healthcheck groups and the parish Plan groups will be produced that will feed in to the Sustainable Community Strategy and partner delivery plans to enable efficient sharing of community information and to deliver appropriate outcomes for those communities
  - Focus groups targeting harder to reach groups in the community will be held to test the findings of the Mid Sussex Healthy Lifestyles survey that was carried out in partnership with the Primary Care Trust in order to understand the health needs of the more vulnerable groups in our community and to inform effective interventions

3. Contribute to the Council's Community Leadership role:

- The Division will implement a new-look plastic card format for its concessionary travel Countycards to provide a more convenient and user friendly pass for our users and to speed up the current issue time
- The Division will lead on the implementation of a revised green Travel Plan for the District Council's staff and contribute to our commitments under the Nottingham Declaration on climate change
- On behalf of the Local Strategic Partnership (LSP) for Mid Sussex the division will lead on the work to produce a Sustainable Community Strategy for the District that will set out the key priorities for the community and enable partners to work together to meet these needs
- Implementation of the Council's Safeguarding Children policy and its associated action plan will be driven by the Division and it will provide the link to the West Sussex Local Safeguarding Protection Board
- The Mid Sussex Appendix of the Local Area Agreement agreed by the Mid Sussex LSP will be monitored by the Division and reported to the West Sussex Public Service Board to set out the contribution made by Mid Sussex to achieve the agreed targets and to ensure resources available to the District are maximised

### Community Services Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                   | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>            |                            |
| Net Inflation  | 31                         |
| Effect of salary increments                          | 4                          |
| Additional pension contributions                     | 4                          |
| Effect of salary changes                             | 7                          |
| <i>Total</i>   | <hr/> <b>46</b> <hr/>      |
| <b><i>Budget Changes - Decreasing</i></b>            |                            |
| Recharges  | (19)                       |
| 2006/2007 Procurement savings identified             | (1)                        |
| <i>Total</i>   | <hr/> <b>(20)</b> <hr/>    |
| <b><i>Total Variation for Community Services</i></b> | <hr/> <b>26</b> <hr/>      |

| <b>Community Services<br/>Budget 2007/08</b> | <b>Grants to<br/>Organisations<br/>£'000</b> | <b>Concessionary<br/>Fares<br/>£'000</b> | <b>Community<br/>Services<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|--|--|--|---|------------------------|
| Employees                                    | 50   | 29                                       | 224                                     | <b>303</b>             |
| Premises Related Expenditure                 | 0  | 0  | 30                                      | <b>30</b>              |
| Transport Related Expenditure                | 0  | 0  | 11                                      | <b>11</b>              |
| Supplies and Services                        | 240  | 28                                       | 80                                      | <b>348</b>             |
| Third Party Payments                         | 0  | 545                                      | 0                                       | <b>545</b>             |
| Transfer Payments                            | 0  | 0  | 0                                       | <b>0</b>               |
| Support Services                             | 21   | 24                                       | 94                                      | <b>139</b>             |
| <b>Gross Expenditure</b>                     | <b>311</b>                                   | <b>626</b>                               | <b>439</b>                              | <b>1,376</b>           |
| Fees & Charges                               | 0  | (43)                                     | 0                                       | <b>(43)</b>            |
| Rents  | 0  | 0  | 0                                       | <b>0</b>               |
| Grant Income                                 | 0  | 0  | (13)                                    | <b>(13)</b>            |
| Recharges                                    | 0  | 0  | 0                                       | <b>0</b>               |
| <b>Gross Income</b>                          | <b>0</b>                                     | <b>(43)</b>                              | <b>(13)</b>                             | <b>(56)</b>            |
| <b>Net Expenditure</b>                       | <b>311</b>                                   | <b>583</b>                               | <b>426</b>                              | <b>1,320</b>           |
| <b>Original Budget 2006/07</b>               | <b>294</b>                                   | <b>574</b>                               | <b>426</b>                              | <b>1294</b>            |
| <b>Change in 2007/08 Budget<br/>(£'000)</b>  | <b>17</b>                                    | <b>9</b>                                 | <b>0</b>                                | <b>26</b>              |
| <b>% Change 2007/08 Budget</b>               |  |  |   | <b>2.0</b>             |
| <b>2007/08</b>                               |  |  |   |                        |
| Capital Charges                              | 0  | 0  | 0                                       | <b>0</b>               |
| Specific Items                               | 0  | 0  | 0                                       | <b>0</b>               |

| <b>Community Services</b>  |   |                            |  |                        |     |
|----------------------------|---|----------------------------|--|------------------------|-----|
| Actual<br>2005/06<br>£'000 |   | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |     |
|                            |   |                            |  | £'000                  | %   |
| <b>Expenditure:</b>        |   |                            |  |                        |     |
| 255                        | Employees                                 | 303                        | 279                                    | 24                     | 9   |
| 19                         | Premises Related Expenditure              | 30                         | 29                                     | 1                      | 3   |
| 10                         | Transport Related Expenditure             | 11                         | 11                                     | 0                      | 0   |
| 304                        | Supplies and Services                     | 348                        | 349                                    | (1)                    | 0   |
| 205                        | Third Party Payments                      | 545                        | 531                                    | 14                     | 3   |
| 11                         | Transfer Payments                         | 0                          | 0                                      | 0                      | 0   |
| 92                         | Support Services                          | 139                        | 149                                    | (10)                   | (7) |
| <hr/>                      |   | <hr/>                      | <hr/>                                  | <hr/>                  |     |
| 896                        | <i>Gross Expenditure</i>                  | 1,376                      | 1348                                   | 28                     | 2   |
| <hr/>                      |   | <hr/>                      | <hr/>                                  | <hr/>                  |     |
| <b>Income:</b>             |   |                            |  |                        |     |
| (42)                       | Fees & Charges                            | (43)                       | (41)                                   | (2)                    | 5   |
| 0                          | Rents                                     | 0                          | 0                                      | 0                      | 0   |
| (38)                       | Grant Income                              | (13)                       | (13)                                   | 0                      | 0   |
| 0                          | Recharges                                 | 0                          | 0                                      | 0                      | 0   |
| <hr/>                      |   | <hr/>                      | <hr/>                                  | <hr/>                  |     |
| (80)                       | <i>Gross Income</i>                       | (56)                       | (54)                                   | (2)                    | 4   |
| <hr/>                      |   | <hr/>                      | <hr/>                                  | <hr/>                  |     |
| <b>816</b>                 | <b>Community Services Net Expenditure</b> | <b>1,320</b>               | <b>1294</b>                            | <b>26</b>              |     |
| 0                          | Capital charges                           | 0                          | 0                                      | 0                      |     |
| 32                         | Specific items                            | 0                          | 4                                      | (4)                    |     |
| <hr/>                      |   | <hr/>                      | <hr/>                                  | <hr/>                  |     |
| <b>848</b>                 | <b>Net cost of Community Services</b>     | <b>1,320</b>               | <b>1298</b>                            | <b>22</b>              |     |
| <hr/> <hr/>                |   | <hr/> <hr/>                | <hr/> <hr/>                            | <hr/> <hr/>            |     |

**COMMUNITY SERVICES SERVICE PLAN 2007/08:**

| THE SERVICE  |       |        |       |              |
|--|-------|--------|-------|--------------|
| Community Planning<br>Community Development<br>Community Safety<br>Healthy Lifestyles<br>Data and information Management<br>Concessionary Fares  |       |        |       |              |
| 2. Budget (£'000)  | Gross | Income | Net   | 3. Staffing: |
| 1,320  | 1,376 | (56)   | 1,320 | 8.61 FTE     |
| CURRENT SERVICE (2006/7)   |       |        |       |              |
| Support quarterly meetings of the LSP and the three Area Community Forums<br>Support to quarterly meetings of CDRP and delivery groups<br>Regular attendance at 12 voluntary sector Boards<br>£230,875 grants to community organisations awarded<br>12,600 County cards issued for free travel across Sussex   |       |        |       |              |
| Successfully implemented the Community Project in East Grinstead<br>Healthy Lifestyles Survey undertaken in partnership with PCT<br>Annual Youth Matters seminar delivered<br>Food Fun Fest healthy lifestyles event delivered<br>Free bus travel with the Sussex Countycard scheme delivered successfully<br>Community Connections (the home visitor referral scheme) launched<br>Community Services web-pages revitalised<br>Information leaflet and shuttle bus service between the PRH and Brighton hospital sites launched through Best Care Best Place Transport group<br>Ward profiles developed and training provided<br>Older People's Events delivered in the three towns<br>Smoke-free policy for office buildings, leisure centres and halls implemented and Healthy Workplace week delivered<br>Mid Sussex Preventative Technology Steering Group established by the District Council<br>Local Appendix to the West Sussex Local Area Agreement developed on behalf of the Mid Sussex Local Strategic Partnership |       |        |       |              |

| CORPORATE PRIORITIES   |  |
|--|--|
| Better Lives   | Healthy Lifestyles<br>Opportunities and Quality of Life for All<br>Strong Safe Communities |
| Better Services  | Efficient and Effective Services<br>Strong Community Leadership                            |
| KEY TASKS  |  |
| Short Term (2007/8):   | Target Date  |
| Carry out a review of the Local Strategic Partnership and Area Community Forums to clarify roles, functions and membership   | June 07  |
| Implement recommendations of the review of the LSP and Area Community Forums.  | March 08   |
| Commence a spotlight on older people programme   | April 07   |
| Lead the work on behalf of the LSP to prepare a Sustainable Community Strategy   | March 08   |
| Implement the outcomes of the Partnership Review   | April 07   |
| Deliver a programme of awareness raising, information and support on achieving smoke free businesses in partnership with Environmental Health and the West Sussex PCT          | July 07  |
| Deliver two projects tackling the health needs of the community to be informed by the findings of the joint MSDC/MSPCT Lifestyles Survey. (Projects to be finalised by May 07) | March 08   |
| Carry out focus groups on the Lifestyles survey with vulnerable groups   | May 07   |
| Manage and implement the new format for concessionary travel Countycards   | April 07   |
| Implement the Council's Safeguarding Children policy and associated action plan.   | September 07   |
| Monitor the Local Area Agreement Local Appendix and ensure that Mid Sussex District's contribution to meeting targets is recognised and financially rewarded                   | March 08   |
| Carry out a review of the Corporate Grants Scheme to reflect the LAA in collaboration with the Community Leisure section   | Sept 07  |
| Work with the Better Mid Sussex Partnership to enable effective ongoing community engagement   | As and when required   |
| Development of case management and anti-social behaviour team  | June 07  |
| Support development of WORTH Domestic Violence support project in A&E departments serving Mid Sussex   | August 07  |
| Develop use of SPARK data management system, providing training to project partners and reports to stakeholders  | May 07   |
| Provide Section 17 training to Members and staff   | June 07  |

| PERFORMANCE INDICATORS |  |                 |          |           |                 | <u>Medium and Long Term (2007/09):</u><br>Implement recommendations of Crime and Disorder Act Review<br>Implement and monitor Sustainable Community Strategy<br>Extend concessionary fares scheme to include free national bus travel | By 2010<br>08/09<br>April 08 |
|------------------------|--|-----------------|----------|-----------|-----------------|---|------------------------------|
| National:              | Performance Indicator                        | Target 06/07    | Proj Out | Top Quart | Target 07/08    |   |                              |
| BV126                  | Domestic Burglaries                          | 5.7             | 5.7      | 5.7       | 5.4             |   |                              |
| BV127a                 | Violent Crime per 1,000 pop                  | 10.8            | 11.5     | 11.1      | 10.6            |   |                              |
| BV 127b                | Robberies per 1,000 pop                      | 0.3             | 0.2      | 0.2       | 0.15            |   |                              |
| BV128                  | Vehicle Crime per 1,000 pop                  | 6.83            | 5.68     | 6.4       | 5.4             |   |                              |
| BV174                  | Racial Incidents Recorded                    | To be monitored | 0        | 0         | To be monitored |   |                              |
| BV175                  | Racial Incidents/further action              | 100%            | 100%     | 100%      | 100%            |   |                              |
| BV225                  | Actions Against DV                           | 91%             | 91%      | N/A       | 91%             |   |                              |
| BV226a                 | Advice & Guidance Services                   | £103k           | £105     | N/A       | £109k           |   |                              |
| BV226b                 | Advice & Guidance Services- CLS Quality Mark | 100%            | 100%     | N/A       | 100%            |   |                              |
| <u>Local</u>           |  |                 |          |           |                 |   |                              |
| MSP1 39                | Number in receipt of bus pass                | 10,000          | 12,800   | N/A       | 13,500          |   |                              |
| MSP1 40                | No. in receipt other concession              | 2,600           | 2,900    | N/A       | 3,000           |   |                              |

\* figures dependent on Sussex Police

## **CORPORATE IMPROVEMENT DIVISION**

**Name of Service-** Corporate Improvement

**Head of Service**

Richard Hodson

**Services covered**

- Administration of committees and elections
- Member liaison and development
- Performance and strategic risk management
- Web site development
- Business process improvement/efficiency reviews
- Project management
- Liaison with Audit Commission

**Key areas for 2007/08**

The Division will continue to work closely with each service area to drive forward the Council's key priorities and improvement initiatives around Better Environment, Better Lives and Better Services and provide the best possible support for Members.

Our core work, such as providing performance management information; supporting the Council and its committees; responding to freedom of information and data protection requests; providing policy briefings on new legislation etc; preparing reports required by the Audit Commission; and managing customer complaints will continue.

However, fundamentally the overarching purpose of the Division is to enable and drive forward improvement throughout the organisation.

In 2007/08 particular attention will be given to helping divisions:

- improve the efficiency and effectiveness of our business processes (enabling resources to be shifted from back office functions to front-line services and to reduce central support costs);
- facilitating a significant improvement in the level of customer service we provide;
- develop a four year service development plan that is integrated with the medium term financial plan; and
- helping support the creation of joint ventures and shared services with neighbouring authorities to improve the efficiency and resilience of our services (through CENSUS or other suitable alternatives).

The Division is leading on the introduction of Electronic Document Records Management Systems (EDRMS) in the Authority, which will result in less paper based work and increased efficiency and better services to our community.

It is also managing the Corporate Customer Service project. This project is about transforming the quality of customer interactions at the Council so that 80% of telephone enquiries can be dealt with at first point of contact and that a consistent level of service is provided however contact is made (phone, email or face to face). The project will ensure that high quality customer service standards are embedded throughout the organisation - making all council services more customer focussed, responsive and flexible to residents needs.

The website is becoming the most value for money (for the Authority) method of interaction with our community and the Division will continue to ensure that it is an attractive and useful way for people to 'access their council and its services'. We will expand the range of electronic forms available and continue to improve the way we present information about the Council and its activities across the site.

Working with Members is a key aspect of the Division's work, particularly so during 2007 because of the District Council elections. This is not only about managing the election, but in ensuring that the newly elected councillors are provided with the information, support and development opportunities to enable them to effectively perform their role. A comprehensive development and support programme will be made available for all Councillors. This will form part of the overall support service which includes timely and accurate production of agendas and minutes, and ensuring that Members are provided with other information that they need to perform their role through the Members' Information Service.

The Local Government White Paper 'Strong and Prosperous Communities' published in October 2006 set out the Government's blueprint for 'revitalising' the way in which local public services are commissioned and provided. The Division will work within the framework of the White Paper and subsequent legislation so that opportunities can be taken to provide better quality services to our community and we continue to create a Better Mid Sussex.

### Corporate Improvement Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                      | <i>Variation<br/>£'000</i> |
|---|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>               |                            |
| Net Inflation   | 24                         |
| Effect of salary increments                             | 7                          |
| Additional pension contributions                        | 7                          |
| Salary changes  | 8                          |
| New Cabinet Member Allowance                            | 12                         |
| <i>Total</i>  | <hr/> <b>58</b> <hr/>      |
| <b><i>Budget Changes - Decreasing</i></b>               |                            |
| Recharges   | (17)                       |
| WSASP   | (10)                       |
| Members Allowances                                      | (26)                       |
| 2006/2007 Procurement savings identified                | (2)                        |
| Bridging the Gap - Central Support - Elections Officer  | (20)                       |
| <i>Total</i>  | <hr/> <b>(75)</b> <hr/>    |
| <b><i>Total Variation for Corporate Improvement</i></b> | <hr/> <b>(17)</b> <hr/>    |

| <b>Corporate Improvement<br/>Budget 2007/08</b> | <b>Corporate<br/>Improvement<br/>£'000</b> | <b>Members<br/>Services<br/>£'000</b> | <b>Elections<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|--|---------------------------------------|----------------------------|------------------------|
| Employees                                       | 530  | 7                                     | 0                          | <b>537</b>             |
| Premises Related Expenditure                    | 0  | 0                                     | 0                          | <b>0</b>               |
| Transport Related Expenditure                   | 5  | 17                                    | 0                          | <b>22</b>              |
| Supplies and Services                           | 58   | 454                                   | 56                         | <b>568</b>             |
| Third Party Payments                            | 0  | 0                                     | 0                          | <b>0</b>               |
| Transfer Payments                               | 0  | 0                                     | 0                          | <b>0</b>               |
| Support Services                                | 140  | 125                                   | 89                         | <b>354</b>             |
| <b>Gross Expenditure</b>                        | <b>733</b>                                 | <b>603</b>                            | <b>145</b>                 | <b>1,481</b>           |
| Fees & Charges                                  | -2   | 0                                     | 0                          | <b>(2)</b>             |
| Rents   | 0  | 0                                     | 0                          | <b>0</b>               |
| Grant Income                                    | 0  | 0                                     | 0                          | <b>0</b>               |
| Recharges                                       | (214)                                      | 0                                     | 0                          | <b>(214)</b>           |
| <b>Gross Income</b>                             | <b>(216)</b>                               | <b>0</b>                              | <b>0</b>                   | <b>(216)</b>           |
| <b>Net Expenditure</b>                          | <b>517</b>                                 | <b>603</b>                            | <b>145</b>                 | <b>1,265</b>           |
| <b>Original Budget 2006/07</b>                  | <b>544</b>                                 | <b>608</b>                            | <b>130</b>                 | <b>1,282</b>           |
| <b>Change in 2007/08 Budget<br/>(£'000)</b>     | <b>(27)</b>                                | <b>(5)</b>                            | <b>15</b>                  | <b>(17)</b>            |
| <b>% Change 2007/08 Budget</b>                  |  |                                       |                            | <b>(1.3)</b>           |
| <b>2007/08</b>                                  |  |                                       |                            |                        |
| Capital Charges                                 | 0  | 0                                     | 0                          | <b>0</b>               |
| Specific Items                                  | 0  | 0                                     | 80                         | <b>80</b>              |

| <b>Corporate Improvement</b> |  |                            |  |                                 |           |
|------------------------------|--|----------------------------|--|---------------------------------|-----------|
| Actual<br>2005/06<br>£'000   |  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07<br>£'000 | %         |
| <b>Expenditure:</b>          |  |                            |  |                                 |           |
| 464                          | Employees                                    | 537                        | 521                                    | 16                              | 3         |
| 5                            | Premises Related Expenditure                 | 0                          | 0                                      | 0                               | 0         |
| 18                           | Transport Related Expenditure                | 22                         | 22                                     | 0                               | 0         |
| 587                          | Supplies and Services                        | 568                        | 587                                    | (19)                            | (3)       |
| 0                            | Third Party Payments                         | 0                          | 0                                      | 0                               | 0         |
| 0                            | Transfer Payments                            | 0                          | 0                                      | 0                               | 0         |
| 310                          | Support Services                             | 354                        | 342                                    | 12                              | 4         |
| <u>1,384</u>                 | <i>Gross Expenditure</i>                     | <u>1,481</u>               | <u>1,472</u>                           | <u>9</u>                        | <u>1</u>  |
| <b>Income:</b>               |  |                            |  |                                 |           |
| (1)                          | Fees & Charges                               | (2)                        | (7)                                    | 5                               | (71)      |
| 0                            | Rents  | 0                          | 0                                      | 0                               | 0         |
| 0                            | Grant Income                                 | 0                          | 0                                      | 0                               | 0         |
| (202)                        | Recharges                                    | (214)                      | (183)                                  | (31)                            | 17        |
| <u>(203)</u>                 | <i>Gross Income</i>                          | <u>(216)</u>               | <u>(190)</u>                           | <u>(26)</u>                     | <u>14</u> |
| <b>1,181</b>                 | <b>Corporate Improvement Net Expenditure</b> | <b>1,265</b>               | <b>1,282</b>                           | <b>(17)</b>                     |           |
| 0                            | Capital charges                              | 0                          | 0                                      | 0                               |           |
| 0                            | Specific items                               | 80                         | 0                                      | 80                              |           |
| <u><b>1181</b></u>           | <b>Net cost of Corporate Improvement</b>     | <u><b>1,345</b></u>        | <u><b>1,282</b></u>                    | <u><b>63</b></u>                |           |

