



SCRUTINY AND OVERVIEW COMMITTEE

FINANCE AND PERFORMANCE WORKING GROUP

**THURSDAY 18TH JUNE 2015 AT 5.30 PM
LEWES ROOM, PARKSIDE, CHART WAY, HORSHAM**

Councillors: Leonard Crosbie

Conservative Members to be confirmed
by the Leader

You are summoned to the meeting to transact the following business.

Tom Crowley
Chief Executive

AGENDA

	Page No.
1. Election of Chairman	1
2. Apologies for absence	
3. To approve the time of meetings for the ensuing year	
4. To approve as correct the record of the Finance and Performance Working Group meeting held on 18 th February 2015	3
5. To receive any declarations of interest	
6. Announcements from the Chairman or Chief Executive	
7. To approve the Working Group's Terms of Reference	11
8. Complaints, Compliments and Suggestions – Monitoring and Learning Report for Quarter 4	13
9. Analysis of Requests made under the Freedom of Information Act 2014/15	43

10. Finance and Performance, District Plan Priorities, and Key Projects for Quarter 4, 2014/15 **53**
11. Member Overview of the Council's use of the Regulation of Investigatory Powers Act 2000

Scrutiny and Overview Working Group Chairman

Role and Responsibilities

The Scrutiny and Overview Working Group Chairman has a key role to ensure effective Scrutiny and Overview in Horsham:

- Contributing to the management, co-ordination and development of Scrutiny and Overview in Horsham as required
- To manage the work of the Working Group to ensure effective scrutiny of the issue under review

Management and Coordination of Scrutiny and Overview

- To contribute to the management, co-ordination and development of Scrutiny and Overview in Horsham.
- To attend each meeting of the Scrutiny and Overview Committee.
- To report to the Scrutiny and Overview Committee on the work and progress of the Working Group, and keep them informed of important or contentious issues
- To ensure that the Working Group responds to issues referred to it by the Scrutiny and Overview Committee within timescales assigned.

Manage the Work of the Scrutiny and Overview Working Group

- To manage and guide the Working Group's work to scrutinise relevant issues relating to the Group's Terms of Reference
- To ensure issues under review are properly scoped with clear aims and timelines
- To coordinate and manage Working Group members to undertake assigned tasks and sub-group work
- To encourage members to consider involving outside bodies to give evidence, if necessary, and to liaise with the Scrutiny Officer to arrange for the invitation of those parties to the meetings of the Group.
- To lead the production of the report by liaising with the Scrutiny Officer supporting the Working Group, to produce well-reasoned interim (where necessary) and final reports for each review having regard to the assigned terms of reference and timescales for the review.
- To liaise with the Scrutiny Officer producing the agenda.
- To review minutes of the Working Group meetings before being circulated.

Notes of the Scrutiny and Overview Committee
Finance and Performance Working Group
18th February 2015

Present: Councillors: Leonard Crosbie (Chairman), John Bailey, John Chidlow, George Cockman, Brian Donnelly, Frances Haigh, Brian O'Connell, Stuart Ritchie, Diana van der Klugt

Apologies: Councillor Jim Rae

Also present: Councillors: Roger Arthur, Jonathan Chowen (Cabinet Member for Arts, Heritage & Leisure), Gordon Lindsay (Cabinet Member for Finance)

Officers: Sarah Gill, Complaints and Information Officer
Julie McKenzie, Performance Manager
Sue McMillan, Head of Finance
Mark Pritchard, Commissioning and Performance Manager

1. **TO APPROVE AS CORRECT THE RECORD OF THE FINANCE AND PERFORMANCE WORKING GROUP MEETING ON 3RD DECEMBER 2014**

The notes of the Finance and Performance Working Group meeting held on 3rd December 2014 were approved as a correct record of the meeting.

2. **TO RECEIVE ANY DECLARATIONS OF INTEREST**

There were no declarations of interest.

3. **ANNOUNCEMENTS FROM CHAIRMAN OR CHIEF EXECUTIVE**

There were no announcements.

4. **COMPLAINTS, COMPLIMENTS AND SUGGESTIONS – MONITORING AND LEARNING REPORT FOR THE PERIOD 1ST OCTOBER TO 31ST DECEMBER 2014**

The Working Group noted that a new IT module facilitated more accurate complaints recording by allowing departments to track how many complaints existed in 'real time' and per department. The system would produce more meaningful data which would be presented in future reports for the Working Group.

The Council, at its meeting on 25th February 2015, would receive a report that would recommend changes to the current complaints

procedure to bring it into line with the latest Local Government Ombudsman guidance and with neighbouring authorities.

The definition of a complaint would be amended and the procedure would be streamlined from a three to a two stage process. Further, it was proposed to extend the timescale for investigating and responding to a complaint from ten working days to a maximum of twenty working days at each stage to allow for a thorough investigation and the preparation of a robust response.

The Working Group requested that the proposed change to the definition of a complaint should reinstate a reference to those who acted as the Council's agents.

The Complaints and Information Officer reported on the complaints and compliments notified to the Council for the period from 1st October to 31st December 2014. There had been 42 complaints and a further 11 complaints about the CenSus Revenues and Benefits Service and an additional 30 complaints about the CenSus Revenues and Benefits Service telephone system.

The Working Group received complaints data in relation to the Pavilions in the Park Leisure Centre in Horsham; there had been 25 complaints for the quarter. The Working Group requested, for future reports, that the reasons for the complaints be presented. Details about the complaints received by all the leisure centres in the District would be included in future reports. The Cabinet Member for Member for Arts, Heritage and Leisure commented on how it was a low level of complaints when compared to the level of public use. He expected complaints of significance would be reported to the Council by DC Leisure/Places for People. The Council should also be alerted to issues by the feedback from the advisory groups to the District's leisure centres.

Members suggested that relevant information from the leisure centre advisory groups and information about performance arising from the Service Level Agreement with DC Leisure/Places for People, should be reported to Cabinet Member who could share the information with the Working Group. The Cabinet Member for Arts, Heritage and Leisure agreed to ask for information about the performance of the contract with DC Leisure/Places for People. He agreed to report that to the Working Group and the leisure advisory groups along with a narrative to explain the benefits that the contract had delivered.

A total of 11 compliments had been received for the quarter. The Working Group noted that a higher level of compliments had previously been received because of feedback from the surveys once undertaken by Housing and by Environmental Services. The Working Group suggested that those departments be asked whether they would continue to conduct those surveys and if not, why not.

5. FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES AND KEY PROJECTS FOR QUARTER 3, 2014/15

The Working Group noted the report detailing finance and performance information for Quarter 3 in 2014/15.

The forecast outturn for the year to 31st March 2015 was estimated to underspend the approved revenue budget by £250K. Actual spend to Quarter 3 on capital projects was £3.77M which was 30% of the annual budget. An underspend for the year of £4.375M was anticipated because some projects would slip to 2015/16 including Broadbridge Heath Leisure Centre, the Hop Oast depot development, and vehicle fleet replacement.

The key performance indicators showed that 19 (61%) were on target, 7 (23%) were close to target, and 5 (16%) were outside the target range. The indicators falling outside the corporate target were confirmation of council tax benefits relating to the speed of processing information on the changed circumstances of individual applicants, a drop in swimming attendances as a result of scheduled closure for repairs to the Pavilions in the Park, income from cess pit emptying, the determination of major planning applications, and staff turnover.

The Working Group noted that the positive performances included the rate of staff sickness which had fallen below 8 days, the lowest since Quarter 1 in 2013/14. The Performance Manager highlighted that short term sickness (under 11 days) was at an average of 1.6 days. An improved monitoring system for recording staff sickness was being introduced.

The Performance Manager informed Members that the list of key corporate Performance Indicators would be considered by service managers at the start of 2015/16; those indicators would be reported to the Working Group for review.

The Cabinet Member for Arts, Heritage and Leisure explained that the forecast £60K overspend at The Capitol was because of unavoidable overspends on overtime, electricity, equipment and tools and because of an underperformance, to date, on the cinema programme. The prediction of the popularity of a film and the public response to that film was a particular challenge to forecasting revenue for the Capitol. The attendance figures for The Capitol for Quarter 3 were well above target.

The Head of Finance explained that the forecast £38K overspend for Leisure Services comprised a loss of income of £32K from the leisure contract due to the delay in delivering the High Ropes installation at the Pavilions in the Park.

The Working Group welcomed the high attendance figures for Horsham Museum and the Visitor Information Centre. Members praised Jeremy Knight, Museum and Heritage Officer. The Chairman agreed to write to thank him for his work and for organising a series of interesting exhibitions at the museum.

The Working Group noted that the office move to Parkside would soon commence in phased stages. Members suggested that an additional column be added to the Capital Budget Monitoring spreadsheet to provide information about the expected date for completion of capital projects.

The Working Group noted, in relation to Business Transformation, the performance indicator which detailed the number of e-form and web-based payments. Members suggested that its title should be altered to be 'Online transactions' and requested a check be made to see whether that figure included online parking payments.

In relation to Economic Development, the Chairman requested a note to be added to future reports giving an outline business case/projected revenues for any proposed developments; also to explain the reason for any large increase in the gross income of existing assets/projects.

In relation to Development Management, the Chairman reported that the Director of Planning, Economic Development and Property had assured the Business Improvement Working Group that the recent drop to 63% for the determination of major planning applications was being monitored and would soon be back on target. The decrease had been due to efforts to clear long-standing applications. The Chairman of the Business Improvement Working Group queried the targets for processing minor and other planning applications and suggested higher targets. He reported that the Development Management Improvement Plan was progressing but performance might be affected because of a number of planning officer vacancies. The Working Group noted that the income from planning fees and also local Land Charges were well above target. The Business Improvement Working Group would receive data about the financial impact of the overturn of decisions on planning appeals and the total costs involved; the Working Group requested a copy of that information.

The Commissioning and Performance Manager reported that Internal Audit had arranged risk workshops for all departments to enable them to convert their risk registers to a new corporate model. Each department was responsible for its own risk register which would be reviewed on a quarterly basis.

In relation to CenSus ICT, the Working Group noted that at the mid-point of the financial year the operational spend was £102K above budget but that the forecast overspend for the year was £4K. Members were told that that the overspend mainly related to agency costs for temporary staff who had worked on specific projects.

The Working Group noted that the performance of CenSus Revenues and Benefits in processing new housing benefit and Council Tax Benefit claims and any changes of circumstances were at the limit of or above the set targets. Additional resources had been added to the team to improve the processing times.

In relation to staff turnover, it was noted that the quarterly target of 2.5% had been exceeded and was 3.16% for Quarter 3. The Head of Finance explained that a staff turnover of 10% per annum was considered to be an appropriate level. For the year to date the turnover of staff at Horsham District Council was 13%.

The forecast for the Corporate Finance department was for an underspend for the year of £201K. The Head of Finance explained that was because no borrowing was planned for the financial year and VAT readjustments had netted the Council an additional £40K of unbudgeted income.

The Chairman requested, in relation to the Legal and Democratic Services performance data, that future reports include details of that department's work on S106 agreements, the number received for each quarter and the number that had been completed.

The Working Group requested an update of the options for the Broadbridge Heath Leisure Centre for its meeting on 18th June 2015 as part of the performance data for Community Services.

Customer Services performance data included details of the Corporate Contact Centre which had gone live in June 2014 and which handled calls for Waste Services and the Council's Switchboard. It had achieved an average 97% of contacts answered within 20 seconds against a target of at least 80% to be answered. Overflow calls from The Capitol were also now being handled by the Contact Centre, and calls from Parking Services would also be handled by it in the near future. The Chairman welcomed the extent of the Council's activities now covered by the Contact Centre.

The Working Group requested that the Strategic Housing Manager be asked to provide further commentary in the report overview about the numbers of households on the housing waiting list and in B&B accommodation.

In relation to Parking Services, it was noted that the report should state that tickets were up by 17% on the Quarter 3 target. Future reports would separate season ticket sale data from daily ticket sale data. It was clarified that the overspend on the installation of the new parking equipment was £45K. The Chairman requested an analysis at the year end of the parking enforcement data which detailed enforcement hours, the number of Penalty Charge Notices issued, and the percentage of

PCNs that were cancelled; an explanation as to why cancellations were made was also requested.

The Working Group noted the salaries monitoring schedule for each service department, for April to December 2014. The total for salaries paid for that period was below the budgeted amount. Members commented that overtime payments were above budget, and the amounts for casual and temporary staff were also above budget.

The Working Group noted the key income monitoring schedule as at 31st December 2014 which showed income of £7.37M which exceeded the forecast income.

The Working Group noted the Tracked Projects List summary report; no projects were coded red.

The Working Group noted the District Plan Priorities report for Quarter 3 which showed all tasks as completed or on track.

6. **PLANNING ENFORCEMENT PERFORMANCE REPORT FOR QUARTER 3, 2014/15**

The Working Group noted the planning enforcement cases report for Quarter 3 in 2014/15 as compared to previous quarters.

7. **PERFORMANCE GRAPHS FOR DEVELOPMENT MANAGEMENT AS AT THE END OF QUARTER 3, 2014/15**

The Working Group noted the report which showed the performance of Development Management up to the end of Quarter 3, 2014/15. The Working Group complimented the planning team on its excellent report.

8. **INITIAL REVIEW (FINANCE / BUDGET) OF THE COUNCIL'S KEY AREAS OF ACTIVITIES**

The Chairman reported that the sub-groups reviewing the finance/budget of the Council's key areas of activities in relation to Parking Services and Operational Services had arranged visits to those departments. The sub-group review of planning services would be achieved by receiving details from the Business Improvement Working Group's review of Development Management.

9. **MEMBER OVERVIEW OF THE COUNCIL'S USE OF THE REGULATION OF INVESTIGATORY POWERS ACT 2000**

The Working Group noted that the Council had not used the powers under the Regulation of Investigatory Powers Act 2000 in the past quarter.

10. **CENSUS JOINT COMMITTEE**

The Working Group noted the minutes of the CenSus Joint Committee meeting held on 12th December 2014 and the CenSus Budget for 2015/16 which had been approved at that meeting.

The meeting ended at 8.53 p.m. having commenced at 5.30 p.m.

CHAIRMAN

Proposed Terms of Reference for the Finance and Performance Working Group

- To scrutinise the Medium Term Financial Strategy to achieve a balanced budget, including the achievement of savings identified within it
- To monitor the Council's performance against the District Plan, the basket of key performance indicators and major projects list on a quarterly basis
- To review the monthly financial outturn report and identify areas of concern to Cabinet
- To identify areas of excellence and areas for improvement and refer to Business Improvement Working Group for consideration and note
- To request and receive reports/presentations on areas of concern regarding service performance or overspend/underspend
- To raise issues of concern with Cabinet following review by the Working Group
- To call Cabinet members to provide details of service performance to the working group or to Members of Scrutiny and Overview Committee
- To identify and, where necessary, question budget and performance targets, taking account of the prevailing economic conditions, pressures and assumptions used
- To review the impact of budget changes upon the delivery of corporate priorities
- To consider any other relevant performance and financial matters identified by the Scrutiny and Overview Committee

Report to Finance & Performance Working Group

18 June 2015

By David Plank Customer Services Manager

INFORMATION REPORT

Not exempt



Horsham
District
Council

Complaints & Compliments Monitoring Report for Horsham District Council 1 January 2015 to 31 March 2015 incorporating annual figures

Executive Summary

The purpose of this report is to inform the Finance & Performance Working Group of the details of the complaints, compliments and suggestions notified to the Council's Complaints & Information Officer for the period 1 January to 31 March 2015. Annual figures are also included. The intention is to learn from the feedback that the Council receives to prevent reoccurrence of complaints, improve Council services and promote areas of good practice.

For the period 1 January to 31 March 2015 the Complaints & Information Officer was notified of 123 complaints, with a further 25 complaints about the Revenues & Benefits telephone system being recorded during this period. The number of complaints received at the Council's leisure centres for the period was 118.

As previously reported to Members new software is now in use to record and monitor complaints using the Covalent system. Individual departments are now responsible for recording and updating complaints on the new feedback system. This has enabled both accurate recording of complaints. The Senior Leadership Team and Service Managers are now able to view real time information about the number, status and nature of complaints at any given date. An example of the type of report available is appended to this report, together with a screen print of the Portal which is now available to management.

Following Council approval in February 2015 the complaints procedure no longer forms part of the Council's Constitution. In addition the Council's definition of a complaint has been amended, the number of stages for considering complaints has been reduced from three to two and the time for investigating and responding to complaints has been increased from ten working days at each stage to twenty.

Further to the restructure in 2014, responsibility for complaints made to the Local Government Ombudsman now rests with the Customer Services Manager. As such, details of LGO complaints have been included within the report for the first time, having previously been reported to the Standards Committee.

Recommendations

The Committee is recommended:

- i) To Note the contents of this report and comment as appropriate.

Reasons for Recommendations

- i) To increase awareness of the Council's corporate complaints procedure and improve our learning and understanding from the complaints received.

Background Papers: Local Government Ombudsman's (LGOs) Guidance on Running a Complaints System, LGO Guidance on Good Administrative Practice, LGO Guidance on Remedies

Consultation: Director of Community Services & Monitoring Officer

Wards affected: All

Contact: David Plank, Customer Services Manager ext 5371

Background Information

1 Introduction

- 1.1 The purpose of this report is to show the number and type of complaints, compliments and suggestions received by Council department to identify trends and help monitor the situation. This excludes any representations, appeals or disagreements with Council policy – these are not classed as complaints under the Council’s current definition of a complaint.

This report is intended for managers, staff and Councillors to help everyone at the Council learn and act upon customer feedback.

2 Statutory and Policy Background

2.1 Local Government Act 2000

Relevant Government policy

- 2.2 Current LGO Guidance recommends that information gathered from front line staff about complaints, questions and comments be collated and reviewed on a regular basis as it can be a valuable source of information about how users view service provision. This provides a mechanism for identifying emerging issues that might be addressed before they escalate into complaints.

Relevant Council Policy

- 2.3 The Council’s procedure for dealing with Comments, Representations, Criticism of Policy and Complaints was approved by Council February 2015.

