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# Scrutiny & Overview Committee Finance and Performance Working Group

Wednesday, 17th February, 2016 at 6.00 pm  
Lewes Room, Chart Way, Horsham

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 the meeting to transact the following business

## Agenda

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	Page No.
1. <b>Apologies for absence</b>	
2. <b>Minutes</b>	1 - 4
To approve as correct the minutes of the meeting held on 18 <sup>th</sup> November 2015	
3. <b>Declarations of Members' Interests</b>	
To receive any declarations of interest from Members of the Working Group	
4. <b>Announcements</b>	
To receive any announcements from the Chairman or the Chief Executive	
5. <b>Finance and Performance, District Plan Priorities, and Key Projects for Quarter 3, 2015/16</b>	5 - 66
6. <b>Complaints, Compliments and Suggestions - Monitoring and Learning Report for Quarter 3</b>	67 - 74
7. <b>Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations 2015</b>	75 - 82
8. <b>CenSus Joint Committee Minutes held on 11th December 2015</b>	83 - 88

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

**Present:** Councillors: Stuart Ritchie (Chairman), John Bailey, Leonard Crosbie, Nigel Jupp, Ben Staines

**Apologies:** Councillors: John Chidlow, Jonathan Dancer, Brian O'Connell, Michael Willett

**Also present:** Councillor: Roy Cornell, Brian Donnelly, Godfrey Newman

**Officers:** Katharine Eberhart, Director of Corporate Resources  
Roger Dennis, Joint Procurement Adviser  
Paul Cummins, Head of Legal & Democratic Services  
Mark Pritchard, Commissioning and Performance Manager  
Dominic Bradley, Head of Finance

**1. TO APPROVE AS CORRECT THE RECORD OF THE FINANCE AND PERFORMANCE WORKING GROUP MEETING ON 26<sup>TH</sup> AUGUST 2015**

The notes of the Finance and Performance Working Group meeting held on 26<sup>th</sup> August 2015 were approved as a correct record of the meeting.

It was noted that one action outstanding relating to Members requesting an update on Section 106 monies, including amounts spent and outstanding monies be presented at the next meeting.

*Action: Head of Finance to circulate an update before the next meeting.*

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

There were no declarations of interest.

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

The Chairman discussed the importance of the Finance and Performance District Plan Priorities and Key Projects for Quarter report and how presenting this at the beginning of meetings would help re focus and streamline meetings.

The Chairman Suggested that some Agenda Items could be cut down and possibly merged where applicable.

The Chairman proposed that Members continue to submit queries and comments to Officers in advance so that any responses may be brought to meetings.

4. **REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES AND KEY PROJECTS FOR QUARTER 2, 2015/16**

Before discussions began on the Finance and Performance report, the Cabinet Member for Waste Recycling and Cleansing provided some information on trade waste following a request by the Working Group at the last meeting.

The Director of Corporate Resources presented the report on the Council's Finance and Performance, District Plan Priorities and Key Projects for Quarter 2, 2015/16.

This report detailed the finance and performance figures for Quarter 2 2015/16. It was noted that the report had been restructured to include further summary information on performance and the District Plan.

The Head of Finance presented a summary on income and expenditure for Quarter 2 2015/16 and reported that a slight overspend of £129k was forecast at year-end, in part from the unforeseen cost of planning appeal costs awarded against the Council.

Members suggested that the revenue summary appendix be re-ordered by significance rather than Directorate to aid their review of the papers.

*Action: Head of Finance to consider re-ordering the revenue summary appendix when producing the Q3 report.*

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

The Head of Legal and Democratic services summarised the appeal process and cost of appeals to the Council.

Members discussed how Development Control decisions are handled within the Council.

It was proposed that four factors relating to housing be presented as a separate service area within the quarter 3 Finance and Performance report.

*Action: Head of Finance to include in Q3 report.*

Members discussed revenue grants and spending related to the New Homes Bonus.

Members discussed the key projects and requested further information on the Town Centre improvements in West Street, relating to progress on wi-fi and grants to shop owners for improving the shop frontages.

*Action: Update requested from the officer responsible for the project;  
Town Centres & Events Manager.*

**5. REVISIONS TO HORSHAM DISTRICT COUNCIL'S PROCUREMENT CODE**

The Joint Procurement Adviser introduced the draft report on Revisions to Horsham District Council's Procurement Code.

Members noted responses to questions raised by other Councillors on the revisions to the Council's Procurement Code.

It was reported that the draft Procurement Code promoted greater transparency.

