

# Scrutiny & Overview Committee

## Finance & Performance Working Group

Wednesday 26<sup>th</sup> August 2015 at 5.30pm  
Lewes Room, Parkside, Chart Way, Horsham

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Councillors:   Stuart Ritchie (Chairman)  
                  John Bailey  
                  John Chidlow  
                  Leonard Crosbie  
                  Jonathan Dancer

                  Nigel Jupp  
                  Brian O'Connell  
                  Ben Staines  
                  Michael Willett

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

Tom Crowley  
Chief Executive

### Agenda

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	<b>Page No.</b>
1. Apologies for absence	
2. To approve as correct the minutes of the meeting of the Working Group held on 18 <sup>th</sup> June 2015 (attached)	1
3. To approve the time of meetings for the ensuring year	
4. To receive any declarations of interest from Members of the Committee	
5. To receive any announcements from the Chairman of the Committee or the Chief Executive	
6. Complaints, Compliments and Suggestions – Monitoring and Learning Report for Quarter 1	5
7. Finance and Performance, District Plan Priorities, and Key Projects for Quarter 1, 2015/16	11
8. Member Overview of the Council's use of the Regulation of Investigatory Powers Act 2000	

### **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

**Notes of the Scrutiny and Overview Committee**  
**Finance and Performance Working Group**  
**18<sup>th</sup> June 2015**

**Present:** Councillors: John Bailey, Leonard Crosbie, Jonathan Dancer, Brian O'Connell, Ben Staines

**Apologies:** Councillors: John Chidlow, Nigel Jupp, Stuart Ritchie, Michael Willett

**Also present:** Councillor: Christian Mitchell

**Officers:** Katharine Eberhart, Director of Corporate Resources  
David Plank, Customer Services Manager  
Mark Pritchard, Commissioning and Performance Manager

**1. ELECTION OF CHAIRMAN**

Councillor Stuart Ritchie was elected as Chairman of the Working Group for the ensuing year.

**2. TIME OF MEETINGS**

The Working Group agreed to postpone this item until the next meeting when the Chairman would be present, along with all the Members of the Working Group.

**3. TO APPROVE AS CORRECT THE RECORD OF THE FINANCE AND PERFORMANCE WORKING GROUP MEETING ON 18<sup>TH</sup> FEBRUARY 2015**

The notes of the Finance and Performance Working Group meeting held on 18<sup>th</sup> February 2015 were approved as a correct record of the meeting.

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

There were no declarations of interest.

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

There were no announcements.

**6. TO APPROVE THE WORKING GROUP'S TERMS OF REFERENCE**

The Terms of Reference were approved by the Working Group.

The Working Group discussed the combination of the finance and performance elements being scrutinised together under the same

working group and whether this was effective. The Members discussed the reasons for this combined review and the pros and cons and agreed to leave the Working Group as it stood for approximately six months and review it again once the new Members had experienced the existing process.

**4. COMPLAINTS AND COMPLIMENTS MONITORING REPORT  
1<sup>ST</sup> JANUARY 2015 TO 31<sup>ST</sup> MARCH 2015 INCORPORATING  
ANNUAL FIGURES**

The Customer Services Manager presented the report Complaints and Compliments Monitoring Report 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 Incorporating Annual Figures.

The Working Group noted the figures for the quarter which were detailed in the report. The Council had recently procured a new Covalent system which meant that the individual departments were now responsible for recording and updating their own complaints on the system.

It was also noted that the primary role of the Customer Services Manager was to investigate the cause and nature of complaints received by the Council.

There had been some changes to the complaints structure, there had previously been three stages for complaints, this had been reduced to two and the Council now had 21 days to respond to complaints, which was considered to be best practice and in line with other authorities and the Local Government Ombudsman. In addition there was a new definition of a “complaint” which had been agreed by full Council in February 2015.

The Members noted the complaints figures for the quarter, along with the annual figures.

The report detailed a breakdown of the figures for the Working Group.

The appendices to the report illustrated how the new Covalent system could produce the data and a breakdown of the figures for individual departments.

The Working Group reviewed and noted the breakdown of the Ombudsman complaints figures for the reporting year.

**5. ANALYSIS OF REQUESTS MADE UNDER THE FREEDOM OF INFORMATION ACT 2014/15**

The Customer Services Manager presented the report of the Analysis of Requests made under the Freedom of Information Act 2014/15.

The Working Group noted the figures in the report for the year 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 and how they compared to the previous year.

Freedom of Information (FOI) requests now fell within the role and responsibility of the Monitoring Officer in the Legal department.

The Working Group noted that overdue responses were being monitored.

The highest number of FOI requests were received by Business Services and the majority of these related to software contracts. A data share and contracts register had been set up which released as much information as possible into the public domain to therefore to reduce the number of FOI requests in this department.

**6. REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES AND KEY PROJECTS FOR 201/15**

The Director of Corporate Resources presented the report on the Council's Finance and Performance, District Plan Priorities and Key Projects for 2014/15.

This report detailed the finance and performance figures for the year end. An underspend was reported, which would contribute to the general reserves. There was a low variance on the previous year and the variances were detailed in the report. The Working Group noted that more work would be undertaken to forecast the figures in order to try and avoid the major items of variance.

Members raised some concerns; these included the officer time involved in planning appeals and the cost.

The Working Group discussed implementing a system to prevent appeals escalating to the high court and avoiding the enormous costs involved, similar to other councils. The Working Group felt strongly about this and made the following recommendation to the Scrutiny and Overview Committee:

The Working Group asked that the Scrutiny and Overview Committee ask Cabinet to determine and confirm the process relating to the planning appeal process, with a view to implementing an element or trigger that high court appeal decisions should go to Cabinet first for a "sign-off".

Members suggested that a Working Group be established to help understand and confirm the process of planning appeal cases.

The Director of Corporate Resources talked the Working Group through the Budget and Key Performance Indicators.

The Working Group was pleased to see an increase in the attendance figures for The Capitol and Horsham Museum.

The Working Group noted that parking was a high income area for the Council; however officers were anticipating a loss with the opening of the new John Lewis and Waitrose stores with their own car park, the impact of this would be monitored closely.

Members also discussed the car parks in the rural villages within the District and whether charges should be implemented, the Group was concerned that this could be detrimental to the villages The Working Group suggested that the cost of these car parks could be transferred to the parish councils, with an increase in their precepts, in order to maintain free of charge parking in the villages and parishes. Therefore the Working Group wished to raise this for the attention of the Cabinet Member.

The Working Group noted SLT Tracked Projects List which provided an update on the progress of the Council's major projects.

**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.

The meeting ended at 7.28 p.m. having commenced at 5.30 p.m.

CHAIRMAN

# Report to Finance & Performance Working Group

26 August 2015

By David Plank Customer Services Manager

## INFORMATION REPORT



**Horsham  
District  
Council**

Not exempt

### **Complaints & Compliments Monitoring Report for Horsham District Council 1 April 2015 to 30 June 2015**

#### **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 and Feedback Officer for the period 1 April 2015 to 30 June 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 April 2015 to 30 June 2015 the Complaints and Feedback Officer was notified of 109 complaints, with a further 4 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 79.

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.

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.

In July 2015 the Council appointed Hayley Aitchison to the role of Complaints and Feedback officer on a part-time basis to administrate and monitor corporate complaints, lead root-cause analysis of issues and make recommendations for service improvement.