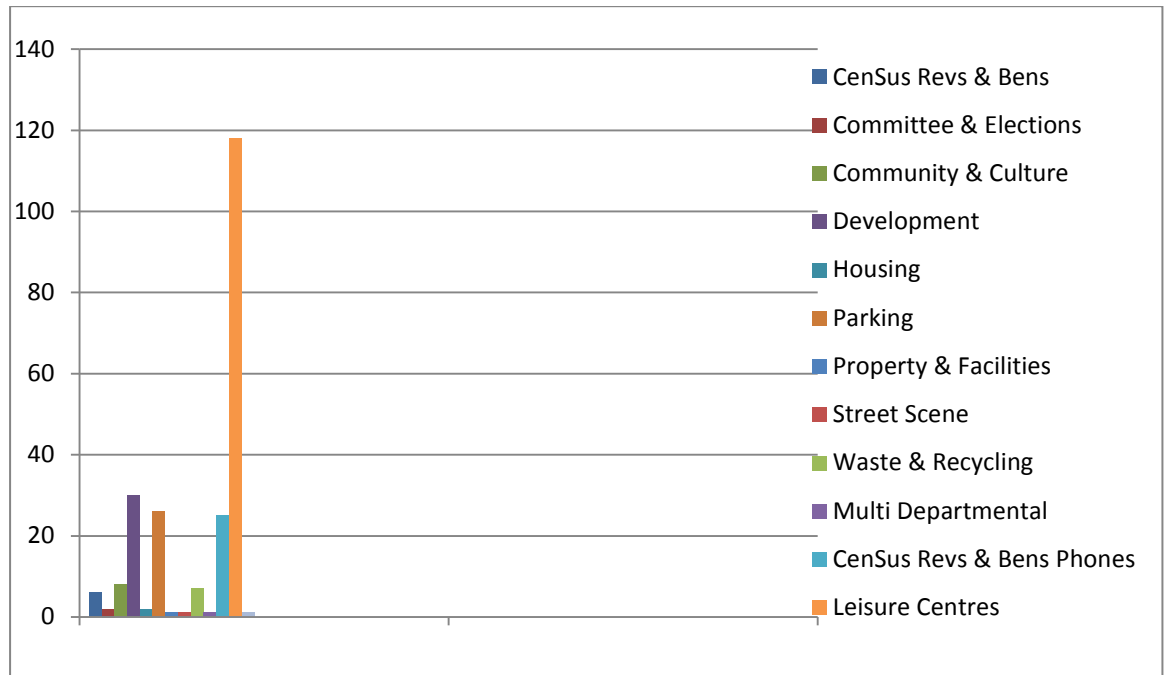
3 Details

Complaints notified to the Complaints & Information Officer 1 January to 31 March 2015

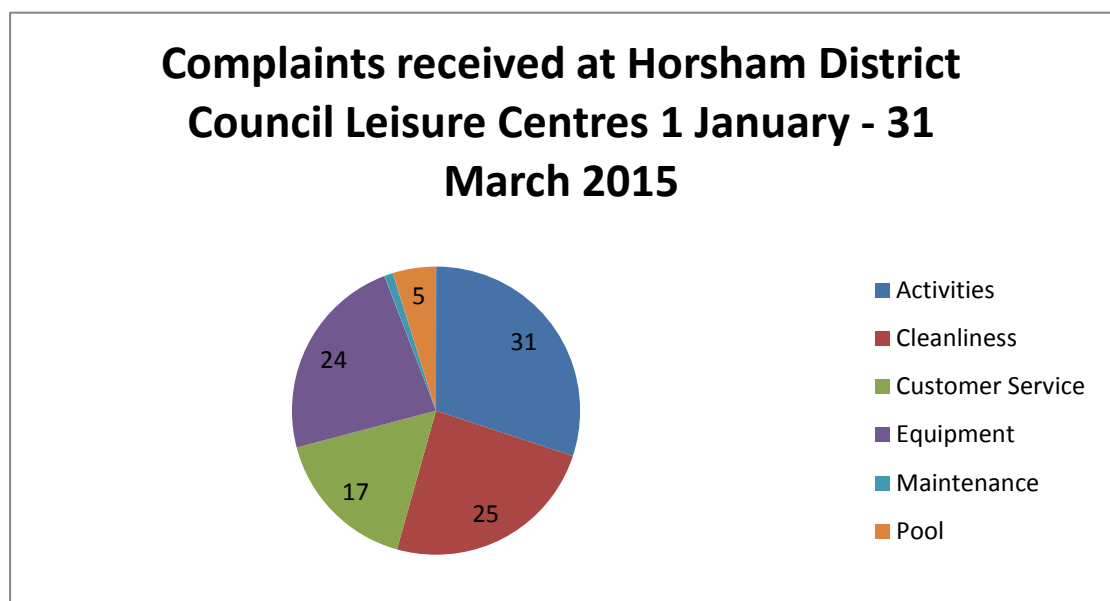
- 3.1 The number of complaints notified to the Complaints & Information Officer for the period 1 January to 31 March 2015 is 123 complaints plus 25 Revenues & Benefits Service telephone system. A further 118 were received by the Leisure centres.
- 3.2 It should be noted that front line Council services such as refuse collections, planning services and leisure facilities will, by their nature attract more complaints than the services which provide ‘in house’ functions. Horsham District Council’s current definition of a complaint is:-

A complaint is an expression of dissatisfaction that requires a response, about the standards of service, action or lack of action by the Council, its staff or a contractor working on the Council's behalf affecting an individual customer or resident or group of customers'

3.3 Complaints received by department 1 January to 31 March 2015.



3.4 Nature of 118 complaints received at Broadbridge Heath, Steyning, Billingshurst and Pavillions in the Park Leisure Centres.



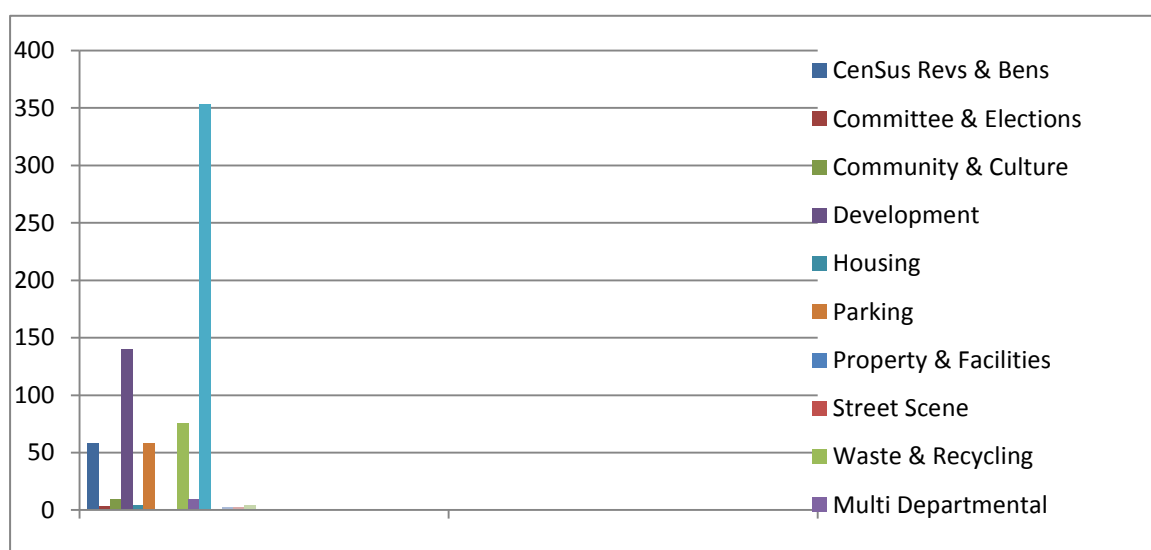
3.5 Compliments received for the period 1 January to 31 March 2015

Department	Compliments Received 1 January to 31 March 2015
Development	1
Customer Services	1
The Capitol	1
Committees & Elections	1
Waste & Recycling Refuse/recycling etc Operational Services Transport	1
Street Scene & Fleet	1
Leisure Centres	15
TOTAL	21

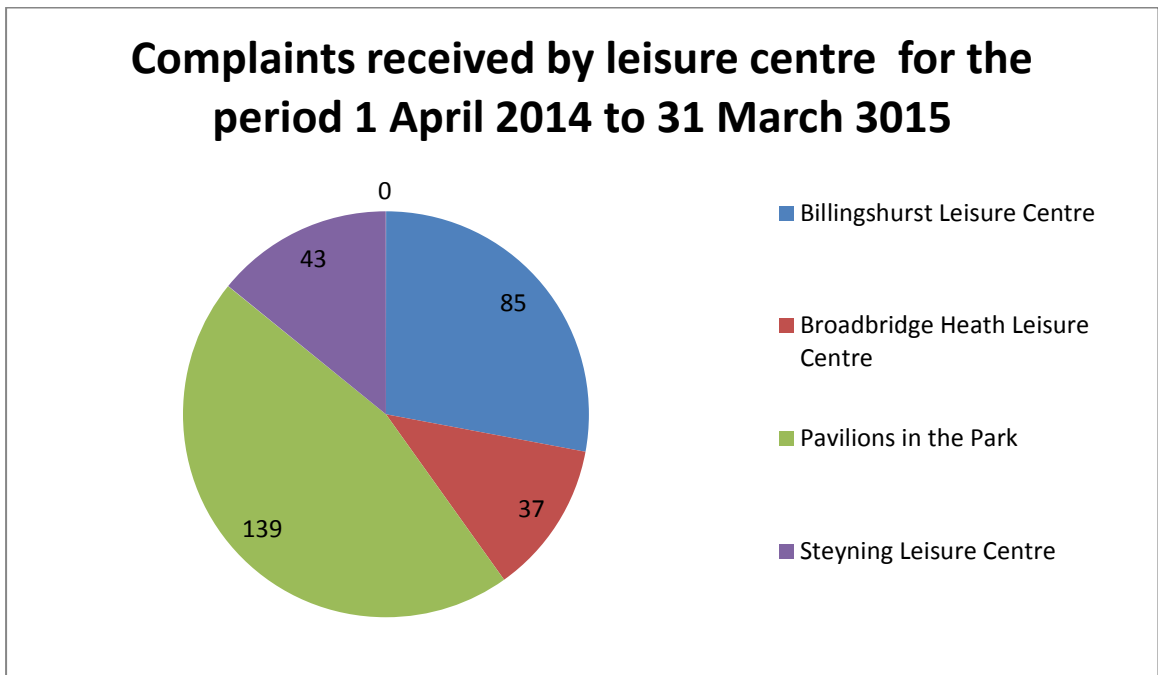
3.6 Annual Figures for 2014/15

For the period 1 April 2014 to 31 March 2015 the Complaints & Information Officer was notified of 403 complaints, with a further 323 complaints about the Revenues & Benefits telephone system being recorded during this period. and the number received at the Council's leisure centres for the period was 304.

3.7 Complaints received by department 1 April 2014 to 31 March 2015.



3.8 Complaints received by leisure centre for the period 1 April 2014 to 31 March 2015.



3.9 Compliments received for the period 1 April 2014 to 31 March 2015

Department	Compliments Received 1 April 14 to 31 March 2015
Development & Environmental Health	15
Customer Services	3
The Capitol	1
Committees & Elections	2
Waste & Recycling Refuse/recycling etc Operational Services Transport/ Street Scene	11
Spatial Planning	1
Housing	3
TOTAL	36
Leisure Centres	265

3.10 Local Government Ombudsman Complaints

In July 2014, the Council received the LGO's Annual Review letter, which provides annual statistics for the period of 01 April 2013 to 31 March 2014. A copy of this letter is attached as Appendix 2.

3.11 The Annual Review letter states that between 2013 and 2014, the LGO received 20 complaints about Horsham District Council which is an increase of almost 50% from the 11 complaints received the year before. Details of complaints reported to the LGO for 2014/15 will be reported to the next meeting of the Finance & Performance Working Group.

3.12 For the year ending 31 March 2014, twenty complaints and enquiries were made to the LGO. The LGO considered the complaints and enquiries, of which:

- Ten related Planning and Development;
- Four related to Benefits and tax;
- Three related to Environmental services and public protection and regulation;
- Two related to Housing
- One related to Corporate and other services.

3.13 The LGO also reported that upon concluding investigations:

- Five complaints were upheld; and
- One complaint was not upheld.

3.14 The LGO made a decision on twenty-two complaints. It is possible that two of these complaints were made in the reporting year 2012/13 but determined in the reporting year 2013/14.

3.15 The LGO can make recommendations to the Council in regards to remedying the complaint against its service, including an apology from the Council and compensation payments.

3.16 In its conclusion of a complaint about Housing Services about the suitability of temporary accommodation, the LGO recommended that the Council pay the complainant £250 to compensate for the lost opportunity to request a review of the suitability of the temporary accommodation, which should be offset against the outstanding rent arrears. The Council was also asked to amend its standard letters about reviewing the suitability of any temporary accommodation offered when the council discharges its homelessness duty.

3.17 An updated schedule of cases recorded for the 2014/15 reporting year is attached as appendix 4. Complainant details recorded within the schedule of cases are anonymised, in compliance with Part 1 Schedule 12A of the Local Government Act 1972, as it forms information relating to individuals

4 Outcome of Consultations

4.1 Not applicable

5 Other Courses of Action Considered but Rejected

5.1 Not applicable

6 Staffing Consequences

6.1 There are no staffing consequences as a result of this report.

7 Financial Consequences

7.1 There are no financial consequences as a result of this report.

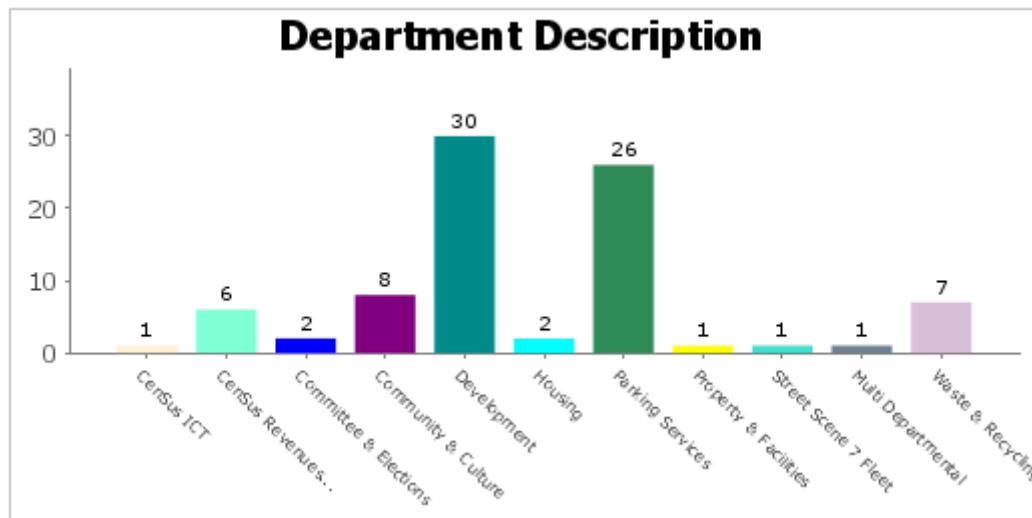
APPENDIX 1

Complaints Quarter 4 2014/15

Report Type: Complaint

Report Author: Sarah Gill

Generated on: 29 May 2015



Department Description CenSus ICT

Status	Department Description	Reference ID	Description
Closed	CenSus ICT	COM20	Alleged breach of the Data Protection Act

Department Description CenSus Revenues & Benefits

Status	Department Description	Reference ID	Description
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Status	Department Description	Reference ID	Description
Closed	CenSus Revenues & Benefits	COM63	Unable to get through to Council tax despite emails and phone calls. Left on hold for a considerable time then cut off.
Closed	CenSus Revenues & Benefits	COM67	Failure of benefits to implement payment schedule leading to loss of rental income
Closed	CenSus Revenues & Benefits	COM71	Incorrect & unfair action in forwarding Mr Roger's daughters council tax arrears to the bailiffs.
Closed	CenSus Revenues & Benefits	COM73	Unable to contact Council Tax dept – worst possible service.
Closed	CenSus Revenues & Benefits	COM81	Allegation that Council Tax Officer was rude and unhelpful.
Closed	CenSus Revenues & Benefits	COM135	Failure of revenues dept to make amendments to landlord details despite being asked 3 times.

Department Description Committee & Elections

Status	Department Description	Reference ID	Description
Closed	Committee & Elections	COM112	Failure to register notification of death
Closed	Committee & Elections	COM121	Alleged failure to respond to email re registering to vote

Department Description Community & Culture

Status	Department Description	Reference ID	Description
Closed	Community & Culture	COM79	Too many organised classes taking place in Horsham Park

Status	Department Description	Reference ID	Description
Closed	Community & Culture	COM147	closure of the creche at the Pavilions in the Park
Closed	Community & Culture	COM148	Closure of creche at Pavilions in the Park
Closed	Community & Culture	COM149	closure of the creche at the Pavilions in the Park
Closed	Community & Culture	COM150	closure of the creche at the Pavilions in the Park
Closed	Community & Culture	COM151	closure of the creche at the Pavilions in the Park
Closed	Community & Culture	COM152	closure of the creche at the Pavilions in the Park
Closed	Community & Culture	COM153	closure of the creche at the Pavilions in the Park

Department Description Development

Status	Department Description	Reference ID	Description
Closed	Development	COM23	Alleged failures in processing planning applications DC/14/1276 & DC/13/2015
Closed	Development	COM35	Failure to process planning application on time.
Closed	Development	COM37	alleged failures in process to hear resident objections re DC/14/1478
Closed	Development	COM38	process and objections re Raglans proposal SDNP/14/04497/FUL
Closed	Development	COM40	alleged errors in processing SDNP/14/03739/DINPP

Status	Department Description	Reference ID	Description
Closed	Development	COM43	Allegation of breach of RTPI code of conduct
Closed	Development	COM45	DC/14/1171 delays & errors in processing the application
Closed	Development	COM46	Lack of enforcement action re Hop Oast Farmhouse
Closed	Development	COM75	Alleged delays and irregularities in process application
Closed	Development	COM85	Delays in processing planning application and lack of response to telephone calls and emails.
Closed	Development	COM87	Irregularities in processing DC/14/1928
Alert	Development	COM89	Alleged errors in pocessing application leaving HDC unable to enforce conditions
Closed	Development	COM96	Alleged failure to enforce 106 agreement leaving homeowner financially vulnerable & unable to sell
Closed	Development	COM106	Allegation of irregularities and failure to follow transparent process re DC/14/2248.
Alert	Development	COM110	Errors in processing planning application
Closed	Development	COM111	general dissatisfaction with conduct of the planning department ranging from poor customer service to provision of incorrect or confusing advice.
Closed	Development	COM113	Errors/failures in processing planning appeal papers.