**6. COMPLAINTS, COMPLIMENTS AND SUGGESTIONS – MONITORING AND LEARNING REPORT FOR QUARTER 2**

The Working Group noted the figures for the quarter which were detailed in the Complaints, Compliments and Suggestions report.

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.

**7. ANALYSIS OF REQUESTS MADE UNDER THE FREEDOM OF INFORMATION ACT AND ENVIRONMENTAL INFORMATION REGULATIONS 2015**

The Working Group noted the contents of the Freedom of Information Act and Environmental Information Regulations report.

**8. CENSUS JOINT COMMITTEE MINUTES HELD ON 9<sup>TH</sup> SEPTEMBER 2015**

The Members noted the Minutes of the CenSus Joint Committee held on the 9<sup>th</sup> September 2015.

The meeting ended at 8.15 p.m. having commenced at 6.00 p.m.

CHAIRMAN

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## Report to Finance and Performance Working Group

Date of meeting 17<sup>th</sup> February 2016

By the Head of Finance

### INFORMATION REPORT

Not exempt



Horsham  
District  
Council

## REPORT ON HDC'S DISTRICT PLAN PRIORITIES AND FINANCE AND PERFORMANCE FOR QUARTER 3 2015/16

### Executive Summary

This reports progress against Council priorities listed in Year 5 of an extended 4 year District Plan. Priorities where there has been significant progress over the last quarter include the adoption of the Horsham District Planning Framework (HDPF); plans for the Broadbridge Heath Leisure Centre; development of Horsham Town Vision and the redevelopment of the Hop Oast Depot.

Financial performance is on target for the third quarter of 2015/16. Key income areas are performing well and income from planning fees and green waste for example are running ahead of budgeted levels. At Quarter 2, we were projecting an over spend of £129k at year-end. At Quarter 3, we are now projecting a £247k underspend, which is reduced to a £73k under spend at year-end after forecast overspends on revenues and benefits and Census ICT are included in the overall total. Alongside several smaller movements in both directions, the single largest reason for this change is on savings against the repairs and maintenance budget of around £120k which were not previously forecast.

An analysis of performance demonstrates that 61% (20) of indicators met or exceeded targets set; 24% (8) were close to target, and 15% (5) fell outside of the target range.

Positive improvement over the previous quarter was seen for households in bed and breakfast and the number of complaints recorded.

### 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: Q3 2015/16 District Plan Priorities and Key Tracked Projects reporting (Year 5)

Appendix B: Balance Sheet 31 March 2015

Appendix C: Q3 Capital Budget Monitoring

Appendix D: Q3 Monitoring of Budget and Key Performance Indicators Report

Appendix E: Q3 Revenue Summary

Appendix F: New Homes Bonus

## **Background Information**

### **1. MONITORING OF PERFORMANCE**

- 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. MONITORING OF DISTRICT PLAN PRIORITIES 2015/16**

- 2.1** The District Plan Priorities monitoring report for Quarter 3, 2015/16 is appended to this report at Appendix A. This reports progress against an interim District Plan. A draft Corporate Plan for the three years 2016-19 was agreed by Cabinet on 28 January 2016 and is to be considered at Council in February 2016.
- 2.2** Priorities where there has been significant progress over the last quarter include the adoption of the Horsham District Planning Framework (HDPF); plans for the Broadbridge Heath Leisure Centre; development of Horsham Town Vision and the redevelopment of the Hop Oast Depot. Key tracked projects monitoring is included within Appendix A.

### **3. FINANCIAL PERFORMANCE**

- 3.1** The balance sheet, provided at Appendix B, sets out the position from 31 March 2015 which has net assets of £111m. A significant number of the entries in the balance sheet are only updated at year-end and we will provide an updated balance sheet as part of the year-end outturn.
- 3.2** Cumulative spend of £3.7m (£3.3m at Q2) on capital at quarter three is only 12.5% of the £29.9m full year planned capital programme which included unspent budgets of £7m from 2014/15. The capital outturn is forecast at £8.2m (£12m at Q2). It is recognised that schemes will not progress as far as expected in this financial year. In total, £21.7m (73%) will slip into 2016/17. The detailed capital programme is provided at Appendix C.
- 3.3** In addition to the main areas of slippage of the 2015/16 element of significant schemes into future years as previously reported (Hop Oast depot redevelopment £4.5m, Broadbridge Heath Leisure centre £12.3m, build of temporary accommodation at the Bishopric £2.9m, the £7m loan for a third party housing association and full use of the £5m commercial property investment fund), capital expenditure has slipped further as a result of postponing some vehicle replacement whilst reviews are carried out and the commercial property investment purchase opportunity being smaller in value than the revised M6 budget had anticipated.
- 3.4** The third quarter financial projections for revenue are largely in line with forecast budgets. The net revenue expenditure position is £7.2m. We are projecting an overall underspend of £247k, which is reduced to a £73k underspend after forecast overspends on revenues and benefits and Census ICT are included in the overall total. This is an overall movement of £202k from Quarter 2 when we were projecting a slight overspend of £129k at year end. Along with a number of small movements in both directions, the single largest reason reflects savings of £120k against the budget for repairs and maintenance which were not previously forecast. The £120k



