

Corporate Plan and Best Value Performance Plan

2006-2007

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Corporate Plan and Best Value Performance Plan 2006/07

Introduction and Summary

The purpose of this Corporate Plan is to bring together all the activities of the Council in a single document, so that the whole organisation continues to work in support of our overall themes of:

- Better Environment
- Better Lives
- Better Services

It also acts as our Best Value Performance Plan. The Plan is in four parts:-

Part One- is the introduction setting out our priorities, main areas of work and achievements to the previous Corporate Plan;

Part Two- is the Action Plan comprising a programme of specific actions;

Part Three- is made up of the Summary Service Plans for each Division

Part Four- shows our performance against the Best Value Performance Indicator targets for 2005/06 and will be published at the end of June 2006.

If you do not wish to read the whole document, the next section acts as a summary of what we plan to do in the year ahead.

Key Areas of Work in 2006/07

To ensure we focus on what really matters, we have highlighted our key areas of work in 2006/07 that will be most important in delivering against the Council's three themes. More information about what we will be doing in each of these areas is included in Part 2 of the Plan:

Better Environment

- Town centre revitalisation- taking forward the Better Mid Sussex Partnership with our development partner Thornfield Properties PLC to revitalise the three town centres of Burgess Hill, East Grinstead and Haywards Heath. This will involve adopting Supplementary Planning Documents as the masterplans for each of the towns following further public engagement. It will take around 20 years to achieve the full vision for each of the towns and the masterplans will set out a series of projects which will be deliverable in the short (1 to 5 years), medium (5 to 10 years) and long term (over 10 years). Each of the masterplans will include an implementation strategy which will detail the work that will be undertaken during these phases.
- Waste management, recycling and street cleansing- we will be retendering the current contract arrangements in 2007 to deliver higher levels of recycling and better waste collection and street sweeping services. We will also be working to increase participation in our recycling schemes and implementing a trial garden waste kerbside collection service for at least 5,000 properties in the District.
- Cleaner and safer neighbourhoods- working with our partners to best use the powers offered to the Council by the Clean Neighbourhood and Environment Act and ensure a more co-ordinated "street scene" presence of Council staff working in the community.
- Parking- we took on the enforcement of all car parking in partnership with West Sussex County Council in January. Through better enforcement of car parking, we

will be tackling traffic congestion and promoting the prosperity of our communities by making sure that short term parking areas designated for shopping trips are more readily available. We will also be looking through our town centre work to provide more parking spaces.

- Housing provision- we will continue to campaign for sustainable levels of new homes in the District, supported by much needed infrastructure improvements. We will also be working to deliver additional affordable housing and we have set a target of providing at least 90 affordable homes this year. Our strategic housing services will be subject to inspection by the Audit Commission in 2006/07.

Better Lives

- Community Safety- crime and anti social behaviour in the District is being successfully countered through working with our partners on the Crime and Disorder Reduction Partnership (CDRP). A specific priority this year is to develop a further community based project in Stone Quarry, East Grinstead building on the success of the Community House in Denham Road, Burgess Hill and the Bentswood project in Haywards Heath. We will also be looking to counter the fear of crime in the District through better publicity for the work the CDRP is doing.
- Health- a priority this year is to exercise our community leadership role in response to the proposed changes to the healthcare infrastructure of the District, to ensure adequate, high quality health provision for our communities, especially hospital services. We will also be encouraging greater participation in exercise at Council facilities including improvements to the Aztec pool at the Triangle and increasing health club membership.
- Opportunities and quality of life for all- our concessionary fares service for older and disabled residents will be implementing the new free bus pass scheme this year and we will be holding more Older People Events. We will also be developing our services for younger people targeted through the development of the Youth Council and the work of our Youth Officer. Support for the voluntary sector will continue through our Grants Scheme.

Better Services

- Customer service- we have carried out a performance review of our customer service and will be implementing our action plan for improvement. This means better service in dealing with letters, phone calls, face to face contact and e-mail. We have already improved our reception services and will take forward our work on identifying future options for improving the Council's office accommodation.
- Improving Efficiency- will be targeted through better value for money in administrative services, using technology to drive down costs, streamlining our processes and improving our procurement. This will be assisted by our Service Review Programme which is detailed later in this Plan.
- Partnerships- we will be looking to improve the way that we work with other organisations in partnership, particularly the District's Local Strategic Partnership and the West Sussex Local Area Agreement. This also includes partnership in service delivery with the further development of the Census partnership with Horsham and Adur District Councils for the joint delivery of ICT, Revenues and Benefits.

Statement of Main Purpose and New Council Priorities

Mid Sussex District Council has established a statement of main purpose which sets out in a single sentence what we are here to achieve:

"Working in partnership for the well being of all in the community."
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The Council's priorities are the key areas for improvement that we are seeking to achieve. They are grouped under our three themes of Better Environment, Better Lives and Better Services. The Council approved a refreshed Corporate Plan in July 2005. To ensure that the priorities contained in the Plan remain appropriate and relevant, they have been subject to review in the light of a whole range of local, regional and national issues. The new priorities are shown below:

Better Lives

Healthy Lifestyles
Opportunities and quality of life for all
Strong, safe communities

Better Environment

Quality and Sustainable Environment
Distinctive and sustainable towns and villages