**CORPORATE IMPROVEMENT DIVISION SERVICE PLAN 2007/08**

| THE SERVICE   |   |            |          |              |              |
|---|---|------------|----------|--------------|--------------|
| The purpose of the Corporate Improvement Division is to lead service improvement across the Council and ensure that the Council's business is managed as efficiently as possible. This involves working across all divisions of the Council, and with councillors, partner organisations and the public.  |   |            |          |              |              |
| 2. Budget (£'000)   | Gross   | Income     | Net      | 3. Staffing: |              |
| 1,345   | 1,481   | (216)      | 1,265    | 13.5 FTE     |              |
| CURRENT SERVICE   |   |            |          |              |              |
| Annual Corporate Plan and best value performance plan published<br>Workshops conducted to produce service plans/draft budgets for each division<br>Performance management information supplied to Members and officers (Covalent)<br>Liaison with the Audit Commission on all inspection matters and submission of Direction of Travel, Use of Resources and Annual Efficiency Statement documents<br>Range of service reviews completed<br>Support given for the Council's community leadership role e.g. on the health agenda<br>Policy briefings provided e.g. on the Local Government White Paper<br>Workshop conducted on strategic risk and Council's approach to risk management<br>Elections successfully completed and electoral register produced<br>Members Information Service and committee work programme/Forward Plan produced<br>Member development programme delivered<br>Council, Cabinet and Committees effectively serviced (agendas and minutes)<br>Freedom of Information Act requests responded to and Data Protection Act issues managed – complaints system managed<br>MSDC web site improved and kept up to date<br>E-government/ICT programme monitored and CENSUS supported<br>Customer services and electronic documentation and records management projects (EDRMS) taken forward<br>Corporate complaints system managed and annual report produced |   |            |          |              |              |
| PERFORMANCE INDICATORS  |   |            |          |              |              |
| National:   | Performance Indicator   | Targ 06/07 | Proj Out | Top Quart    | Target 07/08 |
| BVPI 2a   | Equality Standard for Local Government                                    | 2          | 2        | N/A          | 2            |
| BVPI 2b   | Duty to promote race checklist  | 44%        | 44%      | 73%          | 65%          |
| BVPI 3*   | Overall satisfaction with the Authority                                   | 72%        | N/A      | 61%          | N/A*         |
| BVPI 4*   | Satisfaction with complaint handling<br>*surveyed every 3 years only      | 50%        | N/A      | 37%          | N/A*         |
| Local:  |   |            |          |              |              |
| MSPI 36   | % of letters replied to in target time                                    | 95%        | 90%      | N/A          | 95%          |
| MSPI 37   | % of phone calls answered in target time                                  | 92%        | 93%      | N/A          | 96%          |
| MSPI 67   | % of agendas on website 5 days before a meeting                           | 95%        | 84%      | N/A          | 95%          |
| MSPI 99   | % requests for information complied within legislation requirements (FOI) | 100%       | 97%      | N/A          | 100%         |

| CORPORATE PRIORITIES  |                    |
|---|--------------------|
| The Division supports delivery of all aspects of the Corporate Plan. It has a particular impact on the following key areas:<br>Opportunities and Quality of Life for All, Strong Community Leadership and Efficient and Effective Services. |                    |
| KEY TASKS   |                    |
| <b>Short Term (2007/8):</b>   | <b>Target Date</b> |
| Corporate Plan published  | April 07           |
| Best value performance plan published   | June 07            |
| Four Year Service Development Plan for the Council produced   | July 07            |
| Performance management information supplied to Members and officers (Covalent)  | Quarterly          |
| Direction of Travel and Use of Resources statements submitted   | Dec 07             |
| Annual Efficiency Statement submitted   | Feb 07             |
| Programme of service reviews/process mapping completed  | Dec 07             |
| Support given for the Council's community leadership role e.g. on the health agenda   | As required        |
| Policy briefings provided e.g. on new legislation   | As required        |
| Workshop conducted on strategic risk and strategic risk log compiled and managed  | June 07            |
| 2007 elections successfully completed   | May 07             |
| Electoral register produced (including use of telephone registration)   | Dec 07             |
| Members Information Service produced  | Fortnightly        |
| Committee work programme/Forward Plan produced  | Monthly            |
| Member induction programme delivered  | June 07            |
| Member development programme delivered in line with South East Elected Members Charter  | Feb 08             |
| Council, Cabinet and Committees effectively serviced (agendas and minutes)  | As required        |
| FOI/DPA and complaints responded to within deadlines  | As required        |
| Stage 2 of MSDC web site development completed  | February 08        |
| E-government/ICT programme monitored and CENSUS supported   | Monthly            |
| Customer Services Contact Centre fully operational  | March 08           |
| EDRMS project completed in Planning, Revenues and Benefits  | Sept 07            |
| CPA reassessment completed  | Dec 07             |
| Opportunities for joint working with appropriate organisations explored   | Dec 07             |
| Residents satisfaction survey completed   | Jan 08             |
| Joint initiatives with parish and town councils supported   | On-going           |
| MSDC approach to Equality Standard for Local Government reviewed  | Dec 07             |
| Talent management tool applied to senior and middle management  | Dec 07             |
| <b>Medium and Long Term (2007/09):</b>  |                    |
| Further develop the MSDC web site to maximise electronic transactions   | March 09           |
| Complete the roll-out of EDRMS across the Council   | March 09           |
| Continue to support CENSUS and promote shared services where appropriate  | March 09           |
| Deliver an improvement action plan following CPA reassessment   | Dec 08             |
| Further improve support to Members in line with South East Elected Members Charter  | March 09           |

## ENVIRONMENT DIVISION

**Name of Service-** Environment

### Services covered

- Building Control
- Development Control and Planning Implementation
- Environmental Protection
- Housing Standards
- Land Charges
- Safety & Licensing

### Head of Service

Paul Squires

### Key areas for 2007/08

The Service will focus in its core business of enhancing, developing and protecting the natural and built environment in 2007/08.

The key requirement for the service will be to continue to balance the needs of growth and development whilst maintaining a strong commitment to infrastructure, heritage and lifestyle. This balance will be felt most strongly as we progress our Town Centre regeneration projects with our development partner Thornfield. 2007/08 will see many of our current schemes progress to planning submission stage and we are enhancing our unit to ensure that it has the capacity and technical knowledge to add value to these projects.

Our services impact on the every day lives of people in our community through long term strategic planning, local development control and importantly through the health and safety of our residents in areas such as food , building quality and licensing standards. The quality of information provided on far reaching areas such as land charges and development control is central to the decision making processes of our residents and stakeholders and is an area where we will focus on improving both access to quality information and responsiveness to issues.

We will be focusing on four core areas in 2007/08 in order to deliver the balance as described above and a continually improving service for our District. These four key areas are:

#### 1. Technology.

The service will be transformed initially through the benefits gained by implementing EDRMS (Electronic Document Records Management System). This service will increase efficiency for our staff, improve access to information by the public and be at the centre of our drive to improve timeliness of decision making in an open manner.

Computerisation of Local Land Charges is also expected to provide an improved customer experience in addition to making the service more competitive in the market place. Mobile working in the Building Control Unit will add to the flexibility, responsiveness and efficiency of the unit.

#### 2. Joint working

We will be investigating and where appropriate both for customer, residents and efficiency of the service, implementing joint working with our neighbouring Councils. The objective of this joint working will be to provide a more responsive, resilient and efficient service. Joint working will include the shared use of resources, knowledge and skills to provide economies of scale where

possible whilst ensuring local access to services and information. Joint working will extend beyond our neighbouring District Authorities to the private sector, where we will seek to build relationships that ensure our reputation is enhanced. New initiatives marketing our services, particularly in the Building Control and Land Charges areas, will be aimed at demonstrating our positive relationships with the business sector whilst maintaining the integrity of a public authority.

A key area for improvement in the coming year will be enhancing our relationship with Town and Parish Councils through improved communication and access to information.

One of the rewards of our joint working initiatives will be the implementation of recommendations arising from a peer review.

### 3. Customer Service

In addition to the technology improvements outlined above our service will introduce new Home Information Packs, a new Customer Charter, improved targets for response and decision times and through new reception areas improved research capabilities.

Each of these initiatives is designed to make the Environment Division more accessible, less intimidating for the public and to clearly demonstrate our commitment to quality customer service.

One of our highest priorities is to ensure that Council Members remain informed and aware of the implications of central planning requirements for the district and as such there will be a number of briefing and education sessions to new members in the forthcoming year

### 4. Business Development.

The Local Land Charges service and the Building Control service operate in a challenging commercial market. We continue to believe that there is a strong role for a local authority to provide quality independent advice in these areas for a commensurate commercial return. Balancing the civic role with the commercial role will remain an imperative of our service. Building and growing our business through, education, access, quality and timeliness will be core to ensuring that these services remain relevant financially enabling investment into their ongoing community information and protection role.

### Environment Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                   | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>            |                            |
| Net Inflation  | 61                         |
| Effect of salary increments                          | 25                         |
| Additional pension contributions                     | 34                         |
| Effect of staff changes                              | 24                         |
| Mapping services Agreement                           | 1                          |
| Land charges WSCC Search fee                         | 16                         |
| Staff moving to Environment from Housing             | 19                         |
| Ongoing effect of PDG posts built into establishment | 133                        |
| Staff moving from Corporate Systems to Environment   | 39                         |
| Staff moving from Outdoor to Environment             | 31                         |
| <i>Total</i>   | <hr/> <b>383</b> <hr/>     |
| <b><i>Budget Changes - Decreasing</i></b>            |                            |
| 2006/2007 Procurement savings identified             | (7)                        |
| 2006/2007 Environment Efficiency Identified          | (100)                      |
| Recharges  | (3)                        |
| Development Control - Planning Fee Income            | (13)                       |
| <i>Total</i>   | <hr/> <b>(123)</b> <hr/>   |
| <b><i>Total Variation for Environment</i></b>        | <hr/> <b>260</b> <hr/>     |



| Actual<br>2005/06<br>£'000 | <b>Environment</b>                 | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |            |
|----------------------------|------------------------------------|----------------------------|--|------------------------|------------|
|                            |                                    |                            |  | £'000                  | %          |
|                            | <b>Expenditure:</b>                |                            |  |                        |            |
| 1,968                      | Employees                          | 2,358                      | 2,171                                  | 187                    | 9          |
| 15                         | Premises Related Expenditure       | 4                          | 4                                      | 0                      | 0          |
| 149                        | Transport Related Expenditure      | 156                        | 157                                    | (1)                    | (1)        |
| 288                        | Supplies and Services              | 230                        | 238                                    | (8)                    | (3)        |
| 59                         | Third Party Payments               | 68                         | 52                                     | 16                     | 31         |
| 450                        | Transfer Payments                  | 2                          | 3                                      | (1)                    | (33)       |
| 892                        | Support Services                   | 953                        | 980                                    | (27)                   | (3)        |
| <b>3,821</b>               | <b>Gross Expenditure</b>           | <b>3,771</b>               | <b>3,605</b>                           | <b>166</b>             | <b>5</b>   |
|                            | <b>Income:</b>                     |                            |  |                        |            |
| (1,930)                    | Fees & Charges                     | (2,039)                    | (1,999)                                | (40)                   | 2          |
| 0                          | Rents                              | 0                          | 0                                      | 0                      | 0          |
| (483)                      | Grant Income                       | (3)                        | (137)                                  | 134                    | (98)       |
| (11)                       | Recharges                          | 0                          | 0                                      | 0                      | 0          |
| <b>(2,424)</b>             | <b>Gross Income</b>                | <b>(2,042)</b>             | <b>(2,136)</b>                         | <b>94</b>              | <b>(4)</b> |
| <b>1,397</b>               | <b>Environment Net Expenditure</b> | <b>1,729</b>               | <b>1,469</b>                           | <b>260</b>             |            |
| 2                          | Capital charges                    | 4                          | 4                                      | 0                      |            |
| 0                          | Specific items                     | 0                          | 0                                      | 0                      |            |
| <b>1,399</b>               | <b>Net cost of Environment</b>     | <b>1,733</b>               | <b>1,473</b>                           | <b>260</b>             |            |

**ENVIRONMENT SERVICE PLAN 2007/08:**

**THE SERVICE**

Building Control, Development Control & Planning Implementation, Environmental Protection, Housing Standards, Land Charges and Safety and Licensing.

| 2. Budget (£'000) | Gross | Income  | Net   | 3. Staffing: |
|-------------------|-------|---------|-------|--------------|
| 1,733             | 3,770 | (2,041) | 1,729 | 71.54 FTE    |

**SUMMARY OF SERVICE PROVIDED**

Building Control provide service:  
Enforcement of Building Regulations, dangerous structures service and working with access groups.

Development Control & Planning Implementation provide service:  
Processing planning applications and appeals including, advertisements, listed building and conservation areas, pre-application advice, trees, enforcement, urban design and Better Mid Sussex

Environmental Protection provide service:  
Noise, pests, pollution and stray dogs.

Housing Standards provide service:  
Disabled Facilities Grant, Caravan Site Licensing, Houses of Multiple Occupancy

Safety and Licensing provide service:  
Licensing Act, and Taxi, food and health & Safety

Land Charges:  
Reception services, land charge register, searches

**CORPORATE PRIORITIES**

Better Environment: Quality and Sustainable Environment & Distinctive and Sustainable Towns and Villages Better Lives: Healthy Lifestyles, Opportunities and Quality of Life for All, Strong, Safe Communities Better Services Efficient and Effective Services

**KEY TASKS**

| Short Term (2007/8):   | Target Date                    |
|--|--------------------------------|
| Provide first class customer service through:<br>Review implementation of EDRMS and revise working practices of support team to enhance performance.   | July 07                        |
| Develop plan to achieve inclusive use across whole Division  | March 08                       |
| Achieve 60% of all consultations electronically  | October 07                     |
| Implementation of mobile working in Building Control   | June 07                        |
| Joint procurement of mobile working equipment with Horsham DC  | June 07                        |
| Review implementation of Building Control mobile working   | Dec 07                         |
| Producing new customer charters and service standards  | Nov 07                         |
| Complete computerisation of land charges   | March 08                       |
| Contribute to the corporate priorities and reputation by: Enforcing and responding to new legislation. In particular, the following legislation:<br>no smoking in public places<br>animal welfare<br>Home Information Packs. | Sept 07<br>March 08<br>June 07 |
| Ensuring Town Centre redevelopment schemes ready for planning submission, with at least one scheme in each town centre   | From June 07                   |
| Establish recording/reporting system to demonstrate contribution to reputations agenda   | June 07                        |
| Implementation of the requirements of the Gambling Act which are the responsibility of the Licensing Authorities.  | Sept 07                        |
| Contribute to corporate Member Induction and development needs   | May 07                         |
| Make alternative arrangements for the provision of County Council specialist planning advice in the absence of County Council services   | June 07                        |
| Implement the standard application forms and national validation criteria  | April 07 and October 07        |
| Develop support system at Horsham DC / MSDC for receipt and validation of planning applications.   | Sept 07                        |
| Review planning committees and implement any agreed revisions structure  | Sept 07                        |

| PERFORMANCE INDICATORS |   |               |             |              |                |
|------------------------|---|---------------|-------------|--------------|----------------|
| National:              | Performance Indicator   | Targ<br>06/07 | Proj<br>Out | Top<br>Quart | Targt<br>07/08 |
| BV109a                 | Major applications in time limit  | 60%           | 70%         | 74.75%       | 75%            |
| BV109b                 | Minor applications in time limit  | 65%           | 70%         | 80.39%       | 81%            |
| BV109c                 | All Others in time limit  | 80%           | 86%         | 91.61%       | 92%            |
| BV111                  | Applicants satisfied with service                                       | n/a           | n/a         | 81%          | 75%            |
| BV204                  | % of Appeals Allowed  | 33%           | 37%         | 25%          | 25%            |
| BV205                  | Quality of Service checklist  | 85%           | 89%         | 94.4%        | 95%            |
| BV166a                 | Best practice score for EH services                                     | 70%           | 77%         | 98.7%        | 99%            |
| BV217                  | Pollution control improvements  | 98%           | 98%         | 100%         | 100%           |
| BV179                  | Standard searches in 10 days  | 98%           | 99.5%       | 100%         | 100%           |
| BV216a                 | Number of sites of potential concern with respect to land contamination | 305           | 305         | 1198         | 305            |
| BV216b                 | % of sites where sufficient information to decide on remediation.       | 4%            | 4%          | 8%           | 4%             |

|  |   |
|--|---|
| <u>Medium and Long Term (2007/09):</u><br>Improve Housing Supply<br><br>Continue to support Better Mid Sussex Project<br>Create a Planning Application validation "hub"<br>Roll out mobile working to the Division and Corporately | March 09<br><br>March 09<br>March 09<br>December 08 |
|--|---|

## **FINANCE, CORPORATE SYSTEMS , REVENUES and BENEFITS DIVISION**

**Name of Service-** Finance, Corporate Systems, Customer Services, Revenues and Benefits

### **Head of Service**

Peter Stuart

### **Services covered**

- Financial advice and accounting and S151 role; treasury management, internal audit; payroll, invoice payment, miscellaneous income collection and cash receipting.
- Council Tax and National Non-Domestic Rates collection; Housing and Council Tax Benefit; Benefits Investigation.
- Information and Communications Technology; ICT Help Desk; Census partnership.
- Corporate Customer Services
- Insurance of the council's assets and dealing with claims against the Council

### **Key areas for 2007/08**

The Finance Division's work will revolve around setting a Revenue and Capital budget with a related Council Tax increase of 3%, monitoring the budget through the year, and preparing accounts to tight timescales. This will be the first year that accounts will be prepared on the new financial management system (FMS) and it is expected that many staff will be occupied on this for a significant amount of time during the spring and summer.

Work will continue on preparing a Medium Term Financial Plan that maintains the authority's sound financial position, increases its financial independence principally through the maximisation of the property portfolio and minimises the impact of council tax increases.

The FMS will be developed so that the time consuming and confusing use of spreadsheets to perform budgeting and monitoring tasks can be ceased. The support section will also be leading on the tasks of linking up key systems, such as the new Leisure Booking, and Car Park systems to take payments on-line and reduce back office administration. The e-procurement service will also be implemented during the year which will reduce administration and deliver better value for money when procuring goods and services.

Building on the work that has been completed with the 2005/06 Use of Resources and Value for Money assessment, it is expected that a significant amount of staff time will be directed at the expected CPA inspection. Our goal is to secure a score of '4' in at least two areas of this arduous inspection regime and thus aid the authority in its bid for an overall upward reassessment.

A major area for progress this year will be to develop the overall Census project with Adur and Horsham District Council. ICT support has already moved to the delivery of a joint Help Desk between the three councils and this is proving to be a success now that it is fully staffed. Early 2007 will see the integration of the Council Tax and NNDR partnership under the leadership of a new Census Head of Revenues and the joint administration of Housing and Council Tax Benefit will follow shortly after that. The budget measures the success of this approach and a figure of £50,000 will be saved in the year net of the increased staffing costs whilst achieving upper quartile performance by year end.

The robustness of the network and level of ICT support offered is an important factor in allowing the Council to achieve maximum benefit from its front line services. Projects around

replacement of servers and telecommunications will continue and by the spring the new contact centre and associated telephony will be installed and aiding Services to significantly enhance their customer service. The ICT section will also play a key role in implementing document management, remote and home working and the increased use of multifunctional devices in place of printers copiers and scanners. This in turn will allow the front line services to make efficiency savings and improve performance in a number of areas.

The Corporate Customer Service Team will continue to expand and take over customer contact from other services starting in april when the Planning reception will close and be turned into a plans viewing area only. The telephone call center will be implemented in phases beginning in mid May with the target of handling all calls in 2008. This will be a cost neutral exercise with savings expected in the longer term.