underspend has emerged now that a history of transactions with the maintenance contractor has built up and the outturn forecast can be projected forward with more certainty following the property and facilities department restructure earlier in the year. Appendix B sets out the actual gross and net income and expenditure outturns against the revenue budget and forecasts. The detail can be found in Appendix E.

- 3.5** Cumulative gross income is £14.8m and forecast to be £782k higher than budget at year-end. Despite some areas where income is lower than budgeted such as the rent reduction at Rookwood and the loss of income for the delay in the opening of the High Ropes in Horsham Park, our key income areas are performing well and income from planning fees and green waste for example are running well ahead of budgeted levels. We remain a little concerned about the impact the new parking at John Lewis/Waitrose will have on our parking income although this seems to be stable so far and overall slightly better than budgeted for.
- 3.6** Cumulative gross expenditure is £22.0m and forecast to be £535k over spent at the year-end which reflects higher than budgeted costs on external consultant costs on development and the estimated additional costs as a result of £330k of planning appeal costs awarded against the Council, which are under negotiation. Staffing costs are currently £32k (1.8%) below budget at Q3 excluding Census. The saving on vacancies of £786k are offset by higher than budgeted overtime (£62k overspend), agency (£136k overspend) and temporary staffing (£555k). It is anticipated that the present staffing costs position will be broadly similar at out-turn.
- 3.7** Overspends on expenditure are being monitored and the year-end forecast position reflects officers taking action to mitigate and reduce overspend where possible. However, the year-end forecast outturn will include some overspends such as the £32k overspend on leisure centre legacy repairs and the £19k overspend on porta-loos at Southwater Country Park Dinosaur Island that will not reduce. Some costs such as those on higher consultancy costs £295k for planning and development and will be more than offset from higher planning fees income. Spend in these consultancy areas though should not be as high in future as vacancies are filled with experienced staff. Cumulative appeal costs paid to quarter 3 totalled £63k, of which £52k were costs of appeals and £11k were adverse costs awarded.

#### **4. Performance Monitoring**

- 4.1** An analysis of performance demonstrates that 61% (20) of indicators met or exceeded targets set; 24% (8) were close to target, and 15% (5) fell outside of the target range. Detail can be seen in Appendix D.
- 4.2** Areas where targets have not been met include percentage of planning appeals allowed, staff turnover levels and recycling rates. The speed of processing changes to circumstances of Housing and Council Tax Benefit claims performance is below target but changes to process will see improvements and expect to achieve target by the year end.
- 4.3** The cost of planning appeals 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.

**4.4** Positive improvement over the previous quarter was seen for the number of households in bed and breakfast and the number of complaints recorded.

## **5 OUTCOME OF CONSULTATIONS**

**5.1** SLT have considered the review of Financial Monitoring and Key Performance Indicators; the District Plan Priorities and Tracked Key Projects Report for 2015/16.

## **6. OTHER COURSES OF ACTION CONSIDERED BUT REJECTED**

**6.1** Not appropriate; Council needs to be seen to effectively monitor its performance.

## **7. STAFFING CONSEQUENCES**

**7.1** There are no staffing consequences associated with this report.

## **8. FINANCIAL CONSEQUENCES**

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

## Appendix 1

### Consequences of the Proposed Action






What are the risks associated with the proposal?  Risk Assessment attached Yes/No	None
How will the proposal help to reduce Crime and Disorder?	Managing finance and performance will help identify areas where the Council can provide better crime and disorder reduction initiatives
How will the proposal help to promote Human Rights?	Managing finance and performance will help identify areas where the Council can promote Human rights initiatives
What is the impact of the proposal on Equality and Diversity?  Equalities Impact Assessment attached Yes/No/Not relevant	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.  No Equality Impact Assessment (EIAs) required at this level (EIAs will be carried out at more strategic opportunit
How will the proposal help to promote Sustainability?	Performance against sustainability issues are reviewed regularly through Performance Management Working Group

### Statutory and Policy Background

Statutory Background	'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.  The principles involve local accountability, breaking departmental and organisational boundaries, partnership, performance measurement and management, comparability and continuous improvement
Relevant Government policy	Duty of Best Value.  '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
Relevant Council policy	The Performance Management Framework, 'Performing to Win', supports how we will achieve this.