Better Services

Efficient and effective services
Strong community leadership

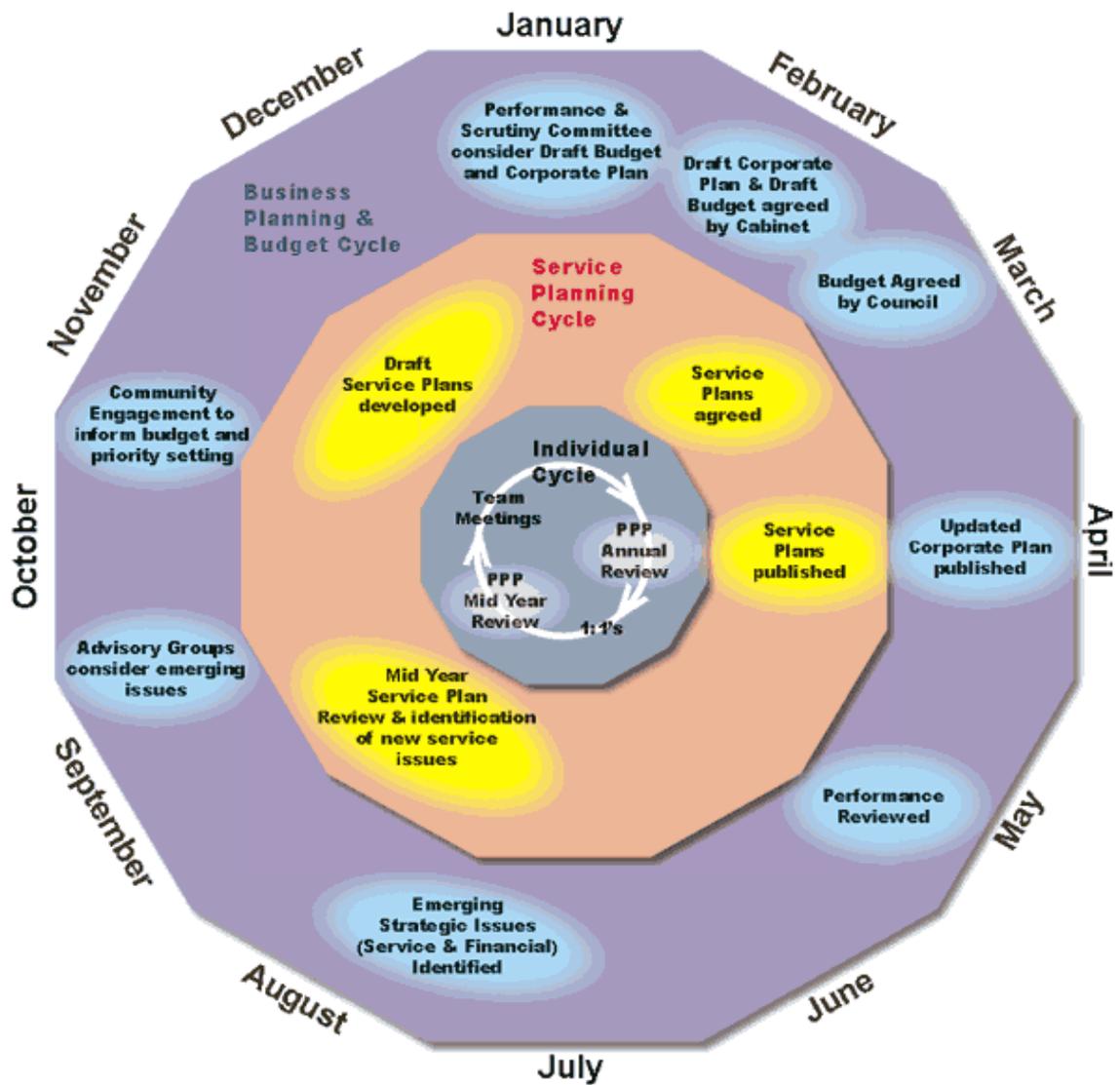
These priorities have been the subject of a community engagement exercise through the Your Choice for Change Roadshows. The Roadshows visited the town centres, attended events for older people and the Young Citizens Day. Overall, 561 completed questionnaires were returned. There was strong agreement (91%) with the Council's priorities, with no significant difference in the views expressed across the District. The second part of the questionnaire asked residents to consider a list of four activities under each priority and indicate their top two under each. The activities which gained the most support were:-

- Securing sustainable healthcare
- Addressing anti social behaviour
- Maintain and enhance the District's Countryside
- Supporting and enabling partnerships
- Revitalising the town centres
- Improving value for money

These results have been taken into account in establishing the key pieces of work for 2006/07 already mentioned.

The Business Planning and Budget Cycle

The Business Planning Cycle below shows how the Council plans its business, and explains the links between community engagement, budget setting and delivery of our services and key projects.



Our Approach to Performance Management

The diagram below shows our performance management triangle illustrating how the system is designed to show a clear link between the work of all our staff, the actions described in this Corporate Plan and our Community Strategy.



The Community Strategy has been prepared with our partners on the Local Strategic Partnership, which includes representation from the police, County and Parish Councils, Primary Care Trust, business groups and the voluntary sector, together with the three Area Community Forums across the District. The purpose of the Community Strategy is to promote the economic, social and environmental well being of Mid Sussex by highlighting key issues for the quality of life of the District and seeking ways of working together to tackle them. We have ensured that our Corporate Plan priorities are consistent with the Community Plan.

Part 2 of the Corporate Plan

Part 2 of this Corporate Plan takes the Council's key themes and sets out the specific actions which need to be delivered. Delivery is measured in terms of key milestones and performance targets. It also sets out sources of funding and costs of actions which require additional resources above existing staff time.

Service Plans - Part 3 of the Corporate Plan

The Summary Service Plans for each Division of the Council are included as part 3 of the Corporate Plan and set out in one page the key actions and proposed levels of performance for next year in each service area. They also provide the projected end of year performance figures for 2005/06. More detailed plans which focus on operational matters have been developed called Operational Service Plans.

Personal Performance Plans

The Operational Service Plans are used to inform the Personal Performance Plans which set out the targets agreed with each member of staff. This system seeks to ensure that the Council's priorities are clearly linked to the everyday work done by all employees and recognises that the performance of the Council is ultimately dependent upon the performance of each member of staff. The need to continue to strengthen the skills and capacity of staff to deliver our services underpins our personal performance planning.

Reporting and Monitoring Performance- Part 4 of the Corporate Plan

We monitor our performance on a quarterly basis using a simple traffic light system to track progress against targets. This information is considered by the Cabinet and Performance and Scrutiny Committee and where appropriate, remedial action taken. We will be issuing part 4 of this Corporate Plan at the end of June, showing the out turn performance in 2005/06 against the targets we set ourselves for our Best Value Performance Indicators. This will also set out our targets for 2006/07 and subsequent years.

Linking to the Medium Term Financial Plan

The Council's Financial Strategy and Medium Term Financial Plan are designed to ensure that our spending is priority led, sustainable and results in balanced budgets with responsible levels of Council Tax.

A summary of the Medium Term Financial Plan will be inserted following consideration of the Budget Report by Council on 1 March.

Budget for 2006/07

The Medium Term Financial Plan sets the context for the setting of annual budgets. The overriding principles applied for the 2006/07 budget are as follows:-

- The Council will continue to provide "fit for purpose" services;
- The broad range of services the Council provides will not be significantly different (unlike last year when for example, licensing became a local authority responsibility)
- The Council will focus on the delivery of those environmental and communications services that will ensure a high level of customer satisfaction;
- The Council will set the lowest level of increase in Council Tax possible to deliver its services effectively (not exceeding 5%); and
- The council will continue to achieve significant efficiency savings through improved working practices, partnership working and the use of new technology.

Details of savings from efficiencies in the Budget to be added after 1 March.

Corporate Spending Summary for 2006/07

	How much money we plan on spending	Income from fees and charges, licences and specific government grants	Money from council tax and central government finances

Table to be completed following consideration of Budget Report on 1 March, together with summary of changes in spending from the previous year and shifting resources to priority areas.

Capital Programme

Summary of the main points of the Capital Programme to be added after 1 March.

Making Best Use of the Council's Property Assets

Our Asset Management Plan seeks to ensure maximum benefit from the Council's property assets, both in terms of contribution to service delivery and financial return. Especially important is the work being done with Thornfield Properties PLC to revitalise the town centres and the contribution of our Council owned property and land. The Plan also provides an analysis of the levels of repair necessary to maintain our current property portfolio and provide the improvements needed to meet the requirements of the Disability Discrimination Act. In total, the anticipated cost of repairs to 2009/10 is £4.2 million. An additional £600,000 was included in the 2005/06 budget for repairs and renewals and a similar sum has been allocated in 2006/07. We will also be undertaking an energy audit to identify efficiencies and more sustainable energy use in Council buildings.