## **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.

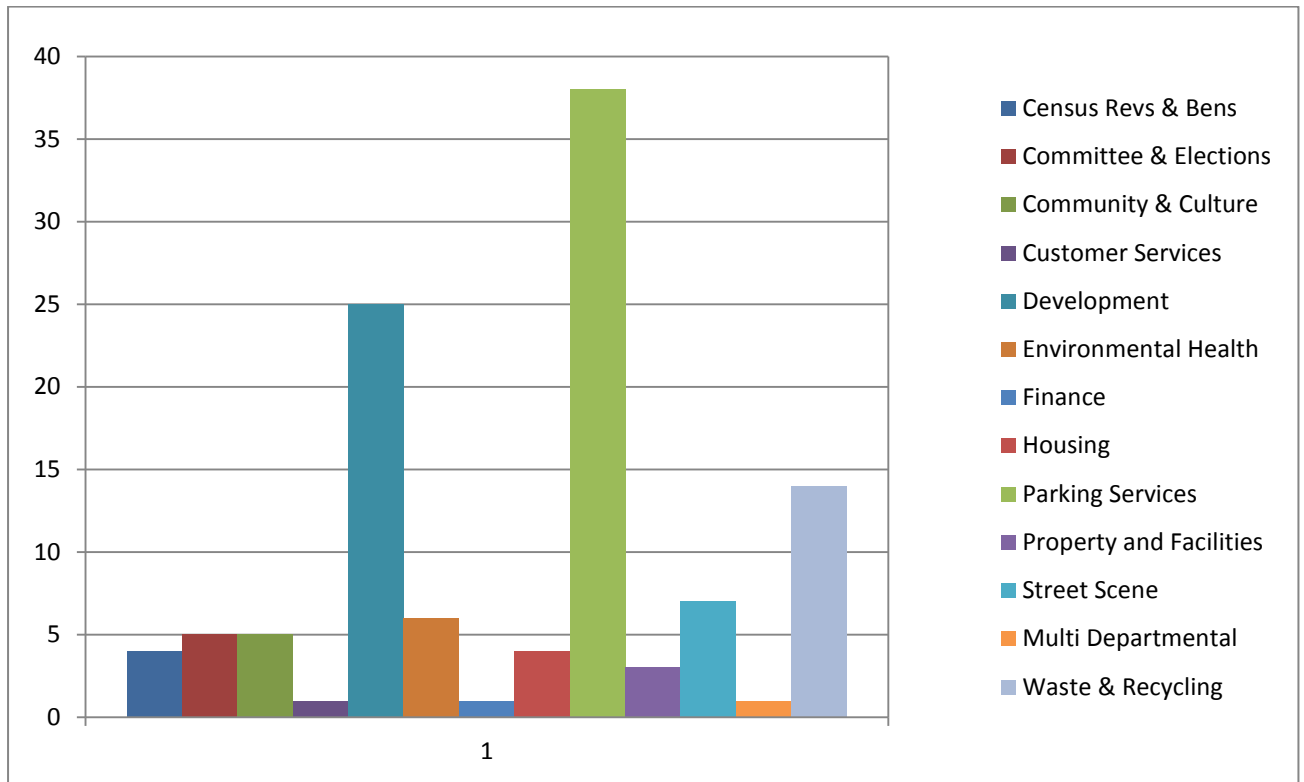
### **3 Details**

#### **Complaints notified to the Complaints and Feedback Officer 1 January to 31 March 2015**

- 3.1 The number of complaints notified to the Complaints and Feedback Officer for the period 1 April 2015 to 30 June 2015 is 109 complaints plus 4 Revenues & Benefits Service telephone system. A further 79 were received by the Leisure centres.
- 3.2 It should be noted that front line Council services such as parking, 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 April 2015 to 30 June 2015.



*(NB: Analysis suggests that the majority of complaints received for Parking Services are related to issues at Piries Place. Parking services suggest these issues have started to decline and that teething issues are expected whenever new arrangements are installed in car parks, similar to those seen at the Forum and Swan Walk)*

3.4 Compliments received for the period 1 April 2015 to 30 June 2015.

<b>Department</b>	<b>Compliments Received 1 April 2015 to 30 June 2015</b>
Committee and Elections	2
Economic Development	1
Community and Culture	1
Parking Services	1
Leisure Centres	54
<b>TOTAL</b>	<b>59</b>

3.5 **Local Government Ombudsman Complaints**

In July 2015, the Council received the LGO's Annual Review letter, which provides annual statistics for the period of 01 April 2014 to 31 March 2015.

3.6 The Annual Review letter states that between 2014 and 2015, the LGO received 20 complaints about Horsham District Council which is exactly the same number as that reported for 2014/2015.

The LGO noted in their Annual Review letter that they recognise that the total number of complaints will not, by itself, give a clear picture of how well complaints are being responded to. They intend that over the coming year they will be gathering more comprehensive information about the way complaints are being remedied so that in the future Horsham District Council will receive more detail on the outcomes of the complaints.

3.7 For the year ending 31 March 2015, twenty complaints and enquiries were made to the LGO. The LGO considered the complaints and enquiries, of which:

- Three related to Benefits and Tax
- Two related to Corporate and other services
- One related to Environmental services and public protection
- Two related to Housing
- Twelve related to planning.

3.8 The LGO also reported that upon concluding investigations:

- Two complaints were upheld
- Two complaints were not upheld

- Seven were closed after initial enquiries
- Ten were referred back for local resolution.

3.9 The LGO reviewed twenty-one complaints. It is possible that one of these complaints was made in the reporting year 2013/14 but determined in the reporting year 2014/15.

3.10 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.

3.11 In both cases where the LGO upheld the complaint, it was decided that the Council was required to apologise to the customer for delays in handling the matter that the LGO considered were avoidable. No further action was required.

## **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.

## **Report to Finance and Performance Working Group**

Date of meeting 26<sup>th</sup> August 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 QUARTER 1 2015/16**

### **Executive Summary**

Financial performance is on target for the first quarter of 2015/16. Although we are projecting a small overspend of £88k it is likely that the overspend will be recovered during the course of the year.

The majority of the key performance indicators are on target. There has been an improvement (i.e. reduction) in the number of households in temporary accommodation over the last quarter and the number of interventions required to prevent homelessness have reduced. Car parking income is closely monitored to ascertain the impact of the John Lewis/Waitrose development on car park income. Waste recycling performance for the quarter was at 47.59% against a target of 50%.

During the last quarter of the year we completed our move into Parkside. The move was successfully delivered on time and within budget. The new working practices in an open plan environment, minimising paper and working in a flexible manner has been successful and offers a sound platform for further enhancements to service provision through improved use of technology.

### **Recommendations**

It is recommended that Members note the contents of this report.

### **Reasons for Recommendations**

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

**Consultation:** SLT

**Wards affected:** All

**Contact:** Gillian Bloomfield ext. 5450

#### **Background Papers:**

Appendix A(i): Monitoring of Budget and Key Performance Indicators Report, Qtr 1, 2015/16

Appendix A(ii): Q1 Revenue Summary

Appendix A(iii): Capital Budget Monitoring P1-3

Appendix A(iv): Summary of Key Income areas P1-3

Appendix B: SLT Tracked Projects List: Summary Report

Appendix C: Qtr 1 2015/16 District Plan Priorities monitoring (Year 5)

Appendix D: Office Move Project Update

## 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. The Working Group reviews progress in meeting the District Plan priorities, financial performance and key performance indicators and progress reporting for major projects.

### 2. FINANCIAL MONITORING AND KEY PERFORMANCE INDICATORS FOR QUARTER 1, 2015/16

2.1. Key Financial and Performance data for Quarter 1, 2015/16 are provided for discussion at this meeting at Appendix A. Appendix A(ii) shows expenditure and income against annual current budget and Appendix A(iv) includes details of the performance of key income areas.

#### Financial Performance

2.2 The first quarter financial projections are largely in line with forecast budgets. At this early stage in the financial year we are projecting a small overspend of £88k largely resulting from additional work undertaken in development management to clear the back log of planning applications. Our key income areas are performing well although we remain concerned about the impact of the new parking at John Lewis/Waitrose will have on our parking income. Gross expenditure represents 25% of the annual budget and gross income 34%. The income figures include external monies received to fund 2015/16 activities and income invoiced in advance, for example green waste and trade refuse charges and rents. Overall the staffing costs (excluding CenSuS) are within 0.5% of the Q1 target.

2.3 The cumulative spend since the start of the Business Transformation programme as at 30/6/15 is shown on the table below.

Project	Cumulative expenditure to 30/6/15
	£
Terms and Conditions	119,491
Hay Pay & Grading and Management Restructure	68,596
Customer Contact Project	37,576
Commissioning Project	1,725
EDRMS Project	116,524
<b>Total</b>	<b>343,912</b>
Available Funding	500,000
<b>Balance</b>	<b>156,088</b>

2.4 A detailed update on the costs associated with the Office Move is included in Appendix D. The projected final costs of the move are within budget and the completion date for the sale is the 1<sup>st</sup> of October.

2.5 At £0.9m the first quarter spend is a very small proportion of the full year planned capital programme (£24m). The major projects are due to commence later in the year including: Saxon Weald loan (£7m), Broadbridge Heath Leisure Centre (£1.1m), Housing Enabling Grants (£2.7m), Hop Oast Depot (£3.5m), Vehicle replacement (£1.4m) and Bishopric Temporary Accommodation (£2.9m). The Saxon Weald Loan expenditure is dependent on a specific development by the housing association for which planning approval is still needed after the first application was turned down. The Broadbridge Heath Leisure centre budget is for the construction of a replacement or remodelled centre and will be updated later this year following a report to Council. The budget for the whole project is split over more than one year.

### **3 Performance Measures**

3.1 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.

3.2 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. There are a number of revisions to the key basket of indicators within this report.

3.3 An analysis of performance demonstrates that 70% of indicators met or exceeded targets set; 23% were close to target, and 7% fell outside of the target range.

3.4 Areas where targets have not been met include speed of processing new Council Tax Benefit claims. Performance is below the 18 day target at 20 days, but residents are not adversely affected as there is no immediate consequence of a delayed CT award as any CT collection/enforcement action is suspended pending a decision. Staff turnover at 3.99% is above the target of 2.5% for the quarter, which was anticipated with a more buoyant job market; an update will be given to the next Personnel Committee.

3.5 Positive improvement over the previous quarter was seen for planning appeals allowed at 32.5%, but it is still over the 30% target. This continues to be an area of concern and a further performance measure is being reported on to identify the number of planning appeals cost awards. Significant improvement is also shown against processing speeds of both major (81.25%) and minor (84.48%) planning applications.

3.6 Other performance measures with positive outcomes include: the number in temporary accommodation and in Bed and Breakfast accommodation have both dropped over the previous quarter; the percentage of FOI requests responded to within 20 days is on target at 85%; attendances at the Capitol and the Museum were well above target; staff sickness was below 8 days.

## **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 1 is attached at Appendix B.

## **5 MONITORING OF DISTRICT PLAN PRIORITIES 2011-15**

5.1 The District Plan Priorities monitoring report for Quarter 1 2015/16 is appended to this report. This reports progress against an interim District Plan which covers the period up to the end of the year. Work is being undertaken with the Cabinet, SLT and Service Managers to determine the District priorities for 2016 and beyond, with adoption of the new plan anticipated at the end of 2015.