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**APPENDIX A: District Plan Priorities & Key Tracked Projects Reporting**  
**Qtr 3 2015/16**

Symbols Used				
				
Not Started	On Track	Keep eye on	Issues	Completed




We are currently in Year 5 of an extended 4 Year Corporate Plan – the Interim Year 5 District Plan. Progress against the District Plan is reported across 6 themes: Economic Development; Efficiency and Taxation; Arts, Heritage and Leisure; Living, Working Communities; Environment; Safer and Healthier

**Following a review of key projects by the Project Review Group and SLT, there have been some changes to the Key Tracked Projects List**  
 Reporting covers budget and costs across the life of the project not spend only in the current period.  
 Where indicated by \*, some projects include capital and revenue elements



District Plan Theme	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 3 Update	Due Date			
<b>Theme 1:</b> <b>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.	Work has commenced on the Economic Strategy. The Economy Advisory Group will be considering a draft structure in February. A business survey will be undertaken early 2016.	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.	West Sussex County Council (WSSCC) have agreed terms to purchase the former Novartis site in Horsham in order to develop a new science park that will host leading firms in life-saving research work and the development of innovative technology. Some residential development will also be included in the scheme. The development will be a major boost for the West Sussex economy and is set to bring up to 1,000 jobs to the district.	tba	Cllr Gordon Lindsay	Lead Officer: Tom Crowley	
	3. Develop priorities for the rural economy through the Rural West Sussex Partnership.	The continuation of the existing 2 year agreement (which expires Mar 2016) is being sought. If funding is agreed for 2016/17, priorities and projects will be developed.	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	4. Develop and deliver the Horsham Town Vision. This will include key sites such as the Bishopric, Piries Place and other sites.		31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	

	<ul style="list-style-type: none"> <li>Work with landowners, developers and stakeholders to prepare an integrated set of proposals for the Horsham Town Vision</li> </ul>	<p>Documents being drafted up to Apr 2016; consultation in May-June, with review in June and adoption July 2016.</p> <p>WSCC are progressing outline Business Cases for Town Centre and Hurst Road in consultation with HDC as part of Horsham Place Plan development to identify and secure future delivery funding bids.</p>	Ongoing	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>	As part of the work on the Economic Strategy, the delivery of the Economic Development service is being reviewed. This includes evaluating the options for Horsham Town Centre Management, including the feasibility of a BID.	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	<ul style="list-style-type: none"> <li>Agree a plan and programme for marketing Horsham Town</li> </ul>	Initial proposals received from consultants. Some aspects of the recommendations are being delivered via social media and the events programme, under the Horsham – Time Well Spent brand.	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	<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	Cllr Gordon Lindsay	Lead Officer: Natalie Brahma-Pearl	

District Plan Themes	Project	Update	Budget	Spend to date	Forecast total spend	Cabinet Member	Status
<b>Theme 1: Economic Development</b>  <i>Plan for a successful local economy with high levels of employment</i>	Horsham Car Parks Fabric and Equipment (NEW in Q3)	<p><b>Background</b> Composite project which includes Swan Walk car park repairs, improvements to lighting at Pirie's and Swan Walk and replacement of lifts at Pirie's and the Forum, also extending of ANPR to Hurst Road and Denne Road</p> <p><b>Progress Update</b> Project slippage – lighting improvements and lift installations will now take place mid Feb 2016 when more daylight hours available to do the work. Contractors appointed.</p> <p><b>Issues / Concerns</b> Supplementary budget for 2016/17 - £43k – agreed, accounted for by unavoidable growth has already been included in budget forecasting.</p>	<p>SW control room £50k</p> <p>Lighting at P&amp;SW £150k</p> <p>Lifts £365k</p> <p>ANPR £125k</p> <p>Total: £690k</p>		Total: £690k	Cllr Gordon Lindsay	