Improvement Planning

Learning from external inspection

The Corporate Plan takes full account of the Comprehensive Performance Assessment (CPA) carried out by the Audit Commission in 2003 which rated the Council as Fair. The critical element of the CPA is that it leads to an improvement planning process. Following the CPA, an improvement plan was prepared. These key actions have all been included in this Corporate Plan and supporting service plans. At the end of March 2006, the Council will receive a Use of Resources judgement from the Audit Commission setting out how well the Council manages and uses its financial resources, including an assessment of the value for money of our services. The Commission will also judge our "Direction of Travel", assessing how much the Council has improved following the CPA. We will use these judgements to shape our plans for further improvements in the way we deliver our services.

We will be subject to an Audit Commission Housing Inspection commencing in May 2006, looking at our strategic housing work and will be using the inspection report to plan the further development of the service.

Programme of Performance and Service Reviews – 2005/06

The annual programme of performance and service reviews is an important part of our improvement planning. Performance reviews address more "cross cutting" issues where a Council wide solution is required, while service reviews are more service specific. During 2004/05, all of the Council's services were subject to a service resource review. In 2005/06 service reviews were completed for Contract Management, Building Control and Land Charges and performance reviews completed for Waste Management and Recycling and Customer Service. The results of the performance reviews are shown below:-

Waste Management and Recycling

This was a review of one of the Council's most important services, where the need to look at contract arrangements for the supply of the service made a performance review timely. It was seen as an opportunity to increase the amount of waste recycled and improve service delivery. One of the main outcomes was the decision to retender the contract with effect from August 2007, rather than to take up the option to extend the contract with the existing supplier. This retender will use the new competitive dialogue procedure and innovative e-tendering to provide the Council with the best route to market and the means to explore innovative solutions with suppliers. The review also identified the key requirements for the refuse collection and recycling service:

- To develop kerbside green waste collection
- Flexible to respond to changes to type of waste recycled and legislation
- Rewards for good performance and penalties for bad
- Less contract management needed by the Council
- Static days for collection
- Measures to improve take up of existing kerbside schemes

A cross party Member Steering Group has been established to implement the action plan from the review and oversee the programme of public engagement regarding changes to the waste collection method. In the short term a campaign is being undertaken to increase participation in the existing recycling schemes and a trial garden waste kerbside collection service for at least 5,000 properties in the District is due to start in Spring 2006 through a contract with Wealden District Council.

Customer Service

The purpose of the review was to develop an action plan for improving the Council's approach to customer service. This involves the development of a centralised reception, bringing together the Leisure, Environmental Health and Housing receptions with the Council's existing Main Reception, and the creation of a customer service team serving the needs of the whole Council. This is designed to offer a better service to both personal and telephone callers and to increase the number of enquiries dealt with at the first point of contact. Improvements have already been achieved with the launch of the refurbished reception in November 2005. A Key milestone ahead is the establishment of a new phone room to enable central call handling (September 2006). The planned development will culminate in a Customer Contact Centre being opened in July 2007.

The review dealt with all aspects of customer service and set the following targets:

- 85% of phone calls to be answered within 10 seconds
- Reduction in the number of lost calls
- 10% increase in overall customer satisfaction levels
- 80% of enquiries dealt with at first point of contact

Programme of Performance and Service Reviews - 2006/07

The review programme for the coming year is shown below:

Performance Reviews:- <ul style="list-style-type: none">▪ Partnerships	Service Reviews:- <ul style="list-style-type: none">▪ Charging and Concessions▪ Debt Recovery▪ Organisation wide administration review▪ Community Health▪ Clean Neighbourhoods/Reputations/Street Scene▪ Environmental Division▪ Outdoor Business Division▪ Indoor Leisure
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The performance review of partnerships is designed to provide greater clarity to the large amount of partnership working that the Council undertakes and improve the monitoring of their outcomes. The overall aim is to ensure that maximum benefit is derived from the Council's partnership working.

Annual Efficiency Statement

From last year, Councils were required to submit to the Government their plans for delivering efficiency savings of at least 2.5% per year in the form of an Annual Efficiency Statement. The target for Mid Sussex District Council is £370,000 per year over the next 3 years. At least half of the savings must be "cashable", meaning that the savings achieved can be moved to other areas of expenditure. Non-cashable gains relate to productivity improvements for the coming year.

In 2004/05 we delivered efficiency savings of £210,000, of which £207,000 was cashable. Our Efficiency Statement for 2005/06 aimed for efficiency savings of £604,000 of which £593,000 was cashable. Most of these savings came from measures identified through the Service Resource Reviews referred to previously and reductions in staff costs. Our Budget

for 2006/07 builds in savings of *(sum to be added following Budget adoption)* which will form the basis of our Efficiency Statement for the coming year.

Procurement

Improvements to our procurement are expected to deliver savings of £100,000 in 2006/07. These will focus on switching to more competitive suppliers, together with the aggregation and retendering of contracts. The greater use of consortium and partnership purchasing with other councils to pool spending power will also deliver efficiencies. This is being assisted by the joint procurement advisor working jointly with Horsham District and Crawley Borough Councils. The Census partnership has been established with Horsham and Adur District Councils, initially for the joint procurement of ICT systems which is being developed into the joint delivery of services. The ICT help desk service is already provided jointly with the other two councils. A joint revenues collection service (Council Tax and NNDR) is to be introduced, followed by benefits administration.

Reputations Initiative

Mid Sussex District Council has signed up to the IDeA/LGA 'Reputations Initiative'. This gets councils to commit to implementing a set of core actions which research suggests are at the forefront of the minds of residents. These actions are designed to help residents:-
a) to see cleaner streets and improvements in the environment of their neighbourhood, and
b) to receive better information about the council's work.

Measures to promote a cleaner, safer and greener local environment emphasise the importance of addressing problem areas of the District, dealing quickly with fly tipping and abandoned vehicles, offering a co-ordinated "street scene" service and having the Green Flag award for at least one park. We already have green flag awards for our parks at Bedelands Farm Local Nature Reserve in Burgess Hill and Beech Hurst Gardens in Haywards Heath. Further service improvements to the cleanliness of Mid Sussex will be delivered through the retendering of the waste management, recycling and street cleansing contracts. We also plan to review the policy on enforcement with the new powers available under the Clean Neighbourhood and Environment Act and will be looking to improve the co-ordination of staff supplying our "street scene" services.

We will be looking to improve the way that we communicate with our residents through the regular publication of an A-Z of Services and further development of our working with the local media. We have already implemented a key part of the Reputations initiative by publishing our Council magazine quarterly. "Mid Sussex Matters" is well established and has recently been refreshed in a new magazine format.

Our Staff

The contribution of our staff is especially important to the achievement of our objectives. The Council has been awarded Investors in People (IiP) status since January 1999. This provides the framework whereby we can demonstrate that our staff are motivated, skilled and valued, with the very best people management practices in place. We are being reassessed for retention of the IiP standard in March 2006. Related to this is the development of our Workforce Plan designed to ensure that we have the right staff resources available to deliver the objectives of the Corporate Plan and provide fit for purpose services. We have a People Strategy that clearly articulates how we manage our people. The Council operates in a highly competitive employee market which makes staff recruitment and retention challenging. We consider ourselves to be an "employer of choice" by emphasising the overall attractions of working for the Council, which includes flexible working options, staff benefits and targeted training as an IiP employer. We are also

working with our staff to address the results of the “Coping with Pressure” staff survey undertaken last year. During 2006/07, we will design and implement an action plan to tackle key issues raised such as work-life balance, working conditions and responding positively to change and workload demands.