Status	Department Description	Reference ID	Description
Closed	Development	COM114	12 week delay in providing an answer to a pre planning enquiry re
Closed	Development	COM115	Failure to pursue enforcement action
Closed	Development	COM116	Errors in processing planning application
Closed	Development	COM118	Alleged failure to consider objections.
Closed	Development	COM119	Allegations of irregular dealings when processing DC/14/0148
Closed	Development	COM122	Lack of enforcement action.
Alert	Development	COM125	Allegations of irregularities & maladministration in the processing of DC/14/2680 & Dc/14/2702
Closed	Development	COM126	failure to response to application for pre app advice.
Closed	Development	COM127	Poor attitude & unprofessional comments made by planning officer
Closed	Development	COM128	allegations of poor attitude from a Planning Officer.
Alert	Development	COM131	Allegation errors in processing application
Closed	Development	COM136	LACK of planning enforcement action.
Closed	Development	COM166	Significant delay in processing DC/13/2078

Department Description Housing

Status	Department Description	Reference ID	Description
Closed	Housing	COM98	Alleged abuse of position of housing officer

Status	Department Description	Reference ID	Description
Closed	Housing	COM130	Complaint re advice given by housing dept & lack of help.

Department Description Parking Services

Status	Department Description	Reference ID	Description
Closed	Parking Services	COM01	Unacceptable delays due to the new parking machines
Closed	Parking Services	COM02	Unacceptable delay due to new parking machines
Closed	Parking Services	COM03	unacceptable delays due to new parking machines
Closed	Parking Services	COM04	unacceptable delay due to new parking machines
Closed	Parking Services	COM05	unacceptable delay due to new parking machines
Closed	Parking Services	COM06	unacceptable delays due to new parking machines
Closed	Parking Services	COM07	Inaccurate information on website re parking permits.
Closed	Parking Services	COM10	unacceptable delays due to the new parking machines
Closed	Parking Services	COM12	Poor signage at Swan Walk car park
Closed	Parking Services	COM15	Faulty pay machine in Piries Place car park & lack of help details.
Closed	Parking Services	COM19	Poor signage at the Forum car park
Closed	Parking Services	COM60	Failure to reconsider parking ticket &

Status	Department Description	Reference ID	Description
			unfair system
Closed	Parking Services	COM64	lack of parking enforcement outside complainants home leading to parking with no permits.
Closed	Parking Services	COM65	Failure of HDC to consider the impact on the ticketless parking system in disabled car park users and lack of response to letter sent to Ben Golds 13 December 2014
Closed	Parking Services	COM66	Allegation of rudeness by parking services officer .
Closed	Parking Services	COM70	Failure to fix an on street parking machine for over 2 months.
Closed	Parking Services	COM90	Lack of response to complaints raised re parking enforcement issues
Closed	Parking Services	COM99	Attitude & behavioiur of parking enforcement officer
Alert	Parking Services	COM101	lack of parking enforcement in Steyning
Closed	Parking Services	COM102	lack of working ticket machines in the North Street car park
Alert	Parking Services	COM107	Lack of care taken by contractors carrying out work in the Forum Car Park.
Closed	Parking Services	COM108	Failure of new parking mnachines in Piries Place.
Closed	Parking Services	COM124	Sexist behaviour from workmen at the Forum car park
Closed	Parking Services	COM140	insufficient machines at Piries Place,

Status	Department Description	Reference ID	Description
			parking angels not behaving appropriately.
Closed	Parking Services	COM141	Not enough new parking machines at Piries Place
Closed	Parking Services	COM142	lack of sufficient number of machines at Piries Place Car Park at the weekend.

Department Description Property & Facilities

Status	Department Description	Reference ID	Description
Closed	Property & Facilities	COM120	Alleged failure of HDC to honour lease agreement on the flats as the landlord.

Department Description Street Scene 7 Fleet

Status	Department Description	Reference ID	Description
Closed	Street Scene 7 Fleet	COM132	Complaints re failure to collect refuse, lack of parking enforcement and failure to address dog fouling in Horsham town centre.

Department Description Multi Departmental

Status	Department Description	Reference ID	Description
Closed	Multi Departmental	COM134	Resident is unhappy with changes to the Bishopric, the Shelley Fountain, level of council tax and upkeep of the highways.

Department Description Waste & Recycling

Status	Department Description	Reference ID	Description
Closed	Waste & Recycling	COM68	Noise disturbance by refuse trucks, recycling trucks & street sweepers before 6am
Closed	Waste & Recycling	COM69	failure to respond to notification of damaged bin over 4 weeks ago
Closed	Waste & Recycling	COM74	Repeated issues re bin collection point.
Closed	Waste & Recycling	COM78	Problems with bin collection point
Closed	Waste & Recycling	COM80	repeated oil leak from Bin truck
Closed	Waste & Recycling	COM86	Failures in green waste collection
Closed	Waste & Recycling	COM123	repeated failure to collect refuse

4

Feedback for Chief Executive

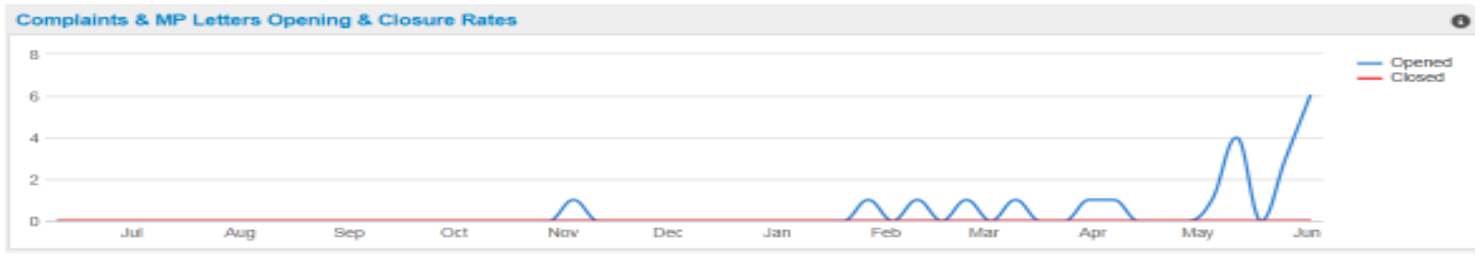
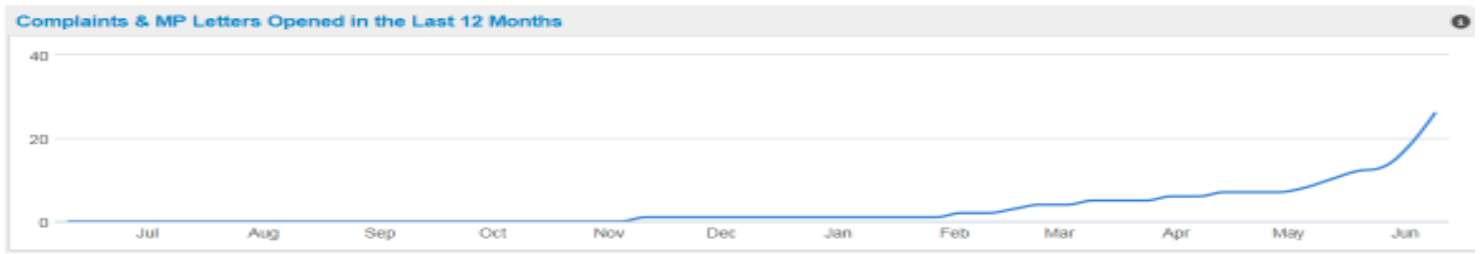
26

Feedback for all departments

All Open Complaints & MP Letters

Reference ID & Title	Type	Due Date	Opened Date	Stage
COM89 [Redacted]	Complaint	20 Feb 2015	23 Jan 2015	2 Stage 2
COM101 [Redacted]	Complaint	16 Mar 2015	16 Feb 2015	1 Initial complaint logged
COM107 [Redacted]	Complaint	18 Feb 2015	04 Feb 2015	1 Initial complaint logged
COM126 [Redacted]	Complaint	30 Mar 2015	02 Mar 2015	1 Initial complaint logged
COM131 [Redacted]	Complaint	22 May 2015	23 Mar 2015	2 Stage 2

← 1 of 5 → Filter



7 July 2014

By email

Mr Tom Crowley
Chief Executive
Horsham District Council

Dear Mr Tom Crowley

Annual Review Letter 2014

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2014. This is the first full year of recording complaints under our new business model so the figures will not be directly comparable to previous years. This year's statistics can be found in the table attached.

A summary of complaint statistics for every local authority in England will also be included in a new yearly report on local government complaint handling. This will be published alongside our annual review letters on 15 July. This approach is in response to feedback from councils who told us that they want to be able to compare their performance on complaints against their peers.

For the first time this year we are also sending a copy of each annual review letter to the leader of the council as well as to the chief executive. We hope this will help to support greater democratic scrutiny of local complaint handling and ensure effective local accountability of public services. In the future we will also send a copy of any published Ombudsman report to the leader of the council as well as the chief executive.

Developments at the Local Government Ombudsman

At the end of March Anne Seex retired as my fellow Local Government Ombudsman. Following an independent review of the governance of the LGO last year the Government has committed to formalising a single ombudsman structure at LGO, and to strengthen our governance, when parliamentary time allows. I welcome these changes and have begun the process of strengthening our governance by inviting the independent Chairs of our Audit and Remuneration Committees to join our board, the Commission for Administration in England. We have also recruited a further independent advisory member.


Future for local accountability

There has been much discussion in Parliament and elsewhere about the effectiveness of complaints handling in the public sector and the role of ombudsmen. I have supported the creation of a single ombudsman for all public services in England. I consider this is the best way to deliver a system of redress that is accessible for users; provides an effective and comprehensive service; and ensures that services are accountable locally.

To contribute to that debate we held a roundtable discussion with senior leaders from across the local government landscape including the Local Government Association, Care Quality Commission and SOLACE. The purpose of this forum was to discuss the challenges and opportunities that exist to strengthen local accountability of public services, particularly in an environment where those services are delivered by many different providers.

Over the summer we will be developing our corporate strategy for the next three years and considering how we can best play our part in enhancing the local accountability of public services. We will be listening to the views of a wide range of stakeholders from across local government and social care and would be pleased to hear your comments.

Yours sincerely

A handwritten signature in black ink that reads "Jane Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – Horsham District Council

For the period ending – 31/03/2014

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local authority	Adult care services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection and regulation	Highways and transport	Housing	Planning and development	Total
Horsham DC	0	4	1	0	3	0	2	10	20

Decisions made

Local authority	<u>Detailed investigations carried out</u>		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not upheld					
Horsham DC	5	1	0	7	1	8	22

APPENDIX 4

Ombudsman Complaints 2014/15 reporting year case schedule

Ref	Nature of Complaint	Date Received from LGO	Current Position	Date Determined	Further Action	Lesson Learnt
001	<i>Revenues & Benefits</i> Complainant complained about the Council's decision to recover an overpayment of housing benefit from her. Complainant alleges the Council contributed to the error.	22.05.2014	Final View The LGO will not investigate this complaint because the matter should be dealt with by the Social Security Appeal Tribunal	22.05.2014	N/A	N/A
002	<i>Standards: Councillor Conduct</i> A complaint was made by a Parish Council that HDC failed to investigate a complaint made by the parish council about one of its parish councillors.	02/06/14	Final View Outside of jurisdiction. Ombudsman cannot investigate complaints made on behalf of a public body. It can only investigate complaints from members of the public.	02/06/14	N/A	N/A
003	<i>Development</i> Complainant says council was wrong to approve his neighbours planning application for a first floor, side and rear extension as it looks hideous and is not in keeping with the building. It also reduces sunlight to the complainants home.	24/07/14	Final View Ombudsman will not investigate complaint as there is no evidence of fault buy the Council in the way it assess planning application made by complainants neighbour	24/07/14	N/A	N/A
004	<i>Revenues & Benefits</i>		Final View		N/A	N/A

	Complainant had Housing and Council tax Benefits stopped because Census believed she had a wage increase. Complainant did not immediately advise Census when she left 1 of her jobs. She has now given information to Census, but had is difficulty getting through as phones not answered. When she got through was told her information had sat on a desk for 8 days.		Referred Back to the Council for processing under the Council's complaints procedure			
005	<i>Environmental Health</i> The complainant's neighbours have been having fires and smoke is impacting on the health of complainant and husband. They both have cancer and cannot use their garden or open their windows. Environmental health have been round but said the smoke did not constitute a statutory nuisance, but that the matter would be monitored with 3 further un-announced visits.		Final View LGO have advised complainant to allow HDC to continue their investigation. Then if still dissatisfied to go through HDC's complaints procedure		N/A	N/A
006	<i>Development</i> Complainant alleges council has delayed in determining her planning application, despite her meeting all the obligations asked by the council at considerable expense.		Final View Referred Back to the Council for processing under the Council's complaints procedure			
007	<i>Development</i> The complainant and Parish Council objected to a planning	15.07. 2014	Final View Ombudsman could not investigate just because the complainant did not agree	24/07	N/A	N/A

	application for a first floor side and rear extension. The complainant had reduced sunlight to his house as a result.		with the decision. There was no evidence of fault in the way the council came to the decision.			
008	<i>Environmental Health</i> Failure of the council to respond to a complaint dated 11 May relating to alleged failure of the council to consult with EHOs in relation to siting of Henfield skate park close to residential properties/	17/09 2014	Final View 29/09 LGO confirmed case closed as premature & council must complete the complaints procedure.	29/09 2014	Investigation to be completed & appropriate actions to be carried out following discussion with complainant.	
009	<i>Revenues & Benefits</i> Alleges that errors & delays in processing application for housing benefit caused the complainant to lose their home. Also caused an overpayment which she now has to pay back.	17/09 2014	Final View No Further action. Case not investigated by LGO as unlikely to find fault & alternative route of appeal was available at the time.	02/10 2014	N/A	N/A
010	<i>Standards Committee</i> Allegations that the council's consideration of a complaint made against a councillor and subsequent decision was unjust.	03/10 2014	Final View LGO decided not to investigate as the council followed the procedure laid down in the Localism Act 2011 & therefore there is no evidence of fault in decision making.	03/10 2014	N/A	N/A
011	<i>Revenues & Benefits</i> Allegation that the Council delayed unreasonably in pursuing her for	15/12/ 2014	Final View 16/02 LGO Decision not to investigate further as no evidence of fault by the	16/02 2015	N/A	N/A

	council tax arrears covering the time she was living at XXX House and XXXX Avenue. Despite knowing where she was living the Council did not contact her about the debts and instead passed her case on to debt collectors and she has incurred additional charges as a result		Council. With regard to parts of complaint relating to Council tax benefit & liability the matter falls outside LGO jurisdiction as Mrs A has or had an alternative appeal by way of appeal rights to the relevant statutory body.			
012	<i>Development</i> Allegation that the Council did not correctly consider their objections to planning application DC/14/1651	05/02/2015	04/02 all information requested from Planning & referred to Howard Cheadle for a comment. 16/02 LGO forwarded complaint to HDC to be considered at the final stage and a response sent by CE to complainant. 15/04 LGO advised an investigator is now considering the complaint.	16/02 2015		
013	<i>Development</i> Allegation that a named officer was vindictive and unreasonably pursued the complainants re a planning enforcement matter.	10/02 2015	Final View. 19/03 LGO issued final decision as outside jurisdiction and no further action to be taken.	19/03 2015	N/A	N/A
014	<i>Housing</i> Allegation that the Council have incorrectly found the complainant	24/03 2015	Final View 29/09 LGO confirmed case closed as premature & council must complete	10/04 2015	N/A	N/A

	intentionally homeless & are selling off possessions in storage without allowing her to pay towards the costs.		the complaints procedure.			
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Finance & Performance Working Group

18 June 2015

By the Customer Services Manager

INFORMATION REPORT

Not exempt



Horsham
District
Council

Analysis of Requests made under the Freedom of Information Act 2014/15

Executive Summary

This report is to provide Members with a general overview of the Freedom of Information Act and the number of Freedom of Information (FOI) requests that have been received by Horsham District Council from 1 April 2014 to 31 March 2015.

For the year 1 April 2014 to 31 March 2015 the Council received 641 requests for information (excluding contaminated land requests and local land charge requests). This compares to 664 received in 2013/14.

This year the Council has carried out 12 internal reviews of decisions to withhold information. Eight of these reviews upheld the original decision and in 3 cases information was identified and provided. The final review overturned the original decision and provided the information requested as it was considered the information was no longer sensitive due to the passage of time.

In 5 cases the requesters complained to the Information Commissioners Office (ICO) about the responses they received following an internal review.

The ICO investigated all 5 complaints and issued formal Decision Notices in 3 cases with the remaining 2 complaints being resolved informally.

All 3 Decision Notices upheld the Council's position.

The remaining 2 cases were resolved informally without Decision Notices issued.

Recommendations

- i) It is recommended that Members note the contents of this report and comment as appropriate.

Reasons for Recommendations

- i) To ensure that Members are kept up to date with developments in the freedom of information framework; and
- ii) to ensure that Members have the necessary information to enable requests for information to be easily made to the Council and properly responded to; and
- iii) to assist with learning lessons and improving performance following requests for information made to the Council.