	<p><b>Sunday and Bank Holiday Car Parking Charging (NEW in Q3)</b></p>	<p><b>Background</b> Includes introduction of charging for Sunday and Bank Holiday parking,</p> <p><b>Progress Update</b> Strategy for the management of car parks across the District is in preparation</p> <p><b>Issues / Concerns</b> No concerns at this stage</p>	<p>Expected additional income of £140k</p>			<p>Cllr Gordon Lindsay</p>	
	<p><b>Horsham Town Vision Masterplanning (Incl Bishopric Enhancement) (NEW in Q3)</b></p>	<p><b>Background</b> To produce an imaginative, innovative, dynamic vision of the planned, emerging and prospective development opportunities and improvements within the town centre. This includes agreeing and delivering public realm improvements for Bishopric/Albion Road area to facilitate greater connectivity between John Lewis/Waitrose and Town Centre including options to retain or remove Shelley's Fountain.</p> <p><b>Progress Update</b> Horsham Town Vision Project Board established; Draft document to be prepared Jan-Apr 2016, consultation in May-June, and anticipated adoption in July 2016. WSCC (in consultation with HDC), are progressing outline Business Cases for Town Centre and Hurst Road as part of Horsham Place Plan development to identify and secure future delivery funding bids.</p> <p><b>Issues / Concerns</b> The Vision is dependent on progression of parallel retail, hotel and transport studies. Consultant performance management will be key to achieving dynamic yet realistic development options and the quality of commercial advice to underpin feasible/deliverable options.</p>	<p>TBA</p>			<p>Cllr Ray Dawe, Cllr Gordon Lindsay, Cllr Clare Vickers</p>	
	<p><b>Hurst Road Site (NEW in Q3)</b></p>	<p><b>Background</b> A unique opportunity exists to develop and deliver a combined, comprehensive Public Sector development solution for Hurst Road to include re-provisioning of existing services on or off site; maximising development potential to deliver new homes and jobs; connectivity and</p>	<p>TBA</p>			<p>Cllr Ray Dawe, Cllr Gordon Lindsay, Cllr Clare Vickers</p>	




		<p>townscape enhancements.</p> <p><b>Progress Update</b>  Stage 1: Discussions initiated to establish Development Partnership with Police, Fire, Ambulance and Health Services. Ministry of Justice are being encouraged to engage in partnership approach. Cabinet and Council sign off tabled for January/February respectively.</p> <p><b>Issues / Concerns</b>  Failure to exploit a unique opportunity to take a comprehensive approach as all public sector partners reviewing service provision and estates' strategies.</p>					
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District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 3 Update	Due Date			
<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	
	<ul style="list-style-type: none"> <li>Expand the Customer First Programme and expand digital delivery</li> </ul>	Parking Services calls are being handled in the Corporate Contact Centre from 4 <sup>th</sup> Nov 2015, Housing went live 20 Jan and Planning calls are scheduled for May 2016	Dec 2015			
	<ul style="list-style-type: none"> <li>Implement the Commissioning Framework</li> </ul>	<p>An annual review of all commissioning and project activity has been completed. This covered completed projects over the year, progress with current projects and additional commissioning opportunities going forward.</p> <p>The New Procurement Code which adopts the principles of Commissioning was approved by Full Council in December 2015</p>	31 Mar 2016			
	<ul style="list-style-type: none"> <li>Review and refine the Medium Term Financial Strategy (MTFS) for 2016/19 and action plan</li> </ul>	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 are being finalised	Ongoing	Cllr Brian Donnelly	Katharine Eberhart	





There are no projects associated with this District Plan Theme

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 3 Update	Due Date			
<b>Theme 3: Arts, Heritage &amp; Leisure</b>  <i>Build an arts, leisure and culture reputation that also supports our economy</i>	1. 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>The business case for the redevelopment of the Leisure Centre Option 3 was agreed by Council on 9 Dec 2015. An external Project Manager and Cost Consultant have now been appointed. Anticipated completion date will be provided following PM's confirmation of programme</p> <p>The athletics track will be retained at the current site until a suitable alternative location has been agreed.</p>	tba	Cllr Jonathan Chowen  Cllr Brian Donnolly	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	