5.2 Priorities where there has been significant progress over the last quarter include the opening of the John Lewis/Waitrose store in Horsham; the completion of the relocation of HDC's offices to Parkside, aided by the acceleration of the EDRMS (Electronic Document Retention and Management System) programme and improvements delivered to Southwater Country Park.

## **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 2015/16.

## **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

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>no</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>Managing finance and performance will help identify areas where the Council can provide better crime and disorder reduction initiatives</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>Managing finance and performance will help identify areas where the Council can promote Human rights initiatives</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>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.</p> <p>No Equality Impact Assessment (EIAs) required at this level (EIAs will be carried out at more strategic opportunit</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Performance against sustainability issues are reviewed regularly through Performance Management Working Group</p>

### Statutory and Policy Background

<p>Statutory Background</p>	<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>
<p>Relevant Government policy</p>	<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.
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# Combined Finance and Performance Summary 2015/16, Quarter 1 - App A(i)

Index - These are the main areas of Service Delivery (not all)

## Corporate Overview:

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## Chief Executive

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## Director of Planning, Economic Development & Property

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## Director of Corporate Resources

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Waste and Recycling	P38

## Corporate Overview: Headline Financial Summary

	Actual £000's	% of Annual Budget	Forecast (Under)/Over spend £000's	Net spend Qtr 1 2015/16 £000s
<b>Net Revenue Spend</b>	<b>1,688</b>	<b>14%</b>	<b>88</b>	<b>1788</b>
<b>Capital Budget</b>	<b>923</b>	<b>4%</b>	<b>0</b>	<b>n/a</b>

### Revenue:

Gross expenditure represents 25% of the annual budget and gross income 34%. The income figures include external monies received to fund 2015/16 activities and income invoiced in advance, for example green waste and trade refuse charges and rents. So forecasts are largely on budget. The projected overspend reflects the additional work being completed by Development Management to clear the historical work.

The Revenue budget for 2015/16 has been increased from the original approved budget by £1.006m. Of this figure £0.914m reflects the carry forward of 2014/15 budgets where the work has been delayed and remaining increase represents supplementary estimate with the main item being staffing growth in Development Management.

### Capital Budget:

At £0.9m the first quarter spend is a very small proportion of the full year planned capital programme (£24m). The major projects are due to commence later in the year. The Capital programme budget for 2015/16 totals £24.7m. This figure includes unspent budgets carried forward from 2014/15 of £7m.

## Corporate Overview: Headline Performance Summary



**70% On target**



**23% Close to target**



**7% Outside target range**

### **Key performance indicators:**

Areas where targets have not been met include speed of processing new Council Tax Support Scheme claims. Performance is below the 18 day target at 20 days, but residents are not adversely affected as there is no immediate consequence of a delayed CT award as any CT collection/enforcement action is suspended pending a decision. Staff turnover at 3.99% is above the target of 2.5% for the quarter, which was anticipated with a more buoyant job market. Positive improvement over the previous quarter was seen for planning appeals allowed at 32.5%, but it is still over the 30% target. This continues to be an area of concern and a further performance measure is being reported on to identify the number of planning appeals cost awards. Significant improvement is also shown against processing speeds of both major (81.25%) and minor (84.48%) planning applications.

Other performance measures with positive outcomes include: the number in temporary accommodation and in Bed and Breakfast accommodation have both dropped over the previous quarter; the percentage of FOI requests responded to within 20 days is on target at 85%; attendances at the Capitol and the Museum were well above target; staff sickness was below 8 days.

## Directorate: Chief Executive

### Service Area: Communications

#### Overview:


A slightly underspent for the period as Horsham District News is not due for distribution until August.  
A new Digital Communications and Social Media Officer will commence in August.

#### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
79	19%	(1)	2%	78	82	5

(xxx) denotes underspend or income

#### Performance Indicators:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
CC05	No of followers of @HorshamDC Twitter feed (not including feeds for The Capitol, Piazza Italia, etc)	New measure	3,493	3,472		Cabinet Member: Cllr Dawe

# Director of Planning, Economic Development and Property

## Service Area: Building Control

### Overview:

This quarter has seen an upturn in application numbers and fee income remains strong. Market share continues to be high despite challenging conditions and reduced staff capacity.


New ways of working have been introduced to improve task monitoring and reduce paper processes.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
200	25%	(77)	9%	123	52	(19)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
BC03	Building Control Fee Income Received	£127,485	£145,845	132,447		Volumetric Cabinet Member: Cllr Vickers

## Service Area: Economic Development

### Overview:

The Events programme is underway and work continues with consultants towards raising further sponsorship for the 10<sup>th</sup> Piazza Italia at Easter 2016. Easter falls early and the costs will fall to the current financial year and it is reflected in the forecast end year outturn.

A new initiative, WISH, Work Information Support Hub, a pilot job club initiative, at Billingshurst has launched. This is a funded project from DWP and Think Family.

### Budget:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
151	28%	(39)	36%	111	89	5



## Service Area: Development Management

### Overview:

Processing of 'other' and 'minor' applications are over target at 81% and 85% respectively.

The percentage of major applications determined within target has increased significantly to 81% from the previous quarter. This is due to an increase in permanent staffing levels within the department together with the use of external consultants who are working with us to process a number of our major planning applications.

There has been a significant focus on the processing of the major applications and clearing the backlog of older applications which is clear has been taking place in the performance figures for Q1.

The key government indicator – 'percentage of all major applications allowed at appeal within the assessment period' at formal reporting in October for period 01.01.13 – 31.12.14 is forecast at 4.17%, well within the Local Government Designation Threshold of 20%.

The department income is above target for both Development management and Land Charges, this is reflected in the high volume of work that is being processed within the teams.







It is however noted that there has been a forecast over spend over the year for the use of consultants to assist with the processing of major planning applications and appeals. This is a temporary measure, and will be stopped by the end of December 2015 once the department is up to full staffing levels as part of the restructure which was implemented at the beginning of May 2015.




### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
575	21%	(302)	27%	273	164	120

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
DM07	Planning appeals - number of cost awards	New measure	2			 Cabinet Member: Cllr Vickers
DM09	Percentage of planning appeals allowed	45.46%	32.5%	30%		 <b>Low is good</b> Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	78.51%	84.48%	65%		 Cabinet Member: Cllr Vickers
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	86.86%	81.23%	80%		 Cabinet Member: Cllr Vickers
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	66.67%	81.25%	80%		 Cabinet Member: Cllr Vickers
DM20	Number of major planning applications determined subject to voluntary extension	16	9			 Volumetric Cabinet Member: Cllr Vickers
DM21b	% of all major applications allowed at appeal within the assessment period (1.1.13 – 31.12.14) reported October		Projected to be around 4.17%	< 20%		

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
	2015					
DM22	Planning appeals – adverse costs awarded £	£347,619	£46,881			Volumetric-This includes costs incurred by HDC and costs awarded for both appeals in progress and appeals allowed.  Cabinet Member: Cllr Vickers
FS01	Planning: Fee income	£1,220,877	£270,987	£260,996		Cumulative  Cabinet Member: Cllr Vickers
FS02	Local Land Charges: Fee income	£264,604	£67,290	£54,978		Cumulative Cabinet Member: Cllr Vickers

## Service Area: Property and Facilities

### Overview:

Two major projects have been approved and are being progressed; these are Hop Oast, which is programmed to commence on site in the spring of 2016 and the construction of 17 flats in Bishopric which is due to exchange in the next few weeks with a start on site in autumn 2015.

A number of large maintenance projects have been procured, including replacement of the lifts at Piries Place and the Forum car parks and replacement of the lighting at Piries Place and Swan Walk and due to start in Autumn.



Cabinet approval has been given for the allocation of £5m for the expansion of the investment portfolio. This will be taken to Council for approval in September 2015.

### Finance:

	Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
<b>Totals</b>	<b>506</b>	<b>23%</b>	<b>(1205)</b>	<b>42%</b>	<b>(701)</b>	<b>(653)</b>	<b>(13)</b>
PROP & FACILITIES - ADMINISTRATION	213	28%	(0)	7%	213	188	
PROP & FACILITIES - INVESTMENT PROPERTIES	71	11%	(1,179)	41%	(1,108)	(1,102)	(1)
PROP & FACILITIES - OPERATIONAL PROPERTIES	222	29%	(26)	89%	196	261	(12)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.66%	99.7%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	Not directly comparable	£1,122,411	£1,048,041		Cabinet Member: Cllr Donnelly
VE10	Commercial property return on investment	measured annually				Cabinet Member: Cllr Donnelly

## Service Area: Strategic Planning

### Overview:

A small staffing cost overspend is forecast - Temporary replacement in place for one of two vacant posts.

HDPF Examination hearings were held in November 2014. The Inspector's Initial Findings were received in December 2014, which supported overall strategy but requires additional housing from 750 to 800 dwellings pa. Additional evidence base work was undertaken to support the proposed Main Modifications to the plan in respect of housing and employment. Consultation was held on the proposed Main Modifications between March – May 2015 and a further Hearing session was held on 3 July 2015.

Neighbourhood plan progress: Two Neighbourhood Plans (Nuthurst and Henfield) have now received their Inspector's reports and will be progressing to referendum over the summer. In total 17 Neighbourhood Plan Areas have now been designated covering over 60% of the District.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
183	25%	(14)	25%	169	163	23

(xxx) denotes underspend or income

## Director of Corporate Resources

### Service Area: Business Services/ICT

#### Overview:

No unexpected expenditure identified in this quarter. Within budget and profile spend.