Background Papers: Annual Report Information Commissioner's Annual Report 2013/14

Consultation: Customer Services Manager, Monitoring Officer, Director of Community Services

Wards affected: All

Contact: David Plank Customer Services Manager ext 5371

Background Information

1 Introduction

The purpose of this report

- 1.1 This report documents the Freedom of Information Act activities at Horsham District Council from 1 April 2014 to 31 March 2015

2 Statutory and Policy Background

Statutory background

- 2.1 The statutory background is to be found in the Freedom of Information Act 2000, The Data Protection Act 1998 and the Environmental Information Regulations 2004
- 2.2 The Freedom of Information Act 2000 ('the Act') was given Royal Assent on 30th November 2000 and introduced a new right to obtain information from local authorities.
- 2.3 The Act introduced a new culture of openness throughout the public sector and formed part of a wider group of policies to modernise government and ensure that decision making is transparent and accountable. The key elements are:
- a) a general right of access to information held by public authorities;
 - b) a requirement to adopt a publication scheme specifying the classes of information the authority intends to publish, the manner of that publication and whether the information will be made available free of charge; and
 - c) the establishment of the Office of the Information Commissioner to ensure compliance.
- 2.4 Whilst the Act creates a general right of access to information held by public bodies, it also sets out 23 exemptions where the right is either removed or qualified. Apart from repeated or vexatious requests to which an authority need not respond, the exemptions fall into two broad categories:
- a) 'qualified' exemptions where the authority has a duty to consider whether disclosure is required in the public interest; and
 - b) 'absolute' exemptions where there is no duty to consider the public interest.

Environmental Information Regulations

- 2.5 The Environmental Information Regulations 2004 (EIR) derive from Directive 2003/4/EC on public access to environmental information. The EIR apply to not only the public authorities listed in Schedule 1 of the FOIA but also any other person carrying out functions of public administration or any other person who is under the control of any of the foregoing who has public responsibilities relating to the environment, exercises functions of a public nature relating to the environment or provides a public service relating to the environment.

- 2.6 Environmental Information is defined as any information in written, visual, aural, electronic or any other material form on:
- The state of the elements e.g. air, water, land, landscape, nature sites and biological diversity
 - Factors affecting or likely to affect the elements such as substances, noise, emissions etc
 - Measure such as policies, plans, programmes, land planning regimes
 - Reports on the implementation of environmental information
 - State of human health and safety including contamination of the food chain, conditions of human life, cultural sites, built structures inasmuch as they are or may be affected by the state of the elements or by any of the factors, measure or activities.

2.7 In view of the above, a large part of the Council's functions is caught by the Environmental Information Regulations such as development control and enforcement, strategic planning, waste management and environmental health, rather than the Freedom of Information Act.

The key differences between the EIRs and FOIA are:

- Requests for environmental information do not have to be made in writing
 - Information held by the Council includes information held on behalf of another person or organisation
 - There are no absolute exceptions- every exception is subject to the public interest test
 - There is an express presumption in favour of disclosure
- There is no cost limit on disclosure

The Protection of Freedoms Act

2.8 The Protection of Freedoms Act 2012 further amended FOIA in that where a request is made for information held by the Council that is a dataset or which forms part of a dataset, and the applicant requests it be communicated in an electronic form, then the Council must, so far as is reasonably practicable, provide the information in a form that is capable of reuse. Thus the council is unable to convert an excel spreadsheet into a pdf document before releasing it in order to prevent recipients conducting their own analysis or re formatting the data.

Relevant Government policy

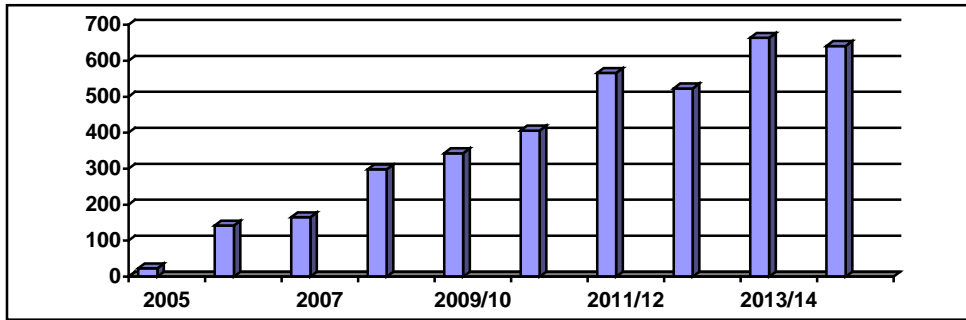
2.9 The relevant Government policy is contained within Codes of Practice issued under the Freedom of Information Act 2000. In addition, guidance has been given by Government departments and principally by the Information Commissioner. The Information Commissioner's website can be accessed at: www.ico.gov.uk.

Relevant Council policy

2.10 The Council's Constitution contains provisions regarding Access to Information.

3 Details

3.1 The chart below shows the number of non routine requests for information under the Freedom of Information Act 2000 and associated legislation received by Horsham District Council since the introduction of the Act..

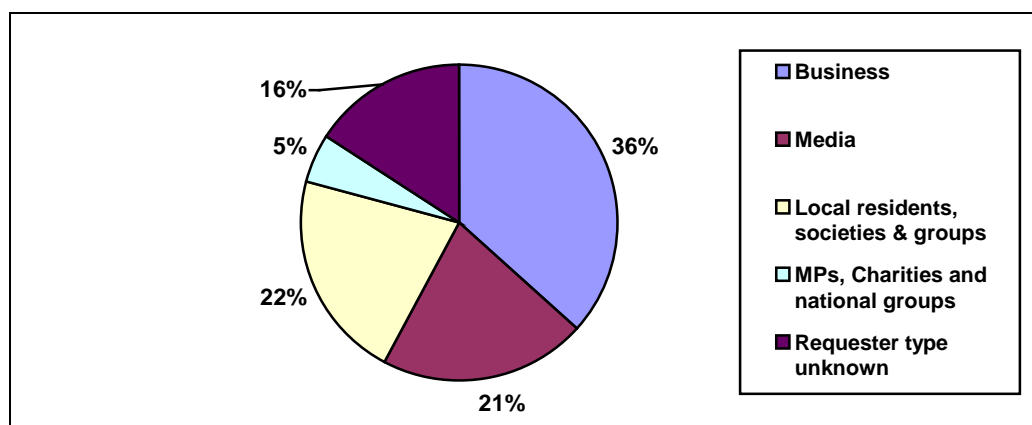


Requesters

3.2 A brief over view of requests reveal that the majority of requests are received from organisations looking for information that may aid them in carrying out their businesses. Those that have come from private individuals and local groups or societies this year have tended to be about the Horsham District Planning Framework or matters of personal concern to the requester e.g. businesses, journalists, charities etc.

Most Frequent requestors 2014/15 (at a glance)

3.3



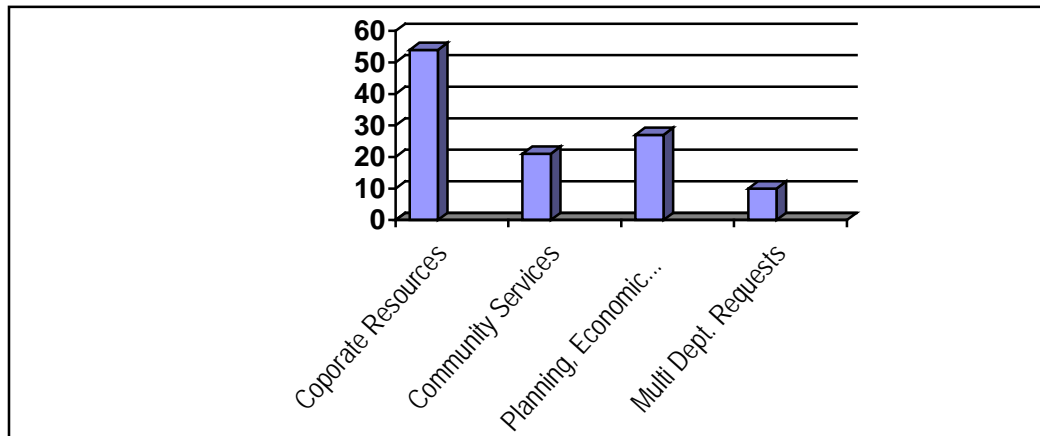
Response rate

3.4 The Council has responded to 82% of requests received within 20 working days. Public authorities or government departments which have failed to respond to more

than 85% of requests for information within the statutory 20 working days have been monitored for a 3 month period by the Information Commissioner's enforcement team. Authorities which have failed to improve their response times have been required to sign undertakings to publicly formalise their commitment to openness and compliance with the legislation.

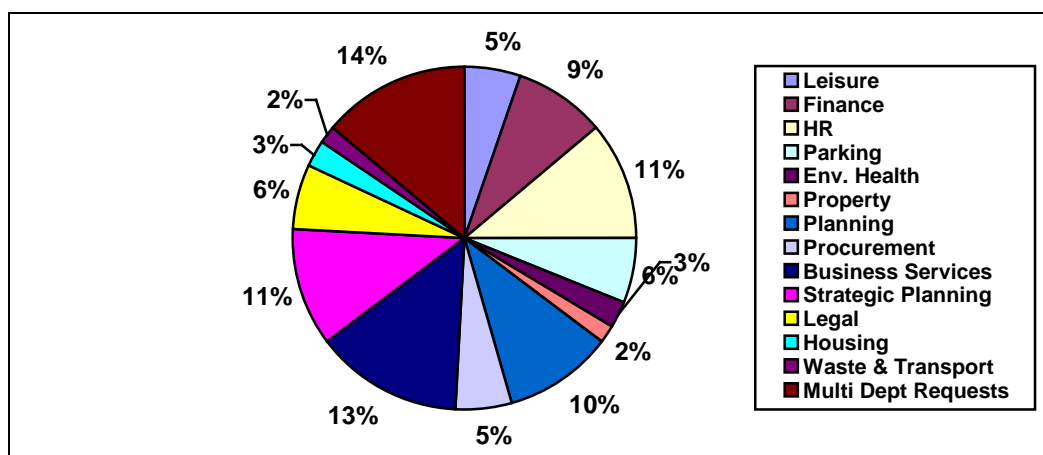
Overdue Responses by Directorate

3.5 The majority of requests that were responded to outside of the statutory 20 working days were those falling within the Directorate of Corporate Resources including Finance, Human Resources, Business Services and Legal.



Requests relating to departments

3.6 The Majority of requests received related to more than 1 department. The single department at which most requests were directed was Business Services and the majority of these related to software contracts.

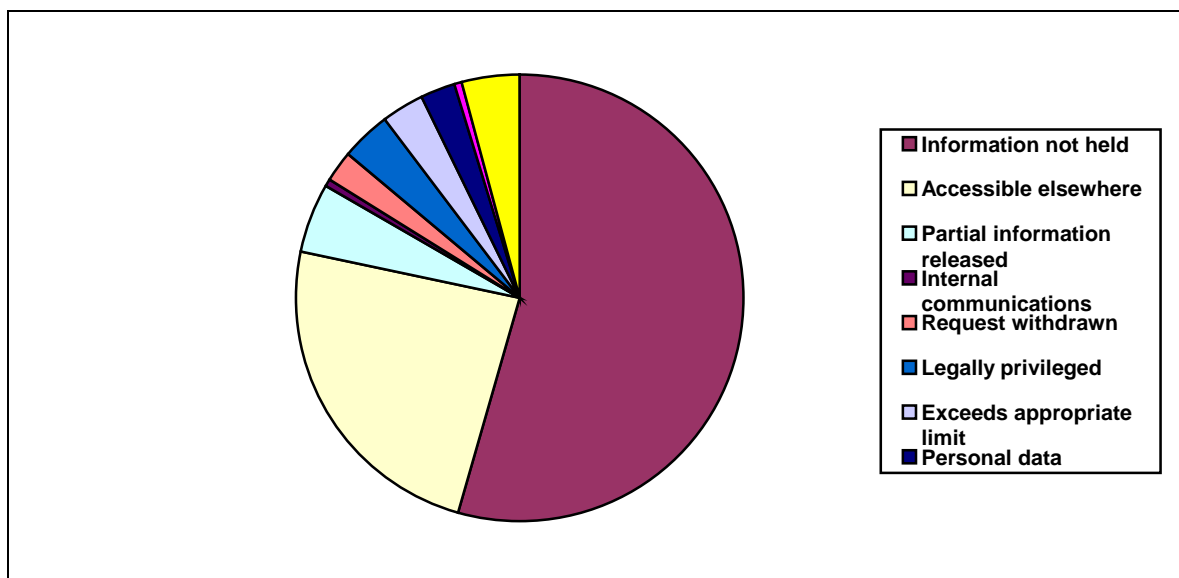


Exemptions/exceptions used

3.7 The overwhelming majority of information requested under the Freedom of Information Act or Environmental Information Regulations has been provided in full. However the Council did not hold the information requested in 85 cases, and other

exemptions including internal communications, information already accessible by other means, commercially sensitive information and legally privileged information. In addition a further 6 requests were found to exceed the appropriate limit for costs of responding and 8 requests have been refused during this period as either manifestly unreasonable or vexatious.

3.8 Chart showing the reasons for not providing requested information



4 Next Steps

4.1 In line with the Government's open data agenda the Council now publishes information in a variety of formats on the Datashare website <https://data.horsham.gov.uk>

This allows the public to manipulate and use the data subject to terms of a standard licence. This helps promote the development of websites, apps and widgets using hyper local data.

Datasets which are currently published on this website include:

- Building Control & Competent Persons Registers
- Assets of Community Value
- FOI requests
- Council Land & Property Register
- Over £500 expenditure
- Contracts Register
- Council Tax & Business Rates data
- Information about waste & recycling services

5 Outcome of Consultations

5.1 Not applicable.

6 Other Courses of Action Considered but Rejected

6.1 Not applicable.

7 Staffing Consequences

7.1 There are no staffing consequences as a result of this report.

8 Financial Consequences

8.1 There are no financial consequences as a result of this report.

Appendix 1

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>A response rate of less than 85% within 20 working days can trigger intervention by the ICO. The Council's response rate to requests in the last financial year was 82%.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The promotion of openness and transparency will have the effect of reducing opportunities for crime and disorder, particularly viewed against the Council's approach to access to information.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The Freedom of Information Act 2000 is part of a continuum which also involves the Human Rights Act 1998. The Act is intended to change organisational culture and to promote transparency and openness. It is also intended to enhance, thereby, citizens' rights, particularly under Article 6 (The Proper Determination of Civil Rights) and Article 8 (Respect for a Family Life) of the Convention</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>While not specifically aimed at advancing the Council's duty to promote better race relations, the drive towards more accountability, effectiveness and transparency will conduce to the discharge of this duty.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>While not specifically aimed at advancing the Council's duty to promote sustainability, the drive towards more accountability, effectiveness and transparency will conduce to the discharge of this duty.</p>

Report to Finance and Performance Working Group



Horsham
District
Council

Date of meeting 18th June 2015
By the Director of Corporate
Resources

INFORMATION REPORT

Not exempt/

REPORT ON HDC'S FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES, AND KEY PROJECTS FOR 2014/15

EXECUTIVE SUMMARY

The purpose of this report is to inform the Finance and Performance Working Group of the outcome of the following reviews of performance, expenditure and income, and to seek comments on the particular areas identified:

1. Financial and Key Performance Indicators monitoring for 2014/15

The revenue outturn totalled £12,421k which represents an under spend of £803k after allowing for budgets that will be carried forward to 2015/16 to cover essential expenditure which has been unavoidably delayed.

Capital project expenditure for 2014/15 amounted to £5,212k or 41% of the approved budget for the year.

An analysis of performance demonstrates that 62.5% of indicators met or exceeded targets set; 25% were close to target, and 12.5% fell outside of the target range

2. Tracked Key Projects Report (Project Assurance Core Team (PACT))
3. District Plan Priorities monitoring for 2014/15

Recommendations

It is recommended that Members note the contents of this report and consider actions to improve performance.

Reasons for Recommendations

Performance Indicators are provided as part of the duty of Best Value to drive up service improvement.

Consultation: SLT, Portfolio Holders

Wards affected: All

Contact: Gillian Bloomfield Group Accountant (Revenue) ext 5450

Background Papers:

Appendix A(i): Monitoring of Budget and Key Performance Indicators

Appendix A(ii): Salaries Monitoring

Appendix A(iii): Capital Budget Monitoring

Appendix A(iv): Summary of Key Income areas

Appendix B: SLT Tracked Projects List: Summary Report

Appendix C: District Plan Priorities monitoring (Year 4)

Background Information

1. MONITORING OF PERFORMANCE AND FINANCIAL DATA

- 1.1 The Working Group meets on a quarterly basis to deal with the main items of regular business for both finance and performance matters. Additional meetings have been scheduled around two weeks after the main meetings to deal with any queries, issues or further information arising from the main meeting.

2. FINANCIAL MONITORING AND KEY PERFORMANCE INDICATORS FOR 2014/15

- 2.1 Key Financial and Performance data for 2014/15 are provided for discussion at this meeting at Appendix A.

Financial Performance

- 2.2 The Council achieved income in excess of budget from fees and charges amounting to £366k during the year. Other departmental net spending resulted in a total underspend against budget of £437k for the year, making a forecast underspend of £803k against budget. These favourable variances have led to an increase in the Council's revenue reserves. These figures are still in draft as the finance team will continue to work on closing the accounts for the year until the end of the month.
- 2.3 Since quarter 3 the predicted outturn has moved from £250k to £803k. The main variances are summarised in the table below:

Movement from Q3 Forecast to 2014/15 Outturn - major items	£000
Housing Benefit Subsidy - impact of 2013/14 review less than first indicated	(250)
Repairs and Maintenance - expenditure less than forecast	(147)
Capitol theatre- net costs greater than forecast at Q3	128
Appeal/counsel costs higher than forecast	140
Development Management - professional costs	122
Development - additional income	(235)
Departmental underspends not forecasted	(263)
Departmental additional income items not forecasted	(149)
Prior year pension adjustment	108

- 2.4 Actual spend on capital projects totalled £5.2m against a revised budget of £12.8m. The unused budgets for capital schemes in progress will be carried forward to 2015/16 totalling £7.2m
- 2.5 Overall the staffing costs are underspent by £213k .There have been a number of vacant posts during 2014/15 resulting in higher than forecast agency staff costs. Appointments have now been made in a number of service areas. The transition to the new management structure resulted in £131k of the vacancy savings (after allowing for some residual costs and for agency staff covering for vacant management posts).