The Division will also be directly contributing to the efficiency agenda through jointly procuring Internal Audit services together with a shared audit manager with Crawley DC and supporting the undertaking of payroll for Horsham DC by the Organisational Development Division.

| <b>Finance Variation Table</b>  |                            |
|---|----------------------------|
| Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget |                            |
| <i>Description</i>  | <i>Variation<br/>£'000</i> |
| <b><i>Budget Changes - Increasing</i></b>   |                            |
| Net Inflation   | 40                         |
| Effect of salary increments   | 8                          |
| Additional pension contributions  | 10                         |
| Recharges   | 15                         |
| Insurance Premiums  | 15                         |
| <i>Total</i>  | <u><b>88</b></u>           |
| <b><i>Budget Changes - Decreasing</i></b>   |                            |
| Mapping services - Cabinet member report 24/06/05                                 | (1)                        |
| Staffing adjustments  | (43)                       |
| Central Support Savings   | (25)                       |
| Insurance post absorbed - Shared Services   | (20)                       |
| <i>Total</i>  | <u><b>(89)</b></u>         |
| <b><i>Total Variation for Finance</i></b>   | <u><u><b>(1)</b></u></u>   |

### Corporate Systems Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                  | <i>Variation<br/>£'000</i> |
|---|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>           |                            |
| Net Inflation                                       | 13                         |
| Effect of salary increments                         | 1                          |
| Additional pension contributions                    | 8                          |
| <i>Total</i>  | <u>22</u>                  |
| <b><i>Budget Changes - Decreasing</i></b>           |                            |
| Recharges   | (27)                       |
| Staffing Adjustments                                | (48)                       |
| Efficiency Savings 06/07                            | (60)                       |
| 2006/07 procurement savings built into base 07/08   | (12)                       |
| Central Support Savings                             | (30)                       |
| <i>Total</i>  | <u>(177)</u>               |
| <b><i>Total Variation for Corporate Systems</i></b> | <u><u>(155)</u></u>        |

### Revenues & Benefits Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>  | <i>Variation<br/>£'000</i> |
|---|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>                 |                            |
| Net Inflation   | 34                         |
| Effect of salary increments                               | 13                         |
| Additional pension contributions                          | 19                         |
| WSASP moving from Corporate Improvement                   | 10                         |
| WSASP increase  | 5                          |
| Benefits Admin Subsidy                                    | 57                         |
| <i>Total</i>  | <b>138</b>                 |
| <b><i>Budget Changes - Decreasing</i></b>                 |                            |
| Recharges   | (93)                       |
| Salary changes  | (11)                       |
| DRR savings   | (3)                        |
| TV & queueing equipment maintenance costs                 | (1)                        |
| 2006/07 procurement savings built into base 07/08         | (8)                        |
| Bridging the Gap Revenues Census salaries saving          | (50)                       |
| <i>Total</i>  | <b>(166)</b>               |
| <b><i>Total Variation for Revenues &amp; Benefits</i></b> | <b>(28)</b>                |

| <b>Finance<br/>Budget 2007/08</b>           | <b>Central<br/>Support<br/>£'000</b> | <b>Other Corporate<br/>Management<br/>£'000</b> | <b>Holding<br/>Accounts<br/>£'000</b> | <b>Unapportionable<br/>Overheads<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|--------------------------------------|---|---------------------------------------|--|------------------------|
| Employees                                   | 721                                  | 0   | 171                                   | 161  | <b>1053</b>            |
| Premises Related Expenditure                | 0                                    | 0   | 179                                   | 0  | <b>179</b>             |
| Transport Related Expenditure               | 1                                    | 0   | 6                                     | 0  | <b>7</b>               |
| Supplies and Services                       | 124                                  | 206   | 49                                    | 0  | <b>379</b>             |
| Third Party Payments                        | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Transfer Payments                           | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Support Services                            | 154                                  | 28  | 6                                     | 0  | <b>188</b>             |
| <b>Gross Expenditure</b>                    | <b>1,000</b>                         | <b>234</b>                                      | <b>411</b>                            | <b>161</b>                                     | <b>1,806</b>           |
| Fees & Charges                              | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Rents                                       | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Grant Income                                | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Recharges                                   | (1,000)                              | (18)  | (411)                                 | 0  | <b>(1,429)</b>         |
| <b>Gross Income</b>                         | <b>(1,000)</b>                       | <b>(18)</b>                                     | <b>(411)</b>                          | <b>0</b>                                       | <b>(1,429)</b>         |
| <b>Net Expenditure</b>                      | <b>0</b>                             | <b>216</b>                                      | <b>0</b>                              | <b>161</b>                                     | <b>377</b>             |
| <b>Original Estimate 2006/07</b>            | <b>0</b>                             | <b>217</b>                                      | <b>0</b>                              | <b>161</b>                                     | <b>378</b>             |
| <b>Change in 2007/08 Budget<br/>(£'000)</b> | <b>0</b>                             | <b>(1)</b>                                      | <b>0</b>                              | <b>0</b>                                       | <b>(1)</b>             |
| <b>% Change 2007/08 Budget</b>              |                                      |   |                                       |  | <b>(0.3)</b>           |
| <b>2007/08</b>                              |                                      |   |                                       |  |                        |
| Capital Charges                             | 0                                    | 0   | 0                                     | 0  | <b>0</b>               |
| Specific Items                              | 0                                    | 0   | 0                                     | 573  | <b>573</b>             |

| <b>Corporate Systems<br/>Budget 2007/08</b> | <b>Central<br/>Support<br/>£'000</b> | <b>Holding<br/>Accounts<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|--------------------------------------|---------------------------------------|------------------------|
| Employees                                   | 0                                    | 408                                   | 408                    |
| Premises Related Expenditure                | 0                                    | 0                                     | 0                      |
| Transport Related Expenditure               | 0                                    | 2                                     | 2                      |
| Supplies and Services                       | 0                                    | 547                                   | 547                    |
| Third Party Payments                        | 0                                    | 0                                     | 0                      |
| Transfer Payments                           | 0                                    | 0                                     | 0                      |
| Support Services                            | 0                                    | 285                                   | 285                    |
| <b>Gross Expenditure</b>                    | <b>0</b>                             | <b>1,242</b>                          | <b>1,242</b>           |
| Fees & Charges                              | 0                                    | 0                                     | 0                      |
| Rents                                       | 0                                    | 0                                     | 0                      |
| Grant Income                                | 0                                    | 0                                     | 0                      |
| Recharges                                   | 0                                    | (1,648)                               | (1,648)                |
| <b>Gross Income</b>                         | <b>0</b>                             | <b>(1,648)</b>                        | <b>(1,648)</b>         |
| <b>Net Expenditure</b>                      | <b>0</b>                             | <b>(406)</b>                          | <b>(406)</b>           |
| <b>Original Budget 2006/07</b>              | <b>0</b>                             | <b>(251)</b>                          | <b>(251)</b>           |
| <b>Change in 2007/08 Budget<br/>(£'000)</b> | <b>0</b>                             | <b>(155)</b>                          | <b>(155)</b>           |
| <b>% Change 2007/08 Budget</b>              |                                      |                                       | <b>62</b>              |
| <b>2007/08</b>                              |                                      |                                       |                        |
| Capital Charges                             | 0                                    | 406                                   | 406                    |
| Specific Items                              | 0                                    | 0                                     | 0                      |

| <b>Revenues &amp; Benefits<br/>Budget 2007/08</b> | <b>Central<br/>Support<br/>£'000</b> | <b>Benefits<br/>Administration<br/>£'000</b> | <b>Revenues<br/>Collection<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|--------------------------------------|--|--|------------------------|
| Employees   | 99                                   | 824  | 392                                      | 1315                   |
| Premises Related Expenditure                      | 0                                    | 1  | 0  | 1                      |
| Transport Related Expenditure                     | 0                                    | 23   | 3  | 26                     |
| Supplies and Services                             | 14                                   | 149  | 107                                      | 270                    |
| Third Party Payments                              | 0                                    | 0  | 0  | 0                      |
| Transfer Payments                                 | 0                                    | 0  | 68                                       | 68                     |
| Support Services                                  | 18                                   | 394  | 188                                      | 600                    |
| <b>Gross Expenditure</b>                          | <b>131</b>                           | <b>1,391</b>                                 | <b>758</b>                               | <b>2,280</b>           |
| Fees & Charges                                    | 0                                    | 0  | (135)                                    | (135)                  |
| Rents   | 0                                    | 0  | 0  | 0                      |
| Grant Income                                      | 0                                    | (645)  | (178)                                    | (823)                  |
| Recharges   | (131)                                | 0  | 0  | (131)                  |
| <b>Gross Income</b>                               | <b>(131)</b>                         | <b>(645)</b>                                 | <b>(313)</b>                             | <b>(1,089)</b>         |
| <b>Net Expenditure</b>                            | <b>0</b>                             | <b>746</b>                                   | <b>445</b>                               | <b>1,191</b>           |
| <b>Original Budget 2006/07</b>                    | <b>0</b>                             | <b>666</b>                                   | <b>553</b>                               | <b>1219</b>            |
| <b>Change in 2007/08 Budget<br/>(£,000)</b>       | <b>0</b>                             | <b>80</b>                                    | <b>(108)</b>                             | <b>(28)</b>            |
| <b>% Change 2007/08 Budget</b>                    |                                      |  |  | <b>(2.3)</b>           |
| <b>2007/08</b>                                    |                                      |  |  |                        |
| Capital Charges                                   | 0                                    | 0  | 0  | 0                      |
| Specific Items                                    | 0                                    | 0  | 0  | 0                      |

| Actual<br>2005/06<br>£'000 | <b>Finance</b>                 | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |           |
|----------------------------|--------------------------------|----------------------------|--|------------------------|-----------|
|                            |                                |                            |  | £'000                  | %         |
|                            | <b>Expenditure:</b>            |                            |  |                        |           |
| 817                        | Employees                      | 1053                       | 933                                    | 120                    | 13        |
| 0                          | Premises Related Expenditure   | 179                        | 0                                      | 179                    | 0         |
| 1                          | Transport Related Expenditure  | 7                          | 1                                      | 6                      | 600       |
| 323                        | Supplies and Services          | 379                        | 324                                    | 55                     | 17        |
| 0                          | Third Party Payments           | 0                          | 0                                      | 0                      | 0         |
| 0                          | Transfer Payments              | 0                          | 0                                      | 0                      | 0         |
| 361                        | Support Services               | 188                        | 200                                    | (12)                   | (6)       |
| <b>1,502</b>               | <b>Gross Expenditure</b>       | <b>1,806</b>               | <b>1,458</b>                           | <b>348</b>             | <b>24</b> |
|                            | <b>Income:</b>                 |                            |  |                        |           |
| 0                          | Fees & Charges                 | 0                          | 0                                      | 0                      | 0         |
| 0                          | Rents                          | 0                          | 0                                      | 0                      | 0         |
| 0                          | Grant Income                   | 0                          | 0                                      | 0                      | 0         |
| (1,083)                    | Recharges                      | (1,429)                    | (1,080)                                | (349)                  | 32        |
| <b>(1,083)</b>             | <b>Gross Income</b>            | <b>(1,429)</b>             | <b>(1,080)</b>                         | <b>(349)</b>           | <b>32</b> |
| <b>419</b>                 | <b>Finance Net Expenditure</b> | <b>377</b>                 | <b>378</b>                             | <b>(1)</b>             |           |
| 0                          | Capital charges                | 0                          | 0                                      | 0                      |           |
| 651                        | Specific items                 | 573                        | 573                                    | 0                      |           |
| <b>1,070</b>               | <b>Net cost of Finance</b>     | <b>950</b>                 | <b>951</b>                             | <b>(1)</b>             |           |

| <b>Corporate Systems</b>   |  |                            |  |                                 |            |
|----------------------------|--|----------------------------|--|---------------------------------|------------|
| Actual<br>2005/06<br>£'000 |  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07<br>£'000 | %          |
| <b>Expenditure:</b>        |  |                            |  |                                 |            |
| 592                        | Employees                                | 408                        | 473                                    | (65)                            | (14)       |
| 0                          | Premises Related Expenditure             | 0                          | 0                                      | 0                               | 0          |
| 3                          | Transport Related Expenditure            | 2                          | 3                                      | (1)                             | (33)       |
| 675                        | Supplies and Services                    | 547                        | 601                                    | (54)                            | (9)        |
| 0                          | Third Party Payments                     | 0                          | 0                                      | 0                               | 0          |
| 0                          | Transfer Payments                        | 0                          | 0                                      | 0                               | 0          |
| 217                        | Support Services                         | 285                        | 240                                    | 45                              | 19         |
| <u>1,487</u>               | <i>Gross Expenditure</i>                 | <u>1,242</u>               | <u>1,317</u>                           | <u>(75)</u>                     | <u>(6)</u> |
| <b>Income:</b>             |  |                            |  |                                 |            |
| 0                          | Fees & Charges                           | 0                          | 0                                      | 0                               | 0          |
| 0                          | Rents                                    | 0                          | 0                                      | 0                               | 0          |
| (81)                       | Grant Income                             | 0                          | 0                                      | 0                               | 0          |
| (1,641)                    | Recharges                                | (1,648)                    | (1,568)                                | (80)                            | 5          |
| <u>(1,722)</u>             | <i>Gross Income</i>                      | <u>(1,648)</u>             | <u>(1,568)</u>                         | <u>(80)</u>                     | <u>5</u>   |
| <b>(235)</b>               | <b>Corporate Systems Net Expenditure</b> | <b>(406)</b>               | <b>(251)</b>                           | <b>(155)</b>                    |            |
| 349                        | Capital charges                          | 406                        | 327                                    | 79                              |            |
| 0                          | Specific items                           | 0                          | 0                                      | 0                               |            |
| <u><b>114</b></u>          | <b>Net cost of Corporate Systems</b>     | <u><b>0</b></u>            | <u><b>76</b></u>                       | <u><b>(76)</b></u>              |            |

| <b>Revenues &amp; Benefits</b> |  |                            |  |                        |            |
|--------------------------------|--|----------------------------|--|------------------------|------------|
| Actual<br>2005/06<br>£'000     |  | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |            |
|                                |  |                            |  | £'000                  | %          |
| <b>Expenditure:</b>            |  |                            |  |                        |            |
| 1,232                          | Employees                                      | 1,315                      | 1,312                                  | 3                      | 0          |
| 1                              | Premises Related Expenditure                   | 1                          | 1                                      | 0                      | 0          |
| 35                             | Transport Related Expenditure                  | 26                         | 26                                     | 0                      | 0          |
| 1,166                          | Supplies and Services                          | 270                        | 260                                    | 10                     | 4          |
| 0                              | Third Party Payments                           | 0                          | 0                                      | 0                      | 0          |
| 41                             | Transfer Payments                              | 68                         | 69                                     | (1)                    | (1)        |
| 933                            | Support Services                               | 600                        | 627                                    | (27)                   | (4)        |
| <b>3,408</b>                   | <b>Gross Expenditure</b>                       | <b>2,280</b>               | <b>2,295</b>                           | <b>(15)</b>            | <b>(1)</b> |
| <b>Income:</b>                 |  |                            |  |                        |            |
| (131)                          | Fees & Charges                                 | (135)                      | (132)                                  | (3)                    | 2          |
| 0                              | Rents  | 0                          | 0                                      | 0                      | 0          |
| (1,667)                        | Grant Income                                   | (823)                      | (880)                                  | 57                     | (6)        |
| (174)                          | Recharges                                      | (131)                      | (64)                                   | (67)                   | 105        |
| <b>(1,972)</b>                 | <b>Gross Income</b>                            | <b>(1,089)</b>             | <b>(1,076)</b>                         | <b>(13)</b>            | <b>1</b>   |
| <b>1,436</b>                   | <b>Revenues &amp; Benefits Net Expenditure</b> | <b>1,191</b>               | <b>1,219</b>                           | <b>(28)</b>            |            |
| 0                              | Capital charges                                | 0                          | 0                                      | 0                      |            |
| 0                              | Specific items                                 | 0                          | 0                                      | 0                      |            |
| <b>1,436</b>                   | <b>Net cost of Revenues &amp; Benefits</b>     | <b>1,191</b>               | <b>1,219</b>                           | <b>(28)</b>            |            |

**FINANCE, CORPORATE CUSTOMER SERVICES, CORPORATE SYSTEMS, REVENUES AND BENEFITS SERVICE PLAN 2007/08:**

| THE SERVICE  |  |            |          |                      |             |
|--|--|------------|----------|----------------------|-------------|
| Financial advice and accounting; treasury management, internal audit; invoice payment, miscellaneous income collection and cash receipting.<br>Council Tax and National Non-Domestic Rates collection; Housing and Council Tax Benefit; Benefits Investigation<br>Information and Communications Technology; ICT Help Desk; Census partnership<br>Corporate customer contact via telephone and personal contact. |  |            |          |                      |             |
| 2. Budget (£'000)  | Gross  | Income     | Net      | 3. Staffing:         |             |
| 2,140  | 5,328  | (4,167)    | 1,162    | 96 staff (84.06 FTE) |             |
| CURRENT SERVICE  |  |            |          |                      |             |
| All statutory financial targets met. High customer satisfaction with ICT service. Revenues collection upper quartile and benefits performance maintained at Department of Work and Pensions standards. Customer Services to meet corporate targets.  |  |            |          |                      |             |
| PERFORMANCE INDICATORS   |  |            |          |                      |             |
| National:  | Performance Indicator  | Targ 06/07 | Proj Out | Top Quart            | Targt 07/08 |
| BV8  | Percentage of invoices paid on time                            | 99%        | 80%      | 97.3%                | 97.3%       |
| BV9  | Council Tax collected  | 99.1%      | 98%      | 98.5%                | 98.5%       |
| BV10   | NNDR collected   | 99.1%      | 97.8%    | 99.3%                | 99.3%       |
| BV76a  | No claimants visited per 1000 caseload                         | 230        | 230      | 319                  | 100*        |
| BV76b  | No fraud investigators per 1000                                | 0.6        | 0.6      | N/A                  | 0.6         |
| BV76c  | No fraud investigators per 1000                                | 60         | 50       | 55                   | 60          |
| BV76d  | No prosecutions/sanctions per 1000                             | 12         | 5        | N/a                  | 6           |
| BV78a  | Average time for new claims (days)                             | 29         | 35       | 25.5                 | 27          |
| BV78b  | Average time change of circumstances (days)                    | 12         | 20       | 8.5                  | 14          |
| BV79a  | Cases processed correctly                                      | 98.5%      | 98.5%    | 99%                  | 98.5%       |
| BV79b  | % of recoverable overpayments recovered                        | 65%        | 77%      | 79.5%                | 65%         |
| BV79bii  | Recovery of overpaid benefit                                   | 25%        | 26%      | 41.2%                | 26%         |
| BV79biii   | % of overpaid benefit written off                              | 3%         | 3%       | N/A                  | 2.5%        |
| MSPi71   | Network availability   | 99%        | 98%      | N/A                  | 99%         |
| MSPi72   | Help desk calls closed within target                           | 95%        | 65%      | N/A                  | 95%         |
| MSPi74   | Average interest rates on investments (margin over Base rate ) | 0.15%      | 0.15%    | N/A                  | 0.15%       |
| MSPi75   | % of payments made by BACS                                     | 90%        | 95%      | N/A                  | 95%         |

\* Target reduced as the govt has changed the target from the number of visits to the number of reductions in benefit calculated. This does not require the same number of visits as they can be found largely by data matching.

| CORPORATE PRIORITIES  |  |
|---|--|
| Opportunities and quality of life for all; Quality and sustainable environment; Efficient and effective services.   |  |
| KEY TASKS   |  |
| Short Term (2007/8):  | Target Date  |
| <b>Using ICT to improve efficiency</b><br>Strengthen ICT resources by additional investment, i.e. staff, equipment, buying in of expertise where appropriate and greater training provision.<br>Introduce digital signatures for all outgoing payments<br>Improve ICT customer service and liaison with Divisions for maximising benefits of ICT<br>Improve use of ICT by Members and participate in induction<br>Facilitate implementation of major ICT projects across the Council including central server replacement, EDRMS and replace Leisure Centre services/telephones.                            | April 07<br><br>July 07<br>June 07<br><br>May 07<br>To ICT schedule                          |
| <b>Providing the right services to ensure delivery of the Council's objectives</b><br>Contribute to successful CPA re-assessment<br>Review Internal Audit contract with view to partnering arrangement<br>Streamline admin services in the Division<br>Contribute to the delivery of improvements to the Council's procurement through close working with Joint Procurement Advisor.<br>Contribute to the Better Mid Sussex Partnership including Office Accommodation Project.<br>Create the corporate customer contact centre and continue to lead on the transfer of contacts from services to the team. | Oct 07<br>Start April 07<br>April 07<br>April 07<br><br>March 08<br><br>Phased through 07/08 |
| <b>Enhancing the capacity of the Division</b><br>Integrate Revenues Section into Census partnership<br>- Preparation for integration of Benefits in 2007/08<br>Review of staff structures and working arrangements:-<br>- Debtors arrangements<br>- Staffing structures in ICT and Exchequer  | April 07<br>October 07<br><br>April 07<br>April 07   |
| Medium and Long Term (2008/9):  |  |
| Use FMS fully for budgeting and monitoring.   |  |

## HOUSING SERVICES DIVISION

**Name of Service** - Housing

**Head of Service**

Lynne Standing

**Services covered**

The Housing Division provides services in three key areas:

- Housing Strategy - assessing housing need and devising a strategy to meet that need
- Housing Enabling - working in partnership to deliver affordable housing and support services
- Housing Needs - including allocations policy and contract management, housing options and homelessness.