The variation in web based payments over the period is as a result of Green waste renewal collection payments being taken in February/March.

#### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
273	23%	(8)	17%	265	311	

(xxx) denotes underspend or income

#### Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments	14,098	7,001			Cabinet Member: Cllr Dawe

## Service Area: Census ICT

### Overview:

The budget is on target.

Overall Census achieved SLA compliance for call resolution, although there was a drop against previous months as a result of the increase in incidents reported at Worthing coinciding with the rollout of Google Mail across the business, and at Horsham the Big Move necessitated a significant staff resource to deliver.

At Horsham the team has reduced the number of outstanding calls by over 50%.

Customer satisfaction surveys have commenced & the response rate is around 30%, with a satisfaction rating, for June, at 88% for CenSus and 82% at Horsham.



### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
846	28%	(664)	30%	181	211	

(xxx) denotes underspend or income



## Performance Indicators:

	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
CenSus overall	% of Service Desk calls resolved within agreed Partnership Service Level Agreement timescales		85%	85%		<b>Not Key Indicator- not included in summary page totals</b>
Horsham Council	% of Service Desk calls resolved within agreed Partnership Service Level Agreement timescales		80%	85%		

## Service Area: Census Revs and Bens (exc. Housing Benefit Payments)

### Overview:

Performance for Council Tax Support and Housing Benefit.






Council Tax Support (CTS) new claims are the only PIs off target. Since the introduction of CTS and the separation of Housing Benefit (HB) claims and CTS claims targets and performance we have kept the targets the same. However, it is clear that CTS claims consistently take longer to process than HB claims. This is because many HB claims have sufficient information from the Department of Works and Pensions (DWP) at the outset to be resolved speedily. A significant proportion of CTS claims are for CTS only (with no claim to HB) resulting in all required information having to be obtained from the customer. Experience over the past couple of years shows that we do not always receive a swift response to these requests for information. This is, in part, due to the fact that unlike a delayed HB claim where rent payment may be at risk, there is no immediate consequence of a delayed CTS award as any CT collection/enforcement action is suspended pending the decision on the award of CTS.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
327	27%	(235)	30%	92	(486)	

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
R05	% of Council Tax collected in year	98.64%	29.97%	30.00%		Cabinet Member: Cllr Donnelly
R09a	HB -Speed of processing - new HB claims	18.04	Year to date (YTD) 17.66	18		Cabinet Member: Cllr Donnelly
R09b	CTB - Speed of processing - new CTB claims	20.08	YTD 20.39	18		Cabinet Member: Cllr Donnelly
R10a	HB - Speed of processing - changes of circumstances for HB claims	6	YTD 9.66	12		Cabinet Member: Cllr Donnelly
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	13	YTD 10.66	12		Cabinet Member: Cllr Donnelly

## Service Area: Commissioning and Performance

### Overview:

A commissioning framework has been agreed and will be published on the Council Intranet. In addition a commissioning programme has been developed with the SLT which has identified Key Projects and Minor Projects within various Service Areas are being progressed.

Expenditure is running within budget.

A Project Manager has been appointed who will work under the budget of a number of key development projects within the District

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
75	24%	16	N/A	91	44	

(xxx) denotes underspend or income

## Service Area: Human Resources

### Overview:

Budget spend to date is on target and forecast is to break even.

Turnover at 3.99% is lower than in Q1 last year (5.53%), but is still well above the pro-rata target for the quarter. With job markets being more buoyant, it is likely that turnover pressures will continue. Further details will be provided to Personnel Committee.



The long term sickness absence trend continues to be stable just below the 8 days target. Improved monitoring and managing of absences has been introduced and a gradual fall of figures is within expectation.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
120	23%	2	(9%)	122	151	0

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
PS05	Percentage Staff turnover	2.73%	3.99%	2.5%		Personnel Committee
PS11c	Total sickness (excluding leavers sickness) days per fte	7.98	7.95	8		Short term sickness at 1.65 days Personnel Committee

## Service Area: Finance

### Overview:

Financial indicators relating to individual departments, e.g. parking income are included within the relevant service areas.

91% of invoices were paid on time, just below target. Service heads are notified of the breakdown for their department and urged to take action to improve performance. 70% of invoices from small businesses were paid within 10 days in Quarter 1, just below target.

The small forecast overspend for the Finance department predominantly reflects additional credit card commission costs.




The gross spend within Corporate Finance is distorted by the annual insurance premium cost of £499k. Of this amount £258k is transferred to departmental budget codes in period 4 leaving an over spend of £16K within Corporate Finance.

### Finance:

	Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
FINANCE DEPARTMENT	240	27%	(2)	18%	238	219	7
CORPORATE FINANCE	361	96%	(60)	28%	450	691	0

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
FS07	% of invoices paid on time	93.27%	91.49%	96.00%		
FS07a	% of invoices paid within 10 days	72.53%	69.99%	75%		
FS13	Business Rates: Rateable Value	£100,439,490	£100,887,065			



## Service Area: Legal and Democratic

### Overview

High profile workload over the Quarter with the Elections in May and the induction of new Councillors, preparation of the lease for Parkside, Sale of existing Offices against a background of dramatic change both the office move and new ways of working.

There has been a turnover of staff and the use of temporary staff to cover sickness and vacant posts. This will continue until a restructure of Legal is implemented towards the end of 2015.



Over the quarter the Service has taken on responsibility for the management of Freedom of Information (FOI) and Data Protection (DPA). The number of FOI requests received in Q1 was 143. At the end of Q1 85% of FOI requests were completed within 20 days; this is on target.

### Finance

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
369	26%	(27)	42%	342	346	

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
PP08	Number of FOI requests received	185	143			Cabinet Member: Cllr Dawe
PP09	% of FOI requests responded to within 20 days	75%	85%	85%		Cabinet Member: Cllr Dawe

## Directorate: Community Services

### Service Area: Community and Culture

#### Overview:

At the end of quarter 1 we are forecasting a £12k end of year overspend against the original 2015/16 budget. This forecast overspend is due to some additional staffing costs less increases in income identified at the Capitol Theatre, reduction in rental income, and savings following a staff restructure.

#### **Performance**

Key performance indicators illustrate that attendance is above target for all indicators except for swimming. This is a reflection of pool closures while remedial works have been undertaken, but the swimming figure also distorts the overall sports centre performance, within which swimming attendance is a component part. If the swimming figures are factored out then sports centre attendance is above target. Horsham District has been bucking the national decline trend and we expect these attendance figures to recover as all works are completed.

Attendances at the Capitol and Museum continue to exceed target and build on record attendance performances in 2013/14 and 2014/15. Net income from live productions at the Capitol at the end of Q1 is £104k. Although this includes significant takings against future performances which are yet to be paid for, this figure is £46k better than the end of Q1 performance as averaged over the last 5 years.





#### Finance:

	Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
Totals	1490	24%	-914	28%	551	241	12

Management	24	15%	0	0%	24	23	(26)
Comm Development	347	28%	(223)	35%	124	67	-
Community Safety	103	25%	(27)	13%	76	37	
Museums	66	26%	(10)	32%	56	61	2
Capitol	380	24%	(412)	33%	(32)	(2)	20
Leisure Services	214	20%	(160)	22%	54	(82)	19
Parks & Countryside	352	24%	(83)	25%	269	119	(3)
Comm Planning	4	0%	0	0%	4	18	

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
CD19	Total hours of voluntary support for Community & Culture Services	measured annually				Cabinet Member: Cllr Rowbottom
LS01a	Attendance at Sports Centres	255,931	264,633	278,500		Overall figures distorted by reduction in swimming attendances during remedial works  Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	92,898	105,552	131,000		Steyping closed for maintenance  Cabinet Member: Cllr Chowen
LS03	Attendance at The Capitol	63,720	59,110	47,499		Cabinet Member: Cllr Chowen
LS05	Attendance at Horsham Museum and Visitor Information Centre	16,237	18,990	16,800		Cabinet Member: Cllr Chowen

## Service Area: Customer Services

### Overview:

For the period 1 April to 30 June 2015 the Complaints & Information Officer was notified of 109 complaints.

See separate Complaints & Compliments Monitoring Report on the Agenda. Complaints about the services provided at the Council's leisure centres are reported separately to the as part of the management of the leisure services contract.



In the 13 months since the call centre opened over 150,000 switchboard calls and 50,000 Waste Services calls have been handled. The Service level averages 97% of contacts answered within 20 seconds against a target of at least 80% answered in 20 seconds. 'Abandoned call' rates average under the target, of less than 5%, in the same period.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
90	24%	0	0%	90	76	0

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
CS01	Contact Centre: % of incoming calls answered within 20 seconds	94.5%	98.2%	80%		Cabinet Member: Cllr Dawe
CS04	% of valid complaint decisions upheld by the LGO over the year	Measured annually				Cabinet Member:
PP10	Number of complaints received	403	109			Q4 is cumulative figure Cabinet Member: Cllr Dawe

## Service Area: Environmental Health

### Overview:

Following the two successful training courses last year on the new requirements for food businesses to list allergens in their food, by demand we ran a third course which was well received.