2.6 Business transformation

The key projects for the first phase of the Business Transformation Programme are now complete. The projects to date have led a reduction in our budgets of £440k with a further £100k in the pipeline. The cumulative spend of the Business Transformation reserves as at 31/4/15 is shown on the table below.

Project	Cumulative expenditure to 31/3/15
Terms and Conditions	119,491
Hay Pay & Grading and Management Restructure	68,596
Customer Contact Project	37,576
Commissioning Project	1,725
EDRMS Project	103,620
Total	331,007
Available Funding	500,000
Balance	168,993

3. **Performance Information**

- 3.1 Key Performance data are provided for discussion at this meeting at Appendix A(i), covering the 2014/15 year-end figures compared with the previous year.
- 3.2 Where possible, performance is measured against set targets. A target is not appropriate for a small number of volumetric (ie data only) performance indicators which identify the number of cases/enquiries.
- 3.3 Revisions of Performance Indicators and targets are undertaken annually as part of the development of the departmental service plans. [Service plans for 2015/16](#) were published on the website in early April 2015.

- 3.4 An analysis of performance demonstrates that 62.5% of indicators met or exceeded targets set; 25% were close to target, and 12.5% fell outside of the target range.
- 3.5 There are a number of concerns around Planning appeals allowed at 41% over the year with associated costs and the recycling rate which at 44.59% is below 50% target and below last year.
- 3.6 Positive improvement over the previous year was seen for planning fee income and also in processing of minor and other planning applications.
- 3.7 Other performance measures with positive outcomes include: the success of the Think Family scheme with WSCC; 245 affordable homes were delivered as a result of the Council's work with developers; attendances at sports centres over a million for the second year running and the Museum & Visitor Information centre exceeded target and previous year's performance; staff sickness was below 8 days; the green garden waste service has performed ahead of target, participation and revenues increased; 125 placements in the DWP Journey to Work programme from January to December 2014 and around 75% of programme participants have found employment.
- 3.8 An intensive review of key indicators was undertaken for 2014/15. An important part of this review included working with other local authorities and the Local Government Association (LGA) to investigate a common set of indicators for benchmarking across councils, from which local authorities could select. A small set of indicators has been set up for voluntary completion. For more information on this, please refer to Inform and Knowledge Hub: <http://lginform.local.gov.uk/>

4. SLT TRACKED PROJECT LIST: SUMMARY REPORT FOR 2014/15

- 4.1 A number of key projects are highlighted by the Senior Leadership Team for tracking and monitoring by the Project Assurance Core Team. Some of these, for example the Business Transformation Project are further subdivided into associated sub-projects.
- 4.2 Matters of concern on key projects are reported to SLT each month, and a summary report is prepared for the Finance and Performance Working Group each quarter. The summary report of the position at the end of Quarter 4 is attached at Appendix B.
- 4.3 While there are no major issues to report on any of these projects, a number of the sub-projects associated with the Broadbridge Heath Quadrant Project are flagged with amber icons ('keep an eye on'), as

they are at an important stage in planning the programme and putting resources in place to deliver the projects, as is formalising procedures for collecting CIL. Agreement from Council has now been received for the Hop Oast Depot Improvements project to go ahead and it is important to ensure there is sufficient time to source a suitable alternative location (while the rebuild programme takes place), and for procurement process to create a duplicate depot.

- 4.4 Three Projects completed to date include the Warnham Mill Pond and Dam Strengthening, the relocation of HDC's offices to Parkside and the introduction of Smartpark.

5. MONITORING OF DISTRICT PLAN PRIORITIES 2011-15

- 5.1 The District Plan Priorities monitoring report is appended to this report. Twenty priorities were identified for 2014/15. These included a number of longer term priorities for completion in 2015/16 and beyond, such as the Broadbridge Heath Quadrant and associated projects, and the Business Transformation projects, which have been carried forward onto the 2015/16 District Plan Priorities (Interim Plan). Nine priorities have been completed within 2014/15.
- 5.2 Work is being undertaken with the Cabinet, SLT and Service Managers to determine the District priorities for 2015 and beyond.

6. Outcome of Consultations

- 6.1 SLT have considered the review of Financial Monitoring and Key Performance Indicators; the Tracked Key Projects Report and District Plan Priorities for 2014/15.

7. Other Courses of Action Considered but Rejected

- 7.1 Not appropriate; Council needs to be seen to effectively monitor its performance.

8. Staffing Consequences

- 8.1 There are no staffing consequences associated with this report.

9. Financial Consequences

- 9.1 There are no direct financial consequences as a result of this report.

Appendix 1

Consequences of the Proposed Action

Consequences of the proposed action on:	
Risks	
Risk Assessment attached Yes/No	No
Crime and Disorder	Managing finance and performance will help identify areas where the Council can provide better crime and disorder reduction initiatives.
Equality and Diversity/ Human Rights	Service and performance improvements will ensure that our work reaches out to more local residents and meet the requirements as set out by the Equality Act 2010.
Equalities Impact Assessment attached Yes/No/Not relevant	No Equality Impact Assessment (EIAs) required at this level (EIAs will be carried out at more strategic opportunities for greater impact)
Sustainability	Performance against sustainability issues are reviewed regularly through Performance Management Working Group.

Statutory and Policy Background

Statutory Background	<p>'Best value' (Local Government Act 1999) is the statutory basis on which councils plan, review and manage their performance in order to meet the needs and expectations of their citizens who use their services. The aim is to deliver continuous improvement in all their services.</p> <p>The principles involve local accountability, breaking departmental and organisational boundaries, partnership, performance measurement and management, comparability and continuous improvement</p>
Relevant Government policy	<p>Duty of Best Value.</p> <p>'Taking the Lead' and 'Sector Led Improvement'. The LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities</p>
Relevant Council policy	The Performance Management Framework, 'Performing to Win', supports how we will achieve this.

App A(i): Combined Finance and Performance Summary Year End 2014/15

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Corporate Overview: Headline Financial Summary

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15* (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
Revenue	66,448	(54,027)	12,421	13,224	(803)	10,954
Capital			5,212	12,813	(7,601)	4,351

*After approved budget carry forward

Revenue: the net expenditure for 2014/15 was £12,421k which represents an under spend of £803k after allowing for budgets that will be carried forward to 2015/16 to cover essential expenditure which has been unavoidably delayed. Net expenditure for 2013/14 amounted to £10,954k

Capital Budget: the capital project expenditure for 2014/15 amounted to £5,212k or 41% of the approved budget for the year.

Salaries: overall the staffing costs are underspent for 2014/15 by £213k. Savings have been made in the current year as a result of the timing of the transition from the old to the new management structure after allowing for residual costs and agency staff covering for vacant posts

Corporate Overview: End of Year Performance Summary 2014/15



(20)

On target



(8)

Close to target



(4)

Outside target range

1 missing

Overview: The dash board has been prepared showing outturn against target for indicators where target has been set.

The indicators falling outside of target range include; Planning Appeals allowed, Cess Pit emptying – income; Acorn recycling rate and staff turnover rate.



Positives across year

- Success of the Think Family scheme with WSCC
- 245 affordable homes were delivered as a result of the Council's work with developers
- Attendances at sports centres over a million for the second year running and the Museum & Visitor Information centre exceed their target and previous year's performance
- Processing of planning applications for 'minor' and 'other' exceed their target and previous year performance
- Staff sickness below 8 days
- Waste recycling: garden waste service has performed ahead of target, participation and revenues increased
- There were 125 placements in the DWP Journey to Work programme from January to December 2014. Around 75% of Journey to Work programme participants have found employment.



- Less positive indicators include our recycling rate which at 44.59% is below 50% target and below last year
- Percentage of planning appeals allowed at 41% over the year

Directorate: Chief Executive

Service Area: Corporate Management

Annual Summary: 2014/15

Finance

Corporate Management relates to the Senior Leadership Team. There are no specific performance measures associated with this area. Staffing costs savings reflect the vacant Director post during the first quarter.

Performance

Delivery of the Corporate objectives is measured through the District Plan monitoring.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
707	(3)	704	756	(52)	613

Service Area: Communications

Annual Summary: 2014/15

Finance

The Communications Service spent £339k against a budget of £355k in 2014/15.

Performance

Media and publicity

- The press desk issued around 200 news releases and statements and managed over 300 enquiries.
- We introduced an online news management system to ensure that all corporate communication is consistent, accurate and transparent and all teams have visibility of what is being communicated when and by whom. In 2015/16 the system will enable the team to evaluate and report media activity in more detail.
- Two editions of Horsham District News were published last year reaching 56,000 households.

Communications and PR

- The Horsham District Council logo has been refreshed and a new set of corporate brand guidelines have been developed to ensure consistent promotion of the council's brand.
- Effective external and internal communications was crucial for a successful office move to Parkside. Developing and implementing The Big Move campaign which involved recruiting Move Makers as a key tool to support the internal communications plan.
- The communications team has provided support to services for events – Tour of Britain; Microbiz; Piazza Italia; Sparks in the Park; Armed Forces Sunday and Chairman's Cadet inauguration, countryside and sports development events; museum and The Capitol events, Adopt-a-Street launch, garden waste; posts, tubs and trays launch and Smart Park
- Managed the communications for HDPF; Broadbridge Heath Leisure Centre; flooding from Warnham Mill Reservoir; Horsham Football Club; Gatwick runway; Bishopric enhancement and The Rising Universe; etc.

Internal communications

The communications team has worked with HR to develop and promote the vision, mission and values for the organisation and incorporate these into the interior design of Parkside. A new intranet site was launched and six editions of Grapevine were published.

Delivery Successes/Challenges

- Review of statutory advertising reduced the annual spend from £26,000 to £7,500 per annum.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
362	(23)	339	355	(16)	352

Performance:

Code	Short Name	2013/14	2014/15		Year on year performance arrow	Description	Note
		Value	Value	Target			
	New departmental measures established for reporting 2015/16						

Service Area: Business Transformation

Annual Summary: 2014/15


Finance:

Key projects for the first phase of the Business Transformation Programme are now complete. These projects included: Organisational Restructure, Customer Contact Centre and the new website. Phase 2 of the Customer First project, to build additional digital services and increase service provision through our contact centre, is underway. The Office Move project progressed well and departments actively moving from paper based to electronic systems. The Big Move and digital Horsham budgets were not fully spent in 2014/15. The residual budgets are to be carried forward and added to the 2015/16 budget. This adjustment is reflected in the annual budget figure below

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
325	0	325	325	(0)	327

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
BT1	Number of self service (eform and web based payments)		30,472			New	Cabinet Member: Cllr Dawe	

Director of Planning, Economic Development and Property

Service Area: Building Control

Annual Summary: 2014/15

Finance

Financial performance has been strong with application income exceeding budget for the partnership overall and both councils individually. Costs have been well controlled year on year resulting in an improvement in the net spend figures.

Performance

This year has seen a 7% increase in application numbers with a particular strong performance on domestic applications despite increased pressure from Approved Inspectors.





Delivery Successes/Challenges

We have been successful in securing a number of high profile schemes including Britons Croft, Steyning; Waitrose / John Lewis store, Horsham; SECamb Make Ready Centre, Crawley; and strategic housing sites in Horsham and Crawley.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
731	(812)	(81)	(78)	(3)	(13)

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
BC03	Building Control Fee Income Received	£442,177	£530,641	£530,000			Volumetric Cabinet Member: Cllr Vickers	
BC07	Building Control: Value of commencements (schemes over £10,000)	£51,984,000	£49,442,250				Volumetric Cabinet Member: Cllr Vickers	

Service Area: Economic Development

Annual Summary: 2014/15

Finance:

A substantial underspend in the salaries budget exists due vacant posts including the Economic Development Manager vacancy.

Economic Development continues to manage the Horsham Markets contract which from November 2014 had the Bishopric mixed market and its income removed upon its transfer to Piries Place. The financial impact of this has yet to be realised as Carfax market operations have traded ahead of budget.

Performance:

- There were 125 placements in the DWP Journey to Work programme from January to December 2014. Around 75% of Journey to Work programme participants have found employment.
- The annual target for the number of participants had been achieved by October 2014
- Horsham Town Centre voids continue to be half the national average.
- Over 50 printed media pages of positive Horsham town centre publicity plus TV and radio was generated as a result of the managed event programme.
- Horsham Unlimited completed their BID feasibility study. The outcome was favourable
- Start Up rates continue to be high and the last recorded figures show that the District's business survival rates were 16th highest out of the 326 local authority areas in the country, which is a good reflection of positive economic support.

Delivery Successes/Challenges:

- Horsham Microbiz and Horsham District Food & Drink Festival were both successfully held for the 12th successive year, which brings in private and public sector sponsorship and 'in kind' contributions.
- The ED quarterly Business Newsletter was introduced to capture internal and external business support, news, events and opportunities. This reaches around 1400 business of all sizes across the District.
- A high street digital skills programme was delivered in conjunction with Coast to Capital LEP and the ATCM (association of Town and City Centre Management) 6 modules were attended by around 40 businesses – the most successful in the whole of the LEP area.
- HDC ED collaborated with University of Chichester to provide accommodation for a business start-up hot house programme across the District. A highly intensive programme designed to support new start-ups and businesses up to 1 year old.
- Support for the Gatwick Diamond Meet the Buyers event continues to help businesses sell and source locally.
- The team won the FSB Local Authority Small Business Friendly Award in early 2015

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
524	(171)	353	441	(88)	302

Performance:

Code	Short Name	2013/14	2014/15		Year on year performance arrow	Description	Note
		Value	Value	Target			
	New departmental measures established for reporting 2015/16						

Service Area: Development Management

Annual Summary: 2014/15

Finance

The year has been exceptional in that for large parts of the year the service has relied on employing external contractors at all levels, from Senior Management through to junior staff. In addition there has been a high turnover of both permanent staff and contractors, again at all levels of the department. There is a cost in terms of work that has had to be repeated when staff leave halfway through dealing with planning applications, time lost dealing with complaints over the inevitable delays with these applications, and time and costs involved in seeking to recruit both permanent and contractors. However recent months have seen much progress in filling vacancies throughout the service area with permanent staff.

There have been a high number of difficult appeals and this has added to the costs for the department as a whole due to the time involved in discussing and settling legal fees, expert witness fees and costs awarded against the Council in a number of cases where Inspectors concluded that we acted unreasonably in refusing permission.

Total planning fee income is above target. There has been a change in regulations which affects all planning authorities, which has meant that there will be a negative impact on Land Charge income, in the region of £177k (includes an estimate for interest) requiring the repayment of personal search income from prior years.

We failed to progress charging for planning enquiries due to a lack of staff and therefore have an income shortfall of £78k. Once staffing levels have been restored it is expected that charges will be introduced from September onwards.









Performance










Processing of minor and other planning applications exceed government targets and are improved over the previous year. However the percentage of planning appeals allowed over the year is 41.25% against a target of 30% and is a worsened position over last year. Major appeal costs are of particular concern.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
2,542	(1,569)	973	592	381	692

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
DM02a	Number of Planning Enforcement cases received	623	580					Volume of activity
DM02b	Number of Planning Enforcement cases closed	581	556					Volume of activity
DM09	Percentage of planning appeals allowed	35.42%	41.25%	30%			Low is good Cabinet Member: Cllr Vickers	
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	67.06%	78.23%	65%			Cabinet Member: Cllr Vickers	

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	84.62%	86.59%	80%			Cabinet Member: Cllr Vickers	
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	86.49%	76.19%	80%			Cabinet Member: Cllr Vickers	
DM20	Number of major planning applications determined subject to voluntary extension	39	39			=	Volumetric Cabinet Member: Cllr Vickers	
DM21b	Percentage of all major applications allowed at appeal within the assessment period (01.01.13 to 31.12.14)	4.76%	October '15	Below 20%			Cabinet Member: Cllr Vickers	Reporting October 2015 – forecast between 4.17% and 8.33%
FS01	Planning: Fee income	£1,124,139	£1,220,877	£975,000			Cumulative Cabinet Member: Cllr Vickers	
FS02	Local Land Charges: Fee income	£256,088	£264,603	£124,500			Cumulative Cabinet Member: Cllr Vickers	

Service Area: Property & Facilities

Annual Summary: 2014/15

Finance

Income from investment property is broadly in line with budget. Investment income is dependent on market conditions, which influence void rates and the opportunity to increase rents. Void levels have been kept very low, which is advantageous, however there has been little opportunity to increase rents significantly during the year. For the coming year, rental income is expected to remain fairly stable, with the exception of Swan Walk where the income is expected to reduce slightly, owing to the restructuring of a number of units.

Operational property costs relate to planned and reactive maintenance costs and operational income. These are lower than expected as expenditure was below forecast, mainly to an ambitious programme of works. Some specific unspent budgets will be carried forward to 2015/16 for delayed works. The annual budget figure below reflects this adjustment.




Delivery Successes/Challenges

Major successes during the year include the purchase of Mill Stream Storrington, the acquisition of HDC's new offices at Parkside and the relocation and the decommissioning of the HDC campus properties. Major building works have also been completed at Pavilions in the Park. Cabinet/Council approval has also been obtained for the redevelopment of Hop Oast, the acquisition of 17 flats for temporary accommodation in the Bishopric and the acquisition of a car park in Billingshurst.

Budget:

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
Investment properties	291	(2,853)	(2,562)	(2,519)	(43)	(2,655)
Operational properties	637	(152)	485	656	(171)	542
Staffing and admin costs	760	(8)	752	967	(215)	937

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.06%	98.87%	95%			Cabinet Member: Cllr Dawe	
VE01b	Income from HDC owned and managed commercial and industrial estate space	-	£3,000,579	£3,036,420		n/a	Cabinet Member: Cllr Dawe	
VE10	Commercial property return on investment		Not available				Cabinet Member: Cllr Dawe	Data being verified

Service Area: Strategic Planning

Annual Summary: 2014/15

Finance

The significant spend this year has been on evidence to support the HDPF; the single largest spend being the Transport and Development Study (c48k) and necessary evidence updates as a result of the Inspectors requirements for increased housing provision.