During the past year the Council's improved performance in housing has been recognised. In May 2006 the Audit Commission undertook an inspection of the Council's Affordable Housing services and rated us as a two star (Good) service with promising prospects for improvement. This was the highest inspection score that had been awarded for Affordable Housing. The Council was subsequently recognised as the Regional Homelessness Champion for the South East.

Taken together, these assessments recognise the significant strides made since the Comprehensive Performance Assessment in 2003 in the information and services we provide to the public, as well as the strength of our underlying housing strategy and corporate work to deliver affordable housing. In particular, in a climate where demand for affordable housing outstrips supply across the whole region, our housing options approach has allowed us to reduce the number of people who suffer the trauma of becoming homeless by helping them to explore and access other housing options. We will be extending this work over the next year with an education programme for secondary schools, to help young people to address their housing needs in a planned way. We are on target to reduce the number of homeless households in temporary accommodation by 50% by 2010, and have improved the quality of accommodation used for this purpose, significantly reducing use of non-self-contained accommodation (bed and breakfast and hostels) in line with Government targets.

Over the next year we will be focusing in particular on improving our delivery of rural affordable housing.

**Key areas for 2007/08**

1. Delivering against key housing priorities:

- Preventing homelessness for at least 60 households through a customer-focused housing options approach
- Delivering affordable housing to meet local needs. In line with our Local Area Agreement target we will deliver 331 new affordable homes, plus Open Market Homebuy, over the period 2005/6 to 2008/9. The overall target will not be achieved equally over the four-year period.
- Help meet the housing needs of rural residents and communities by increasing the number of rural affordable homes delivered to a minimum of 20 during 2007-08.

2. Enhancing the Council's reputation through:
  - Our work as Regional Homelessness Champions, in providing advice, support and guidance to other local authorities in the Region and spreading good practice
  - Developing a protocol with the Housing Corporation to forge more effective joint working to deliver affordable housing
  - Delivering on the Audit Commission's recommendations arising from this year's inspection
  - Our annual communications plan to consult and inform residents and service users about our plans, our services and our successes, and using their feedback to drive further improvements to our services.
  
3. Ensuring we deliver value for money. In particular we will:
  - Review the costs of the Common Housing Register
  - Explore the availability of alternative guest house accommodation
  - Benchmark our services through benchmarking clubs and exercises
  - Explore the potential for further shared services with neighbouring authorities

The Division plays a key role in the Better Mid Sussex partnership in terms of enabling the provision of affordable housing in our town centres. The Division will continue to work with Thornfield Properties plc in the development of implementation plans and development briefs for the town centre masterplans.

### Housing Services Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                 | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>          |                            |
| Net Inflation                                      | 15                         |
| Effect of salary increments                        | 4                          |
| Additional pension contributions                   | 6                          |
| Salary changes                                     | 31                         |
| Recharges  | 5                          |
| ODPM Grant not confirmed                           | 31                         |
| <i>Total</i>                                       | <b>92</b>                  |
| <b><i>Budget Changes - Decreasing</i></b>          |                            |
| Staff moving to Environment                        | (19)                       |
| 2006/2007 Procurement savings identified           | (2)                        |
| Additional ODPM grant                              | (40)                       |
| Supplies and services                              |                            |
| <i>Total</i>                                       | <b>(61)</b>                |
| <b><i>Total Variation for Housing Services</i></b> | <b>31</b>                  |

| <b>Housing Services<br/>Budget 2007/08</b>  | <b>Homelessness<br/>£'000</b> | <b>Housing<br/>Enabling<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|-------------------------------|---------------------------------------|------------------------|
| Employees                                   | 278                           | 146                                   | 424                    |
| Premises Related Expenditure                | 0                             | 0                                     | 0                      |
| Transport Related Expenditure               | 15                            | 0                                     | 15                     |
| Supplies and Services                       | 160                           | 22                                    | 182                    |
| Third Party Payments                        | 0                             | 0                                     | 0                      |
| Transfer Payments                           | 184                           | 0                                     | 184                    |
| Support Services                            | 100                           | 83                                    | 183                    |
| <b>Gross Expenditure</b>                    | <b>737</b>                    | <b>251</b>                            | <b>988</b>             |
| Fees & Charges                              | 0                             | 0                                     | 0                      |
| Rents                                       | 0                             | 0                                     | 0                      |
| Grant Income                                | (123)                         | 0                                     | (123)                  |
| Recharges                                   | 0                             | 0                                     | 0                      |
| <b>Gross Income</b>                         | <b>(123)</b>                  | <b>0</b>                              | <b>(123)</b>           |
| <b>Net Expenditure</b>                      | <b>614</b>                    | <b>251</b>                            | <b>865</b>             |
| <b>Original Budget 2006/07</b>              | <b>581</b>                    | <b>253</b>                            | <b>834</b>             |
| <b>Change in 2007/08 Budget<br/>(£'000)</b> | <b>33</b>                     | <b>(2)</b>                            | <b>31</b>              |
| <b>% Change 2007/08 Budget</b>              |                               |                                       | <b>3.7</b>             |
| <b>2007/08</b>                              |                               |                                       |                        |
| Capital Charges                             | 0                             | 0                                     | 0                      |
| Specific Items                              | 0                             | 0                                     | 0                      |

| <b>Housing Services</b>    |                                       |                            |  |                                 |     |
|----------------------------|---------------------------------------|----------------------------|--|---------------------------------|-----|
| Actual<br>2005/06<br>£'000 |                                       | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07<br>£'000 | %   |
| <b>Expenditure:</b>        |                                       |                            |  |                                 |     |
| 356                        | Employees                             | 424                        | 391                                    | 33                              | 8   |
| 0                          | Premises Related Expenditure          | 0                          | 0                                      | 0                               | 0   |
| 18                         | Transport Related Expenditure         | 15                         | 15                                     | 0                               | 0   |
| 159                        | Supplies and Services                 | 182                        | 182                                    | 0                               | 0   |
| 0                          | Third Party Payments                  | 0                          | 0                                      | 0                               | 0   |
| 156                        | Transfer Payments                     | 184                        | 162                                    | 22                              | 14  |
| 150                        | Support Services                      | 183                        | 191                                    | (8)                             | (4) |
| <hr/>                      |                                       | <hr/>                      | <hr/>                                  | <hr/>                           |     |
| 839                        | <i>Gross Expenditure</i>              | 988                        | 941                                    | 47                              | 5   |
| <hr/>                      |                                       | <hr/>                      | <hr/>                                  | <hr/>                           |     |
| <b>Income:</b>             |                                       |                            |  |                                 |     |
| 0                          | Fees & Charges                        | 0                          | 0                                      | 0                               | 0   |
| 0                          | Rents                                 | 0                          | 0                                      | 0                               | 0   |
| (121)                      | Grant Income                          | (123)                      | (107)                                  | (16)                            | 15  |
| 0                          | Recharges                             | 0                          | 0                                      | 0                               | 0   |
| <hr/>                      |                                       | <hr/>                      | <hr/>                                  | <hr/>                           |     |
| (121)                      | <i>Gross Income</i>                   | (123)                      | (107)                                  | (16)                            | 15  |
| <hr/>                      |                                       | <hr/>                      | <hr/>                                  | <hr/>                           |     |
| <b>718</b>                 | <b><i>Housing Net Expenditure</i></b> | <b>865</b>                 | <b>834</b>                             | <b>31</b>                       |     |
| 0                          | Capital charges                       | 0                          | 0                                      | 0                               |     |
| 0                          | Specific items                        | 0                          | 20                                     | (20)                            |     |
| <hr/>                      |                                       | <hr/>                      | <hr/>                                  | <hr/>                           |     |
| <b>718</b>                 | <b><i>Net cost of Housing</i></b>     | <b>865</b>                 | <b>854</b>                             | <b>11</b>                       |     |
| <hr/> <hr/>                |                                       | <hr/> <hr/>                | <hr/> <hr/>                            | <hr/> <hr/>                     |     |

**HOUSING SERVICES SERVICE PLAN 2007/08**

**THE SERVICE**

Housing Strategy - assessing housing need and devising a strategy to meet that need; Housing Enabling - working in partnership to deliver affordable housing and support services; Housing Needs - including allocations policy and contract management, housing advice and homelessness.

|                   |       |        |     |              |
|-------------------|-------|--------|-----|--------------|
| 2. Budget (£'000) | Gross | Income | Net | 3. Staffing: |
| 865               | 988   | (123)  | 865 | 11.62 FTE    |

**CURRENT SERVICE**

**Achievements**  
 2 star Good assessment in Audit Commission inspection  
 Appointed Regional Homelessness Champion  
 Prevented homelessness for at least 60 households  
 Delivered 17 rural affordable homes and provided advice and support to more than 10 parish councils  
 More effective corporate approach to empty homes and other private sector housing issues

**PERFORMANCE INDICATORS**

| National:    | Performance Indicator   | Targ 06/07 | Proj Out   | Top Quart | Target 07/08 |
|--------------|---|------------|------------|-----------|--------------|
| BV183a       | Average stay of unintentionally homeless family in B&B                        | 4 weeks    | 2.21 weeks | 1.35 week | 1 week       |
| BV183b       | Average stay of unintentionally homeless families in hostels                  | 23 weeks   | 92 weeks   | 0 week    | 0 weeks      |
| BV203        | % annual change in families in temporary accommodation                        | -5%        | -20%       | -17.82%   | -10%         |
| BV64         | Number of empty homes brought into use  | 6          | 55         | 77        | 55           |
| BV202        | Number of people sleeping rough   | under 10   | under 10   | N/A       | under 10     |
| BV213        | Number per 1,000 households where homelessness prevented                      | 1.1        | 1.3        | 5         | 1.5          |
| BV214        | % repeat homelessness   | 0%         | 1%         | 0%        | 0%           |
| <b>Local</b> |   |            |            |           |              |
| MSPI 21      | Maximum number of households accepted as homeless                             | 100        | 70         | N/A       | 80           |
| MSPI 07      | Minimum number of affordable homes delivered (to be revised to 4 year target) | 90         | 90         | N/A       |              |
| MSPI 94      | Number of households in temporary accommodation                               | 39         | 39         | N/A       | 35           |
| MSPI 95      | Nil families in B&B accommodation for more than 6 weeks                       | 0          | 0          | N/A       | 0            |

**CORPORATE PRIORITIES**

Opportunities and quality of life for all;  
 Quality and Sustainable Environment;  
 Distinctive and sustainable towns and villages; and  
 Efficient and effective services.

**KEY TASKS**

| Short Term (2007/8):   | Target Date     |
|--|-----------------|
| House at least 15 key workers a year   | 31 March 2008   |
| Develop at least 20 affordable homes a year in rural settlements   | 31 March 2008   |
| Ensure number households accepted as homeless does not exceed 80   | 31 March 2008   |
| Maintain at nil the number of families in bed and breakfast for more than 6 weeks  | 31 March 2008   |
| Develop new homelessness review and strategy   | March 2008      |
| Test market for additional guest house accommodation   | June 2007       |
| Review costs and options for management of Common Housing Register   | March 2008      |
| Devise and deliver an education programme for young people about housing and homelessness (visit all 7 secondary schools by 31 March 08) | 31 March 2008   |
| Review options for future commissioning of Housing Needs Surveys and/or sub-regional Housing Market Assessments                          | March 2008      |
| Implement quality assurance system for housing advice  | Aug 2007        |
| Carry out duties involved in role of Regional Homelessness Champion (minimum 10 days Aug 06-Aug 07)                                      | 31 Aug 07       |
| Set up homelessness/advice IT system.  | 1 April 07      |
| <b>Medium and Long Term (2008/10):</b>   |                 |
| Work with Planning to achieve revised adopted affordable housing policies  | 2010            |
| Increase supply of affordable homes by 331 from 2005-06 to 2008-09   | March 2009      |
| Work with Thornfield to deliver affordable housing as part of town centre revitalisation   | Ongoing to 2011 |
| Halve number of households in temporary accommodation  | April 2010      |
| Work with Planning Policy to deliver new site(s) for gypsies & travellers where there is a demonstrated need for additional pitches      | Nov. 2010       |
| Introduce sub-regional Choice-Based Lettings   | 2009            |
| Review potential for further shared services with neighbouring authorities   | 2009            |

## LEGAL AND PROPERTY SERVICES DIVISION

**Name of Service-** Legal and Property Services

**Head of Service**

Ian Brown (interim)

**Services covered**

- Legal advice and work including local government and finance law, planning, contracts, property matters, civil and criminal litigation, licensing, environmental housing, public health and marketing.
- Asset management- management of the Council's property assets in accordance with the Asset Management Plan

**Key areas for 2007/08**

Making best use of the Council's property portfolio is seen as the key driver in generating the funds needed for the Council to push forward its corporate objectives. It is the role of the property team to seek initiatives to fulfil this ambition. The Division has an important part to play in the Better Mid Sussex project through the management of the Council's property assets, co-ordinated through the Asset Management Plan. The development of the Property Business Plan will enable the Council to take advantage of disposal/development opportunities for Council assets. Recent opportunity disposals which have been negotiated include the land at Fairbridge Way and the Sidney West site both in Burgess Hill.

Legal Services has recently been accredited with the Law Society's Lexcel practice management quality mark which is evidence of a well managed practice committed to quality service. It is committed to continuous improvement and is striving to obtain from stakeholders a reputation for providing a first class service.

Legal Services plays an important role in supporting front line services within the Council and ensuring that they carry out their duties effectively, efficiently and in compliance with statutory requirements. Examples include:-

- Planning- S. 106 Planning Agreements, prosecutions for breach of planning control, Development Control Planning Advice, planning appeals.
- Contracts- transacting services, supplies and works contracts
- Litigation and Enforcement- prosecutions for housing and council tax fraud, infringements of environmental health and car park offences
- Licensing- ensuring that the provisions of the recent Licensing and Gambling legislation are complied with
- Property- advice on specific property matters and disposal/development opportunities.

The Division through both the property and legal sections actively support the Better Mid Sussex project by advising and undertaking work in connection with the project. The project is reaching the stage when specific development proposals are being developed and increasing legal and property advice will be required.

It is proposed that in relation to the less complex planning appeals, legal officers will be encouraged to take an increasingly active role in support of the Head of Environment and where necessary they will receive necessary training. Hitherto it is considered that there has been too much emphasis on the appointment of external barristers for this work.

A review of the Division is currently underway which has four main outcomes to deliver:-

- A restructure of the Division to make it more manageable
- Resources moved to better match workloads
- Exploitation of benefits of partnership working
- Efficiency savings

The improvement plan from this review will start to be delivered from April 2007.

The efficiency agenda, such as introducing innovative new contracting arrangements, will also be supported by the Division through close working with the Joint Procurement Advisor and Implementation Group. Implementation of the new refuse, recycling and street-sweeping contract will also be an important task.

The Division will be looking to increase income by charging (where appropriate) full market rates for the provision of property and legal services. In the case of future property disposals where possible it is intended to negotiate an "admin" charge which will be payable in addition to the market value/Best Consideration – likely to be a % of capital value.

We are currently looking into how we can effect efficiency improvements in the operation of the existing electronic Property Terrier "Asset Manager" IT system and make available on the Council's web site for access by the public a mapping system record of Council land ownership.

## Legal & Property Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>                                     | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>              |                            |
| Net Inflation  | 18                         |
| Effect of salary increments                            | 4                          |
| Additional pension contributions                       | 6                          |
| Recharges  | 93                         |
| <i>Total</i>   | <u>121</u>                 |
| <b><i>Budget Changes - Decreasing</i></b>              |                            |
| Staffing adjustments                                   | (18)                       |
| Central Support efficiency savings                     | (55)                       |
| 2006/07 procurement savings built into base 07/08      | (22)                       |
| Bridging the Gap - review of rents and expenses        | (70)                       |
| Increase in Martlets Car Pk Contract from July 07      | (3)                        |
| Legal - savings on Books                               | (2)                        |
| <i>Total</i>   | <u>(170)</u>               |
| <b><i>Total Variation for Legal &amp; Property</i></b> | <u><u>(49)</u></u>         |

| <b>Legal &amp; Property<br/>Budget 2007/08</b> | <b>Central<br/>Support<br/>£'000</b> | <b>Holding<br/>Accounts<br/>£'000</b> | <b>Property<br/>(Estates)<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|--|--------------------------------------|---------------------------------------|---|------------------------|
| Employees                                      | 364                                  | 0                                     | 101                                     | <b>465</b>             |
| Premises Related Expenditure                   | 0                                    | 0                                     | 31                                      | <b>31</b>              |
| Transport Related Expenditure                  | 1                                    | 0                                     | 3                                       | <b>4</b>               |
| Supplies and Services                          | 29                                   | 106                                   | 23                                      | <b>158</b>             |
| Third Party Payments                           | 0                                    | 0                                     | 0                                       | <b>0</b>               |
| Transfer Payments                              | 0                                    | 0                                     | 0                                       | <b>0</b>               |
| Support Services                               | 86                                   | 0                                     | 110                                     | <b>196</b>             |
| <b>Gross Expenditure</b>                       | <b>480</b>                           | <b>106</b>                            | <b>268</b>                              | <b>854</b>             |
| Fees & Charges                                 | (35)                                 | 0                                     | (96)                                    | <b>(131)</b>           |
| Rents  | 0                                    | 0                                     | (1,256)                                 | <b>(1,256)</b>         |
| Grant Income                                   | 0                                    | 0                                     | 0                                       | <b>0</b>               |
| Recharges                                      | (445)                                | -106                                  | 0                                       | <b>(551)</b>           |
| <b>Gross Income</b>                            | <b>(480)</b>                         | <b>(106)</b>                          | <b>(1,352)</b>                          | <b>(1,938)</b>         |
| <b>Net Expenditure</b>                         | <b>0</b>                             | <b>0</b>                              | <b>(1,084)</b>                          | <b>(1,084)</b>         |
| <b>Original Budget 2006/07</b>                 | <b>0</b>                             | <b>0</b>                              | <b>(1,035)</b>                          | <b>(1,035)</b>         |
| <b>Change in 2007/08 Budget<br/>(£'000)</b>    | <b>0</b>                             | <b>0</b>                              | <b>(49)</b>                             | <b>(49)</b>            |
| <b>% Change 2007/08 Budget</b>                 |                                      |                                       |   | <b>4.7</b>             |
| <b>2007/08</b>                                 |                                      |                                       |   |                        |
| Capital Charges                                | 0                                    | 0                                     | 118                                     | <b>118</b>             |
| Specific Items                                 | 0                                    | 10                                    | 0                                       | <b>10</b>              |

| Actual<br>2005/06<br>£'000 | <b>Legal &amp; Property</b>             | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |             |
|----------------------------|---|----------------------------|--|------------------------|-------------|
|                            |   |                            |  | £'000                  | %           |
|                            | <b>Expenditure:</b>                     |                            |  |                        |             |
| 619                        | Employees                               | 465                        | 666                                    | (201)                  | (30)        |
| 209                        | Premises Related Expenditure            | 31                         | 204                                    | (173)                  | (85)        |
| 9                          | Transport Related Expenditure           | 4                          | 10                                     | (6)                    | (60)        |
| 207                        | Supplies and Services                   | 158                        | 221                                    | (63)                   | (29)        |
| 0                          | Third Party Payments                    | 0                          | 0                                      | 0                      | 0           |
| 0                          | Transfer Payments                       | 0                          | 0                                      | 0                      | 0           |
| 243                        | Support Services                        | 196                        | 189                                    | 7                      | 4           |
| <u>1,287</u>               | <i>Gross Expenditure</i>                | <u>854</u>                 | <u>1,290</u>                           | <u>(436)</u>           | <u>(34)</u> |
|                            | <b>Income:</b>                          |                            |  |                        |             |
| (129)                      | Fees & Charges                          | (131)                      | (127)                                  | (4)                    | 3           |
| (1,316)                    | Rents                                   | (1,256)                    | (1,184)                                | (72)                   | 0           |
| (10)                       | Grant Income                            | 0                          | 0                                      | 0                      | 0           |
| (951)                      | Recharges                               | (551)                      | (1,014)                                | 463                    | 0           |
| <u>(2,406)</u>             | <i>Gross Income</i>                     | <u>(1,938)</u>             | <u>(2,325)</u>                         | <u>387</u>             | <u>(17)</u> |
| <b>(1,119)</b>             | <b>Legal Services Net Expenditure</b>   | <b>(1,084)</b>             | <b>(1,035)</b>                         | <b>(49)</b>            |             |
| 768                        | Capital charges                         | 118                        | 118                                    | 0                      |             |
| 7                          | Specific items                          | 10                         | 10                                     | 0                      |             |
| <u><b>(344)</b></u>        | <b>Net cost of Legal &amp; Property</b> | <u><b>(956)</b></u>        | <u><b>(907)</b></u>                    | <u><b>(49)</b></u>     |             |