A bid for funding to support the potential integration of ultra-low emission vehicles (ULEV) into our smaller vehicle fleet under the ULEV Readiness Project was successful. We had our first meeting with The Energy Saving Trust (EST) to identify how many vehicles in the fleets could be replaced with ULEVs. The meeting was positive and should the recommendations of the EST be accepted by the Office for Low Emission Vehicles (OLEV) they can provide up to a 75% contribution towards the lease costs of the recommended ULEVs for a period of 24 months to allow organisations the opportunity to experience the operational reality of ULEVs.

The new five year contract for our stray dog collection and kennelling service commenced on 1<sup>st</sup> April 2015.

We have undertaken our first round of our private water supplies sampling programme.

We have signed our second Primary Authority Partnership Agreement.

Horsham District Council won the Better Regulation Delivery Office (BRDO) Primary Authority of the Year Award 2015.

The Primary Authority scheme is a statutory scheme run by the BRDO. It enables businesses to form a partnership with a single Local Authority which then provides advice for all other Councils to take into account when carrying out food safety visits or dealing with complaints of non-compliance.

The Environmental Health Department at Horsham were one of the first Councils in the country to be chosen to partner a Trade Association as part of the Government's extension to the Primary Authority initiative to include hundreds of small businesses throughout the UK.

Horsham District Council and the National Federation of Meat and Food Traders are considered:  
"An excellent example of co-ordinated partnership supporting small businesses to compliance"



## Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
261	24%	(107)	34%	154	149	(5)

(xxx) denotes underspend or income

## Service Area: Housing

### Overview:

Households in B&B accommodation have remained at a reduced level across quarter 1. The number of privately rented properties managed by the Lettings team remains consistent at approximately 36 properties. The challenge continues to be managing possible homelessness when landlords look to sell privately rented accommodation. The overriding positive of the service continues to be that no household has required emergency accommodation as a result of their landlord leaving the scheme. They have all been successfully rehoused within the scheme or housed through a direct let with a Registered Provider.

The number of homeless preventions has dropped in quarter one. Quarter one is usually a quieter period when compared to Q2 or Q3 but 2015 Q1 has seen a reduction in demand when compared to the same period in previous years. This reduction in demand was one of the factors considered when the decision was made to delete a Housing Officer post.

The online housing application process has been in place throughout Q1 and has dealt with 85 applications that would otherwise have come through the drop in sessions.

At 1 July 2015 there were 501 households on the waiting list.





The Council has approved acquisition of 17 new build short stay temporary accommodation units in the Bishopric, Horsham. This will reduce the need for households to be placed in B&B.


## Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
281	21%	(304)	29%	(23)	40	16

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
HS09	Housing: No. of Tenancy Deposit loans issued	8	7			Volumetric Cabinet Member: Cllr Circus
HS17	No of Homelessness Preventions	41	25			Cabinet Member: Cllr Circus
HS18	No of households in temporary accommodation	80	73			The Quarterly figure is shown as the average of 3 months. The monthly figure is the snapshot. Cabinet Member: Cllr Circus
HS19	Of which no of households in B & B	15	14			The Quarterly figure is shown as the average of 3

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
	accommodation					months. Cabinet Member: Cllr Circus
HS21	No of households on the Housing Waiting list	508	501			5% increase over same period last year Cabinet Member: Cllr Circus
NI 155	Number of affordable homes delivered (gross)	Measured annually				Cabinet Member: Cllr Vickers

## Service Area: Parking Service

### Overview:

Income is 5 % up on the target. Ticket sales are up 2% on target in Q1.

John Lewis opened 18<sup>th</sup> June 2015 which may impact on usage and income, we have profiled targets to include an impact but won't know full effects for a few months.

The new ANPR equipment all fitted within all three of our multi storey car parks, Swan Walk and Forum has settled in well, some amendments are still being made with our contractors on Piries Place CP to improve the reliability of the equipment, we are also reviewing the number of machines within Piries Place.

Gross Spend is weighted higher in quarter one due to our Business Rates for each car park going out in Q1.

Enforcement Performance:

464 Enforcement hours

1623 Penalty Charge Notices issued (PCN)




246 Cancelled of PCN's (15%)

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
562	34%	(980)	26%	(418)	(352)	

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
FS09	Parking: Total Income	£3,299,395	£880,285	£838,283		Cumulative Cabinet Member: Cllr Lindsay
TS02	Parking: Total paid car park users	364,573	381,635	373,500		Data provided one month in arrears Cabinet Member: Cllr Lindsay
TS05	Parking - Capacity (% full)	New measure	61%	60%		Cabinet Member: Cllr Lindsay

## Service Area: Street Scene and Fleet

### Overview:

**Budget** – Underspend of £50k projected over the year as fuel costs are less than expected (down by £36k against budget) - fuel prices remain low with no likely increase next year.

**Staffing** – salaries are slightly overspent in Street Scene Cleansing to cover sickness and a managerial post vacancy.

**Performance:** The transfer of clinical waste is still awaiting transfer under the WSCC contract. Fleet maintenance is performing well however we continue to suffer with damage to 12t vehicles however we are reviewing the service delivery model to mitigate accordingly- Fuel is down, which is good, some impact from reducing operational fleet deployment thus making savings on fuel used. Fleet Planned Maintenance has slightly overspent which will be reviewed closely.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
679	23%	(37)	26%	643	616	(45)

(xxx) denotes underspend or income

## Service Area: Waste and Recycling

### Overview:

Four key indicators have been identified for this year covering recycling percentages; number of garden waste customers; trade waste customers and missed collections.

The Quarter 1 recycling/composting figures sit at around 45% similar to figures reported over the previous year and still remains the highest % recycling rate in West Sussex. Targets are currently under review with alternatives being considered to boost recycling percentages and we have an initiative starting shortly that targets contaminated recycling with the aim of reducing residential contamination therefore reducing load rejection rates.

Nationally waste and recycling performance has stagnated and districts across West Sussex have seen a reduction in tonnages collected. This is due to reductions in core materials such as newspapers and lighter product packaging; there has also been an increase in non-recyclable waste collected.

Green waste income is £946k with over 30,000 householders now signed up for this service which compares well with other authorities in terms of participation.





### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q1 2014/15 (£000's)	Forecast over/(under) net spend (£000)
759	22%	(1,825)	58%	(1,066)	(918)	(38)

(xxx) denotes underspend or income



## Performance:

Code	Short Name	Q4 2014/15	Q1 2015/16			Notes
		Value	Value	Target	Status	
OP14	Acornplus recycling rate % (Tonnage) [2020 European Target is 50%]	38.89%	47.59%	50% European target for 2020		High is good. Cabinet Member: Cllr Cornell
OP15	Number of garden waste customers (households)	30,868	30,647	28,500		High is good. Cabinet Member: Cllr Cornell
OP16	Number of trade waste customers	1,093	1,103	-		Cabinet Member: Cllr Cornell
OP17	Number of refuse, recycling and garden waste collections reported as missed	788	812			Cabinet Member: Cllr Cornell



Q1 Revenue Summary

Horsham District Council  
Quarter 1 Expenditure Analysis against 2015/16 Current Budget

Appendix A(ii)

£000s

Department	Employee Costs*		Premises Costs		Transport Costs		Supplies & Services		Agency/Contractual		Capital Financing		Income		Total Exp		Total Net Exp	
	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget
CORPORATE MANAGEMENT	167	652	0	0	0	0	18	113	0	0	0	0	0	0	185	765	185	765
BUSINESS TRANS	40	202	0	0	0	0	46	95	0	0	0	0	0	0	87	298	87	298
COMMUNICATIONS	72	275	0	0	(0)	0	7	129	0	0	0	0	(1)	(35)	79	403	78	368
AUDIT	48	186	0	0	0	0	1	2	0	0	0	0	0	0	48	188	48	188
COMMISSIONING	68	313	0	0	0	0	7	7	0	0	0	0	16	(43)	75	320	91	277
LEGAL & DEMOCRATIC	216	862	0	0	7	22	146	527	0	0	0	0	(27)	(64)	369	1,411	342	1,347
FINANCE CORPORATE	6	(1)	0	0	0	0	356	241	0	0	0	136	(60)	(216)	362	377	302	161
FINANCE ACCOUNTANCY	179	725	0	0	0	0	56	155	5	18	0	0	(2)	(10)	240	898	238	888
HR & ORG DEVEL	105	469	0	0	0	0	15	47	0	0	0	0	2	(22)	120	516	122	494
HDC ICT	131	549	0	0	0	3	141	652	0	0	0	0	(8)	(48)	273	1,204	265	1,155
COMMUNITY & CULTURE	24	148	0	1	0	0	0	8	0	0	0	0	0	0	24	158	24	158
COMMUNITY DEVELOPMENT	145	615	1	3	2	5	194	619	5	0	0	0	(223)	(644)	347	1,243	124	599
COMMUNITY SAFETY	81	302	0	1	4	18	18	95	0	0	0	0	(27)	(205)	103	416	76	211
MUSEUMS	39	150	18	69	0	0	9	37	0	0	0	0	(10)	(31)	66	255	56	224
CAPITOL	121	428	71	345	1	0	187	828	0	0	0	0	(412)	(1,263)	380	1,601	(32)	338
LEISURE SERVICES	11	50	208	501	0	1	12	80	(17)	433	0	0	(160)	(742)	214	1,066	54	324
PARK & COUNTRYSIDE	172	655	89	432	1	3	88	222	3	136	0	0	(83)	(330)	352	1,449	269	1,118
COMMUNITY PLANNING	0	0	0	0	0	0	4	0	0	0	0	0	0	0	4	0	4	0
STREET SCENE & FLEET	258	1,005	40	90	296	1,649	85	263	0	0	0	0	(37)	(138)	679	3,007	643	2,869
WASTE & RECYLING	656	2,623	(1)	37	3	4	101	759	0	0	0	0	(1,825)	(3,174)	759	3,424	(1,066)	250
PARKING SERVICES	111	515	431	947	1	3	19	192	0	0	0	0	(980)	(3,743)	562	1,657	(418)	(2,086)
ENVIRN SERVS/LICENES	235	961	0	2	2	10	24	118	0	0	0	0	(107)	(313)	261	1,091	154	777
CUSTOMER SERVICES	89	369	0	0	0	0	1	0	0	0	0	0	0	0	90	369	90	369
HOUSING	145	608	47	194	3	8	86	514	0	0	0	0	(304)	(1,057)	281	1,324	(23)	267
BUILDING CONTROL	157	697	4	4	7	18	31	76	0	0	0	0	(77)	(851)	200	795	123	(56)
DEVELOPMENT	386	1,709	0	0	0	9	189	395	0	0	0	0	(302)	(1,524)	575	2,112	273	588
SPATIAL PLANNING	139	494	17	57	0	1	26	177	0	0	0	0	(14)	(56)	183	729	169	673
PROP & FACILITIES - ADMINISTRATION	199	676	0	0	2	2	12	97	0	0	0	0	(0)	(1)	213	774	213	774
PROP & FACILITIES - INVESTMENT PROPERTIES	0	0	67	544	0	0	4	108	0	10	0	0	(1,179)	(2,868)	71	662	(1,109)	(2,205)