Contracts and the Transfer of Staff

We have not awarded any contracts in the past year which have involved the transfer of staff, but we confirm that in the award of any such contracts we would adhere to the requirements set out in the Code of Practice on Workshop Matters in Local Authority Service Contracts. Traffic Wardens have been transferred to the Council's employment under the new car parking enforcement arrangements with the County Council.

Partnership Working

Working in partnership with other organisations has become increasingly important in meeting local needs efficiently and effectively, and continues to be a priority for the Council. Our most important partnership is the Local Strategic Partnership (LSP) made up of representations from a wide range of local organisations from the public, voluntary and business sectors. It is responsible for developing and implementing the District's Community Strategy. The LSP works closely with the three Area Community Forums. The Forums have been established in the North, Central and Southern areas of the district and draw together representatives from all parts of the community. They meet every three months.

West Sussex Local Area Agreement

The Local Area Agreement (LAA) is a new initiative designed to bring about closer partnership working and more freedom from central government control to continue improving service delivery. Building on the Community Strategy, the priorities of the LAA reflect local issues and cover a number of the services provided by the District Council. The LAA will be a three year agreement between West Sussex County Council and the Government. However the Council has been closely involved in influencing the final objectives of the agreement and is continuing to work with its partners to ensure the resources are allocated to the key issues in Mid Sussex.

List of Strategies

There are a number of strategies that are of particular significance in supporting the Corporate Plan. These are listed below and can be viewed at our website midsussex.gov.uk.

- A Community Strategy for Mid Sussex
- Economic Development Strategy
- "Our Green Heritage"- Landscape and Biodiversity Strategy
- Community Safety Strategy 2005-2008
- Housing Strategy 2005-2009
- A Cultural Strategy for Mid Sussex 2002-2007
- Youth Strategy 2003-2008
- Local Plan 2004-2006
- Joint Municipal Waste Management Strategy
- Financial Strategy and Medium Term Financial Plan
- Organisational Development Plan

Introduction to Part 2- Review of Progress to the Previous Corporate Plan

Before setting out in the rest of this document what we are aiming to do in the future, it is sensible to review progress against the previous Corporate Plan. The major areas of progress are shown below, set out against each of the Council's themes for improvement. **We have provided references to the new actions in part 2 of the Corporate Plan so that you can see what we plan to do in the future.**

Better Environment

Maintain and enhance the environment **(see BE1)**

- The Mid Sussex Local Plan to 2006 has been adopted.
- The Local Development Scheme has been prepared and submitted, which sets out the timetable for production of the Local Development Framework. A revised scheme is currently being submitted.
- 73% of new homes last year were accommodated on brown field sites, helping to protect our countryside and highly valued green spaces
- The protection of the countryside and rural settlements has been promoted through a number of initiatives such as the adoption of a Landscape Character Assessment of the District, adoption of the High Weald Management Plan, commencement of a study on the Ancient Woodland in the High Weald and a research project on Sustainable Rural Settlements.
- The Green Flag award has been received for the Bedelands Farm Local Nature Reserve in Burgess Hill and achieved for Beech Hurst Gardens in Haywards Heath.
- Our Architects Panel is promoting a higher standard of design in the District and the Mid Sussex Architects Design Award Scheme recognises and publicises excellence.
- 98% of Environmental Health high priority requests for service were responded to within 1 working day.

Increase the amount of waste recycled and improve the management of waste **(see BE1)**

- Recycling and composting has increased to 22% of household waste.
- We have reviewed our waste and recycling services and agreed how we will procure improved services in 2007 through a retender exercise.
- Through the eco schools programme, we have delivered eight roadshows to 2,000 students across the District promoting recycling, sustainability and healthy lifestyles in local schools
- 99% of missed bins were cleared within 24 hours
- 90% of fly tips were removed within the target time of 3 working days
- 100% of abandoned vehicles were removed within 3 working days and 65% in 24 hours.
- We have achieved 1.2% recycling of green waste for the first time.

Improve parking (**see BE2**)

- We have taken on the enforcement of on-street car parking and are following a policy in the reduction of illegal parking to tackle congestion, improve traffic flows and provide a more equitable availability of parking between short term and long term needs.
- We have employed 13 parking attendants compared to the previous 4 Sussex Police traffic wardens. The increased presence of uniformed attendants will assist with tackling anti-social behaviour on our streets.
- To alleviate pressure on parking we have promoted an increase in the take up of bus passes and other concessionary fares.
- Improvements to the provision of car parking are an integral part of our plans for revitalising the town centres.

Revitalise the town centres (**see BE2**)

- Building on the work with our development partner Thornfield Properties PLC, this year we will complete the master planning process for our revitalisation work. Over 1,000 people (public and partners) have been actively involved in the “visioning” process.
- Architects have been appointed to develop more detailed schemes for each of the towns - all with excellent reputations and track records.
- From 2006, Thornfield Properties plc will provide funding for a range of events in town centres designed to encourage people to use them more frequently.
- We have fundamentally reviewed our property portfolio to help inform the master planning process and support work to manage our resources effectively.

Better Lives

Increase the provision of affordable housing (**see BL3**)

- We exceeded our targets for affordable homes in 2004/05, delivering 68 new affordable homes and 18 through Homebuy
- We are investing £0.5m per annum in affordable housing from 2005/06, in addition to any commuted sums received and are increasing our target to 300 new affordable homes to 2008/09.
- The Housing Needs Assessment has been completed.
- Homelessness has been reduced to its lowest level for 20 years.

Promote healthy lifestyles (**see BL1 and BS2**)

- A physical exercise and healthy eating partnership has been set up with the local Primary Care Trust to support projects such as the Bentswood community garden.
- A healthy walks programme was established in January with over 100 people participating so far.
- The number of public visits per 1,000 population to our leisure centres has increased to 12,183.
- In partnership with the PCT and Brighton and Hove Albion F.C. we have developed a Football & Health in the Community Project, which over 5 years will provide coaching and support for 4,500 people in Mid Sussex.
- The number of GP referrals to our leisure centres has increased from 70 last year to 190, to enable patient's health to improve through exercise.
- The review of our Fuel Poverty Strategy has been completed and training delivered to staff and volunteers to provide energy conservation advice and help access Warm Front grants.

- We are actively lobbying about changes to the healthcare infrastructure in the district to try to ensure adequate, high quality health provision for our communities. A Member's Health Panel has been established to champion community concerns.

Improve community safety and reduce the fear of crime (**see BL2**)

- Key types of crime in Mid Sussex were reduced by 9% from April to September 2005, compared to the same period last year.
- Our new Community Safety Strategy has been positively received by the Government Office of the South East. 90% of the targets in our previous Strategy were achieved with particular reductions in burglary and vehicle crime.
- We have developed community based projects in Bentswood (Haywards Heath) and will be developing another in Stone Quarry (East Grinstead), which will reduce crime, anti-social behaviour and support inclusion. Around 20 Local Action Teams have been established to address particular issues of very small geographical areas. We have developed the Community House at Burgess Hill to deliver detached youth services to neighbouring communities.
- An Anti-Social Behaviour Co-ordinator has been appointed to cement collaborative working with the Police and others partners.
- Partnerships with the Town Councils and County Council have been established to tackle environmental crime, improve the "street scene" and react swiftly to fly posting, graffiti and vandalism.
- Arrangements are in place for dealing with the requirements of the new Licensing Act and the CDRP's Violent Crime Co-ordinator is working with the licensees of pubs and clubs to counter alcohol related violence.