**LEGAL AND PROPERTY SERVICES SERVICE PLAN 2007/08**

| <b>THE SERVICE</b>   |   |              |              |                      |
|--|---|--------------|--------------|----------------------|
| Legal advice and work including local government and finance law, planning, contracts, property matters, civil and criminal litigation, licensing, environmental housing, public health and marketing.<br>Insurance of the council's assets and dealing with claims against the Council<br>Asset management- management of the Council's property assets in accordance with the Asset Management Plan  |   |              |              |                      |
| Budget (£'000)   | Gross                                   | Income       | Net          | Staffing:            |
| (956)  | 855                                     | (1,939)      | (1,084)      | 15 staff (11.81 FTE) |
| <b>CURRENT SERVICE</b>   |   |              |              |                      |
| Successful implementation of the new Licensing Act<br>Completion of contracts in support of the ICT partnership and procurement generally.<br>Advice and support generally in connection with the Thornfield Partnership.<br>Delivery of Decriminalisation of parking enforcement.<br>Asset Management Plan 2006/07 produced<br>Service standards delivered in accordance with the Service Level Agreements with client departments.<br>Insurance claims processed in accordance with civil procedure rules timescales.<br>Major contribution to achievement of planning targets set by Government in relation to major planning applications.<br>Work Volumes 06/07 (as at November 2006): <ul style="list-style-type: none"> <li>• Contracts- 15</li> <li>• Litigation- 35</li> <li>• Planning- 57</li> <li>• Property- 51</li> <li>• Miscellaneous- 41</li> </ul> |   |              |              |                      |
| <b>PERFORMANCE INDICATORS</b>  |   |              |              |                      |
| Local  | Performance Indicator                   | 06/07 target | Proj outturn | 07/08 target         |
| MS41   | % rent collected                        | 99%          | 98%          | 98%                  |
| MS42   | % rent reviews/lease renewals initiated | 100%         | 95%          | 95%*                 |
| MS46   | Property Income (£m)                    | 1.278        | 1.278        | 1.350                |
| MS103  | % rental income achieved against budget | New          | New          | 100%                 |

\* The Council may not wish to invoke rent reviews in 100% of cases because of the possibility of reduced rents being achieved following rent review.

| <b>CORPORATE PRIORITIES</b>  |                    |
|--|--------------------|
| The Division supports the delivery of all aspects of the Corporate Plan, particularly Quality and sustainable environment, Distinctive and sustainable towns and villages, Strong safe communities and efficient and effective services. |                    |
| KEY TASKS  | Target Date        |
| <u>Short Term (2007/8):</u>  |                    |
| <b>Ensuring maximum value from the Council's assets</b>  |                    |
| Preparation of the Asset Management Plan for 2007/08   | July 2007          |
| Development of the Property Business Plan.   | July 2007          |
| Implement rolling programme of Asset Evaluations   | April 07           |
| Continued support and co-ordination with the Better Mid Sussex project.  | May 2007           |
| <b>Delivering the right legal services to ensure delivery of the Council's Objectives</b>  |                    |
| Review existing Service Level Agreements and prepare and enter into new Agreements with each Head of Service.  | Dec 07             |
| Maintain Law Society Lexcel accreditation.   | July 07            |
| Introduce revisions to charge out rates for legal services.  | April 07           |
| Introduce an administrative charge for property disposals  | April 07           |
| Contribute to improvements to the Council's procurement, especially through new contracting arrangements.  | quarterly meetings |
| Complete refuse and recycling re-tendering   | July 07            |
| Contribute to member induction following the elections.  | May 07             |
| <b>Enhancing the Capacity of the Division</b>  |                    |
| Implement the improvement plan following the Legal Services Review, including a restructuring of the Division and exploitation of partnership working.   | June 07            |
| Integrate working with the Solicitor to the Council and Monitoring Officer and make use of mentoring role for Legal staff.   | April 07           |
| <u>Medium and Long Term (2009/10):</u>   |                    |
| Continued advice and support for the Better Mid Sussex Project   |                    |
| Preparation and delivery of the 08/09 and 09/10 Asset Management Plans and continuing development of the Property Business Plan  |                    |

## **LEISURE AND WELLBEING**

**Name of Service-** Leisure and Wellbeing

**Head of Service**

Paul Squires

**Services covered**

Leisure and Wellbeing provides a first class lifestyle service based around health and wellness.

Our key outcomes are satisfaction of our residents, participation that improves wellness and involvement that enhances a sense of community.

To achieve these outcomes we will seek to make the most of our facilities by constantly reviewing the current need, looking to the future to provide improved facilities and working with our community partners to enhance District facilities.

One of the services that is often overlooked in our division is the substantial work undertaken to improve facilities owned and operated by local community groups and sports organisations. Our Development unit works to leverage funds in the community to improve facilities and in 2007/08 will also work to leverage the knowledge of our important volunteer sector through improved education and training.

Our cultural division will be highlighted in 2007/08 with our local community focused on the Big Culture Season beginning in May. This will showcase quality entertainment from across the UK but most importantly will give local people in the arts and sporting sections a vehicle to demonstrate our exceptional home grown talent.

Leisure and Wellbeing is a key player in the Better Mid Sussex project and will continue to work with Thornfield Properties.

The service is in the vanguard of the Council's relationships with the community with a number of community leisure based activities for all sections of our community. Our relationship with Brighton and Hove Albion to deliver football in the community illustrates the way in which the Division makes best use of its assets to secure significant external funding to deliver this project. In 2007/08 it is our ambition to build similar external partnerships for the benefit of the community in other sports beginning with cricket.

**Key areas for 2007/08**

The Division will continue to perform a key role in enabling the Council to achieve its corporate objectives of Better Lives, Better Environment and Better Services – particularly around healthy lifestyles, opportunities and quality of life for all, strong safe communities and efficient and effective services. It is fundamental to delivering a Better Mid Sussex.

The Division will continue to deliver its operational business improvement programme which is based around four key outcomes:

- **Financial sustainability:** Growing our revenue through improved and exciting programming, improved facilities and quality equipment and developing events and entertainment to attract crowds will contribute to this. In order to do this we will be starting the next phase of the redevelopment programme for Olympos East Grinstead, producing a five year (and beyond)

asset management plan for Council owned assets and developing a priority plan for development of key district wide assets in conjunction with our community partners.

- Value for money: Our service will offer a continued wide range of memberships that constantly evolves to meet market needs whilst containing average price increases across the service to below inflation levels.
- Good reputation: We intend to build on the Olympos brand and in particular focus on achieving a 20% improvement from our customers on their views of the cleanliness of our centres. We will build improved links with the voluntary sector and establish recognised education and learning programmes for our voluntary sports sector.
- Confident staff: We will be introducing a new structured induction programme, building a stronger instructor group that is trained and developed in the latest techniques and classes. We will also develop a staff recognition and reward programme. In addition, the division will continue to develop its emerging reputation in providing one of the best lifestyle and leisure services in the Region and beyond. This will be delivered through the following operational themes:
  - Customer focus: We are increasing our customer surveying programme to quarterly to ensure that we are responding to customer needs, new customer service training for our staff will be undertaken on a regular basis and through our sales team we will be focusing on developing new customer bases in the corporate sector.
  - Communications: Our new web site will be constantly enhanced to enable all bookings (including event) for our services to be conducted on line by the end of the year. We will introduce online newsletters for our members and provide advice and guidance on the web for leisure services.
  - Innovation: In addition to new programming we will be seeking to take our service out into the public domain, working with the private and public sector to deliver new services and programmes in their own offices and at new locations.
  - Partnerships: We will be establishing a partnership programme with our neighbours to share information on training development and marketing. Our private sector partnerships will focus on increasing participation and health and well being at work, and we will seek to introduce innovative pre and post -operative assistance for NHS and private medical clients to assist recovery.
  - Development: We will have three major facility development projects as a result of our town Centre master Plan involvement. The redevelopment of Cultural facilities in Haywards Heath as a result of the need to re-provide Clair Hall, the redevelopment of Olympos at East Grinstead and the commencement of planning for development at Martlets in Burgess Hill.

### Leisure & Well Being Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>   | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>                  |                            |
| Net Inflation  | 163                        |
| Effect of salary increments                                | 67                         |
| Big Culture Show budgeted expenditure                      | 300                        |
| Staffing adjustments                                       | 6                          |
| Additional pension contributions                           | 71                         |
| <i>Total</i>   | <b>607</b>                 |
| <b><i>Budget Changes - Decreasing</i></b>                  |                            |
| Recharges  | (46)                       |
| 2006/07 Efficiency savings                                 | (100)                      |
| Big Culture Show budgeted income                           | (320)                      |
| 2006/07 procurement savings built into base 07/08          | (17)                       |
| Bridging the gap savings                                   | (100)                      |
| <i>Total</i>   | <b>(583)</b>               |
| <b><i>Total Variation for Leisure &amp; Well Being</i></b> | <b>24</b>                  |

| <b>Leisure &amp; Well Being<br/>Budget 2007/08</b> | <b>Leisure<br/>Centres<br/>£'000</b> | <b>Civic<br/>Halls<br/>£'000</b> | <b>Community Leisure<br/>&amp; Development<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|--|--------------------------------------|----------------------------------|--|------------------------|
| Employees  | 4,544                                | 384                              | 235  | 5,163                  |
| Premises Related Expenditure                       | 2,295                                | 222                              | 0  | 2,517                  |
| Transport Related Expenditure                      | 9                                    | 0                                | 7  | 16                     |
| Supplies and Services                              | 803                                  | 236                              | 368  | 1,407                  |
| Third Party Payments                               | 25                                   | 4                                | 0  | 29                     |
| Transfer Payments                                  | 0                                    | 0                                | 3  | 3                      |
| Support Services                                   | 762                                  | 220                              | 199  | 1,181                  |
| <b>Gross Expenditure</b>                           | <b>8,438</b>                         | <b>1,066</b>                     | <b>812</b>   | <b>10,316</b>          |
| Fees & Charges                                     | (6,481)                              | (587)                            | -320   | (7,388)                |
| Rents  | (78)                                 | (20)                             | 0  | (98)                   |
| Grant Income                                       | 0                                    | 0                                | 0  | 0                      |
| Recharges  | (306)                                | 0                                | 0  | (306)                  |
| <b>Gross Income</b>                                | <b>(6,865)</b>                       | <b>(607)</b>                     | <b>(320)</b>   | <b>(7,792)</b>         |
| <b>Net Expenditure</b>                             | <b>1,573</b>                         | <b>459</b>                       | <b>492</b>   | <b>2,524</b>           |
| <b>Original Budget 2006/07</b>                     | <b>1,660</b>                         | <b>391</b>                       | <b>449</b>   | <b>2,500</b>           |
| <b>Change in 2007/08 Budget<br/>(£'000)</b>        | <b>(87)</b>                          | <b>68</b>                        | <b>43</b>  | <b>24</b>              |
| <b>% Change 2007/08 Budget</b>                     |                                      |                                  |  | <b>1</b>               |
| <b>2007/08</b>                                     |                                      |                                  |  |                        |
| Capital Charges                                    | 975                                  | 257                              | 0  | 1,232                  |
| Specific Items                                     | 0                                    | 0                                | 0  | 0                      |

| <b>Leisure &amp; Well Being</b>         |                                     |                            |  |                                 |          |
|---|-------------------------------------|----------------------------|--|---------------------------------|----------|
| Actual<br>2005/06<br>£'000              |                                     | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07<br>£'000 | %        |
| <b>Expenditure:</b>                     |                                     |                            |  |                                 |          |
| 4,676                                   | Employees                           | 5,163                      | 5,061                                  | 102                             | 2        |
| 1,948                                   | Premises Related Expenditure        | 2,517                      | 2,257                                  | 260                             | 12       |
| 15                                      | Transport Related Expenditure       | 16                         | 16                                     | 0                               | 0        |
| 1,147                                   | Supplies and Services               | 1,407                      | 1,189                                  | 218                             | 18       |
| 32                                      | Third Party Payments                | 29                         | 17                                     | 12                              | 71       |
| 4                                       | Transfer Payments                   | 3                          | 3                                      | 0                               | 0        |
| 1,230                                   | Support Services                    | 1,181                      | 1,201                                  | (20)                            | (2)      |
| <b>9,052</b>                            | <b>Gross Expenditure</b>            | <b>10,316</b>              | <b>9,744</b>                           | <b>572</b>                      | <b>6</b> |
| <b>Income:</b>                          |                                     |                            |  |                                 |          |
| (6,710)                                 | Fees & Charges                      | (7,388)                    | (6,874)                                | (514)                           | 7        |
| (115)                                   | Rents                               | (98)                       | (98)                                   | 0                               | 0        |
| (37)                                    | Grant Income                        | 0                          | 0                                      | 0                               | 0        |
| (230)                                   | Recharges                           | (306)                      | (272)                                  | (34)                            | 13       |
| <b>(7,092)</b>                          | <b>Gross Income</b>                 | <b>(7,792)</b>             | <b>(7,244)</b>                         | <b>(548)</b>                    | <b>8</b> |
| <b>Leisure Services Net Expenditure</b> |                                     | <b>2,524</b>               | <b>2,500</b>                           | <b>24</b>                       |          |
| 2,321                                   | Capital charges                     | 1,232                      | 1,162                                  | 70                              |          |
| 9                                       | Specific items                      | 0                          | 255                                    | (255)                           |          |
| <b>2,330</b>                            | <b>Net cost of Leisure Services</b> | <b>3,756</b>               | <b>3,917</b>                           | <b>(161)</b>                    |          |

**LEISURE AND WELLBEING SERVICE PLAN 2007/08 :**

|  |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
|--|-----------------------------------|--------------|--------------------|--------------|--|---|--|--|--|--|----------|--------------------|------------|------------|--------|---------|-----------|--------|-------------|--|--|--|--|
| <b>1.THE SERVICE</b>   |                                   |              |                    |              |  | <b>6.CORPORATE PRIORITIES</b>   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| Leisure and Wellbeing provides a first class lifestyle service based around health and wellness, with three leisure centres, including the regionally recognised centre of excellence at the Olympos, Burgess Hill. The service creates and provides opportunities for all members of our community to enhance their lifestyle and experience new activities.  |                                   |              |                    |              |  | The Division supports delivery of all aspects of the corporate plan, with a particular impact on the following key areas:<br>Opportunities and Quality of Life for All, Strong Community Leadership and Efficient and Effective<br>The Division has a significant impact on the Better Mid Sussex agenda. |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| <b>2. Budget (£'000)</b>   |                                   |              | <b>3. Staffing</b> |              |  | <b>7.KEY TASKS</b>  |  |  |  |  |          | <b>Target Date</b> |            |            |        |         |           |        |             |  |  |  |  |
| Gross  | Income                            | Net          | 213 staff          | (162.67 FTE) | <b>Short Term Key Outcomes</b><br>Produce a marketing plan for the business.<br>Produce an IT Customer Interaction Plan<br>Review the recruitment policy<br>Review operational structures to ensure clarity, raise confidence and empower people.<br>Undertake an operational administration review<br>Revitalise flumes at Olympos Burgess Hill<br>Olympics – identify opportunities to create a lasting legacy<br>Hold the Big Culture Show<br>Launch 'Every Child Swims' Project<br>Review Membership structure<br>Launch a new range of personal training schemes<br>As part of Better Mid Sussex, agree plans for the re-provision of Clair and Martlets Halls<br><u>Medium and Long Term (2008/9):</u><br>Hold a Big Culture Show<br>Prepare for the 2012 Olympics – creating paralympic champions and an Olympic Legacy (to be built into all future service plans) |   |  |  |  |  | April 07 | April 07           | October 07 | April 07   |        |         |           |        |             |  |  |  |  |
| 3,756  | 10,317                            | (7,793)      | 2,524              |              |  |   |  |  |  |  |          | April 07           | Nov 07     | October 07 | May 07 | July 07 | August 07 | May 07 | December 07 |  |  |  |  |
| <b>4.SERVICE LEVELS (2006/7)</b>   |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| A improvement programme was put in place in January 2006 to transform the Council's approach to Lifestyles. An improved approach marketing has resulted in significant increases in membership under our branded Olympos leisure centres. New and exciting programmes have been introduced and the catering function has been revitalised to deliver better services and improved financial performance. |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| Some examples of performance improvement are:  |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| <ul style="list-style-type: none"> <li>Increase in the number of direct debits in the period August – October 14,500 per month</li> <li>16% increase in membership numbers (equates to over 1000 people)</li> <li>Profit from catering service increased five fold in the period to end November 2006 compared with previous year's performance</li> </ul>   |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| <b>PERFORMANCE INDICATORS</b>  |                                   |              |                    |              |  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| <u>National</u>  | Performance Indicator             | 06/07 target | Proj Outurn        | Top Quart    | 07/08 target   | Establish a framework for new Performing Arts Facilities for Mid Sussex   |  |  |  |  |          | Dec 08             |            |            |        |         |           |        |             |  |  |  |  |
| MSPi NEW   | Leisure Operations Admissions     | NEW          | N/A                | N/A          | 2% ↑   | Produce a long term financial plan  |  |  |  |  |          | Dec 08             |            |            |        |         |           |        |             |  |  |  |  |
| MSPi NEW   | % Return on Entertainments Budget | NEW          | N/A                | N/A          | 35%  | Replace the Water features at Olympos Burgess Hill  |  |  |  |  |          | June 09            |            |            |        |         |           |        |             |  |  |  |  |
| MSPi 83  | Staff Costs as a % of income      | 56.3%        | 61.5%              | N/A          | 59%  | Replace the Olympos East Grinstead  |  |  |  |  |          | June 10            |            |            |        |         |           |        |             |  |  |  |  |
| MSPi 98  | Net Number of Health Club Members | NEW          | N/A                | N/A          | 5%↑  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| MSPi NEW   | Catering Margin %                 | NEW          | N/A                | N/A          | 12%  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |
| MSPi NEW   | Net Performance Against Budget    | NEW          | N/A                | N/A          | Within 5%  |   |  |  |  |  |          |                    |            |            |        |         |           |        |             |  |  |  |  |

## ORGANISATIONAL DEVELOPMENT DIVISION

**Name of Service-** Organisational Development

### **Head of Service**

Marissa Bartlett

### **Services covered**

HR: Personnel & learning and development

Corporate Communications: Press, PR, marketing, tourism, graphics, print & design

Corporate Health & Public Safety - Emergency Planning/Business continuity

Corporate Youth Engagement

### **HR - Personnel, learning and development**

Key areas for 2007/08 that will add value to the Authority: firstly, we will develop our partnership approach using technology - establishing a Sussex-wide recruitment portal for local government to reduce recruitment advertising spend. Secondly, we will start to manage an integrated HR/payroll service for a neighbouring authority to generate an additional revenue stream. A new approach maximising organisational capacity will be introduced through our talent management programme. This will enable the Council to take a more structured approach to succession planning. To further develop the capacity of our staff we will offer a new range of opportunities for work shadowing, secondments and 'trading places' with the aim of building skills and increasing morale and motivation. More coaching and mentoring opportunities will be offered to help strengthen organisational capacity. Refreshed *Fast Track* and *High Performance* programmes for managers and future leaders will be offered again this year to encourage officers to achieve their potential and thereby enhance service delivery.