PROP & FACILITIES - OPERATIONAL PROPERTIES	0	0	137	494	0	0	85	233	0	0	0	0	(27)	(17)	222	727	195	710
ECONOMIC DEVELOPMENT	97	362	10	44	1	2	43	131	0	0	0	0	(39)	(111)	151	538	111	428
<b>TOTAL</b>	<b>4,097</b>	<b>16,597</b>	<b>1,140</b>	<b>3,764</b>	<b>329</b>	<b>1,761</b>	<b>2,011</b>	<b>6,920</b>	<b>(4)</b>	<b>597</b>	<b>0</b>	<b>136</b>	<b>(5,884)</b>	<b>(17,504)</b>	<b>7,572</b>	<b>29,776</b>	<b>1,688</b>	<b>12,272</b>

BENEFITS	0	0	0	0	0	0	0	42	8,005	31,570			(8,880)	(31,635)	8,005	31,613	(876)	(22)
REVENUES AND BENEFITS	1	0	0	0	0	0	326	1,224	0	0			(235)	(787)	327	1,224	92	437
CENSUS ICT	427	1,404	0	0	4	3	415	1,538	0	23			(664)	(2,210)	846	2,968	181	758
<b>TOTAL</b>	<b>428</b>	<b>1,404</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>742</b>	<b>2,804</b>	<b>8,005</b>	<b>31,593</b>	<b>0</b>	<b>0</b>	<b>(9,780)</b>	<b>(34,632)</b>	<b>9,177</b>	<b>62,612</b>	<b>(602)</b>	<b>1,172</b>

<b>TOTAL</b>	<b>4,524</b>	<b>18,001</b>	<b>1,140</b>	<b>3,764</b>	<b>333</b>	<b>1,764</b>	<b>2,752</b>	<b>9,725</b>	<b>8,000</b>	<b>32,191</b>	<b>0</b>	<b>136</b>	<b>(15,664)</b>	<b>(52,136)</b>	<b>16,750</b>	<b>65,580</b>	<b>1,085</b>	<b>13,444</b>
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\* Includes training and recruitment

**CAPITAL BUDGET MONITORING Period 3 2015/16**

capital projects	dept	net expenditure	budget	spend as % of budget
Existing Leisure Centres	Property & Facilities	161,438	695,531	23%
Broadbridge Heath Leisure Centre - new build	Property & Facilities	1,000	1,098,628	0%
Other Community and Culture projects	Comm and Culture	207,567	1,086,456	19%
Waste and Recycling projects	Property & Facilities	0	65,000	0%
Hop Oast depot development	Waste & Recycling	4,465	3,535,110	0%
Vehicle Fleet	Streetscene & Fleet	0	1,442,000	0%
Grants - Environmental health	Envir Health & LM	105,198	838,000	13%
Housing Enabling Grants	Housing	0	9,665,000	0%
ICT projects - HDC	Resources ICT	7,520	361,331	2%
ICT projects - Census	Resources ICT	21,771	114,275	19%
Car Parks Fabric and Equipment	Property & Facilities	10,010	853,223	1%
Office move	Property & Facilities	376,233	655,746	57%
Town centre improvements	Property & Facilities	26,795	216,735	12%
Miscellaneous properties spend	Property & Facilities	1,289	4,314,886	0%
<b>Total</b>		<b>923,285</b>	<b>24,941,921</b>	<b>4%</b>

Net expenditure excludes Capitalised Salaries that are apportioned to capital schemes.

**Appendix A(iii)**

comment
Majority of spend relates to the Pavillions and Steyning swimming pools.
Spend is fees paid
Expenditure includes £100k on Southwater Dinosaur Island and car park and £73k for HDC contribution towards Traveller Transit site (Chichester)
Total budget of £4.55m, approved by Council, spread over 2015/16 and 2016/17
Budget based on latest estimate of spend
Budget includes £7m for Housing Services - Saxon Weald Loan
Spend is mainly fees associated with Piries Place Car Park lift
Budget is carried forward amount. Total Project budget (capital element) is £1.1m and continues to be tracked as part of the ongoing project reporting process
Expenditure is for West Street improvements
Budget includes £2.9m for site acquisition and build of Temporary Accommodation (Bishopric)

				2014/15 P1-12
	Actual P1-3	Annual Budget	Gross income as % of Annual Budget	Actual
	£	£	£	£
Development Control & Enforcement	(270,987)	(1,044,400)	26%	(1,227,807)
Building Control	(145,845)	(530,000)	28%	(530,641)
Land Charges	(67,915)	(220,000)	31%	(164,456)
Garden Waste Collection	(927,820)	(905,000)	103%	(910,021)
Trade Refuse Bins	(376,701)	(833,434)	45%	(794,860)
Car Parks Pay & Display	(666,623)	(2,748,795)	24%	(2,878,829)
Car Parks Season Tickets	(213,662)	(467,700)	46%	(444,950)
Investment Properties	(1,122,411)	(2,383,350)	47%	(2,860,231)
Interest on Investments	(35,206)	(249,000)	14%	(161,330)
<b>Total</b>	<b>(3,827,170)</b>	<b>(9,381,679)</b>	<b>41%</b>	<b>(9,973,125)</b>





# SLT Tracked Projects List for F&PMWG 24 August 2015

Please note that the updates relate to the current position and not up to the end of Quarter 1 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><b>Background</b> 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><b>Progress Update</b> Project works completed March 2015. Some additional landscaping is required. We are awaiting the final invoice for approx. £70k from the Environment Agency.</p> <p><b>Issues / Concerns</b> No major concerns.</p>	<p>£767,000</p> <p>(Includes additional budget of £117k, allocated in 2015/16)</p>	<p>£692,305</p> <p>Awaiting final invoice from EA, circa £70k</p>	<p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Martin Brightwell</p> <p><b>Member(s)</b> Jonathan Chowen</p>	
SLT02	Leisure Management Provision	<p><b>Background</b> This project relates to the provision and maintenance of leisure centres across the District.</p> <p><b>Progress Update</b> Billingshurst Pool ~ Tiling options are currently being evaluated. Either the pool will be closed and drained down to allow the re-tiling works to take place, or alternatively, patch repairs will be undertaken outside of normal opening hours.</p> <p>Steyning Pool ~ The swimming pool was closed for two months (May and June 2015) for the replacement of the pool hall air handling plant. During this period the wet change area was also refurbished, reception was redecorated and a new studio cycling room was developed. The pool did not need to be drained and therefore re-tiling did not take place. It is anticipated that re-tiling will be needed in five years' time.</p> <p>Pavillions Pool: The latent defects maintenance works that commenced in</p>	<p>£2,517,053 (incl £380,000 loss of income provision)</p>	<p>£1,843,114</p>	<p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Steve Hawker/Tony Appleby</p> <p><b>Member(s)</b> Jonathan Chowen</p>	



Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>February 2014 are now nearing completion. Refurbishment/repair works have taken place to the pool hall, roofs, glazing, boilers, steel works, drainage systems and air handling plant. Notable improvements include enhanced air conditioning for the Fitness Gym, Soft Play Area, Dance Studio and Offices together with a complete upgrade of the Health Suite which is due to open to the public on 24<sup>th</sup> August.</p> <p>Broadbridge Heath: Budget was set two years ago to cover emergency repairs. The life of the leisure centre is likely to be extended for a further two years, and further expenditure on plant and services will be covered by annual revenue budget provision.</p> <p><b>Issues / Concerns:</b>   Swimming pool closures may result in adverse publicity for the Council. Potential liability for loss of income claims.</p>				
SLT03	Broadbridge Heath Quadrant	<p><b>Background:</b>  Project includes: overall programme; new or remodelled leisure centre, athletics track; land disposal. Progress on this project is dependent upon achieving a number of associated complex enabling projects.</p> <p><b>Progress Update</b>  Following the development of the Conditions Survey and Feasibility Study, options are being developed and costed which will lead to the submission of a full business case to ensure that the most viable and sustainable use is made of the land.</p> <p><b>Issues/Concerns</b>   Achieving appropriate unfettered access to the site and taking steps to mitigate this.</p>	£8,387,134		<p><b><u>Programme Sponsor</u></b>  Tom Crowley</p> <p><b><u>Programme Manager</u></b>  Graham Cook</p> <p><b><u>Member(s)</u></b>  Jonathan Chowen</p>	
SLT04	Horsham District Planning Framework	<p><b>Background:</b>  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><b>Progress Update:</b>  All representations received to the Main Modifications to the Plan have been submitted to the Secretary of State. An Examination Hearing was held on 3<sup>rd</sup> July. If the Horsham District Planning Framework is found 'sound' by the Inspector, it is anticipated that the Council will recommend to adopt the Horsham District Framework in Autumn 2015.</p>			<p><b><u>Project Sponsor</u></b>  Chris Lyons</p> <p><b><u>Project Manager</u></b>  Barbara Childs</p> <p><b><u>Member(s)</u></b>  Claire Vickers</p>	








Code	Action Title	Project	Budget	Spend	Ownership	Status
		<b>Issues/Concerns:</b> No major concerns				
SLT05	Community Infrastructure Levy Scheme	<b>Background:</b> 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. <b>Progress Update</b> Work is continuing on CIL and it is anticipated that consultation on the draft charging schedule will take place in Autumn 2015, followed by Examination by an Independent Planning Inspector in early 2016. <b>Issues/Concerns</b> None at this stage			<b><u>Project Sponsor</u></b> <i>Chris Lyons</i> <b><u>Project Manager</u></b> <i>Barbara Childs</i> <b><u>Member(s)</u></b> <i>Claire Vickers</i>	
SLT06	Community Infrastructure Levy (CIL) Procedures	<b>Background</b> 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 <b>Progress Update</b> The Working Group have assessed prospective software solutions and made a recommendation to the Director of Planning, Economic Development and Property. The order has now been placed for new software to support CIL and s106 systems from Exacom. <b>Issues / Concerns</b> None at this stage			<b><u>Project Sponsor</u></b> <i>Chris Lyons</i> <b><u>Project Manager</u></b> <i>Aiden Thatcher</i> <b><u>Member(s)</u></b> <i>Claire Vickers</i>	






Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT07	HORSHAM TOWN VISION: West Street Improvement Plan & Signage	<p><b>Background</b> 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><b>Progress Update</b> Phase 2: Lighting – Now complete. 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. Additional monoliths are to be installed at the new John Lewis/Waitrose site and Sainsbury's (which they are paying for) and will be installed when permissions received for all. WiFi 4G and shop frontage upgrades are being decoupled from the major project as these are longer term, smaller stand-alone projects</p> <p><b>Issues / Concerns</b> None at this stage</p>	£697,000	£509,678	<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Project Manager</b> <i>Nigel Weston</i></p> <p><b>Member(s)</b> <i>Vacant</i></p>	
SLT08	HORSHAM TOWN VISION: Car Parking Equipment Replacement	<p><b>Background</b> 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><b>Progress Update</b> New Town Centre car parking went live Sept 2014. It was over budget due to public demand for the purchase of extra machines. The contract for the eWallet element of the scheme is close to finalisation. So far 531 members of the public have registered their interest in signing up to the scheme</p> <p><b>Issues / Concerns</b>  None at this stage</p>	£225,000	£275,015	<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Project Manager</b> <i>Ben Golds</i></p> <p><b>Member(s)</b> <i>Gordon Lindsay</i></p>	
SLT10	BUSINESS TRANSFORMATION PROJECTS	<p><b>Business Transformation includes 5 separate projects</b> Budget is subject to approved business case, £200k allocated each year 2014/15-2017/18</p>				
SLT10a	BUSINESS TRANSFORMATION Customer Contact Project (Delivery)	<p><b>Background</b> The Customer Contact project aimed 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</p>			<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Senior User</b></p>	





Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>customer focused culture, redesign processes to improve the customer journey, reduce unnecessary demand and enable self-serve with the use of technology (resulting in business savings)</p> <p><b>Progress Update</b> 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. Customer Contact Centre currently working with Parking Services to identify and agree which type of calls could be covered more efficiently by the Contact Centre. Aim to have in place by end Sept2015. HDC are planning to create an in-house design solution as an alternative to the LAGAN Customer Relationship Management (CRM) system, due for replacement in Mar 2016.</p> <p><b>Concerns/Issues</b> No concerns at this stage</p>			<p><i>David Plank</i> <b><u>Project Manager</u></b> <i>David Plank</i> <i>Tony Hill</i> <b><u>Member(s)</u></b> <i>Ray Dawe</i></p>	
SLT10b	BUSINESS TRANSFORMATION The Big Move	<p><b>Background</b> 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><b>Progress Update</b> All staff and operations from Park North, Park House and North Point have now moved to Parkside. A Post Implementation Review has been held and will be revisited once all costs are in. A small project underspend is forecast. Please refer to Appendix D: Office Move Project Update.</p> <p><b>Issues/Concerns</b> No concerns at this stage</p>	£1,193,000	£957,251	<p><b><u>Project Sponsor</u></b> <i>Katharine Eberhart</i> <b><u>Project Manager</u></b> <i>Raymond Warren</i> <b><u>Member(s)</u></b> <i>Ray Dawe</i></p> <p>PACT - Julie</p>	
SLT11	Improvements to Hop Oast Depot	<p><b>Background</b> 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><b>Progress Update</b> A project team has been established and the appointment of a technical project manager for the construction works has now been made who is</p>	£4,546,640	£21,583	<p><b><u>Project Sponsor</u></b> <i>Natalie Brahma-Pearl</i> <b><u>Project Manager</u></b> <i>Brian Elliott</i> <b><u>Member(s)</u></b> <i>Roy Cornell</i></p>	






Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>leading the process of procuring a professional team including planning consultants/architects to develop and submit application. Procurement options are being considered and arrangements for a phased development will be discussed with the Contractor.</p> <p><b>Issues / Concerns</b></p> <p> Health &amp; safety risk at the Hop Oast depot continues until new depot built</p>				
SLT12	New Financial Management System	<p><b>Background</b> The license for the current FMS expires Sept 2017, and the new FMS will need to be online by April 2017. A period of overlap is planned from the end of 2015/16 financial accounts close off, up to April 2017. For the purposes of HDC project reporting, the project will split into 2 phases: Phase 1: up to receipt and analysis of tenders – this is a joint procurement project with Adur and Worthing, and Phase 2: contract award and implementation.</p> <p><b>Progress Update</b> Project roles assigned. Business case is being developed. Specification for new system has been completed and tender documentation is being developed.</p> <p><b>Issues/Concerns</b> No concerns at this stage</p>	Not established as yet		<p><b>Project Sponsor</b> <i>Katharine Eberhart</i></p> <p><b>Project Manager</b> <i>Karen Spicer</i></p> <p><b>Member(s)</b> <i>Brian Donnelly</i></p>	