Enhance social inclusion (**see BL3**)

- In 2005/06 we invested an additional £150,000 to support our inclusion work, including support for independent living, concessionary travel and community transport schemes, benefits outreach service, and the Mid Sussex Anchor Staying Put and Home Improvement Agency.
- We also gave grants of £220,000 to the voluntary sector, including the Citizens Advice Bureaux, Age Concern and support for the Older People's Council.
- We have fundamentally reviewed our work on social inclusion and youth issues and as a result a Youth Council has been established (meeting monthly) and a new Corporate Youth Officer appointed to support our engagement with young people, help develop after-school activities and improve the image of young people in the media.
- A Strategy for Older People has been prepared in conjunction with the Primary Care Trust and County Council and three events took place in October to engage with older people.
- We are supporting the development of an Older People's Council.
- Our Young Citizens' Days are organised annually (with input from the West Sussex Education Business Partnership). Over 50 young people from 9 secondary schools attended the last event, which was recognised nationally.
- Our leisure operations continue to contribute to facilities for and engagement with children and young people, working especially well with local schools to provide a balanced programme of events and activities.
- Improvements have been made to skateboard parks in St John's Park Burgess Hill and Victoria Park.
- Discounts and concessions offered at our leisure centres, together with over 50 activity mornings, have resulted in additional attendance by senior citizens.

- We have provided a number of affordable extra care schemes for frail older people (e.g. Prescott in Burgess Hill) and an outreach support scheme for older people is being developed.
- Our Sports Mobility and Recreation Time (SMART) initiative offers supervised sessions at our leisure centres for people with disabilities.
- Affordable housing has been provided to meet the needs of people with both physical and learning difficulties, for example, at Roman Court, Burgess Hill.

Better Services

Deliver value for money and improving services (**see BS1**)

- The percentage of our Best Value Performance Indicators in the top quartile of performers nationally increased to 42% in 2004/05, from 38% in the previous year. We want to improve this further to 50%.
- Service Resource Reviews for all Council services have been completed and £511,000 realigned to front line priority services in the 2005/06 Budget.
- Efficiency savings of nearly £600,000 are being delivered for 2005/06.
- We have increased investment in our assets by allocating £600,000 for renewal and repairs.
- We have entered into an innovative partnership with Horsham and Adur District Councils known as Census to achieve a joint Revenues, Benefits and ICT function for the three authorities. We have already developed a shared Help Desk function for the three councils. The partnership is jointly procuring an Electronic Document Records Management System (EDRMS), which will achieve significant savings and an improvement in customer service.
- The Council is delivering value for money by ensuring maximum access to external funding, such as attracting £322,000 from the Department of Works & Pensions to support our EDRMS work and £41,000 from DEFRA for waste and recycling.

Improve the quality of our customer service in all our work (**see BS1 and BS2**)

- A review of our customer services has been completed and an improved reception facility provided.
- A community engagement exercise to inform the budget for 2006/07 and new Council priorities has been completed, which has given the public opportunities to influence our plans at an early stage.
- Quest accreditation has been achieved for the Triangle Leisure Centre.
- Performance in processing new benefit claims has improved, reducing the time taken from 50 to 34 days - a vital service for many vulnerable members of our community.

Contact Details

To comment on this plan, or for further information, please write to:-

Corporate Improvement Team
 Mid Sussex District Council
 Oaklands
 Oaklands Road
 Haywards Heath
 West Sussex
 RH16 1SS

Or contact Neal Barton, Corporate Improvement Officer, on 01444 477296, e-mail NealB@midsussex.gov.uk

Mid Sussex District Council Corporate Plan and Best Value Performance Plan- Part 2 Action Plans – 2006 / 07

Better Environment

Theme Lead Officer		John Jory				
Objective		BE1 Quality and Sustainable Environment				
Objective Lead Officer		Judith Hewitt				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (Performance targets/ Service Standards/Output Measures)
BE1.1	Deliver the outstanding housing allocations in the Mid Sussex Local Plan.	Judith Hewitt				a) Meet our remaining 2001 Structure Plan requirements to identify and deliver sites for 637 dwellings in 2006/07.
BE1.2	Develop Local Development Documents for adoption to the approved Local Development Scheme by April 2008.	Judith Hewitt				a) Vision and Core policies of the Local Development Framework adopted by June 2009. b) Housing Allocations Document of the Local Development Framework adopted by April 2008, allocating sufficient small-scale greenfield housing sites to accommodate 815 new homes and indicating how sites for 2,700 new homes on previously developed sites will be achieved by mid 2016.
BE1.3	To produce an Area Action Plan for East Grinstead that conforms with the West Sussex Structure Plan to allocate land for strategic mixed use development to include approximately 2,500 dwellings and a transport package including a A264 / A22 relief road.	Judith Hewitt				a) East Grinstead Area Action Plan Local Development Documents produced for adoption by June 2009.
BE1.4	Work with partners on the emerging Regional Spatial Strategy to undertake studies within the District and to guide major new development to sustainable locations for the period 2006-2016.	Judith Hewitt				a) Influence over the South East Plan which will identify housing requirements for each local planning authority.
BE1.5	Promote brownfield site development and higher housing densities to limit the need for building on greenfield sites.	Tim Barkley				a) The provision of at least 55% of new housing on previously developed land. b) Where appropriate, housing developments of 6 or more dwellings will normally be at a density of at least 30 dwellings per hectare; significantly higher in town centres.

Objective		BE1 Quality and Sustainable Environment				
Objective Lead Officer		Judith Hewitt				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (Performance targets/ Service Standards/Output Measures)
BE1.6	Implement the Development and Infrastructure Supplementary Planning Document to ensure developers are aware of service provision required when land is identified for development.	Tim Barkley				<p>a) Achievement and allocation of funding from S106 obligations for sustainable infrastructure; including:</p> <ul style="list-style-type: none"> • Leisure • Sustainable transport • Community • Recycling • Public Art • Local Community infrastructure • Health Provision • Affordable Housing
BE1.7	Implement the cleaner, safer and greener actions of the Reputations initiative and adopt a programme of actions to implement the Clean Neighbourhood and Environment Act and other street scene initiatives.	Ian Burton				<p>a) Utilisation of new Act's enforcement powers. b) 85% of abandoned vehicles removed in 24 hours. c) 95% of fly tips removed within 3 working days. d) Retention of two green flag awards in June 2006 e) Improved co-ordination of staff supplying our street scene services. f) Establishment of new street scene pilot project for improved joint working with the County Council. g) BV199a - Cleanliness of relevant land and highways – only 6% below standard h) Reputations actions included in the waste and recycling tender.</p>
BE1.8	Implement the Waste Management and Recycling Performance Review Action Plan	Ian Burton				<p>a) Contract for waste and recycling re-tendered successfully to provide a more flexible contract and improve the service. b) Increase the percentage of waste recycled in 2006/07 to 24% by increasing participation in recycling schemes to 75%. c) Increase the percentage of waste composted to 5% in 2006/7 through the introduction of a trial kerbside garden waste collection scheme. d) Reduce the rate of waste growth per household. e) Deliver 5 eco roadshows for the community of Mid Sussex. f) Support for schools to achieve eco schools accreditation. g) Monitoring the implementation of the Joint Municipal Waste Management Strategy.</p>