### **Corporate Communications**

This team of the division is focused on promoting the profile and reputation of the Council. The new Communications Strategy will be the key delivery tool over the coming year - focusing on community orientated programmes around recycling, residual waste, street sweeping and other street scene issues. The new Leisure website will be used to market our leisure centres and halls - raising the profile of the Council's contribution to community health and well-being. The focus on tourism will continue with close partnership working to achieve a 'one stop' tourism website for the area. Internal communication will be an important element of this team's activity - providing a variety of channels for information exchange and dialogue, including the internal newsletter, managers fora/leadership conferences and staff briefings.

### **Youth engagement and development**

Taking a community leadership and coordinating role, we will work with schools and youth clubs to raise the profile of democracy with young people - with the Junior and Young Citizens' days being a central pillar to this. A new youth website will be developed which will draw together and communicate our various partnership activities. The range of recreational and diversionary activities for young people that are provided across the Council will be effectively coordinated through the new Youth Strategy. We will host and champion the annual District Youth Awards and run a second Public Service event engaging with local schools and public service partners.

### **Corporate Health and Public Safety**

The focus of this area of work is to manage and mitigate risk - to individuals, service users and the wider community. Our business continuity and risk management arrangements will continue to improve with wider implementation of the Office Shadow system, linking with other local authorities to provide an integrated business continuity solution. Better health and safety training will also be delivered in the coming year to educate staff about ways of reducing the number of accidents and incidents occurring to themselves and the public.

### Organisational Development Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>   | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>                    |                            |
| Net Inflation  | 22                         |
| Effect of salary increments                                  | 11                         |
| Additional pension contributions                             | 10                         |
| Staff adjustments  | 67                         |
| Recharges  | 46                         |
| <i>Total</i>   | <b>156</b>                 |
| <b><i>Budget Changes - Decreasing</i></b>                    |                            |
| Members Services transferred to Strategic Core               | (22)                       |
| Training   | (10)                       |
| Service Efficiency Savings                                   | (35)                       |
| Central Support Savings                                      | (70)                       |
| Income for providing Payroll service to Horsham DC           | (40)                       |
| 2006/07 procurement savings built into base 07/08            | (1)                        |
| <i>Total</i>   | <b>(178)</b>               |
| <b><i>Total Variation for Organisational Development</i></b> | <b>(22)</b>                |

**Organisational Development  
Budget 2007/08**

|  | <b>Central Support<br/>£'000</b> | <b>Members<br/>Services<br/>£'000</b> | <b>Emergency<br/>Planning<br/>£'000</b> | <b>Corporate Marketing<br/>Youth &amp; Communications<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|--|----------------------------------|---------------------------------------|---|---|------------------------|
| Employees                                    | 504                              | 0                                     | 0                                       | 244   | <b>748</b>             |
| Premises Related Expenditure                 | 0                                | 0                                     | 0                                       | 0   | <b>0</b>               |
| Transport Related Expenditure                | 3                                | 0                                     | 0                                       | 10  | <b>13</b>              |
| Supplies and Services                        | 41                               | 0                                     | 19                                      | 261   | <b>321</b>             |
| Third Party Payments                         | 0                                | 0                                     | 0                                       | 0   | <b>0</b>               |
| Transfer Payments                            | 0                                | 0                                     | 0                                       | 0   | <b>0</b>               |
| Support Services                             | 58                               | 0                                     | 13                                      | 46  | <b>117</b>             |
| <b>Gross Expenditure</b>                     | <b>606</b>                       | <b>0</b>                              | <b>32</b>                               | <b>561</b>  | <b>1,199</b>           |
| Fees & Charges                               | (40)                             | 0                                     | 0                                       | 0   | <b>(40)</b>            |
| Rents  | 0                                | 0                                     | 0                                       | (4)   | <b>(4)</b>             |
| Grant Income                                 | 0                                | 0                                     | 0                                       | (15)  | <b>(15)</b>            |
| Recharges                                    | (566)                            | 0                                     | 0                                       | (542)   | <b>(1,108)</b>         |
| <b>Gross Income</b>                          | <b>(606)</b>                     | <b>0</b>                              | <b>0</b>                                | <b>(561)</b>  | <b>(1,167)</b>         |
| <b>Net Expenditure</b>                       | <b>0</b>                         | <b>0</b>                              | <b>32</b>                               | <b>0</b>  | <b>32</b>              |
| <b>Original Budget 2006/07</b>               | <b>0</b>                         | <b>22</b>                             | <b>32</b>                               | <b>0</b>  | <b>54</b>              |
| <b>Change in 2007/08 Budget<br/>( £,000)</b> | <b>0</b>                         | <b>(22)</b>                           | <b>0</b>                                | <b>0</b>  | <b>(22)</b>            |
| <b>% Change 2007/08 Budget</b>               |                                  |                                       |   |   | <b>(40.7)</b>          |
| <b>2007/08</b>                               |                                  |                                       |   |   |                        |
| Capital Charges                              | 0                                | 0                                     | 0                                       | 0   | <b>0</b>               |
| Specific Items                               | 4                                | 0                                     | 0                                       | 6   | <b>10</b>              |

| <b>Organisational Development</b> |   | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |            |
|-----------------------------------|---|----------------------------|--|------------------------|------------|
| Actual<br>2005/06<br>£'000        |   |                            |  | £'000                  | %          |
| <b>Expenditure:</b>               |   |                            |  |                        |            |
| 786                               | Employees   | 748                        | 817                                    | (69)                   | (8)        |
| 2                                 | Premises Related Expenditure                      | 0                          | 0                                      | 0                      | 0          |
| 23                                | Transport Related Expenditure                     | 13                         | 15                                     | (2)                    | (13)       |
| 333                               | Supplies and Services                             | 321                        | 348                                    | (27)                   | (8)        |
| 0                                 | Third Party Payments                              | 0                          | 0                                      | 0                      | 0          |
| 0                                 | Transfer Payments                                 | 0                          | 0                                      | 0                      | 0          |
| 180                               | Support Services                                  | 117                        | 143                                    | (26)                   | (18)       |
| <u>1,324</u>                      | <i>Gross Expenditure</i>                          | <u>1,199</u>               | <u>1,323</u>                           | <u>(124)</u>           | <u>(9)</u> |
| <b>Income:</b>                    |   |                            |  |                        |            |
| (7)                               | Fees & Charges                                    | (40)                       | 0                                      | (40)                   | (100)      |
| 0                                 | Rents   | (4)                        | (4)                                    | 0                      | 0          |
| (21)                              | Grant Income                                      | (15)                       | 0                                      | (15)                   | (100)      |
| (1,268)                           | Recharges   | (1,108)                    | (1,265)                                | 157                    | (12)       |
| <u>(1,296)</u>                    | <i>Gross Income</i>                               | <u>(1,167)</u>             | <u>(1,269)</u>                         | <u>102</u>             | <u>(8)</u> |
| <b>28</b>                         | <b>Organisational Development Net Expenditure</b> | <b>32</b>                  | <b>54</b>                              | <b>(22)</b>            |            |
| 0                                 | Capital charges                                   | 0                          | 0                                      | 0                      |            |
| 0                                 | Specific items                                    | 10                         | 73                                     | (63)                   |            |
| <u><b>28</b></u>                  | <b>Net cost of Organisational Development</b>     | <u><b>42</b></u>           | <u><b>127</b></u>                      | <u><b>(85)</b></u>     |            |

**ORGANISATIONAL DEVELOPMENT SERVICE PLAN 2007/08:**

**THE SERVICE**

The purpose of the Division:

- to proactively support the delivery of sustainable organisational change
- to develop and maximise the skills & capacity of all staff to continuously improve & better perform
- Using effective communication and marketing, to enhance and promote the reputation of the Council as a community leader & place shaper
- To engage more widely with the young people of Mid Sussex
- To promote the Council as an employer of choice

Service areas:

- HR including personnel & learning & development; Corporate Communications incl. Press, PR, marketing, tourism, graphics, print and design; Business Continuity & health & safety; Corporate youth engagement.

| 2. Budget (£'000) | Gross | Income  | Net | 3. Staffing:         |
|-------------------|-------|---------|-----|----------------------|
| 42                | 1,198 | (1,166) | 32  | 18 staff (17.35 FTE) |

**SERVICE LEVELS**

Implementation and delivery of in-house middle management training workshops.  
 Continued success of Sussex Training Consortium – MSDC as lead project officer  
 Delivery of age equality training.  
 Delivery of Local Government Diploma module in Recruitment and Selection for the Sussex Training Consortium  
 Implementation of Personal Performance Plans (new staff appraisal process)  
 Actions from Coping with Pressure survey  
 Completed review of all existing employment policies and procedures  
 Pro active support for CenSus project- providing HR leadership  
 Development of Training Module on Resource Link – integrated HR/Payroll system  
 Equal Pay audit carried out  
 Business Continuity promotion to business community  
 Young Citizens Day and Junior Citizens Day  
 Delivery of four SNAP nights a year now rolling throughout the district  
 Youth Opportunity Fund locality groups of young people now set up in Haywards Heath, Burgess Hill and East Grinstead  
 Quarterly publications of 4Ward Mid Sussex (internal staff newsletter)  
 Design and launch of the Daily News page (front page of the intranet)  
 Six monthly Staff Briefing Meetings – delivered and feedback reflected back to organisation  
 Continued monthly birthday meetings with Chief Executive and staff  
 Quarterly Managers' Forum Meetings and relaunch of the format of these in December 06  
 Delivery of successful Celebrating Success Event for staff  
 Delivery of successful leisure rebrand and launch, Leisure website and recycling campaigns  
 Delivery of Council Tax Leaflet  
 Design and production of Explore Mid Sussex Places to Discover Guide and Enjoy Sussex Visitor Guide

**CORPORATE PRIORITIES**

|                  |   |
|------------------|---|
| Better Services: | Efficient and Effective Services<br>Strong Community Leadership |
| Better Lives     | Opportunities and quality of life for all                       |

**KEY TASKS**

| <u>Short Term (2007/8): some selected from service plan:</u>   | <u>Target Date for Delivery</u> |
|--|---------------------------------|
| Work with officers and Cabinet Members to communicate and deliver some of the projects described by the new Communications Strategy.                                 | March 2008                      |
| Develop and embed a more 'talent management' approach to attracting, motivating, developing and retaining key staff.   | May 2007                        |
| Design and launch new High Performance development programme for senior officers to support organisational change agenda   | July 2007                       |
| Deliver Youth Strategy including providing a co-ordinated and consistent approach to Youth Engagement  | July 2007                       |
| Successful delivery of new waste contract communications and PR strategy   | August 2007                     |
| Lead development & implementation of new Sussex-wide recruitment portal, including delivery of an efficient, effective and accessible online application service.    | June 2007                       |
| Management/administration of HR/Payroll for another local authority.   | July 2007                       |
| Deliver new Youth website  | July 2007                       |
| Contribute to the planning and delivery of the Big Culture Show  | June 2007                       |
| Develop business continuity information package and coping with emergencies leaflet  | March 2008                      |
| Further develop Olympos brand  | March 2008                      |
| Continue to improve & develop graphic presentation across all service areas so as to effectively promote Council services and inform customers of Council activities | March 2008                      |
| Delivery of Council office report with costed options for Oaklands office accommodation project and preferred option agreed  | July 2007                       |
| Host & promote Youth Awards including sponsorship of awards held in partnership with Youth Services  | December 2007                   |

| PERFORMANCE INDICATORS |   |               |             |              |                 |
|------------------------|---|---------------|-------------|--------------|-----------------|
| National:              | Performance Indicator                                     | Targ<br>06/07 | Proj<br>Out | Top<br>Quart | Target<br>07/08 |
| BV 11a                 | % top 5% earners (women)                                  | 40%           | 40%         | 31.25%       | 40%             |
| BV 11b                 | % top 5% earners (ethnic minorities)                      | 5%            | 0%          | 3.37%        | 4%              |
| BV 11c                 | % top 5% earners (disability)                             | 3%            | 0%          | 5.91%        | 4%              |
| BV 12                  | number working days lost to sickness absence              | 7.5           | 8           | 8.29         | 8               |
| BV14                   | Early retirements / staff                                 | 0.45%         | 0.8%        | 0%           | 0.6%            |
| BV15                   | Ill-health retirements / staff.                           | 0.45%         | 0%          | 0%           | 0.2%            |
| BV16a                  | % staff meeting DDA definition compared with              | 4.5%          | 2.5%        | 4.37%        | 3.7%            |
| BV 16b                 | Working age (18-65) people with disabilities              | N/A           | 9.1%        | N/A          | N/A             |
| BV 17 a                | % staff from minority ethnic                              | 2.6%          | 2.5%        | 2.7%         | 2.6%            |
| BV 17b                 | Working Age (18-65) people from ethnic minorities         | N/A           | 2.5%        | N/A          | N/A             |
| <b>Local:</b>          |   |               |             |              |                 |
| MSPI 54                | Number of staff accidents                                 | 72            | 60          | N/A          | 60*             |
| MSPI 55                | No working days lost through injuries at work             | 48            | 40          | N/A          | 40*             |
| MSPI 79                | Voluntary leavers/labour turnover                         | 19.6%         | 19%         | N/A          | 19%             |
| New MSP180             | number working days lost to sickness absence – short-term | N/A           | 3.5         | N/A          | 3.5             |

| KEY TASKS Cont.  |   |
|--|---|
| <p><u>Medium and Long Term (2007/09):</u><br/> Further development of Resource Link in all areas, particularly sickness absence and self serve<br/> Develop a flexible pay and benefits package<br/> Development and use of Shadow Planner for operational risk management<br/> Explore new opportunities to create transactional shared service/partnership opportunities with other local authorities<br/> Analysis of updated job evaluation scheme</p> | <p>March 2008</p> <p>March 2009</p> <p>March 2009</p> <p>March 2009</p> <p>March 2009</p> |

\*MSP154 – ideally this figure should be zero as better education and proactive accident management shows a positive trend. Pragmatically, a zero figure is unachievable but a downward trend is realistic.

\*MSP155 – likewise better accident prevention and personal risk assessment will reduce incidence of accidents occurring that require periods of absence from work. A decreasing trend is noted and a realistic target figure shown. A zero figure is what should be being achieved, in reality a level of human error defines that a realistic figure is shown.

## **OUTDOOR BUSINESS DIVISION**

**Name of Service-** Outdoor Business

### **Head of Service**

Ian Burton

### **Services covered**

- Cleansing-recycling and waste to landfill, highway cleansing, abandoned vehicles, flytipping , road closures and contaminated land.
- Car parking-off street and on street enforcement, public car parks, and administration of Controlled parking zones
- Outdoor facilities- the management of parks, sports grounds, pavilions and public toilets, open spaces, conservation areas, activities on these facilities and the Leisure Ranger Service
- Council asset maintenance repair and refurbishment- Councils building assets and landscape features, grounds maintenance, drainage, road signs, landscape biodiversity, energy management, pool plant operation mechanical and electrical systems.

### **Key areas for 2007/08**

The main task for the Division next year is to successfully implement the new recycling, residual waste collection, and street sweeping contract from August 2007. This will be preceded by a major engagement exercise with the community and in particular every household in the District concerning the changes to the method of collection. The new contract arrangements will lead to enhanced recycling and a more straightforward overall waste collection service to our residents, and create a step change in the District's recycling performance with opportunities to significantly reduce the amount of residual waste going to landfill. This will all be provided within the existing budget allocation for these services. This major initiative together with other priorities will make a significant contribution to achieving a cleaner and greener environment for the District.

The continuing success of the Council's enforcement of irresponsible car parking both on street and off street, which has led to greater safety and improved traffic flow, will continue. This year will see particular emphasis on getting a better allocation of on street parking arrangements by updating and improving Traffic Regulation Orders, the means by which responsible parking is encouraged. In addition, the successful introduction of disc parking controls in two rural car parks will be extended where parishes support this initiative to get a more equitable use of a limited resource. The recognition of the high standards, safety and suitability of the Councils car parks and parks gardens and conservation areas will be demonstrated by seeking further "Park Safe" and "Green Flag" Awards. The newly introduced Clean Neighbourhood and Environment Act will assist the Council to better inform, educate and where necessary enforce behaviour that detracts from our environment and contributes to a concern about safety in public spaces and outdoor facilities. These initiatives will contribute to the Council's objectives to protect the environment and make it a safer place to use.

The Council owns and maintains a wide range of public buildings and landscape assets. This year will see a continuation of the Councils investment into its asset base to ensure that these public facilities are fit for purpose, meet modern day regulations and are a credit to the Council and the community. The conclusion of an initial 2-year phase for repair and refurbishment in our Council building assets in 2006/7 will continue in 2007/8 and beyond. There will be particular emphasis on sustainable maintenance, partnership working with adjacent authorities to procure similar contracts jointly and improving the Council's energy management and renewable energy sources. The repairs and renewals programme will be implemented based on a further audit of

buildings undertaken to ensure we continue to target the priority work and continue to comply with the increasing number of building regulations such as the Disability Discrimination Act. Various initiatives will lead to the better use of the Council's parks and open spaces and so provide an improved cultural offer.