## APPENDIX C: District Plan Priorities Qtr 1 2015/16

Symbols Used				
				
Not Started	On Track	Keep eye on	Issues	Completed


District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 1 Update	Due Date			
<b>Theme 1: Economic Development</b>  <i>Plan for a successful local economy with high levels of employment</i>	1. Deliver the Horsham Economic Strategy Action Plan. Identify key projects arising from the completed strategy.	Projects include the Journey to Work scheme; the Food and Drink Festival, MicroBiz and the events programme. A key priority is also to develop and maximise sources of external funding	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	2. Support the delivery of suitable alternative uses for the Novartis site including a significant employment use following its closure in July 2014.	Following the University of Brighton's decision to withdraw from purchase we are continuing to work closely with Novartis about the future of their site.	31 Mar 2016	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	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	4. Develop and deliver the Horsham Town Vision. This will include:		31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	<ul style="list-style-type: none"> <li>Subject to outcome of BID Feasibility Study, work with Horsham Unlimited to implement a Business Improvement District for Horsham town</li> </ul>	<ul style="list-style-type: none"> <li>Horsham Unlimited is assembling a project board for the development of a Horsham BID following a Feasibility Study recommendation to proceed.</li> <li>Paper to be submitted Council through SLT for approval to support the BID by Nov 2015</li> </ul>	31 Mar 2016			
	<ul style="list-style-type: none"> <li>Work with landowners, developers and stakeholders to prepare an integrated set of proposals: the 'Big Picture'</li> </ul>	<ul style="list-style-type: none"> <li>Waitrose/John Lewis: store opened 18<sup>th</sup> June 2015.</li> <li>Piries Place: Discussions with the owner are continuing.</li> </ul>	Ongoing			
	<ul style="list-style-type: none"> <li>Develop an improvement action plan to cover all HDC Town Centre car parks. Increase visitor use and dwell time in car parks</li> </ul>	Town Centre survey has been completed and analysed. The development of the Town Centre improvement action plan is well advanced	Autumn 2015			
					Lead Officer: Natalie Brahma-Pearl	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status	
	2015/16 - Year 5	Qtr. 1 Update	Due Date				
	<ul style="list-style-type: none"> <li>Agree a plan and programme for marketing Horsham Town</li> </ul>	<ul style="list-style-type: none"> <li>Initial proposals received from consultants, to be developed further. Implementation is subject to funding proposals within HDC</li> </ul>			Lead Officer: Chris Lyons Natalie Brahma-Pearl		
<b>Theme 2: Efficiency &amp; Taxation</b>  <i>Delivering excellent value and high performance</i>	1. Develop and deliver the Business Transformation programme:		31 Mar 2016	Cllr Ray Dawe	Lead Officer: Tom Crowley  Support: Natalie Brahma-Pearl Katharine Eberhart		
	<ul style="list-style-type: none"> <li>Expand the Customer First Programme and expand digital delivery</li> </ul>	<ul style="list-style-type: none"> <li>Discussions ongoing with Parking Services to identify and agree which type of calls could be covered more efficiently by the Contact Centre. Aim to have in place by the autumn.</li> <li>Digital delivery: ICT are scheduling moving our current email solution to a Cloud based version in the latter half of 2015. Benefits of doing this include better accessibility to email folders for users from outside the office, larger mailbox sizes &amp; archives, 24 x 7 support for the system &amp; better control of costs.</li> </ul>	Dec 2015				
	<ul style="list-style-type: none"> <li>Relocate HDC offices</li> </ul>	All staff and operations from Park North, Park House and North Point have now moved to Parkside. Project completed on time and on budget.	June 2015				
	<ul style="list-style-type: none"> <li>Implement EDRMS (Electronic Document Retention Management Systems) projects</li> </ul>	The services identified to facilitate the Parkside move, plus extra demands from existing ones, for example Development Management and HR have been completed.	Aug 2015				
	<ul style="list-style-type: none"> <li>Implement the Commissioning Framework</li> </ul>	Commissioning Framework now in place. Outsourcing residual facilities management functions (following office move) are the first significant initiative under the framework. This is scheduled for completion by the Autumn and will deliver a more flexible and responsive service. The Commissioning Manager is working with SLT and Service Managers to identify other potential projects for a commissioning approach	June 2015				

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 1 Update	Due Date			
	2. Review and refine the Medium Term Financial Strategy (MTFS) for 2016/19 and action plan	Updated MTFS forecasts reported to Cabinet 23th July 2015. SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. MTFS and 2016/17 budget will be firmed up during autumn.	Ongoing	Cllr Brian Donnolly	Lead Officer: Katharine Eberhart	
<b>Theme 3: Arts, Heritage &amp; Leisure</b> <i>Build an arts, leisure and culture reputation that also supports our economy</i>	1. Implement the master plan for Broadbridge Heath Quadrant including new or remodelled leisure centre, relocation of athletics track and disposal of surplus land to generate funds.	<p>Project includes: overall programme; new or remodelled leisure centre, 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>Following the development of the Conditions Survey and Feasibility Study, options are being developed and costed which will lead to the submission of a full business case to ensure that the most viable and sustainable use is made of the land.</p>	Ongoing	Cllr Jonathan Chowen Cllr Brian Donnolly	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	
	2. Deliver improvements to Southwater Country Park.	New Dinosaur Island Adventure Play Area was opened in July 2015. Car parking has been extended and pathways resurfaced. Toilets (Portaloos) are being trialled in the vicinity of the play area over the summer holidays. Awaiting traffic regulation approval for double yellow lines.	31 Mar 2016	Cllr Jonathan Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	
<b>Theme 4: Living, Working Communities</b> <i>Working together to support the life of local communities</i>	1. Secure adoption of Horsham District Planning Framework (HDPF). Begin implementation of key sites/allocations	All representations received to the Main Modifications to the Plan have been submitted to the Secretary of State. An Examination Hearing was held on 3 <sup>rd</sup> July. Inspector has advised that he is minded to find the HDPF sound subject to annual housing delivery figure being increased to 800 and also will require an early review of the plan. If the HDPF is found 'sound' by the Inspector, it is anticipated that the Council will be recommended to adopt the Horsham District Framework in Autumn 2015.	Ongoing into 2015/16	Cllr Claire Vickers	Lead Officer: Chris Lyons  Support: Barbara Childs	
	2. Community Infrastructure Levy (CIL) Scheme to be developed and submitted with	Work is continuing on CIL and it is anticipated that consultation on the draft charging schedule	Ongoing into 2015/16	Cllr Claire Vickers	Lead Officer: Chris Lyons	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 1 Update	Due Date			
	procedures and systems in place	will take place in Autumn 2015, followed by Examination by an Independent Planning Inspector in early 2016.			Support: Barbara Childs	
	3. Develop a strategy for enabling the delivery of affordable housing	A new strategy which will cover the provision/delivery of a range of tenures to meet the needs of our residents is being developed. Strategy will go to the Council Meeting on 28 Jan 2016 for adoption.	Jan 2016	Cllr Philip Circus	Lead Officer: Natalie Brahma-Pearl Support: Andrew Smith	
<b>Theme 5: Environment</b> <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 running throughout 2015/16.	31 Mar 2016	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	
	2. Undertake a Waste Service review to ensure that costs are minimised and income maximised.	This is a long term review which will continue through 2015/16.	31 Mar 2016	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	
	3. Deliver an improved waste depot at Hop Oast	Hurston Lane depot is to be closed and facilities consolidated onto a single site at Hop Oast.  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 planning application.	Completion Spring 2017	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl  Support: Brian Elliott	
<b>Theme 6: Safer &amp; Healthier</b> <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.	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 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	31 Mar 2016	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	



District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 1 Update	Due Date			
		successful outcomes. Using national savings predictors this equates to a saving to service costs of between £803k and £1.56m.				
	3. Work towards making better use of the facilities at Horsham Hospital and best possible health services across the District.	<p>HDC is working towards making better use of the facilities at Horsham Hospital.</p> <p>HDC is working closely with the CCG to ensure HDC Health and Wellbeing hub is fully integrated and managed.</p> <p>HDC has made significant progress in facilitating/ GPs/the CCG and NHS England towards a strategic approach to primary care planning and provision with a clear vision expected within the next 12 months</p>	31 Mar 2016	Cllr Kate Rowbottom	<p>Lead Officer: Natalie Brahma-Pearl</p> <p>Support: Trevor Beadle</p>	



### **Office Move Project Update**

The June 2014 council meeting approved the development of a business case for office relocation and a £95,000 budget was agreed for move preparations and project management. At its October 2014 meeting, council approved the full business case for the office relocation project and a total operating budget for the project of £1,098,000 was established. This will be funded from the gross capital receipt from the sale the North Point and Park North buildings. A full financial summary of the project is attached.

The main success criteria were:

**i) Move all staff and operations into Parkside by 1 June 2015**

This was achieved on time moving 389 members of staff, customer services functions and council business by the deadline.

**ii) Enable public Council meetings to operate from Parkside by 1 June 2015**

The first council meeting was held at the end of May 2015. All council business now functions out of the new office building. In the interim period, some furniture has been hired for the Full Council meetings. The new meeting space is shared with the WSCC and it is important that the space and equipment can be utilised for multiple purposes. Permanent furniture for council meetings will be in place in the autumn. The costs of new furniture will be shared with WSCC.

**iii) Clear old buildings by 24 June 2015, ready for sale handover**

Furniture was offered for auction and sale and over 400 items were sold. Once the sale process was exhausted the remaining furniture and accessories the council sought to encourage its reuse by schools and charities as well as the redeployment of items to off-site council departments. An online portal and a charity were used for this. Over 20 organisations benefited from furniture, accessories and stationery. The reuse alone saved 21,915kg of carbon and 7,372kg of waste going to landfill. The online portal (called Warp-It) estimates the savings acquired from the reuse of furniture etc. This is based on the savings from:-

- not having to purchase items,
- time to procure items,
- not paying for waste disposal.

Based on this the council saved £36,216 and not-for-profit organisations saved £24,533.

The budget set for the decommissioning of the old buildings was £50,000. Expenditure was £38,243.18.

**iv) Maintain expenditure within approved budget parameters**

This has been achieved and final expenditure is expected to be within the budget parameters set by council.

**v) Complete sale of Park North and North Point**

Contracts have been exchanged, and the sale is due to be completed on 1 October 2015.

## Office Relocation Project Budget Update at 4 August 2015

	Budget	Spend to Date	Committed Future Spend	TOTAL Expected Spend	NET Expected (Underspend)/Overspend
<b>Project Management</b>					
<b>SUBTOTAL</b>	95,000	67,335	-	67,335	(27,665)
<b>Technology and Ways of Working Workstream</b>					
<b>SUBTOTAL</b>	393,000	270,920	44,755	315,675	(77,324)
<b>Building and Property Workstream</b>					
<b>SUBTOTAL</b>	610,000	604,427	103,622	708,049	98,049
<b>Communications Workstream</b>					
<b>SUBTOTAL</b>	10,000	14,569	8,750	23,319	13,319
<b>People and Culture Workstream</b>					
<b>SUBTOTAL</b>	85,000	-	86,126	86,125	1,125
<b>Final cost recovery due to design changes</b>					
<b>SUBTOTAL</b>	0	-	-12,000	-12,000	(12,000)
<b>TOTAL PROJECT BUDGET &amp; SPEND FORECAST</b>	<b>1,193,000</b>	<b>957,251</b>	<b>231,253</b>	<b>1,188,504</b>	<b>(4,496)</b>