Objective		BE1 Quality and Sustainable Environment				
Objective Lead Officer		Judith Hewitt				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (Performance targets/ Service Standards/Output Measures)
BE1.9	Protect the local environment in relation to air quality, pollution and statutory nuisance.	Tim Barkley				<p>a) Respond to the wider definition of statutory nuisances and the changes in dog fouling enforcement and vehicle street trading regulations introduced as part of the Clean Neighbourhoods and Environment Act.</p> <p>b) Environmental Health requests for services provided within the target time of 5 working days.</p>
BE1.10	Complete and publish green/sustainability audit of the Council's activities	Karen Picksley				<p>a) Audit completed by September 2006.</p> <p>b) Audit findings published and evaluation completed by April 07.</p> <p>c) Checklist and best practice promoted across Council during 2007/08.</p>

Better Environment

Objective		BE2 Distinctive and Sustainable Towns and Villages				
Objective Lead Officer		Tim Barkley				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BE2.1	Work in partnership with Thornfield Properties PLC to produce strategic plans for town centre management.	Tim Barkley				a) Adoption of the Masterplan Supplementary Planning Documents for the three towns by May 2006 after taking into account public consultation. b) Masterplan implementation strategies developed taking into account the outcome of the public consultation.
BE2.2	Through the Better Mid Sussex Partnership, work with Network Rail to secure the redevelopment of stations in Mid Sussex, including Burgess Hill, Haywards Heath, East Grinstead and Wivelsfield.	Tim Barkley				a) Agreement of outline strategy for redevelopment by June 2006. b) Working with other landowners of the station sites to enable revitalisation of the stations.
BE2.3	Provide adequate levels of town centre parking to support the revitalisation of the town centres and the need for residential parking.	Ian Burton				a) Review and improve on street car parking allocations to increase capacity for displacement parking in 2006. b) Increased and improved town centre parking stock by rationalisation of existing off street parking and additional multi-storey car parks (3 year programme). c) Phased introduction of controlled parking zones subject to satisfactory consultation.
BE2.4	Operate a co-ordinated enforcement role for both off street and on street parking.	Ian Burton				a) Robust and consistent enforcement regime. b) Reduction in anti-social and dangerous on street car parking. c) Improvement in traffic flows. d) Generation of income for the Revenue Budget.
BE2.5	Develop rural car parking in partnership with local councils.	Ian Burton				a) Evaluate trial of rural car parking in Hurstpierpoint. b) Consider roll out to other parishes in the District.

Objective		BE2 Distinctive and Sustainable Towns and Villages				
Objective Lead Officer		Tim Barkley				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BE2.6	Promote Sustainable Rural Settlements.	Judith Hewitt				<ul style="list-style-type: none"> a) Parish Councils assisted in developing and implementing Parish Plans. b) Parish Plans taken into account in the Local Development Framework. c) Technical papers produced to support the Local Development Framework on Sustainable Hierarchy of Settlements and Ancient Woodland. d) Participation in High Weald survey of Ancient Woodland. e) Develop minimum 5 affordable homes per year in rural settlements.
BE2.7	Implement the initiatives identified in the Landscape and Biodiversity Strategy, especially in relation to conservation areas.	Judith Hewitt				<ul style="list-style-type: none"> a) Strategy presentations delivered to requesting Parish Councils. b) Complete Conservation Area Supplementary Planning Document for Cuckfield, East Grinstead and Haywards Heath in 2006. c) Develop programme for future Conservation Area Appraisals.

Better Lives

Theme Lead Officer		Kathryn Hall				
Objective		BL1 Healthy Lifestyles				
Objective Lead Officer		Paul Squires				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL1.1	Provide and promote targeted leisure services which encourage greater participation in exercise for all parts of the community.	Paul Squires				<ul style="list-style-type: none"> a) Increased participation in exercise measured by the "creating healthier and more active communities" performance indicators. b) 15% increase in leisure kite card membership by 2007. c) Implementation of the Arts and Sports Action Plans.
BL1.2	Manage and improve the District's parks and open spaces for the benefit and health of the community.	Ian Burton				<ul style="list-style-type: none"> a) Refined Management Agreements established with Local Councils and deliver a further 3 management agreements by 2007. b) Three major outdoor events held in the District's parks (3 year programme concluding 2006/07). c) Allocation and use of additional revenue budget for environmental improvements in the District. d) Contribution to the Clean Region Interreg project to produce sustainable policies and practices for weed control and pesticides (3 year programme). e) Development of healthy walks programme on the Council's green spaces.
BL1.3	Undertake a full investigation into future leisure provision in East Grinstead, taking into account the expansion of the town, relatively low usage and other local leisure providers in the area.	Paul Squires				<ul style="list-style-type: none"> a) Completed investigation into leisure need in East Grinstead against current provision. b) Decision on the future of the King's Centre and possible replacement, co-ordinating with schools and Sports Club development.

Objective		BL1 Healthy Lifestyles				
Objective Lead Officer		Paul Squires				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL1.4	In partnership with the Primary Care Trust, undertake a healthy lifestyles survey in order to obtain a benchmark of local lifestyle issues, and subsequently deliver 3 joint projects to improve community health	Karen Picksley				<ul style="list-style-type: none"> a) Survey undertaken b) Survey results analysed and used to inform future Council activities c) 3 projects successfully delivered and evaluated by March 2007

Better Lives

Objective		BL2 Strong, Safe Communities				
Objective Lead Officer		Karen Picksley				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL2.1	As part of the Crime and Disorder Reduction Partnership (CDRP) work to implement the Community Safety Strategy 2005-2008 and reduce British Crime Survey key areas of crime by 12.5%.	Karen Picksley				a) Over the 3 years of the strategy, deliver a 12.5% reduction in British Crime Survey key areas of crime. b) Findings of the national review of CDRP's implemented to ensure a fit for purpose partnership to serve the Mid Sussex area. c) Develop partnership working on joint licensing inspections
BL2.2	Develop and deliver, with partners, a media strategy for addressing fear of crime issues in the district	Karen Picksley				a) Increased media coverage of CDRP interventions b) Reduction in fear of crime, as measured in crime audit process
BL2.3	In partnership with Sussex Police and Registered Social Landlords, put in place initiatives to tackle anti-social behaviour including mediation, Acceptable Behaviour Contracts and Anti-Social Behaviour Orders.	Karen Picksley				a) 10% reduction in anti-social behaviour over the 3 years of the Community Safety Strategy. b) 3% reduction in fear of crime/anti social behaviour in disadvantaged areas. c) 4% reduction in criminal damage 06/07 and 07/08.
BL2.4	<i>Deliver crime reduction through a range of youth diversion activities and facilities.</i>	Karen Picksley				a) Youth diversion initiatives delivered b) Number of young people participating in youth initiatives c) Reduction in public perception of levels of anti-social behaviour
BL2.5	<i>Establish further community based projects in targeted areas across the district and ensure existing projects are able to develop further in response to need</i>	Karen Picksley				a) Secured long term multi-agency support for the Burgess Hill and Haywards Heath community based projects. b) Community project in East Grinstead delivered. c) Reduced crime levels in targeted areas.
BL2.6	<i>Ensure that Council responds effectively to requirements of section 17 of Crime and Disorder Act</i>	Karen Picksley				a) <i>Training delivered to all relevant staff on section 17 of Crime and Disorder Act</i> b) Embed section 17 considerations within inclusion assessments
BL2.7	<i>Implement Gambling Act requirements including production of gambling policy</i>	Tim Barkley				<i>a) Policy in place, to protect vulnerable people, prevent gambling being a source of crime and disorder and ensure it is conducted in a fair and open manner by Sept 2007</i>