Performance

All key milestones have been met with regards the preparation of the HDPF:

- Proposed Submission published May 2014 and period of reps May-June 2014
- Submitted July 2014
- Examination Statements all prepared according to the Inspector's timetable
- Examination Hearings organisation and evidence presentation over a 3 week period
- Further evidence commissioned/gathered and preparation of proposed Main Modification and Additional Mods Jan-March 2015
- Proposed Main Modifications published for comment March 2015

CIL :

- Draft Charging Schedule published for comment May-June 2014
- Revised Charging Schedule published prior to Examination Hearings
- Evidence given at Examination Hearings

Neighbourhood Planning:

The District has 60% coverage of Parishes progressing NDPs including –

- Nuthurst (Front Runner) Draft Consultation and Submission Plan prepared in 2014/15
- Henfield (Front Runner) Draft Consultation and Submission Plan prepared in 2014/15
- Storrington, Sullington, Washington (Front Runner) Draft Consultation Plan prepared in 2014/15
- Thakeham (Front Runner) Draft Consultation Plan prepared in 2014/15
- Pulborough(Front Runner)
- Ashington
- Shermanbury
- Southwater
- Slinfold

- Shipley
- Steyning, Ashurst, Bramber and Wiston
- Upper Beeding
- Warnham
- West Chiltington
- West Grinstead
Woodmancote

Delivery Successes/Challenges



Inspector's Initial Findings were supportive of strategy in every aspect other than housing numbers. Delivery of a sound HDPF was not possible due to lack of agreement to a higher housing number. This has now been imposed by the Inspector. It is worth noting that no authority in the country has been able to go through the whole Examination Hearing process without a pause for extra work at the request of the Inspector.

The lack of an adopted CIL Charging Schedule does not have the level of impact that was first anticipated because so many planning permissions have already been given.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
825	(76)	750	751	(2)	721

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
NI 154	Net additional homes provided	434	879				Cabinet Member: Cllr Vickers	

Director of Corporate Resources

Service Area: Audit

Annual Summary: 2014/15

Finance

All controllable expenditure was within budget.

Performance

All performance targets have been met. In addition to planned audit work, the audit team has been involved in a number of special investigations, and audit reports have been issued containing recommendations for improving the control environment.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
190	0	190	187	3	179

Service Area: Business Services/ICT

Annual Summary: 2014/15

Finance

Photocopier/printer operational leases were underspent by £34k

Delivery Successes/Challenges

The main successes in the Development Team have been the launch of the new HDC Website utilising a new CMS application; implementation of a new Electoral Registration system in a General and Local Election year; the roll out of EDRMS into Property, Environmental Health and Housing departments. The team have contributed to the successful retention of the PSN accreditation.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
1,106	(99)	1,007	1,039	(32)	729

Service Area: CenSus ICT

Annual Summary: 2014/15

Finance

The reported overspend is attributable to contractor costs to cover unfilled staff vacancies & redundancy costs. Some project budgets have been carried forward to 2015/16 and this adjustment is included in the budget figures below.

Performance

CenSus ICT is now consistently meeting its Service Performance requirements as a whole & on each Partner sites:

- Call resolution target of 85% within agreed timescales has been exceeded (in Q4, achieving between 88 & 91%);
- Number of calls outstanding (i.e. unresolved) has halved.

For 2015/16, additional performance metrics are being introduced to report on key systems availability & customer satisfaction.

Delivery Successes/Challenges

PSN accreditation (allowing connectivity to Government IT network) has been retained. The connection into the WSCC Wide Area Network (WAN) has been made, with significant improvements in capacity & speed. Microsoft Exchange (Email solution) has been upgraded to the 2010 version, as a precursor to migrating all email to Microsoft's "365" Cloud hosted solution in Q2 2015/6 to improve resilience & capacity.

A new Back-up solution has been deployed across CenSus that enables rapid creation, validation, storage & retrieval of back-ups across the 3 key sites. Within IT Security, a Mobile Device Management solution (to prevent data loss in the event of a stolen/lost appliance) is in deployment across all sites. A cost effective & secure solution has been identified & successfully trialled that allows staff requiring access to corporate systems from outside the organisation to use their own home IT equipment.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
2,744	(2,037)	707	659	48	895

Performance:

Code	Short Name	2013/14	2014/15		Year on year performance arrow	Description	Note
		Value	Value	Target			
	New measures for 2015/16 reporting established (see below)						

New departmental measures for 2015/16	Reporting frequency	Target
% of Service Desk calls resolved within agreed Partnership Service Level Agreement timescales.	Monthly	85%
% System availability for each key Business System (E-mail; Revenue & Benefits; Telephony) during defined support hours	Monthly	99.9%
Customer satisfaction rating for ICT Services (as measured by % survey of Service Desk calls)	Monthly	75%

Service Area: Revenues and Benefits

Annual Summary: 2014/15

Finance

The Census revenues and benefits outturn shows an under spend of £62K. Some savings on bank charge also contributed to the overall underspend

Performance

BENEFITS

Housing Benefit (HB) year-end performance for both new claims and changes exceeded target, both for Horsham and CenSus as a whole. Council Tax Reduction Scheme (CTRS) claims and changes were both marginally over target. The overall volume of claims processed remained static at 3,300 (8,900 for CenSus). Despite the reduced overall caseload, activity within it increased by some 10% with the number of changes processed for Horsham being 33,100 (92,000 for CenSus).

REVENUES

Collection of Council Tax in Horsham was just off target but improved on the previous year. In cash terms, £83.34m was collected, an increase of £2.25m over the previous year. The new CTRS scheme does not appear to have had any negative impact on overall collection rates.

Collection of Non Domestic Rates was also just off target but showed a small improvement on the previous year. In cash terms, £39.5m was collected, an increase of £481k on 13/14.

During the year the billing team dealt with 82,500 pieces of post and 83,000 phone calls.

Delivery Successes/Challenges








The service has achieved HB benefits targets (and was not significantly off CTRS targets) while expending significant resources at implementing an action plan to improve accuracy.


Both Scanning and Indexing and Post and Printing operations were successfully outsourced during 14/15. Planning and preparation for the introduction (during 15/16) of a number of customer self-service modules and on-line claim and changes forms was completed. The CTRS was introduced with effect from April 2014 without any significant problems, disruption or complaint.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
1,492	(1,038)	454	535	(81)	404

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
R05	% of Council Tax collected in year	98.36%	98.64%	98.80%			Cabinet Member: Cllr Dawe	
R06	Percentage of Non-domestic Rates collected in year	96.92%	97.42%	98.00%			Cabinet Member: Cllr Dawe	
R09a	HB -Speed of processing - new HB claims (days)	n/a	17.94	18			Cabinet Member: Cllr Dawe	
R09b	CTB - Speed of processing - new CTB claims (days)	n/a	19.57	18			Cabinet Member: Cllr Dawe	
R10a	HB - Speed of processing - changes of circumstances for HB claims (days)	n/a	10	12			Cabinet Member: Cllr Dawe	

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
R10b	CTB- Speed of processing - changes of circumstances for CTB claims (days)	n/a	13	12			Cabinet Member: Cllr Dawe	

Service Area: Commissioning and Performance

Annual Summary: 2014/15

Finance

All controllable expenditure was within budget. The recorded underspend was due to holding unfilled posts within the service area during the early months of the reporting period

Delivery Successes/Challenges

The notable achievements and delivery successes for each area have been;

Commissioning: completed review with Heads of Service which identified commissioning opportunities that are undergoing further investigation. The Commissioning Framework has been agreed. A process for disposals resulting from the Big Move was commissioned with the Environmental Co-Ordination Manager which has maximised sustainable development opportunities through working with the Community and Voluntary Sector

Performance: Changes to the reporting of performance and finance to Scrutiny & Overview sub-committee were designed and introduced with significant improvement to the scrutiny process which was well received by members. Assets of Community Value has received nominations relating to 11 separate assets.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
240	(35)	205	224	(19)	169

Service Area: Human Resources

Annual Summary: 2014/15

Finance

The section underspent by £35K, which in the main related to the vacant Health and Safety Adviser post being covered at reduced fte.

Performance

This was a busy year finalising the roll out of the terms & condition review, implementing the final stages of the corporate restructure and subsequently a number of service reviews, and implementing the pay & grading review and the resulting payroll changes. New procedures for Sickness Absence management have been agreed with the trades unions and training roll out is almost complete, contributing to meeting the performance standard. In 2014/15, total staff sickness of 7.98 days is below the 8 day target, and within this figure, short term sickness is less than 2 days. After many years of static turnover around the target of 10%, leavers' figures have risen throughout the year in line with an economic upturn and a more buoyant labour market.

Delivery Successes/Challenges

The team dealt with high operational volumes, e.g. run 83 recruitment campaigns, held 84 Role Profile evaluations; significantly improved attendance at the depot; in total supported 46 cases resulting from the new sickness and attendance management policy, 20 Disciplinary cases, 3 Grievance cases, 2 Probation cases, and supported 8 dismissals.

Other activities were developing the Corporate Values, preparing a People Strategy for wider consultation, launching the staff Health & Wellbeing Initiative, agreed new processes on consultation, setting up and administering GEM awards (42 staff received an award).





On Equalities, setting up a staff equalities group and trained managers in conducting Equality Impact Assessments.

Looking forward, strengthening the Organisational Development function, reviewing all recruitment processes and improving performance management will be key activities.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
517	(8)	508	544	(35)	540

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
PS05	Percentage Staff turnover	9.65%	17.05%	10%			Personnel Committee	Management restructure during the year
PS11c	Total sickness (excluding leavers sickness)	8.09	7.98	8			Personnel Committee	

Service Area: Finance

Annual Summary: 2014/15

Finance

Corporate Finance savings against budget include £200k saving on interest costs as no external borrowing was undertaken in year. This was as a result of underspending on the capital budget and the availability of internal funds. There was also an unbudgeted VAT refund. These savings were offset by additional insurance costs and an increase in the provision for bad debts. Additionally the identification of historic undercharging by the Local Government Pension Scheme for added years pension costs adversely impacted the 2014/15 accounts.

Performance

The percentage of invoices paid within 30 days fell slightly to 94.5% against a target of 96%, though performance against target for payment of invoices within 10 days for small and medium sized businesses, at 76.7%, exceeded target.







Delivery Successes/Challenges

The Council's statutory accounts were completed by the deadline and received an unqualified audit report. Other notable successes included the successful implementation of new processes to deal with the renewal of 30,000 green waste invoices.

Budget:

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
Corporate	783	(312)	471	472	(1)	198
Accountancy	875	(8)	867	880	(13)	862

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
FS07	% of invoices paid on time	95.02%	94.55%	99.00%			Cabinet Member: Cllr Donnelly	
FS07a	% of invoices paid within 10 days	79.72%	76.68%	75%			Cabinet Member: Cllr Donnelly	
FS13	Business Rates: Rateable Value	£ 101,105,459	£ 100,439,490				Cabinet Member: Cllr Donnelly	

Service Area: Legal and Democratic

Annual Summary: 2014/15

Finance

There was a £70K underspend across the service mainly as a result of increased income by Legal Section, underspend on professional fees and a small underspend on staffing in Legal Section.

Performance

Change Programme and Electronic Case Management was introduced with a view to production of ongoing performance data.

Delivery Successes/Challenges

The Parkside Lease was completed. Significant work carried out on the sale of HDC's old offices at Park North/North Point; the West of Horsham; Broadbridge Heath Quadrant and S106 Agreements completed in 2014/15. New Standards arrangements were introduced during the year. Preparation and execution of the May 2015 General and Local elections.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
1,412	(80)	1,332	1,402	(70)	1,186

Performance:

Code	Short Name	2013/14	2014/15		Year on year performance arrow	Description	Note
		Value	Value	Target			
	New departmental measures to be established for reporting 2015/16						

Directorate: Community Services

Service Area: Community and Culture

Annual Summary: 2014/15

Finance

Significant underspends/over performance of £73k against budgets exist in relation to Community Development and Leisure services were underspent by 60k. Notable variances include:

Community Development - underspends are largely the result of salary savings from staff vacancies (£47k) and this also impacted on the number of services/project delivered or delayed.

Leisure services also benefited from staffing savings (£29k), some rental adjustments (£30k), lower than expected recharges from WSCC for the use of facilities (£26k). However the High Ropes facility at the Pavilions was not progressed and as a result the anticipated income not realised (£32k)

In contrast the Capitol Theatre codes overspent against budget by a net £188k. Although overspends were identified for the Capitol Theatre at Q3 on electricity, overtime, equipment and tools together with under performance on the cinema programme, amateur productions and catering concession, by year end a significant shortfall had emerged on professional productions which together with a larger overspend on staffing costs helped to create the 2014/15 overspend.

Performance

The wellbeing hub is delivered by HDC in partnership with WSCC Public Health who meet all costs. It is now in its third year of operation. There were 1,503 advice or brief interventions clients in 2014/15, approximately 50% more than 2013/14.

107 families in the Horsham District were initially identified as eligible (targeted) for Think Family Intervention outcomes during phase 1 of the project (2012 – 2015). Based on a 75% target for successful interventions 80 successful interventions were targeted. In fact 168 entered the programme with 132 families achieving successful outcomes.

Swimming attendance at leisure centres was below target but this was predicted as the pool at Pavilions in the Park was closed for 3 months for remedial works. This closure impacted on other parts of the facility and attendances overall at the Pavilions were also down. Attendances









were also below target at Broadbridge Heath Leisure Centre. This was due to closure of the Multi use games areas for 4 months. However, these reductions were counterbalanced by record attendances at Billingshurst Leisure Centre and overall leisure attendances in 2014/15 were still the second highest ever recorded, down just 2% on 2013/14 at 1,044,165 in total.

There were also record attendances at Horsham Museum (up 8% on 2013/14) and double the numbers of only 7 years ago.

Budget:

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
Community & Culture	90	0	90	89	1	0
Community Development	1,133	(646)	487	560	(73)	581
Community Safety	381	(236)	145	144	1	143
Museums	253	(41)	212	230	(18)	232
Capitol	1,711	(1,351)	360	172	188	294
Leisure Services	1,228	(739)	489	550	(61)	(81)
Parks and Countryside	1,322	(363)	959	955	4	928
Community Planning	56	0	56	67	(11)	15

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
CD17	No. of people aged over 18 who have accessed health and well-being hubs – referrals	-	1,503				Cabinet Member: Cllr Rowbottom	Service is delivered by HDC but funded by WSCC public health. Target for 2015/16 likely to be introduced.
CD18	Number of families successfully achieving 'Think Family' intervention outcomes	-	132 successes from 168 cases over 3 years	80 successes from 107 cases over 3 years	 See note	n/a	Cabinet Member: Cllr Rowbottom	New target is 487 successes from 682 cases between April 2015 and April 2020
LS01a	Attendance at Sports Centres	1,069,978	1,046,183	1,017,400			Cabinet Member: Cllr Chowen	
LS01b	Swimming attendances	464,321	437,301	458,000			Cabinet Member: Cllr Chowen	Closure of wet side of Pavilions for two months for repair accounts for the reduction in attendances
LS03	Attendance at The Capitol	216,669	220,840	189,996			Cabinet Member: Cllr Chowen	Record year!
LS05	Attendance at Horsham Museum and Visitor Information Centre	77,405	83,482	67,200			Cabinet Member: Cllr Chowen	Record year. Attendances have more than doubled in last 6 years!

Service Area: Customer Services

Annual Summary: 2014/15

Finance

An underspend on salaries in 2014/15 was due to delays in filling posts.

Performance

The Contact Centre went 'live' on the 2nd June 2014 and has added four call streams; Waste and Recycling, HDC Switch-board and Elections and Capitol Theatre over-spill calls. Performance targets have been met and savings realised. The Contact Centre has also performed well in respect of the percentage of calls abandoned, seeing less than 5% of customer calls abandoned since June 2014.

The time taken to respond to FOI requests is just below target, but has improved over the previous year.

Delivery Successes/Challenges









The Customer Services Manager has been a key member of the Big Move project team to design and share our services for the future. Work has taken place to ensure HDC new reception arrangements are enhanced in terms of adopting a triage approach to ease customer waiting times.

The Council's complaints procedure was updated and agreed by Council in February 2015 reducing the stages of complaint from three, to two stages.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
341	0	341	382	(41)	130

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
CS01	Call Centre: % of incoming calls answered within 20 seconds	-	97.1%	80%		n/a	Cabinet Member: vacant	Data collected since June 2014 Initially Waste Services only. Now included The Capitol, switch board and Elections.
CS02	More than 95% of customers surveyed, satisfied with the service they received	-	n/a	95%	n/a	n/a	Cabinet Member: vacant	An electronic Customer Satisfaction Survey is in development with IT. A version should be complete and in circulation by end of May 2015
CS04	% of valid complaint decisions upheld by the LGO over the year	-	0%	0%		=	Cabinet Member: vacant	Change of definition by LGO over the year. For 2013/14 no findings of maladministration.
PP08	Number of FOI requests received	664	628				Cabinet Member: Cllr Dawe	
PP09	% of FOI requests responded to within 20 days	80%	84%	85%			Cabinet Member: Cllr Dawe	
PP10	Number of complaints received	Not measured	403				Cabinet Member: Cllr Dawe	Excludes complaints for waste & cleansing and also leisure centres.

Service Area: Environmental Health

Annual Summary: 2014/15

Finance

There was a £108K underspend on the Budget. There was an underspend of £31K on salaries as a result of having a half post vacant for the year, and time taken to fill a number of other vacancies. There was salary savings and more income generated from licensing. A £9K underspend on contaminated land investigations due to increased sampling required on a site which delayed the programme. There was £6K worth of grants successfully bid for from the FSA. The remaining underspend was from increased income mainly from licensing as a result of greater demand.

Performance

The Department delivered its Operational Plan and Food Safety and Health and Safety Plan.

95% of food safety inspections due have been completed on time.

92.2% of food businesses within the District have a Food Hygiene Rating score of 3 or more.

We delivered 7 Food Hygiene Courses

We have registered 113 new food businesses.

We dealt with 228 Infectious Disease notifications.

We dealt with 83 workplace accident notifications.