### Outdoor Business Variation Table

Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget

| <i>Description</i>   | <i>Variation<br/>£'000</i> |
|--|----------------------------|
| <b><i>Budget Changes - Increasing</i></b>  |                            |
| Net Inflation  | 237                        |
| Effect of salary increments  | 11                         |
| Additional pension contributions   | 10                         |
| Recharges  | 180                        |
| Effect of salary changes   | 307                        |
| Street sweeping - additional road adoptions                                      | 1                          |
| Refuse collection - additional road adoptions                                    | 2                          |
| Defra Grant taken out of base as required for publicity<br>of new waste contract | 53                         |
| Garden Waste Scheme Contract costs   | 210                        |
| <i>Total</i>   | <b>1011</b>                |
| <b><i>Budget Changes - Decreasing</i></b>  |                            |
| Garden Waste Scheme Income   | (210)                      |
| Transfer of Engineers/Technicians to Leisure                                     | (168)                      |
| 2006/2007 Procurement savings identified   | (3)                        |
| 2006/2007 Procurement savings identified Grounds<br>Maintenance                  | (10)                       |
| 2006/2007 Efficiency savings identified  | (200)                      |
| Staff moving from Outdoor to Environment   | (31)                       |
| <i>Total</i>   | <b>(622)</b>               |
| <b><i>Total Variation for Outdoor Business</i></b>                               | <b>389</b>                 |



| <b>Outdoor Business</b>    |   |                            |  |                        |           |
|----------------------------|---|----------------------------|--|------------------------|-----------|
| Actual<br>2005/06<br>£'000 |   | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |           |
|                            |   |                            |  | £'000                  | %         |
| <b>Expenditure:</b>        |   |                            |  |                        |           |
| 1,155                      | Employees                               | 1,436                      | 1,085                                  | 351                    | 32        |
| 2,111                      | Premises Related Expenditure            | 2,238                      | 2,331                                  | (93)                   | (4)       |
| 139                        | Transport Related Expenditure           | 175                        | 155                                    | 20                     | 13        |
| 382                        | Supplies and Services                   | 479                        | 340                                    | 139                    | 41        |
| 3,225                      | Third Party Payments                    | 3,614                      | 3,154                                  | 460                    | 15        |
| 0                          | Transfer Payments                       | 0                          | 0                                      | 0                      | 0         |
| 399                        | Support Services                        | 542                        | 507                                    | 35                     | 7         |
| <b>7,411</b>               | <b>Gross Expenditure</b>                | <b>8,484</b>               | <b>7,572</b>                           | <b>912</b>             | <b>12</b> |
| <b>Income:</b>             |   |                            |  |                        |           |
| (1,848)                    | Fees & Charges                          | (2,282)                    | (1,727)                                | (555)                  | 32        |
| (89)                       | Rents                                   | (81)                       | (80)                                   | (1)                    | 1         |
| (490)                      | Grant Income                            | (720)                      | (617)                                  | (103)                  | 17        |
| (1,309)                    | Recharges                               | (964)                      | (1,099)                                | 135                    | (12)      |
| <b>(3,736)</b>             | <b>Gross Income</b>                     | <b>(4,047)</b>             | <b>(3,523)</b>                         | <b>(524)</b>           | <b>15</b> |
| <b>3,675</b>               | <b>Outdoor Business Net Expenditure</b> | <b>4,437</b>               | <b>4,048</b>                           | <b>389</b>             |           |
| 1,234                      | Capital charges                         | 464                        | 439                                    | 25                     |           |
| 89                         | Specific items                          | 0                          | 6                                      | (6)                    |           |
| <b>4,998</b>               | <b>Net cost of Outdoor Business</b>     | <b>4,901</b>               | <b>4,493</b>                           | <b>408</b>             |           |

**OUTDOOR BUSINESS SERVICE PLAN 2007/08**

**THE SERVICE**  
 Waste Collection and Recycling, Street Sweeping, Litter Clearance, Abandoned cars, Contaminated Land, Road Closures-Special events, Parks, Sports Grounds and Pavilions, Open Spaces, Nature Conservation Areas, Outdoor Activity and Event Management, Outdoor Youth Facilities, Leisure Ranger Services, Landscape and Biodiversity, Oakland's Office and campus facilities, Parking Enforcement and Off Street Car Parks, Public Toilets, Council Asset Repair and Maintenance, Drainage, Road signs, various technical advice including technical support for Pool Plant Operation, Mechanical and Electrical Systems; Energy Management.

|        |       |         |       |           |
|--------|-------|---------|-------|-----------|
| Budget | Gross | Income  | Net   | Staffing: |
| 4,901  | 8,484 | (4,047) | 4,437 | 53.28 FTE |

**CURRENT SERVICE AND ACHIEVEMENTS (2006/07)**

Maintain/develop 465 Ha's of green space, 108 playgrounds and 36 sports grounds. Manage and liaise with 280 clubs and organisations  
 Maintain and care for 3 Leisure Centres, 2 Civic Halls, Oaklands Building and campus, 40 Community Buildings [Pavilions and wc's)  
 Manage and maintain 32 car parks. Three "Park Safe" awards for the Council's "off street" car parks. Successful establishment of LAPE service.  
 Enforce responsible parking and improve traffic flow and safety by issuing 14,000+ penalty charge notices in Car Parks and on street parking locations  
 Provide weekly waste collections to 55,000 households -equates to circa. 0.5 million individual unit collections per month. Rapid response to the removal of abandoned vehicles-results in circa 630 investigations and the removal of circa 135 vehicles per year. District cleansed to levels identified in the EPA Code of Practice.  
 Introduction of a new kerbside garden waste service -5000+participants  
 Retender of the Waste ,recycling and highway cleansing contract utilising new e-procurement and competitive dialogue processes.[£3.5 m]  
 Maintain 18 kms. of streams and watercourses to reduce flooding.  
 Maintain a register and seek improvement contaminated land [305 sites]  
 Montiv8 kids holiday programme in partnership with 4 other organisations  
 Contributed to and launched a revised District Ancient Woodland survey  
 Green flag award achieved for Bedelands Farm Local Nature Reserve.  
 Significant transfer of toilet assets to parishes and other partners.  
 Innovative initiative to utilise grey water at Triangle Leisure Centre as a contribution to summer drought problems.  
 Retender of grounds maintenance contract working in partnership with WSCC on the tender process [£440,000].  
 DDA surveys completed and further improvement programme commenced, with second year of a first phase of substantial repairs and renewals for the Council's assets concluded [ phase one £1.2m investment].

**CORPORATE PRIORITIES**

|                    |   |
|--------------------|---|
| Better Environment | Distinctive and Sustainable Towns and Villages  |
| Better Lives       | Quality and Sustainable Environment<br>Stronger Safer Communities                                 |
| Better Services    | Opportunity and Quality of Life for all<br>Healthy Lifestyles<br>Efficient and Effective Services |

**KEY TASKS** Target Date

Short Term priority areas (2007/8):  
**Cleaner and Greener Mid Sussex**  
 Host European Union funded Interreg 111c Clean Regions technical symposium in Mid Sussex, and conclude our contribution to this international project April 07  
Sept07  
 Implement new waste, recycling and street sweeping contract and ensure smooth transition from the old contract Aug 2007  
 Introduce enhanced customer call handling arrangements taking account of new central call handling unit. Aug 2007  
 Maintain and improve arrangements for dealing with litter fly tipping and abandoned vehicles Aug 2007  
 Introduce and publicise the Historic Landscape Character Assessment for Mid Sussex District Sept 07  
 Conference to mark concluding the landscape and biodiversity data publications covering Mid Sussex October 07  
**Educate and enforce to protect and make a safer environment**  
 Implement new education and enforcement duties of the Clean Neighbourhood and Environment Act linking into Community safety agenda. Oct 2007  
 Further development of car parking enforcement including controlled parking zones where consultation supports it. June 2007  
 Introduce a further disc parking scheme to a rural car park Sept 07  
 Seek a further three Park Safe awards Sept 07  
 Commence review of in-house car park service Oct 2007  
 Apply for 2 Green Flag awards July 2007  
**Improved asset usage, care and refurbishment**  
 Prepare and begin to implement new Repairs and Renewals programme for the Council's assets over the next 4 years April 2007  
 Compile new programme from 2008 for compliance with the Disability Discrimination Act April 2007  
 Contribute to the production of an Energy Policy for the Council April 07  
 Contribute to energy efficiency campaign in the Council and wider community Commence April 07  
 Commence energy purchasing review Oct 07

| PERFORMANCE INDICATORS |  |              |              |           |              | KEY TASKS (contd)  | Target Date  |
|------------------------|--|--------------|--------------|-----------|--------------|--|--|
|                        | Performance Indicator  | 06/07 target | Proj outturn | Top Quart | 07/08 target |  |  |
| BV199a                 | Cleanliness of relevant land and highways- % below standard                                    | 7%           | 7%           | 8%        | 6%           | <p>Hold more events in council parks and open spaces to improve the health and well-being of our residents and enrich their cultural lives</p> <p>Seek further joint procurement opportunities with adjacent local authorities- building cleansing and minor building work contracts</p> <p>Refurbishment of selected play areas as per Play Strategy and in line with PPG 17 recommendations</p> <p>Further Improve the Council's procurement working practices to deliver an enhanced asset management service</p> <p>Oversee the design and construction of the Sidney West Pavilion and Community building and advise on the Primary Care Trust development</p> <p>Refurbish Triangle Leisure Pool steel work and let and manage the new pool features contract.</p>   | April -Sept 07   |
| BV199b                 | % sites with unacceptable levels of graffiti.  | 0%           | 1%           | 0%        | 0%           |  | Nov 07   |
| BV199c                 | % sites with unacceptable levels of fly posting  | 0%           | 0%           | 0%        | 0%           |  | March 08   |
| BV 86                  | Cost of Waste Collection   | £40          | £40          | £40.28    | £40          |  | Quart Review   |
| BV 84a)                | Household waste collection per head  | 345kg        | 350kg        | 381kg     | 330kg        |  | Throughout 2007/8  |
| BV 84b)                | Percentage change in household waste collected   | 1%           | 1.5%         | -3.22%    | 1%           |  | Oct-Jan08  |
| BV 82a                 | Percentage of Waste recycled   | 24%          | 25%          | 21.72%    | 27%          |  |  |
| BV 82b                 | Percentage of Waste Composted  | 3.5%         | 3.5%         | 14.67%    | 6.8%         |  |  |
| BV 91a&b               | Population served by a Kerbside collection of recyclables (one recyclable and 2 recyclables)   | 100%         | 100%         | 100%      | 100%         |  |  |
| BV89                   | Satisfaction with cleanliness in the area-(last satisfaction surveys 03/04, the next in 06/07) | 72%          | TBC          | N/A       | N/A          |  |  |
| BV90a                  | Satisfaction with household waste collection   | 91%          | TBC          | N/A       | N/A          |  |  |
| BV90b                  | Satisfaction with waste recycling  | 75%          | TBC          | N/A       | N/A          |  |  |
| BV218a                 | % new reports of abandoned investigated within 24 hours of notification                        | 100%         | 98%          | 96.12%    | 100%         |  |  |
| BV218b                 | % abandoned vehicles removed within 24 hours of Council being entitled.                        | 100%         | 100%         | 93.95%    | 100%         |  |  |
| BV156                  | Buildings accessible to people with a disability   | 65%          | 58%          | 87.5%     | 74%          |  |  |
| BV119e                 | Satisfaction parks and open spaces   | 82%          | TBC          | N/A       | N/A          |  |  |
| MSPI 45                | % of missed bins cleared within 24hrs  | 100%         | 99.9%        | N/A       | 100%         |  |  |
| MSPI 27                | % of fly tips removed within 3 working days  | 95%          | 98%          | N/A       | 98%          |  |  |
| MSPI 60                | Sports Pitches per 1000 pop  | 0.79         | 0.79         | N/A       | 0.80         |  |  |
| MSPI 61                | No of toilets / 100,000 pop  | 14.9         | 7.08         | N/A       | 7.85         |  |  |
| MSPI 62                | Tonnage from dog bins  | 79           | 80           | N/A       | 80           |  |  |
| MSPI 63                | Car park income-pay&display (£,000's)  | 1,400        | 1,400        | N/A       | 1,400        |  |  |
| MSPI 64                | Outdoor facilities income (£,000's)  | 310          | 310          | N/A       | 317          |  |  |
| MSPI 65                | Ha's of LNR's per 1000   | 1.2          | 1.0          | N/A       | 1.1          |  |  |
| MSPI 44                | %of increase in waste from households  | 2%           | 2%           | N/A       | 2%           |  |  |
|                        |  |              |              |           |              | <p><b>Medium and Long Term priority areas(2008/9):</b></p> <p>Introduce improved energy purchasing and energy sustainable arrangements for the Council's building assets</p> <p>Further developing our electronic mapping of tree and other landscape assets</p> <p>Continuing review of assets in light of PPG 17 audit using this study as a means of rationalising our playground and other assets</p> <p>Developing closer joint working partnerships with existing stakeholders and other organisations</p> <p>Contribute to Better Mid Sussex project:-</p> <ul style="list-style-type: none"> <li>-portfolio review</li> <li>-replacement Oaklands complex</li> <li>-Town centre masterplan developments as they affect our managed land arrangements</li> </ul> <p>Review of all bylaws</p> <p>Improved procurement for the building annual service contracts</p> <p>Introduce a cross authority tender framework for our major construction contracts</p> | <p>Oct 08</p> <p>March 09</p> <p>Nov 09</p> <p>March 09</p> <p>Sept 08</p> <p>Ongoing</p> <p>May 2008</p> <p>Sept 08</p> <p>April 09</p> |

## PLANNING POLICY DIVISION

**Name of Service-** Planning Policy, Economic Development and Promotion

### **Head of Service**

Judith Hewitt

### **Services covered**

- Preparation of the Local Development Framework
- Input into the Regional Spatial Strategy
- Conservation; mapping; monitoring
- Economic development and promotion.

### **Key areas for 2007/08**

The Planning Policy division, is responsible for preparing policies and bringing forward proposals to manage development within the District. This is in the context of maintaining the high quality, attractive environment of Mid Sussex and promoting sustainable development.

Through the preparation of the Local Development Framework the division is responsible for ensuring an adequate supply of land for new homes, including affordable homes for those who cannot compete on the open housing market; employment opportunities so that jobs and homes are balanced; community facilities including provision for education, health, leisure and sport facilities; and retail opportunities, particularly through the Better Mid Sussex projects in the three town centres.

The division is currently inputting into the preparation of the South East Plan which will set out the regional strategy for development over the next twenty years. The Plan aims to balance the continuing economic and housing growth with rising standards of environmental management and reduced levels of social exclusion and resource consumption. The South East Plan, which sets out specific housing numbers for the district, is due to be adopted by 2008.

The Local Development Framework is the collection of documents which set out the policy framework and development proposals for the district. These documents:

- are prepared in general conformity with the regional strategy (which currently still includes the West Sussex Structure Plan);
- take account of other strategies including the West Sussex Transport Local Plan and the Community Strategy for Mid Sussex; and
- are influenced by a range of background studies.

. The division is currently working on three Development Plan Documents:

- Small Scale Housing Allocations Document, which is for around 1,300 new homes by 2016
- East Grinstead Area Action Plan, which is for is for 2,500 homes on the west/south west of East Grinstead with a comprehensive transport package to include a relief road
- Core Strategy, which takes a longer term look at development across the district and will be for the period up to 2026, in line with the South East Plan

Each of these will be prepared through a comprehensive programme of stakeholder engagement, public participation and public examination by an inspector.

The division has also recently produced a Supplementary Planning Document on Sustainable Construction which, alongside existing policy, will help to ensure higher standards of energy efficient developments and attract renewable energy measures within new developments. As

new policy is developed over the next few years the Council will have increasing powers to require rather than promote more sustainable approaches in development.

Other aspects of the divisions work include preparing conservation appraisals to ensure that the important built heritage of the district's conservation areas is preserved and enhanced.

Economic development and promotion is also a small but very valuable aspect of the work. The Microbiz fairs for small businesses have proved popular and successful and have included seminars and stands, involving a wide range of partners. A new business directory has also been published this year.

| <b>Planning Policy Variation Table</b>  |                            |
|---|----------------------------|
| Analysis of changes in budget between 2006/07 original budget, and 2007/08 budget |                            |
| <i>Description</i>  | <i>Variation<br/>£'000</i> |
| <b><i>Budget Changes - Increasing</i></b>   |                            |
| Net Inflation   | 13                         |
| Effect of salary increments   | 7                          |
| Additional pension contributions  | 4                          |
| Recharges   | 8                          |
| Loss of PDG   | 107                        |
| Examination in Public –staffing   | 22                         |
| Examination in Public –Studies & Barrister costs                                  | 53                         |
| Local Plans-outside printing  | 5                          |
| Economic Development – West Sussex Economic Partnership                           | 1                          |
| Economic Development – Enterprise centre  | 5                          |
| Economic Development – Microbiz Fairs   | 5                          |
| Economic Development – East Grinstead Business Parks Assoc                        | 3                          |
| <i>Total</i>  | <b>233</b>                 |
| <b><i>Budget Changes - Decreasing</i></b>   |                            |
| Salary changes  | (28)                       |
| <i>Total</i>  | <b>(28)</b>                |
| <b><i>Total Variation for Planning Polcy</i></b>                                  | <b>205</b>                 |

| <b>Planning Policy<br/>Budget 2007/08</b>   | <b>Planning<br/>Policy<br/>£'000</b> | <b>Economic Development<br/>&amp; Promotion<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|--------------------------------------|---|------------------------|
| Employees                                   | 449                                  | 19  | 468                    |
| Premises Related Expenditure                | 0                                    | 0   | 0                      |
| Transport Related Expenditure               | 12                                   | 0   | 12                     |
| Supplies and Services                       | 122                                  | 32  | 154                    |
| Third Party Payments                        | 0                                    | 0   | 0                      |
| Transfer Payments                           | 0                                    | 0   | 0                      |
| Support Services                            | 134                                  | 46  | 180                    |
| <b>Gross Expenditure</b>                    | <b>717</b>                           | <b>97</b>   | <b>814</b>             |
| Fees & Charges                              | 0                                    | 0   | 0                      |
| Rents                                       | 0                                    | 0   | 0                      |
| Grant Income                                | 0                                    | 0   | 0                      |
| Recharges                                   | 0                                    | 0   | 0                      |
| <b>Gross Income</b>                         | <b>0</b>                             | <b>0</b>  | <b>0</b>               |
| <b>Net Expenditure</b>                      | <b>717</b>                           | <b>97</b>   | <b>814</b>             |
| <b>Original Budget 2006/07</b>              | <b>528</b>                           | <b>81</b>   | <b>609</b>             |
| <b>Change in 2007/08 Budget<br/>(£'000)</b> | <b>189</b>                           | <b>16</b>   | <b>205</b>             |
| <b>% Change 2007/08 Budget</b>              |                                      |   | <b>33.7</b>            |
| <b>2007/08</b>                              |                                      |   |                        |
| Capital Charges                             | 0                                    | 0   | 0                      |
| Specific Items                              | 85                                   | 0   | 85                     |

| Actual<br>2005/06<br>£'000 | <b>Planning Policy</b>                 | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |       |
|----------------------------|--|----------------------------|--|------------------------|-------|
|                            |  |                            |  | £'000                  | %     |
|                            | <b>Expenditure:</b>                    |                            |  |                        |       |
| 384                        | Employees                              | 468                        | 452                                    | 16                     | 4     |
| 1                          | Premises Related Expenditure           | 0                          | 0                                      | 0                      | 0     |
| 13                         | Transport Related Expenditure          | 12                         | 10                                     | 2                      | 20    |
| 183                        | Supplies and Services                  | 154                        | 82                                     | 72                     | 88    |
| 0                          | Third Party Payments                   | 0                          | 0                                      | 0                      | 0     |
| 0                          | Transfer Payments                      | 0                          | 0                                      | 0                      | 0     |
| 102                        | Support Services                       | 180                        | 172                                    | 8                      | 5     |
| <hr/>                      |  | <hr/>                      | <hr/>                                  | <hr/>                  |       |
| 683                        | <i>Gross Expenditure</i>               | 814                        | 716                                    | 98                     | 14    |
| <hr/>                      |  | <hr/>                      | <hr/>                                  | <hr/>                  |       |
|                            | <b>Income:</b>                         |                            |  |                        |       |
| (3)                        | Fees & Charges                         | 0                          | 0                                      | 0                      | 0     |
| 0                          | Rents                                  | 0                          | 0                                      | 0                      | 0     |
| (198)                      | Grant Income                           | 0                          | (107)                                  | 107                    | (100) |
| (13)                       | Recharges                              | 0                          | 0                                      | 0                      | 0     |
| <hr/>                      |  | <hr/>                      | <hr/>                                  | <hr/>                  |       |
| (214)                      | <i>Gross Income</i>                    | 0                          | (107)                                  | 107                    | (100) |
| <hr/>                      |  | <hr/>                      | <hr/>                                  | <hr/>                  |       |
| <b>469</b>                 | <b>Planning Policy Net Expenditure</b> | <b>814</b>                 | <b>609</b>                             | <b>205</b>             |       |
| 0                          | Capital charges                        | 0                          | 0                                      | 0                      |       |
| 25                         | Specific items                         | 85                         | 148                                    | (63)                   |       |
| <hr/>                      |  | <hr/>                      | <hr/>                                  | <hr/>                  |       |
| <b>494</b>                 | <b>Net cost of Planning Policy</b>     | <b>899</b>                 | <b>757</b>                             | <b>142</b>             |       |
| <hr/> <hr/>                |  | <hr/> <hr/>                | <hr/> <hr/>                            | <hr/> <hr/>            |       |

**PLANNING POLICY SERVICE PLAN 2007/08**

**THE SERVICE**

The prime responsibility of the Planning Policy Division is the preparation of the Local Development Framework (LDF) which will replace the existing Local Plan. The Division also deals with conservation, mapping, and economic development and is involved with the revitalisation of the town centres, airport related issues and working with consultants.

| 2. Budget (£'000) | Gross | Income | Net | 3. Staffing: |
|-------------------|-------|--------|-----|--------------|
| 814               | 814   |        | 814 | 11.83 FTE    |

**CURRENT SERVICE LEVELS (2006/7)**

**PERFORMANCE**

Statement of Community Involvement Adopted (April 2006)  
 Small Scale Housing Allocations Development Plan Document submitted to Secretary of State (May 2006)  
 East Grinstead Area Action Plan Pre-Submission document published for consultation (May 2006)  
 Small Scale Housing Allocations Development Plan Document – alternative development sites and proposed boundary changes document published for consultation (Aug 2006)  
 Early community engagement on issues and options relating to the Core Strategy Development Plan Document undertaken (Sep-Nov 2005) (Feb-Mar 2006)  
 Sustainable Construction Supplementary Planning Document adopted (July 2006)  
 Revised Local Development Scheme adopted (Oct 2006)  
 Annual Monitoring Report published (Dec 2006)  
 Clock Field, Turners Hill Development Brief adopted (July 2006)  
 Conservation Area Appraisals - Cuckfield adopted (Sep 2006) and Heath commenced  
 South East Plan- response to consultation (May 2006) and input into examination undertaken (Nov 2006 – Mar 2007)  
 Early work on Burgess Hill town wide plan and Area Action Plan undertaken (July – Dec 2006)  
 Studies commissioned and completed on Ancient Woodland (Nov 2006) Retail (Dec 2006), Employment (Oct 2005) (Revised Feb 2007).  
 Business Directory commissioned and published (Jan 2007).