Better Lives

Objective		BL3 Opportunity and Quality of Life for all				
Objective Lead Officer		Lynne Standing				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL3.1	Work with developers and housing associations to increase the number of affordable housing units available to those needing them.	Lynne Standing, Tim Barkley				a) Ensure the delivery of a minimum of 90 affordable homes. b) House 15 key workers per year. c) Achieve PSA1 targets for affordable and key worker homes.
BL3.2	Review housing policies as part of the Local Development Framework to ensure that appropriate numbers of affordable homes are developed to meet local needs.	Judith Hewitt, Lynne Standing				a) Draft policies in place by March 2008 and the LDF core strategy formally adopted by March 2009.
BL3.3	Prevent homelessness by providing people with a range of options to meet their housing needs.	Lynne Standing				a) Reduce the number of households accepted as homeless to a maximum of 100 in 2006/07 and maintain at that level. b) Maintain at nil the number of families in bed and breakfast accommodation for more than six weeks. c) Reduce the number of people in temporary accommodation
BL3.4	Maintain upper quartile performance in processing Housing and Council Tax Benefit applications and promote the take up of benefit.	Colin Holden				a) Continue to achieve processing of all new benefit claims within 35 days. b) Increase in the number of people in receipt of Council Tax benefit.
BL3.5	Develop and deliver an action plan following the Audit Commission inspection of Housing	Lynne Standing				a) Improvements recommended within housing inspection report implemented
BL3.6	Implement the strategy and action plan arising from the performance review of social inclusion including delivery of a programme of Social Inclusion Impact Assessments on all of our services	Karen Picksley				a) Clear record of service take up by socio-economic groups b) Implementation of a Social Inclusion Strategy c) Completed programme of impact assessments to the Action Plan schedule

Objective		BL3 Opportunity and Quality of Life for all				
Objective Lead Officer		Lynne Standing				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL3.7	Implement the Strategy for Older people with the Primary Care Trust.	Karen Picksley				<ul style="list-style-type: none"> a) Fuel Poverty Action Plan delivered b) Partnership Older People's events delivered by December 2006. c) Information dissemination enabled through mailings to concessionary pass holders.
BL3.8	Help people live independently by providing appropriate housing and support.	Lynne Standing				<ul style="list-style-type: none"> a) To complete approximately 70 disabled adaptations annually. b) Implement Housing Renewal Assistance Policy through administration of grants/loans scheme. c) All supporting people funded services to level C of the Quality Assessment Framework by April 2007 d) Development of an older persons housing strategy by April 2006.
BL3.9	Undertake in 2006 a House Condition Survey for the whole District.	Tim Barkley				<ul style="list-style-type: none"> a) Assessment of the condition of the housing stock in the District to deliver an effective private sector renewal policy. b) Assessment of the energy efficiency of homes in the District. c) Review of the Housing Renewal Assistance policy to consider findings in the house condition survey.
BL3.10	Implement new concessionary fares scheme	Karen Picksley				<ul style="list-style-type: none"> a) New scheme delivered to timetable b) Increase the number of people in receipt of travel concessions
BL3.11	Deliver initiatives to improve the cultural offer available in Mid Sussex.	Paul Squires				<ul style="list-style-type: none"> a) Joint projects delivered with Town and Parish Councils, and with neighbouring authorities to help promote the area b) 'Explore Mid Sussex' booklet published c) Programme of high profile events developed and delivered to promote Better Mid Sussex d) Contribute to outcome 20 of the LAA
BL3.12	Provide the necessary community and cultural facilities for Haywards Heath through redevelopment and partnership working.	Paul Squires				<ul style="list-style-type: none"> a) Review operation and future of Clair Hall. a) Completed investigation into the cultural and community facilities that need to be provided. b) Appropriate replacement facility feasibility established.

Objective		BL3 Opportunity and Quality of Life for all				
Objective Lead Officer		Lynne Standing				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BL3.13	Develop and implement a new Youth Strategy for Mid Sussex	Marissa Bartlett				a) Youth strategy adopted by June 2006 b) Actions from youth strategy delivered on target c) Strategic approach to delivery of improved outdoor youth facilities.
BL3.14	Implement relevant aspects of the Children's Act	Karen Picksley				a) Action plan developed b) Compliance with Children's Act achieved and relevant duties embedded within Council policies

Better Services

Theme Lead Officer		Anne Halligey				
Objective		BS1 Efficient and effective services				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BS1.1	<i>Review of the Financial Strategy and Medium Term Plan.</i>	Peter Stuart				a) Adoption of a new Financial Strategy and a Medium Term Plan that supports the Corporate Plan and provides the financial framework for service development, planning and annual budgeting across the medium term.
BS1.2	Provide an effective, efficient and customer focused local taxation service.	Peter Stuart				a) Collection of 99.1% of Council Tax in 2006/07. b) Collection of 99.1% of National Non-Domestic Rates in 2006/07.
BS1.3	Deliver efficiency savings in line with the Gershon targets of 2.5% per year and the Council's Budget.	Richard Hodson				a) Annual Efficiency Statement submitted and reviewed. b) Cashable efficiency savings of at least (figure to be included following March Council) achieved in 2006/07.
BS1.4	Undertake service reviews of the Environment, Outdoor Business & Indoor Leisure Divisions; charging and concessions policies; community health; debt recovery; administrative services; and the clean neighbourhoods agenda	Richard Hodson				a) Reviews completed b) Process changes approved and implemented c) Efficiency savings achieved
BS1.5	Implement further improvements to our procurement practices and procedures.	Ian Burton				a) Delivery of cashable procurement savings of £100k in 2006/07. b) Improved efficiency of procurement processes via greater use of e-procurement. c) Implementation of a procurement training programme.
BS1.6	<i>Improve our performance management arrangements and project management.</i>	Richard Hodson				a) Action taken to address under performance. b) Increased proportion of Best Value Performance Indicators in upper quartile of District Councils. c) Improved project management capacity and delivery.
BS1.7	Prepare and deliver an Improvement Plan following the CPA Use of Resources and Direction of Travel judgements.	Richard Hodson				a) Progress monitored to the Improvement Plan, b) Positive CPA "direction of travel" statement in March 2007 and improved Use of Resources rating.