We have received 676 requests for service including:

4 Complaints about Caravan Sites

25 Complaints about Environmental Protection (air quality, contaminated land etc.)

67 Complaints about Food Businesses

153 Complaints about Housing Issues

16 Complaints about Health and Safety at Work

6 Complaint about Licensed Premises

172 Complaints about Noise

155 Complaints about Nuisances (smoke, smells, light etc..)

78 Complaints about Public Health Issues (filthy, verminous etc..)

We processed 260 Private Hire / Hackney Carriage drivers' licenses, 195 vehicle licenses and 50 Operators Licenses.

We have administered 105 charity street collections and 95 lotteries.

We have issued 31 Table and Chair Permits and 46 Busker Permits in Horsham Town.
 We have processed 38 new Premises licences, 92 Personal licences and 512 Temporary Events Notices under the Licensing Act.
 We issued 5 Street Trading Licenses.
 We issued 7 Skin Piercing Licenses.
 We issued 60 Animal Welfare Licenses

We have completed 106 Disabled Facilities Grants and spent £546,000
 We have been consulted on over 336 planning applications.
 We inspected all 39 of the industrial processes within the District requiring Environmental Permits
 We successfully commissioned the stray dog collection and kennelling service and entered into a new five year contract from 1st April 2015.
 Over the year 146 stray dogs were taken to our kennels.

The Pest Control Business Plan was on target, we have increased our number of contracts and income levels were maintained.
 New Mobile Homes legislation came into force in April 2014. We introduced a licensing fee structure and were one of the first authorities in the country to serve the new Compliance Notices.
 Following full consultation with the Trade we fixed our Taxi and Private Hire fees for the next three years.
 The first year of our Primary Authority partnership initiative with the National Federation of Meat and Food Traders was successful and Assured Guidance we produced was well received by the Trade Association and other local authorities.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
986	(343)	643	751	(108)	654

Performance:

Code	Short Name	2013/14	2014/15		Year on year performance arrow	Description	Note
		Value	Value	Target			
	New departmental measures established for reporting 2015/16						

Service Area: Housing

Annual Summary: 2014/15

Finance

The Council currently owns 63 units of short stay temporary accommodation. A number of properties have required considerable maintenance and repair during the past year, resulting in a significant overspend of £47K, offset by temporary accommodation rent of £27k, and salary savings of £26k. In addition Bed and Breakfast expenditure has decreased over the past year, with significant homelessness prevention work keeping numbers of households in B & B low – 14 households at 31 March 2015.

Performance

Homelessness decisions (determining statutory homelessness) have increased in England by 52% in 2014/15, with priority acceptances increasing by 31%. Horsham has bucked the national trend and shown a 36% reduction in decisions and a 33% reduction in the number of priority acceptances. The Council places great emphasis on homelessness prevention, and prevented 149 households from losing their homes during the past year.






Delivery Successes/Challenges




245 affordable homes were delivered by the Council's partners during 2014-15: 170 for rent and 75 for shared ownership. Housing officers handled more nominations to new build affordable homes during the year than any previous year. Government funding has all but ceased; therefore the Council's policy of collecting and spending Section 106 contributions for affordable housing is key to delivery – see Housing Policy Statement: Housing to meet local need: future delivery. The Council made a capital grant of £700,000 to the Guinness Trust for the delivery of 14 homes for affordable rent at Reeves Court, Crawley Road, Horsham. Predicted spend includes funding for 20 rented homes in Cowfold, 6 rented homes in Ashington and 17 short-stay temporary accommodation flats in Horsham.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
1,328	(1,048)	280	254	26	315

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
HS09	Housing: No. of Tenancy Deposit loans issued	37	36			↓	Volumetric Cabinet Member: Cllr Rogers	
HS17	No of Homelessness Preventions	292	149			↓	Cabinet Member: Cllr Rogers	As a result of earlier prevention work
HS18	No of households in temporary accommodation	69	81			↑	the average of months. Cabinet Member: Cllr Rogers	Note: In previous year, 2013/14, significant amount of social housing became available (Bridge House) available which moved a large amount of households from TA in a short period. 2012/13 figure = 84
HS19	Of which no of households in B & B accommodation	16	17				the average of months. Cabinet Member: Cllr Rogers	
HS21	No of households on the Housing Waiting list	479	508				Cabinet Member: Cllr Rogers	508 households on the register as at 01.04.15 6% increase in numbers

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
HS22	% of Careline Emergency calls answered within 1 minute	-	95.82%	90%		n/a	Cabinet Member: Cllr Circus	
NI 155	Number of affordable homes delivered (gross)	239	245				Cabinet Member: Cllr Vickers	

Service Area: Parking Services

Annual Summary: 2014/15

Finance

Parking services full year results benefited from an under spend on salaries and additional parking fee and season ticket income . These favourable variances were offset by additional costs

Performance

With the new ANPR equipment installed in our three multi-story car parks we are able to get far more reliable and timely data from those car parks which has enabled us to report and review the usage of the car parks that much easier.

The performance figures below highlight that we have achieved the targets set for this year in both income and total paid users, with a slight reduction on last year's figures. The car park usage over the last several years has been going against national trend which has reported a gradual decrease in car park usage and town centre footfall; whilst in Horsham car park usage has stayed mostly consistent with an increase over the last 2 years. With the introduction of the new equipment we are able to introduce new performance stats for the coming year including car park occupancy and the ability to differentiate between visitor and season ticket parking within our car parks.

Delivery Successes/Challenges

We have delivered a number of large projects this year keeping our obligations and resources running efficiently.

The main project within Parking Services during the past year was the introduction of our new Automatic Number Plate Recognition (ANPR) system within our three multi-story car parks – Swan Walk, Piries Place and Forum. After a period of settlement the scheme is considered a success within Swan Walk and the Forum by customers and traders. We are working hard to overcome current issues we are having with the equipment within Piries Place. Although we have received some negative press and complaints, we have worked with the customers to make improvements and the number of transactions that have taken place highlight the large majority of people use the system with no issues.

We received a very kind donation of several Scooters for our Shopmobility scheme, which has enabled us to carry on the service enabling those that have mobility issues are able to hire a scooter from us free of charge to get about town.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
1,576	(3,841)	(2,265)	(2,279)	14	(2,323)

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
FS09	Parking: Total Income	£3,299,803	£3,299,395	£3,254,570	✓	=	Cabinet Member: Cllr Donnelly	
TS02	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	1,565,305	1,544,073	1,340,004	✓	↓	Cabinet Member: Cllr Donnelly	

Service Area: Street Scene and Fleet

Annual Summary: 2014/15

Finance

Overall the street scene and fleet codes under spent against budget. The main underspends related to staffing costs and fuel. There were some areas of overspending in respect of parts and repairs and maintenance.



Performance

There are 864 total active customers on the Cess customer database however customer requirements have historically seen customers requesting service bi annually and the service is under review

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
2,857	(155)	2,702	2,848	(146)	2,922

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
FS19	Cess pit emptying: Total income	-	£111,050	£138,420			Cabinet Member: Cllr Donnelly	
SS10	Cess pit emptying: No of customers	-	418				Cabinet Member: Cllr Baldwin	

Service Area: Waste and Recycling

Annual Summary: 2014/15

Finance

The service has performed well against all key financial measures. Income generation is higher than budget for both garden waste (£48k) and commercial waste services (£31k). Costs have been controlled in key areas such as staffing costs and purchase of replacement bins. Recycling grants received from WSCC are slightly higher than anticipated as negotiations were concluded after the budget was set and the position was better than anticipated; this includes £44k for garden waste and £45k on the primary £1.1 million grant. Savings of £24k have been made on printing cost for green waste renewal.

Performance

The garden waste service has performed ahead of target, participation and revenues have increased while administration costs have reduced due to automation of payment systems. The recycling rate has dropped slightly, reflecting national trends of increased residual waste and static recycling. A communications programme was started in Autumn 2014 and it is anticipated that will increase participation as well as achieve its primary goal of reducing contamination. Additionally, the range of material collected has been extended to include pots, tubs and trays from April 2015. It is unlikely that the 50% target can be achieved unless there is a major review of waste strategy and service configuration. There is a national target to achieve 50% by 2020, there is currently no fiscal mechanism to penalise or reward local performance but it is likely that fines will be introduced to ensure targets are achieved.

There has been a modest increase of 4% in revenues from the trade waste service, a promotional campaign is planned for 2015/16 to increase revenues by a further £50k.






Delivery Successes/Challenges



Front line operational resources have remained static for the last four years in spite of increases in population. It is anticipated that housing growth for the next few years can be absorbed by efficiency reviews and re-routing to optimise existing sideloader vehicles.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2014/15 (£000's) [A]	Annual Budget 2014/15 (£000's) [B]	(Under)/Over against Budget (£000's) [A-B]	Net Spend 2013/14 for comparison
3,693	(3,541)	152	335	(183)	299

Performance:

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
FS15	Green waste collection: Income	£889,417	£910,020	£862,250			Cumulative Cabinet Member: Cllr Baldwin	
OP14	Acornplus recycling rate % (Tonnage)	45.59%	44.59%	50%			High is good. Cabinet Member: Cllr Baldwin	This needs to be considered in relation to the ratio of waste going to landfill and recycling. It is more desirable to reduce waste overall. Recycling levels are dropping nationally – wine bottles are lighter, fewer people read paper newspapers etc.
OP15	Number of garden waste customers (households)	-	30,868	28,500			Cabinet Member: Cllr Baldwin	

Code	Short Name	2013/14	2014/15			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
OP16	Number of trade waste customers	-	1,093				Cabinet Member: Cllr Baldwin	
OP17	Number of refuse, recycling and garden waste collections reported as missed	-	253				Cabinet Member: Cllr Baldwin	Average monthly reported figure over the year

Salaries Monitoring 2014/15 April 2014 to March 2015

Department	Total actual	Total Budget	Variance	Salaries and Wages inc Super		Overtime		Casual Staff		Temporary Staff	
				Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
CORPORATE MANAGEMENT	579,205	640,620	- 61,415	577,805	640,620					1,400	-
BUSINESS TRANSFORMATION	230,043	220,930	9,113	199,163	220,930	279	-			30,601	-
COMMUNICATIONS	267,895	276,450	- 8,555	244,295	276,450	643	-	128	-	22,829	-
AUDIT	178,410	176,510	1,900	178,410	176,510						
COMMISSIONING	212,849	283,550	- 70,701	212,849	283,550	-	-			-	-
LEGAL & DEMOCRATIC	866,658	856,400	10,258	785,403	836,400	3,480	-	14,057	20,000	63,717	-
FINANCE ACCY	678,063	719,430	- 41,367	670,296	717,430	7,767	-	-	2,000		
CENSUS ICT*	1,610,775	1,319,910	290,865	1,258,803	1,313,910	9,691	6,000	18	-	342,263	-
HDC ICT	647,898	648,600	- 702	613,110	648,600	24,468	-	83	-	10,237	-
HUMAN RESOURCES & ORG DEVELOPMENT	382,348	413,380	- 31,032	362,768	398,380	1,394	-			18,186	15,000
COMMUNITY & CULTURE	2,135,536	2,190,330	- 54,794	1,885,445	2,038,890	39,111	4,000	210,981	147,440		
STREET SCENE & FLEET	881,214	948,200	- 66,986	723,732	898,511	47,929	49,689	30,591	-	78,962	-
WASTE & RECYLING	2,515,729	2,512,730	2,999	2,195,909	2,327,854	54,853	78,179	18,182	-	246,785	106,697
PARKING SERVICES	540,262	565,930	- 25,668	398,893	565,930	2,090	-	683	-	138,596	-
ENVIRONMENTAL SERVICES/LICENSING	862,862	894,160	- 31,298	858,339	894,160	2,347	-	2,176	-		
CUSTOMER SERVICES	338,730	380,030	- 41,300	303,238	372,030	8,874	8,000	9,182	-	17,436	-
HOUSING	575,276	601,520	- 26,244	574,841	601,520	435	-				
BUILDING CONTROL	635,652	633,230	2,422	578,449	633,230	1,173	-	2,200	-	53,830	-
DEVELOPMENT	1,554,700	1,577,730	- 23,030	1,062,598	1,577,730	4,119	-	-	-	487,983	-
SPATIAL PLANNING	522,212	474,270	47,942	507,134	474,270	7,727	-	2,449	-	4,903	-
PROPERTIES & FACILITIES	652,352	845,420	- 193,068	642,622	825,420	3,287	-	-	-	6,443	20,000
ECONOMIC DEVELOPMENT	334,249	283,300	50,949	325,797	281,700	5,727	300	2,725	1,300		
OBSOLETE	33,805	-	33,805	33,805	-	82	-	-	-	-	-
CORPORATE FINANCE - NON DEPARTMENT	12,926	820	12,106	12,926	820						
	17,249,648	17,463,450	- 213,802	15,206,628	17,004,845	225,476	146,168	293,455	170,740	1,524,171	141,697
CENSUS REVS AND BENS	946.81		946.81			947					
	17,250,595		- 212,855			226,422					

CAPITAL BUDGET MONITORING Full year 2014/15

capital projects	dept	net expenditure	budget	spend as % of budget
Existing Leisure Centres	Property & Facilities	478,063	908,442	53%
Broadbridge Heath Leisure Centre - new build	Property & Facilities	51,372	1,150,000	4%
Other Community and Culture projects	Comm and Culture	340,778	909,510	37%
Waste and Recycling projects	Property & Facilities	-	65,000	0%
Hop Oast depot development	Waste & Recycling	11,088	996,200	1%
Vehicle Fleet	Streetscene & Fleet	194,793	1,128,000	17%
Grants - Environmental health	Envir Health & LM	703,502	838,000	84%
Housing Enabling Grants	Housing	700,000	1,500,000	47%
ICT projects - HDC	Resources ICT	253,096	489,019	52%
ICT projects - Census	Resources ICT	174,793	672,759	26%
Car Parks Fabric and Equipment	Property & Facilities	29,474	617,697	5%
New Parking payment system	Parking Services	273,030	225,000	121%
Office move	Property & Facilities	442,255	1,098,000	40%
Town centre improvements	Property & Facilities	141,436	358,171	39%
Miscellaneous properties spend	Property & Facilities	734,349	1,208,939	61%
Warnham Millpond Reservoir	Property & Facilities	683,632	648,420	105%
Total		5,211,661	12,813,157	41%

Net expenditure excludes Capitalised Salaries that are apportioned to capital schemes have a separate budget.

Appendix A(iii)

comment
Significant part of the centres' works slips to next year
Cost in this year are only preparatory work
Number of projects - budget will be slipped to next year
Security works and waste pods - carried forward to 2015/16
Major works reprofiled into future years
Replacement programme reduced significantly relative to budget. Unspent budget will be moved into 2015/16
Grants payment under budget.
Spend dependent on available appropriate housing schemes. Spend will be reprofiled into future years.
Number of projects - budget will be slipped to next year
Number of projects - budget will be slipped to next year
Preliminary work done but major spend in next year
Extra spend due to additional pay stations and unforeseen engineering costs
Budget in 2014/15 is the total spend so major items will occur in 2015/16 and unspent budget will be carried forward.
Improvements progress into next year.
Includes a number of projects and unspent budgets will slip
Overspend in 2014/15 as complete cost of scheme accounted for in 2014/15. An additional budget of £117,000 is held in 2015/16 which will not be required.

Income Monitoring 2014-15

Appendix A(iv)

	2014-15 Gross Inc Actual to P12 £	2014-15 Original Budget to P12 £	Variance £	2013-14 Original Budget £	2013-14 Gross Inc Actual £
Development Control & Enforcement	-1,227,807	-975,000	-252,807	-900,000	-1,124,139
Building Control	-530,641	-530,000	-641	-530,000	-459,055
Land Charges	-152,025	-124,500	-27,525	-120,000	-256,308
Garden Waste Collection	-910,020	-862,250	-47,770	-589,400	-853,964
Trade Refuse Bins	-794,860	-775,304	-19,556	-768,152	-773,068
Car Parks Pay & Display	-2,878,829	-2,800,100	-78,729	-2,980,190	-2,874,554
Car Parks Season Tickets	-444,950	-454,470	9,520	-439,260	-416,989
Misc Comm & Dom Props Rents	-297,089	-326,910	29,821	-399,250	-408,139
Interest on Investments	-161,330	-177,000	15,670	-189,000	-203,970
Total	-7,397,551	-7,025,534	-372,017	-6,915,252	-7,370,186

SLT Tracked Projects List for F&PMWG 18th June 2015





Please note that the updates relate to the current position and not up to the end of Quarter 4 2015/16










Symbols Used				
Not Started	On Track	Keep eye on	Major Issues	Completed


Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT01	Warnham Mill Pond	<p>Background The Environment Agency National Capital Programme Management Service (ncpms) are leading in procuring a preferred option. The adopted scheme will retain the mill pond and strengthen the dam wall. Additional budget of £117k was allocated in 2015/16 to cover sluice gates work.</p> <p>Progress Update Project works completed March 2015. Some additional landscaping may be required, but this would be outwith the capitol project remit.</p> <p>Issues / Concerns No major concerns</p>	£767,000 (Includes additional budget of £117k, allocated in 2015/16)	£692,305	<p>Project Sponsor Natalie Brahma-Pearl</p> <p>Project Manager Martin Brightwell</p> <p>Member(s) Jonathon Chowen</p>	
SLT02	Leisure Management Provision	<p>Background This project relates to the provision and maintenance of leisure centres across the District.</p> <p>Progress Update Billingshurst Pool ~ The extent of pool tiling repairs is currently under investigation and awaiting report. The pool will need to be closed to undertake the remedial works. The length and timing of the closure will be known once the scope of the required works is fully understood.</p> <p>Steyning Pool ~ The contract for the new ventilation installation commenced 5th May and is programmed for completion by 29th June, 2015, during which time the pool will be closed. All approvals and budget provision have been confirmed, the cost of the ventilation Works is £237,471. Associated minor repairs to the pool hall will be undertaken concurrently.</p> <p>Pavilions Pool: The majority of works to correct defects and undertake general maintenance have been completed. The final substantial part of</p>	£2,337,053	£1,479,730	<p>Project Sponsor Natalie Brahma-Pearl</p> <p>Project Manager Steve Hawker/Tony Appleby</p> <p>Member(s) Jonathan Chowen</p>	

Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>the works to rectify the water penetration from the first floor Health Suite and complete a major refurbishment of the facility is now being undertaken. The latest date for final completion of all works is now 7/7/15.</p> <p>Broadbridge Heath: miscellaneous works on fabric and plant repairs continue to be carried out, also works to MUGAs (Multi Use Games Areas) due to slippery surface.</p> <p>Issues / Concerns:</p> <p>▲ Swimming pool closures (or failure to re-open on time) may result in adverse publicity for the Council. Potential liability for loss of income claims.</p>				
SLT03	Broadbridge Heath Quadrant	<p>Background: Project includes: overall programme; new or remodelled leisure centre, new athletics track; land disposal for residential/retail use.</p> <p>Progress Update</p> <p>Project includes: overall programme; new or remodelled leisure centre, new athletics track; land disposal for residential/retail use. Progress on this project is dependent upon achieving a number of associated complex enabling projects.</p> <p>A detailed Intrusive Conditions Survey and Feasibility Study leading to a full business case is being developed to ensure that the most viable and sustainable use is made of the land. Options being considered include:</p> <p>Option 1 – Commercially Viable Remodel (Full Fabric Refurb) of existing centre.</p> <p>Option 2 – New build on MUGA site</p> <p>Option 3 – New build on section 106 land using an ‘Out of Box’ solution.</p> <p>Work is on-going with a number of stakeholders groups to scope the leisure services provided.</p> <p>Issues/Concerns</p> <p>▲ Achieving appropriate unfettered access to the site and taking steps to mitigate this.</p>	£8,387,134	£52,372	<p>Programme Sponsor <i>Tom Crowley</i></p> <p>Programme Manager <i>Graham Cook</i></p> <p>Member(s) <i>Jonathan Chowen</i></p>	▲






Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT04	Horsham District Planning Framework	<p>Background: The HDPF must be in place before the CIL scheme can be adopted. Key decision influencing the timetable is agreement to the number of houses over the next 20 years and identification of sites.</p> <p>Progress Update: All representations received to the Main Modifications to the Plan have been submitted to the Secretary of State. The next milestone is an Examination Hearing to be held on 3rd July. If the Horsham District Planning Framework is found 'sound' by the Inspector, it is anticipated that the Council will adopt the Horsham District Framework in Autumn 2015.</p> <p>Issues/Concerns: No major concerns</p>			<p>Project Sponsor <i>Chris Lyons</i></p> <p>Project Manager <i>Barbara Childs</i></p> <p>Member(s) <i>Claire Vickers</i></p>	
SLT05	Community Infrastructure Levy Scheme	<p>Background: The Community Infrastructure Levy is a new levy that local authorities in England and Wales can choose to charge on new developments in their area. The money can be used to support development by funding larger scale infrastructure projects, joining forces with WSCC where appropriate. Adopting CIL is dependent on the Horsham District Planning Framework being in place.</p> <p>Progress Update Work is continuing on CIL and a further hearing into our CIL scheme is anticipated to be held later in 2015, following the HDPF examination hearing.</p> <p>Issues/Concerns No serious concerns</p>			<p>Project Sponsor <i>Chris Lyons</i></p> <p>Project Manager <i>Barbara Childs</i></p> <p>Member(s) <i>Claire Vickers</i></p>	
SLT06	Community Infrastructure Levy (CIL) Procedures	<p>Background This project is running alongside work and production stages of the Horsham District Planning Framework and development of the CIL Scheme. This project relates to the implementation of the CIL scheme through HDC policies</p> <p>Progress Update Consideration is currently being given to identifying appropriate systems and procedures for our use and their ongoing operation. Demos with prospective software providers viewed.</p> <p>Issues / Concerns  Ensuring sufficient lead time is allowed to resource setting up of IT/Finance systems to support CIL/s106.</p>			<p>Project Sponsor <i>Chris Lyons</i></p> <p>Project Manager <i>Aiden Thatcher</i></p> <p>Member(s) <i>Claire Vickers</i></p>	








Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT07	HORSHAM TOWN VISION: West Street Improvement Plan & Signage	<p>Background The West Street enhancement scheme has been funded through West Sussex County Council's 'Kick-Start' Programme and will deliver improvements to hard and soft landscaping, street furniture, signage and lighting, including community safety improvements. Phase 1 works are complete.</p> <p>Progress Update Phase 2: Lighting – there has been a delay in sourcing the lighting, completion due end June 2015. Planting trialling is ongoing. Wayfinding monoliths: the majority have now been installed. Landlord permission has now been obtained for positioning of monolith at Piries Place. An additional monolith is to be installed at the new John Lewis/Waitrose site (which they are paying for). WiFi 4G – HDC is working with stakeholders to agree the right solution for Horsham and options are currently under review. Shop frontage upgrades – new scheme to be launched in Autumn – offering match funding to encourage landlords to improve frontages</p> <p>Issues / Concerns None at this stage</p>	£697,000	£488,780	<p>Project Sponsor <i>Natalie Brahma-Pearl</i></p> <p>Project Manager <i>Nigel Weston</i></p>	
SLT08	HORSHAM TOWN VISION: Car Parking Equipment Replacement	<p>Background Project covers Car Parking Equipment Replacement in Horsham Town Car Parks and NOT rural Car Parks, and NOT any potential changes to Controlled Parking Zones</p> <p>Progress Update New Town Centre car parking went live Sept 2014. It was over budget due to public demand for the purchase of extra machines.</p> <p>Issues / Concerns  Overspend noted due to installation of additional machines</p>	£225,000	£273,030	<p>Project Sponsor <i>Natalie Brahma-Pearl</i></p> <p>Project Manager <i>Ben Golds</i></p> <p>Member(s) <i>Gordon Lindsay</i></p>	
SLT10	BUSINESS TRANSFORMATION PROJECTS	<p>Business Transformation includes 5 separate projects Budget is subject to approved business case, £200k allocated each year 2014/15-2017/18</p>				
SLT10a	BUSINESS TRANSFORMATION : Customer Contact Project (Delivery)	<p>Background The Customer Contact project aims to create a new customer services team and temporary customer services centre to improve flow and reduce standing waiting times engage employees in developing a customer focused culture, redesign processes to improve the customer</p>			<p>Project Sponsor <i>Natalie Brahma-Pearl</i></p> <p>Senior User <i>David Plank</i></p>	

Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>journey, reduce unnecessary demand and enable self-serve with the use of technology (resulting in business savings)</p> <p>Progress Update Customer Contact project phase 1, creating the new call centre was completed June 2014. Phase 2 includes waste and recycling, Capitol Theatre and Elections overflow covered by call centre. Aim to also deploy Parking Services by end Aug 2015. Creating alternative to the LAGAN system, due for replacement in Mar 2016</p> <p>Concerns/Issues No concerns at this stage</p>			<p>Project Manager <i>Raymond Warren</i></p> <p>Member(s) <i>Ray Dawe</i></p>	
SLT10b	BUSINESS TRANSFORMATION :The Big Move	<p>Background Project to investigate, develop and implement the relocation of HDC staff and operations from our North Point, Park North, Park House and Stables offices, into an agreed space in Parkside (County Hall North).</p> <p>Progress Update All staff and operations from Park North, Park House and North Point have now moved to Parkside.</p> <p>Issues/Concerns No concerns at this stage</p>	£1,193,000	£660,448	<p>Project Sponsor <i>Natalie Brahma-Pearl</i></p> <p>Project Manager <i>Raymond Warren</i></p> <p>Member(s) <i>Ray Dawe</i></p>	
SLT11	Improvements to Hop Oast Depot	<p>Background The Council's existing waste facility depots at Hop Oast, Horsham and Hurston Lane, Storrington are reaching the end of their physical lives and are in need of substantial capital investment. A review considered how best to bring the facilities up to date and established that the optimum operational solution would be to close the Hurston Lane depot and consolidate the two facilities onto a single site at Hop Oast.</p> <p>Progress Update Due to the extent of the building works at the Hop Oast site it would not be practical or possible to continue operating the site during re-development. Sufficient time needs to be allowed to source a suitable alternative location for a temporary depot while the rebuild programme takes place.</p> <p>A project team has been set up and the appointment of a technical project manager for the construction works has now been made who will lead the process of procuring a professional team including planning consultants/architects to develop and submit application.</p> <p>Issues / Concerns</p>	£4,550,000 (£4.3m – Build & £250k for Transition)	£13,000	<p>Project Sponsor <i>Natalie Brahma-Pearl</i></p> <p>Project Manager <i>Brian Elliott</i></p> <p>Member(s) <i>Andrew Baldwin</i></p>	






Code	Action Title	Project	Budget	Spend	Ownership	Status
		 Health & safety risk at the Hop Oast depot continues until new depot built				







F&PMWG APPENDIX C: District Plan Priorities Qtr 4 2014/15





Symbols Used				
				
Not Started	On Track	Keep eye on	Issues	Completed

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 4 Update	Due Date			
Theme 1: Economic Development <i>Plan for a successful local economy with high levels of employment</i>	1. Review the Horsham Economic Strategy and implement key actions	The Economic Strategy has been reviewed. A cross-departmental action plan has been developed and key actions were delivered.	Review Autumn 2014 and key actions delivered by March 2015	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	2. Work with Novartis and other interested parties (eg C2C and Gatwick diamond initiative) to find suitable alternative uses including a significant employment use for the site following closure in July 2014.	We are continuing to work closely with Novartis about the future of their site.	Mar 2015	Cllr Gordon Lindsay	Lead Officer: Tom Crowley	
	3. Develop priorities for the rural economy through the Rural West Sussex Partnership.	Specific priorities are being developed, to be actioned moving into 2015/16	Priorities agreed by Autumn 2014	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	4. Develop and deliver the Horsham Town Vision. This will include:			Cllr Gordon Lindsay	Lead Officer: Natalie Brahma-Pearl/Chris Lyons	   
	<ul style="list-style-type: none"> West Street Phase 2, including delivering a Horsham Town Centre Way Finding scheme 	<ul style="list-style-type: none"> Phase 2: Lighting completion end May 2015; planting trialling ongoing Wayfinding monoliths well underway, awaiting landlord permission for positioning of monolith at Piries Place. 	End May 2015 June 2015			
	<ul style="list-style-type: none"> Work with Horsham Unlimited to implement a Business Improvement District for Horsham town. 	<ul style="list-style-type: none"> Horsham Unlimited is assembling a project board for the development of a Horsham BID following a Feasibility Study recommendation to proceed. Earliest possible vote estimated as June 2016 Paper to be submitted Council through SLT for approval to support the BID by Nov 2015 	November 2015 June 2016			

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 4 Update	Due Date			
	<ul style="list-style-type: none"> Work with landowners, developers and stakeholders to prepare an integrated set of proposals: the 'Big Picture' 	<ul style="list-style-type: none"> Waitrose/John Lewis: store opens 18th June 2015. Piries Place: Seeking discussions regarding its future post-Waitrose 	June 2015			
	<ul style="list-style-type: none"> Implement the installation of new parking equipment in Horsham Town Centre Multi-Storey Car parks and develop an improvement action plan to cover all HDC Town Centre car parks. 	<ul style="list-style-type: none"> New Town Centre car parking went live Sept 2014. 	June 2015			
	<ul style="list-style-type: none"> Agree a plan and programme for marketing Horsham Town 	<ul style="list-style-type: none"> Initial proposals received from consultants, to be developed further. Implementation is subject to funding proposals within HDC. 	Aug 2015			
Theme 2: Efficiency & Taxation <i>Delivering excellent value and high performance</i>	1. Develop and deliver the Business Transformation programme:			Cllr Ray Dawe	Lead Officer: Tom Crowley Support: Natalie Brahma-Pearl	
	<ul style="list-style-type: none"> Develop and implement Customer First Programme 	<ul style="list-style-type: none"> Customer Contact project, phase 1 completed June 2014, Phase 2 progress includes waste and recycling, Capitol Theatre and Elections overflow covered by call centre. Aim to also deploy Parking Services by end Aug 2015. 	End Aug 2015			
	<ul style="list-style-type: none"> Agree Implementation Plan to relocate HDC offices 	<ul style="list-style-type: none"> All staff and operations from Park North, Park House and North Point have now moved to Parkside. 	June 2015			
	<ul style="list-style-type: none"> Develop and implement EDRMS (Electronic Document Retention Management Systems) projects 	<ul style="list-style-type: none"> The EDRMS programme was accelerated to facilitate new ways of working in advance of the Move to Parkside. This is now complete 	June 2015			
	<ul style="list-style-type: none"> Ensure all necessary steps taken to enable HDC to act as a Commissioning Council from 2015/16 	Commissioning Framework now in place and The Commissioning Manager is working with SLT and Service Managers to identify potential projects for a commissioning led approach	June 2015			
		2. Review and refine the Medium Term Financial Strategy (MTFS) for 2016/19 and	Budget for 2015/16 went to Cabinet on 29 th January 2015	Ongoing	Cllr Brian Donnolly	Lead Officer: Katharine Eberhart

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 4 Update	Due Date			
	action plan					
	3. Review and refresh the Corporate Communications Strategy	The Communications Strategy has been reviewed and is now being implemented.	Mar 2015	Vacant	Lead Officer: Tom Crowley	
Theme 3: Arts, Heritage & Leisure <i>Build an arts, leisure and culture reputation that also supports our economy</i>	1. Develop and secure adoption of Masterplan and supplementary planning document for Broadbridge Heath Quadrant by July 2014 together with implementation and delivery plan Athletics track to be re-provided at Tanbridge House School	<p>Project includes: overall programme; new or remodelled leisure centre, new athletics track; land disposal for residential/retail use. Progress on this project is dependent upon achieving a number of associated complex enabling projects.</p> <p>A detailed Intrusive Conditions Survey and Feasibility Study leading to a full business case is being developed to ensure that the most viable and sustainable use is made of the land. Options being considered include:</p> <p>Option 1 – Commercially Viable Remodel (Full Fabric Refurb) of existing centre.</p> <p>Option 2 – New build on MUGA site</p> <p>Option 3 – New build on section 106 land using an ‘Out of Box’ solution.</p> <p>Work is on-going with a number of stakeholders groups to scope the leisure services provided with a possible co-located health facility.</p>	Ongoing – options currently being considered	Cllr Jonathon Chowen	Lead Officer: Tom Crowley Natalie Brahma-Pearl	
	2. Undertake works to the Warnham Mill Reservoir in order to meet Reservoir Act 1975 requirements. Civil engineering works to commence in Autumn 2014.	Project works completed March 2015. Some additional landscaping may be required, but this would be out with the capitol project remit.	Completion Mar 2015	Cllr Jonathon Chowen	Lead Officer: Chris Lyons	
	3. Strategy for reducing costs of and maximising income from the Capitol to be	Initial work undertaken. Discussions to be held at Leisure Advisory Group prior to decisions being	Ongoing into 2015/16	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 4 Update	Due Date			
	finalised and implemented.	made. This project will be ongoing into 2015/16				
	4. Strategy for reducing costs of and maximising income from Horsham Museum to be finalised and implemented	Initial work undertaken. Discussions to be held at Leisure Advisory Group prior to decisions being made. This project will be ongoing into 2015/16	Ongoing into 2015/16	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl	
Theme 4: Living, Working Communities <i>Working together to support the life of local communities</i>	1. Draft Horsham District Planning Framework submission to be agreed by Council April 2014 and submitted to Planning Inspectorate by Summer 2014	All representations received to the Main Modifications to the Plan have been submitted to the Secretary of State. The next milestone is an Examination Hearing to be held on 3 rd July. If the Horsham District Planning Framework is found 'sound' by the Inspector, it is anticipated that the Council will adopt the Horsham District Framework in Autumn 2015.	Ongoing into 2015/16	Cllr Claire Vickers	Lead Officer: Tom Crowley Support: Barbara Childs	
	2. Neighbourhood Plans Programme to be in place by May 2014 and progress maintained thereafter	Governance arrangements for Neighborhood Plans were agreed by Council on 25 July 2013 and the transfer of £350,000 to a Neighbourhood Planning earmarked reserve, to fund costs to be incurred prior to the receipt of grant funding was approved	Completed May 2014	Cllr Claire Vickers	Lead Officer: Chris Lyons	
	3. Community Infrastructure Levy (CIL) Scheme to be developed and submitted with Horsham District Planning Framework. CIL Procedures and systems in place	Work is continuing on CIL and a further hearing into our CIL scheme is anticipated to be held in Autumn 2015, following the HDPF examination hearing.	Ongoing into 2015/16	Cllr Claire Vickers	Lead Officer: Tom Crowley Support: Barbara Childs	
	4. Develop a strategy for enabling the delivery of affordable housing	Housing Policy Statement - Housing to meet local need – future delivery agreed by Cabinet on 24 July 2014	Mar 2015	Cllr Kate Rowbottom	Lead Officer: Tom Crowley	
Theme 5: Environment <i>A better environment for today and tomorrow</i>	1. Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce litter.	This externally funded project is currently being developed and will run into 2015/16.	Mar 2015	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 4 Update	Due Date			
	2. Undertake a Waste Service review to ensure that costs are minimised and income maximised.	This is a long term review which will continue into 2015/16	Mar 2015	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	
	3. Work towards the delivery of an improved waste depot at Hop Oast	The Council's existing waste facility depots at Hop Oast, Horsham and Hurston Lane are in need of substantial capital investment. Hurston Lane depot is to be closed and the two facilities consolidated onto a single site at Hop Oast. A small project team has been set up which will be expanded as needed.	Completion Spring 2017	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	
Theme 6: Safer & Healthier <i>Improving health and well being</i>	1. Co-ordinate the Think Family Programme in Horsham District including leading partner action in the Think Family Neighbourhoods. Deliver via the ASB team, intermediate level of support for target families.	Police and Crime Commissioner (PCC) are supporting the Partnership Plan. £40k/year funding received from PCC in support of partnership plan. Think Family delivery programme established in the District	Mar 2015	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	2. Prepare for the implementation of new community safety legislation	This will be completed by the end of 2014/15	Mar 2015	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	3. Work towards making better use of the facilities at Horsham Hospital and best possible health services across the District.	HDC is working towards making better use of the facilities at Horsham Hospital. HDC is working closely with the CCG to ensure HDC Health and Wellbeing hub is fully integrated and managed.	Mar 2015	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	