**CORPORATE PRIORITIES**

**Better Environment:**  
 Quality and Sustainable Environment  
 Distinctive and Sustainable Towns and Villages  
**Better Services:**  
 Efficient and Effective Services

**KEY TASKS**

| <u>Short Term (2007/8):</u>   | <u>Target Date</u>                    |
|---|---------------------------------------|
| Implement <b>Local Development Scheme</b> by progressing the following Development Plan Documents-<br><b>Small Scale Housing Allocations</b><br>Complete examination, including attendance at hearings<br>Adopt Development Plan Document | Apr 07<br>Oct 07                      |
| <b>East Grinstead Area Action Plan</b><br>Submission to Secretary of State  | Nov 07                                |
| <b>Core Strategy</b><br>Pre-submission consultation   | Aug 07                                |
| <b>Other Development Plan Document work-</b><br>Development Control Policies Development Plan Document<br>Early engagement work<br>Complete Annual Monitoring Report  | Jan 08<br>Dec 07                      |
| <b>Implement work relating to the conservation of the District-</b><br>Complete Landscape Sensitivity Study<br>Complete East Grinstead Conservation Area Appraisal  | Apr 07<br>July 07                     |
| <b>Responding to external consultations including-</b><br>South East Plan modifications<br>Waste and Minerals Development Framework<br>Neighbouring authorities' local development documents  | Jan 08<br>Nov 07<br>Mar 08            |
| <b>Economic Development</b><br>Microbiz event<br>Publish Commercial Property Availability Register<br>Involvement with Gatwick Diamond initiative and strategy<br>Young Enterprise event  | Sep 07<br>Mar 08<br>Mar 08<br>Apr 07  |
| Involvement with Better Mid Sussex project to help implement town centre master plans e.g. development briefs   | Mar 08                                |
| <b>Improved customer service and communication including</b><br>Enhanced internet service<br>Greater use of electronic consultation<br>Production of regular Local Development Framework newsletter<br>Revised press and media approach   | July 07<br>Oct 07<br>Apr 07<br>Oct 07 |

| PERFORMANCE INDICATORS |  |               |             |              |                 |
|------------------------|--|---------------|-------------|--------------|-----------------|
| National:              | Performance Indicator                                      | Targ<br>06/07 | Proj<br>Out | Top<br>Quart | Target<br>07/08 |
| BV106                  | Percentage of new homes built on previously developed land | 55%           | 60%         | 89.36%       | 55%             |
| BV200a                 | Plan making: Development Plan                              | Yes           | Yes         | N/A          | Yes             |
| BV200b                 | Plan making: Milestones                                    | Yes           | Yes         | N/A          | Yes             |
| BV200c                 | Plan making: Annual Monitoring Report                      | Yes           | Yes         | N/A          | Yes             |
| BV219a                 | Conservation Areas - Number                                | 36            | 36          | N/A          | 36              |
| BV219b                 | Conservation Areas – character appraisals                  | 8.5%          | 8.5%        | 26%          | 17%             |
| BV219c                 | Conservation Areas – with management proposals             | 8.5%          | 8.5%        | 5.5%         | 8.5%            |
| <u>Local:</u>          |  |               |             |              |                 |
| MS30                   | Housing completions  | 685           | 500         | N/A          | 765             |

|   |  |
|---|--|
| Improved measures for engagement with Mid Sussex community on planning policy issues  | Apr 07   |
| <u>Medium and Long Term (2008/10):</u><br>Adopt East Grinstead Action Area Plan<br>Adopt Core Strategy<br>Submission of Burgess Hill AAP<br>Submission of Development Control Policies DPD<br>Submission of Travellers DPD<br>Adoption of revised town centre masterplans<br>Coordination and adoption of 3 Conservation Area Appraisals per year | Dec 08<br>Oct 09<br>Sep 09<br>Sep 09<br>Jan 10<br>Mar 10<br>Mar 10 |

## STRATEGIC CORE

### Services covered

- Chief Executive and Corporate Strategic Directors, Corporate and Democratic Core, and Chairman's Expenses

### Head of Service

Corporate Strategic Director

### Service Planning Issues for 2007/08

This area covers a multitude of areas of expenditure, broadly classified into democratic representation and management, and senior corporate management. There are no specific changes to be identified within this area of the Council's services.

The 'decreasing' variances in the table below are caused by changes to staffing allocations rather than real alterations to service or administration levels.

| <b>Strategic Core Variation Table</b>   |                            |
|---|----------------------------|
| Analysis of changes in budget between 2006/07 projected outturn, and 2007/08 budget |                            |
| <i>Description</i>  | <i>Variation<br/>£'000</i> |
| <b>Budget Changes - Increasing</b>  |                            |
| Net Inflation   | 11                         |
| Effect of salary increments   | 3                          |
| Additional pension contributions  | 4                          |
| Members Services transferred from Organisational Development                        | 22                         |
| <i>Total</i>  | <b>40</b>                  |
| <b>Budget Changes - Decreasing</b>  |                            |
| Staffing adjustments  | (149)                      |
| Recharges   | (142)                      |
| Central Support savings   | (8)                        |
| <i>Total</i>  | <b>(299)</b>               |
| <b>Total Variation for Strategic Core</b>   | <b>(259)</b>               |

| <b>Strategic Core<br/>Budget 2007/08</b>    | <b>Strategic<br/>Core<br/>£'000</b> | <b>Other Corporate<br/>&amp; Democratic Core<br/>£'000</b> | <b>TOTAL<br/>£'000</b> |
|---|-------------------------------------|--|------------------------|
| Employees                                   | 468                                 | 405  | 873                    |
| Premises Related Expenditure                | 0                                   | 0  | 0                      |
| Transport Related Expenditure               | 3                                   | 5  | 8                      |
| Supplies and Services                       | 26                                  | 0  | 26                     |
| Third Party Payments                        | 0                                   | 0  | 0                      |
| Transfer Payments                           | 0                                   | 0  | 0                      |
| Support Services                            | 128                                 | 556  | 684                    |
| <b><i>Gross Expenditure</i></b>             | <b>625</b>                          | <b>966</b>   | <b>1,591</b>           |
| Fees & Charges                              | 0                                   | 0  | 0                      |
| Rents                                       | 0                                   | 0  | 0                      |
| Grant Income                                | 0                                   | 0  | 0                      |
| Recharges                                   | 0                                   | 0  | 0                      |
| <b><i>Gross Income</i></b>                  | <b>0</b>                            | <b>0</b>   | <b>0</b>               |
| <b><i>Net Expenditure</i></b>               | <b>625</b>                          | <b>966</b>   | <b>1,591</b>           |
| <b>Original Budget 2006/07</b>              | <b>582</b>                          | <b>1,268</b>   | <b>1,850</b>           |
| <b>Change in 2007/08 Budget<br/>(£'000)</b> | 43                                  | (302)  | (259)                  |
| <b>% Change 2007/08 Budget</b>              |                                     |  | (14.0)                 |
| <b>2007/08</b>                              |                                     |  |                        |
| Capital Charges                             | 0                                   | 0  | 0                      |
| Specific Items                              | 0                                   | 0  | 0                      |

| <b>Strategic Core</b>      |                                       | Budget<br>2007/08<br>£'000 | Original<br>Budget<br>2006/07<br>£'000 | Change From<br>2006/07 |             |
|----------------------------|---------------------------------------|----------------------------|--|------------------------|-------------|
| Actual<br>2005/06<br>£'000 |                                       |                            |  | £'000                  | %           |
| <b>Expenditure:</b>        |                                       |                            |  |                        |             |
| 902                        | Employees                             | 873                        | 920                                    | (47)                   | (5)         |
| 0                          | Premises Related Expenditure          | 0                          | 0                                      | 0                      | 0           |
| 2                          | Transport Related Expenditure         | 8                          | 1                                      | 7                      | 700         |
| 59                         | Supplies and Services                 | 26                         | 10                                     | 16                     | 160         |
| 0                          | Third Party Payments                  | 0                          | 0                                      | 0                      | 0           |
| 0                          | Transfer Payments                     | 0                          | 0                                      | 0                      | 0           |
| 667                        | Support Services                      | 684                        | 919                                    | (235)                  | (26)        |
| <u>1,630</u>               | <i>Gross Expenditure</i>              | <u>1,591</u>               | <u>1,850</u>                           | <u>(259)</u>           | <u>(14)</u> |
| <b>Income:</b>             |                                       |                            |  |                        |             |
| (5)                        | Fees & Charges                        | 0                          | 0                                      | 0                      | 0           |
| 0                          | Rents                                 | 0                          | 0                                      | 0                      | 0           |
| 0                          | Grant Income                          | 0                          | 0                                      | 0                      | 0           |
| (139)                      | Recharges                             | 0                          | 0                                      | 0                      | 0           |
| <u>(144)</u>               | <i>Gross Income</i>                   | <u>0</u>                   | <u>0</u>                               | <u>0</u>               | <u>0</u>    |
| <b>1,012</b>               | <b>Strategic Core Net Expenditure</b> | <b>1,591</b>               | <b>1,850</b>                           | <b>(259)</b>           |             |
| 0                          | Capital charges                       | 0                          | 0                                      | 0                      |             |
| 0                          | Specific items                        | 0                          | 0                                      | 0                      |             |
| <u><b>1,012</b></u>        | <b>Net cost of Strategic Core</b>     | <u><b>1,591</b></u>        | <u><b>1,850</b></u>                    | <u><b>(259)</b></u>    |             |

### Forecast of Benefits Costs 2007/2008

|  | 2005/06<br>Accounts* | 2006/07<br>Budget | 2006/07<br>Current | 2007/08<br>Forecast |   |
|--|----------------------|-------------------|--------------------|---------------------|---|
| <b>Non HRA Rent Rebates</b>                            |                      |                   |                    |                     |   |
|  | £'000                | £'000             | £'000              | £'000               |   |
| gross expenditure                                      | 63                   | 57                | 117                | 123                 |   |
| net expenditure at standard subsidy                    |                      |                   |                    |                     |   |
| effect of reduced subsidy                              | 2                    | 3                 | 10                 | 11                  |   |
| effect of overpayments                                 | (3)                  | (4)               | (11)               | (12)                |   |
| Total Rent Rebates                                     | <u>(1)</u>           | <u>(1)</u>        | <u>(1)</u>         | <u>(1)</u>          |   |
| <b>Rent Allowances</b>                                 |                      |                   |                    |                     |   |
|  | £'000                | £'000             | £'000              | £'000               |   |
| gross expenditure                                      | 16,982               | 17,778            | 18,338             | 19,255              |   |
| net expenditure at standard subsidy                    | 0                    | 0                 | 0                  | 0                   |   |
| effect of reduced subsidy                              | 386                  | 357               | 350                | 367                 |   |
| effect of overpayments                                 | (409)                | (429)             | (417)              | (437)               |   |
| Total Rent Allowances                                  | <u>(23)</u>          | <u>(72)</u>       | <u>(67)</u>        | <u>(70)</u>         |   |
| <b>Council Tax Benefit</b>                             |                      |                   |                    |                     |   |
|  | £'000                | £'000             | £'000              | £'000               |   |
| gross expenditure                                      | 4,880                | 4,901             | 5,173              | 5,328               |   |
| net expenditure at standard subsidy                    | 0                    | 0                 | 0                  | 0                   |   |
| effect of reduced subsidy                              | 0                    | 0                 | 0                  | 0                   |   |
| effect of overpayments                                 | (81)                 | (78)              | (75)               | (77)                |   |
| Total Council Tax Benefit                              | <u>(81)</u>          | <u>(78)</u>       | <u>(75)</u>        | <u>(77)</u>         |   |
| <b>Discretionary Local Scheme</b>                      |                      |                   |                    |                     |   |
| Council Tax Benefit                                    |                      |                   |                    |                     |   |
| Rent Allowances  | 44                   | 48                | 46                 | 48                  |   |
| Subsidy 75%  | (33)                 | (36)              | (34)               | (36)                |   |
| Total Discretionary scheme                             | <u>11</u>            | <u>12</u>         | <u>12</u>          | <u>12</u>           |   |
| <b>Total Support</b>                                   | <b>(94)</b>          | <b>(139)</b>      | <b>(131)</b>       | <b>(136)</b>        |   |
| Add : Previous Year Adjustment                         |                      |                   |                    |                     |   |
| Less : LA Error subsidy                                | 0                    | (97)              | (80)               | (84)                | 1 |
| Less : Re-imburement for loss of<br>subsidy above 0.5% | (3)                  | 0                 | 0                  | 0                   | 2 |
| Adjustment for 2003/04 claim                           | 140                  | 0                 | 0                  | 0                   |   |
| Transfer to Benefits Equalisation<br>Reserve           | 0                    | 0                 | 0                  | 0                   |   |
| Less : Funding from Benefits<br>Equalisation Reserve   | (130)                | (21)              | (46)               | (44)                | 3 |
| <b>Cost to MSDC</b>                                    | <b>(87)</b>          | <b>(257)</b>      | <b>(257)</b>       | <b>(264)</b>        |   |

(1) LA error volumes for 06/07 are lower than expected. Maximum subsidy is only achieved when volumes are as close to the lower threshold as possible without exceeding it.

(2) Transitional Protection Scheme is no longer available.

(3) The amount budgeted to be drawn from or transferred to the Benefits Equalisation Reserve is calculated to bring the final figure back to the required budget. The Benefits Equalisation reserve was set up from the previous years surplus. The budgeted LA error subsidy for 2006/2007 based on current activity has increased the amount need to be drawn from the Equalisation reserve in 2006/2007.

## Net Inflation

1. For a realistic budget to be set, it is necessary to recognise that there will be price increases in the following year.
2. This section of the report explains the detailed inflation calculation for 2007/08, based on the latest information.
3. As background information, inflation for the whole economy for the past year has been running as shown in the table below:

| <b>Inflation Rates 2006/07</b> |                                |                                  |  |
|--------------------------------|--------------------------------|----------------------------------|--|
| <i>retail price index</i>      |                                |                                  |  |
|                                | <i>headline<br/>Rate<br/>%</i> | <i>underlying<br/>Rate<br/>%</i> | <i>average earnings index,<br/>whole economy<br/>%</i> |
| November 2005                  | 2.4                            | 2.3                              | 3.4  |
| December                       | 2.2                            | 2.0                              | 4.7  |
| January 2006                   | 2.4                            | 2.3                              | 2.2  |
| February                       | 2.4                            | 2.3                              | 4.3  |
| March                          | 2.4                            | 2.1                              | 3.8  |
| April                          | 2.6                            | 2.4                              | 3.7  |
| May                            | 3.0                            | 2.9                              | 4.3  |
| June                           | 3.3                            | 3.1                              | 4.7  |
| July                           | 3.3                            | 3.1                              | 4.2  |
| August                         | 3.4                            | 3.3                              | 4.0  |
| September                      | 3.6                            | 3.1                              | 4.3  |
| October                        | 3.7                            | 3.1                              | 4.3  |
| November                       | 3.9                            | 3.4                              | 4.1  |
| December                       | 4.4                            | 3.8                              | 3.7  |

4. After examining each type of expenditure and income in more detail, and in the light of indications for future inflation, the inflation allowance has been recalculated at £682,000. The table below shows the suggested inflation rate to be applied to each element of the budget. It is important to note that the largest unavoidable inflation allowances are for employees, fuel and contracts.

| <b>Inflation calculation for 2007/08 Budget</b>   |                  |              |
|---|------------------|--------------|
| <i>Item</i>   | <i>Inflation</i> |              |
|   | <i>% age</i>     | <i>£'000</i> |
| <i>Employees</i>  |                  |              |
| <b>Pay</b>  |                  |              |
| The latest information about the inflation increase for Local Government staff for 2007/08 is that the Chancellor of the Exchequer expects pay deals to be limited to 2.5%. Until further information is known, the budget has been prepared under this assumption.   | 2.5              | 364          |
| <b>Other employee costs</b>   |                  |              |
| Estimated inflation of 2.5%   | 2.5              | 6            |
| <i>Buildings and Premises</i>   |                  |              |
| <b>Maintenance</b>  |                  |              |
| A part of maintenance expenditure is tied to specific contracts which provide a formula for indexation for payments to contractors. In the main these formulae are in two parts, 60 % derived from the average earnings index and 40 % from RPI. Provisionally, this formula has increased to 3.18% (3.01% last year) | 3.18             | 32           |
| For other maintenance costs 3.30 % has been used.   | 3.3              | 35           |
| <b>Fuel</b>   |                  |              |
| The majority of our fuel supplies are arranged through the Kent CC administered Laser arrangement. The electricity contract was renewed in October 2006. . The gas contract was renewed on 1 <sup>st</sup> July 2006, with the exception of supplies to The Triangle (renewal date 1 <sup>st</sup> September 2006).   | 25.56            | 243          |
| <b>NNDR</b>   |                  |              |
| The increase in Rate Pounding reported in the Settlement, is based on the estimated annual November RPI increase.   | 2.7              | 23           |
| <b>Water</b>  |                  |              |
| An estimate of the likely increase for Southern Water   | 6.9              | 5            |
| An estimate of South East Water's price increase for 200708 is 4.7%.  | 4.7              | 6            |
| <i>Transport</i>  |                  |              |
| <b>Car Allowances</b>   |                  |              |
| Increases follow nationally agreed National Joint Council (NJC) figures - no increases have been notified.  | 0.0              | 0            |
| <i>Supplies and Services</i>  |                  |              |
| <b>Postage</b>  |                  |              |
| An estimate of the likely increase for 2007/08  | 3.5              | 4            |
| <b>Telephones</b>   |                  |              |
| An estimate of the likely increase for 2007/08  | 2.7              | 4            |

| <i>Supplies and Services Contd.</i>   |  | <i>Inflation</i> |                 |
|---|--|------------------|-----------------|
|   |  | <i>% age</i>     | <i>£'000</i>    |
| <b>Contracts</b>  |  |                  |                 |
| The contract terms for refuse collection, street sweeping and public convenience cleaning are subject to increases relating to average earnings (60%) and RPI (40%) (provisional). This is a part year effect for 2007/08 due to retendering.                                       |  | 3.18             | 105             |
| <b>Insurance</b>  |  |                  |                 |
| An early indication suggests that premiums could increase by 3.4% in 2007/08. This will be kept under review.   |  | 3.43             | 12              |
| <b>Grants</b>   |  |                  |                 |
| Grants for CAB etc  |  | 3.3              | 9               |
| <b>Other Supplies and Services</b>  |  |                  |                 |
| A 'basket' of items which will increase, remain static or, in some cases, fall in price.  |  | 2.62             | 69              |
| <i>Fees and Charges</i>   |  |                  |                 |
| <b>Discretionary charges</b>  |  |                  |                 |
| An allowance for a 3% increase in discretionary charges (car park fees are excluded) has been made.   |  | 3                | (235)           |
| From 1st April 1999 the Building (Local Authority Charges) Regulations have been in operation. These give LA's the power to set their own charges, within a LGA framework. The fee earning account is expected to break-even in 2006/2007 and there is no need to increase charges. |  | 0                | 0               |
| <b>Mandatory Charges</b>  |  |                  |                 |
| No further increases have been announced.   |  | 0                | 0               |
| <i>Rents</i>  |  |                  |                 |
| Increases in rents are dependent on the review of individual leases.  |  | 0                | 0               |
| <i>Government Grants</i>  |  |                  |                 |
| <b>Subsidies</b>  |  | 0                | 0               |
| <b>Total</b>  |  |                  | <hr/> 682 <hr/> |