Objective		BS1 Efficient and effective services				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BS1.8	Manage and maintain the Council's land and property portfolio in an effective manner and in support of the Better Mid Sussex project with Thornfield Properties.	Ian Brown				a) New Asset Management Plan for 2006/07 prepared by July 2006 b) Implementation of the Repairs and Renewals programme and improvements required to meet the requirements of the Disability Discrimination Act.
BS1.9	<i>Implement the public conveniences action plan.</i>	Ian Burton				a) Complete transfer/demolition of the identified public conveniences by April 2006, following engagement with Town and Parish Councils. b) Adopt improvement programme for remaining public conveniences by September 2006.
BS1.10	Implement the action plan arising from the performance review of customer service.	Richard Hodson				a) 85% of phone calls answered within 10 seconds b) Reduction in the number of lost calls c) 10% increase in overall customer satisfaction levels d) 80% of enquiries dealt with a first point of contact e) Reconfigured Planning Reception provided by October 2006. f) Improved main reception facilities provided as a Customer Contact Centre by July 2007.
BS1.11	To identify and evaluate options for improved office accommodation for the Council and make recommendations to Council thereon.	Marissa Bartlett				a) Development of a Full Council Office Brief in accordance with the Thornfield Framework Agreement- June 2006. b) Identification of a range of costed options for Members to consider which take account of risk and the Council's anticipated business need- October 2006. c) Preferred option agreed and initial implementation stages undertaken (in tandem with overall masterplanning process)- Dec 2006- March 2007. d) Continued implementation of home working/flexible working policies to reduce the reliance on replacement accommodation.
BS1.12	Make further investments in e-government to improve services,	Richard Hodson				a) Delivery of improved e-service capability monitored through the e-governance group.

Objective		BS1 Efficient and effective services				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
	including the implementation of the programme to introduce Electronic Documents Records Management Systems (EDRMS).					b) Rollout implementation of EDRMS to agreed Divisions within the Environment Directorate, Benefits and Revenues.

Objective		BS1 Efficient and effective services				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BS1.13	Develop the CenSus partnership with Horsham and Adur District Councils in line with the Business Plan.	Richard Hodson				<ul style="list-style-type: none"> a) Efficient ICT help desk and delivery of joint ICT projects. b) Provision of an integrated Revenues and Benefits service between the three councils. c) Delivery of efficiency savings. d) Joint development of business improvement initiatives.
BS1.14	Implement the People Strategy and Workforce Plan.	Marissa Bartlett				<ul style="list-style-type: none"> a) Improved staff retention with turnover reduced to less than 15% by March 2007. b) Sickness absence levels reduced to less than 7.5 days per head by March 2007. c) Review of existing pay and reward scheme completed by March 2007.
BS1.15	Respond to the coping with pressure staff survey.	Marissa Bartlett				<ul style="list-style-type: none"> a) Assessment of focus group engagement with staff regarding the results of the survey. b) Implementation of action plan. c) Consideration of Employee Assistance Programme.
BS1.16	Work with Sussex Training Consortium, and other training providers to ensure high quality and appropriate training and learning opportunities are made available to Council staff.	Marissa Bartlett				<ul style="list-style-type: none"> a) Well skilled workforce. b) Improved staff retention with turnover reduced to less than 15% by March 2007. c) Improved customer satisfaction d) Staff evaluations of training demonstrating benefits both to the individual and the organisation, measured by improved performance output and staff retention.

Better Services

Objective		BS2 Strong Community Leadership				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BS2.1	Listen and respond effectively to our community by developing the use of innovative methods of community engagement.	Richard Hodson				a) General, Benefits and Planning BVPI satisfaction surveys undertaken. b) Community engagement results used to inform budget and policy decisions.
BS2.2	Ensure implementation of the Community Strategy through the Local Strategic Partnership and the Area Community Forums.	Karen Picksley				a) Monitoring report produced quarterly to the LSP and annually to the Area Community Forums. b) Introduce quarterly Area Community Forum newsletters.
BS2.3	Implement the Local Area Agreement (LAA).	Karen Picksley				a) Performance to the relevant indicator targets in the LAA monitored and achieved. b) Co-ordinate delivery of the LAA through the Local Strategic Partnership.
BS2.4	Undertake a performance review of the Council's strategic partnerships	Richard Hodson				a) Review completed b) Recommendations for improvement approved and implemented
BS2.5	Implement the communications actions of the Reputations initiative, with a focus on corporate identity and branding.	Marissa Bartlett				a) Effective relationship with local media and evaluation of coverage. b) Provision of an a-z guide to Council services. c) Quarterly publication of the Council magazine Mid Sussex Matters. d) Consistent and effective linking of council branding to services through implementation of marketing plan. e) Continued implementation of a range of measures to ensure good internal communications including quarterly staff newsletter 4wardMidSussex and maintaining a relevant and informative Daily News Intranet site. f) Revised Council Communications Strategy implemented by March 2007.
BS2.6	Create an improved Council web site with regard to content, ease of navigation and greater availability of transactional services.	Richard Hodson				a) Increased use of the Council's website and secure back office services. b) Greater user satisfaction c) Increased submission of e-forms.

Objective		BS2 Strong Community Leadership				
Objective Lead Officer		Richard Hodson				
Code	Key Actions	Lead Officer	Funding Source	Funding Approved ?	Cost	Outcomes (performance targets/ Service Standards/Output Measures)
BS2.7	Provide enhanced support and training for Councillors to enable them to feel fully equipped to perform their roles as elected Members of the Council.	Richard Hodson				a) Member Development Programme implemented. b) Improved Member Information Service provided. c) Member Induction provided following the elections in May 2007.
BS2.8	Exercise our community leadership role to ensure adequate, high quality health provision for our communities, especially hospital services.	Karen Picksley				a) The needs and views of Mid Sussex on health matters are properly represented and considered.
BS2.9	Work through the Mid Sussex Transport Group to develop a flexible, demand responsive transport system for Mid Sussex.	Karen Picksley				a) Business Plan developed for pilot project around the Princess Royal Hospital in Haywards Heath. b) Project Manager appointed. c) Pilot project commenced and evaluated.
BS2.10	<i>Ensure that the District Council's response to emergency situations meets the requirements of the Civil Contingencies Act.</i>	Marissa Bartlett				a) The Council is able to respond promptly and effectively in an emergency to enable the restoration of normality to the community. b) Emergency plan is up-dated c) Emergency control centre is fully re-instated
BS2.11	Develop our engagement with the business community.	Richard Hodson				a) Hold further business engagement events, building on the success of the promoting local businesses seminar.
BS2.12	Identify opportunities to devolve services to local neighbourhoods.	Richard Hodson				a) Discussions held with Town and Parish Councils regarding services that they might take on.

Mid Sussex District Council Corporate Plan and Best Value Performance Plan- Part 3 : Service Plans

Service Plans will be published as Part 3 of the Plan. These have not been included in this part of the report as they can be found within Appendix 2.

Mid Sussex District Council Corporate Plan and Best Value Performance Plan- Part 4 : Performance Indicators

A full compendium of performance indicators, including outturn figures for 2005/06 will be published by 30 June 2006, and will then form Part 4 of the Plan, as required by legislation.

Mid Sussex District Council Corporate Plan and Best Value Performance Plan- Part 5 : Budget

The budget for 2006/07 will be published as part 5 of the Plan.