District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
<b>Theme 3: Arts, Heritage &amp; Leisure</b>  <i>Build an arts, leisure and culture reputation that also supports our economy</i>	<b>Leisure Management Provision: Legacy Issues</b> (*Includes capital and revenue spend)	<p><b>Background</b> This project relates to legacy issues relating to the provision and maintenance of leisure centres across the District.</p> <p><b>Progress Update</b> Additional works have been carried out over the remedial period, of necessity, above the original scope intended.</p> <p><b>Issues / Concerns:</b>  Loss of income claims have arisen, with a forecast overspend due to increased scope of works needed</p>	*£2,517,053 (incl £380,000 loss of income provision)	£2,112,736	*£2,548,769 (incl £380,000 loss of income provision)	Jonathan Chowen	
	<b>Broadbridge Heath Leisure Centre</b>	<p><b>Background</b> Includes new leisure centre build and associated projects</p> <p><b>Progress Update</b> Business case and budget for preferred Option 3 agreed with Cabinet and Council Dec 2015. The athletics track will be retained at the current site until a suitable alternative location has been agreed. PM and QS have now been appointed for the building project. Project Board has been set up and two weekly meetings scheduled. Completion by Spring 2018.</p> <p><b>Issues/Concerns</b></p>	£12.3m	£109k	£12.3m	Jonathan Chowen	

		No concerns at this stage					
District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status	
	2015/16 - Year 5	Qtr. 3 Update	Due Date				
<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	Now adopted	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 procedures and systems in place	Work is continuing on CIL and it is anticipated that consultation on the draft charging schedule will take place early in 2016, followed by Examination by an Independent Planning Inspector.	Ongoing into 2015/16	Cllr Claire Vickers	Lead Officer: Chris Lyons  Support: Barbara Childs		
	3. Develop a strategy for enabling the delivery of affordable housing	A new strategy cannot be developed until the Government's Housing Planning Bill is on the Statute Book. An Interim Strategic Statement is being prepared, following on from HDC's housing Policy Document – Housing to Meet Local Need – for adoption in Spring 2016.	Jan 2016	Cllr Claire Vickers	Lead Officer: Natalie Brahma-Pearl Support: Andrew Smith		

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District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
<b>Theme 4: Living, Working Communities</b>  <i>Working together to support the life of local communities</i>	<b>Community Infrastructure Levy (CIL) Implementation</b> (*Includes capital and revenue spend)	<b>Progress Update</b> New software has now been procured to support CIL and s106 systems. System live w/c18 Jan 2016 for s106 payments, CIL to follow after adoption later in 2016  Annual maintenance costs will be covered by income from future CIL  <b>Issues / Concerns</b> No concerns at this stage	£21,250	*£21,250 (Incl 1 <sup>st</sup> year support)	£21,250	Cllr Claire Vickers	
	<b>Billingshurst SPD and Infrastructure Programme</b>	<b>Background</b> Infrastructure programme to be agreed and delivered to support SPD actions and priorities to regenerate and support Billingshurst future growth  <b>Progress Update</b>	TBA			Cllr Gordon Lindsay,  Cllr Kate Rowbottom	

		<p>Working Group established; Priorities and draft delivery programme being worked up and costed; existing and future funding to be mapped and agreed.</p> <p>Draft SPD strategy document being revised for Working Group agreement and wider stakeholder consultation for adoption Spring 2016. Acquisition of Myrtle Lane car park agreed with delivery Spring 2016.</p> <p><b>Issues / Concerns</b> Complex project depending on effective partnership working</p>					
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District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 3 Update	Due Date			
<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 is continuing 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 into a single site at Hop Oast, with new office and workshop buildings. Planning application was submitted at the end of Dec 2015. Completion for end 2017/18.	Completion end 2017/18	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl  Support: Brian Elliott	




District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
<b>Theme 5: Environment</b> <i>A better environment for today and tomorrow</i>	<b>New Hop Oast Depot</b>	<p><b>Background</b> Consolidation of Hop Oast and Hurston Lane Depots into a single site at Hop Oast.</p> <p><b>Progress Update</b> A project team has been set up and technical project manager appointed who is leading the professional team to develop the new scheme. Planning application has been submitted. For completion Autumn 2017. A change management programme is running alongside the building project (see below)</p> <p><b>Issues/Concerns</b> Project is on track, but health &amp; safety risk at the Hop Oast depot continues until new depot built.</p>	£4,550,000	£27,613	£4,550,000	Cllr Roy Cornell	
	<b>Waste Management Review</b>	<p><b>Background</b> The Waste Management service review is in progress. Digital solutions to replace predominately paper-based rounds systems are to be implemented, which will provide better accessibility, improved efficiency and</p>	Incab grant funded			Cllr Roy Cornell	

		<p>improved contact and response times.</p> <p><b>Progress Update</b>  Tender assessment commenced for 'Incab' digital solution. Implementation planned from April 2016. The new system will be cloud-based so financed on an ongoing maintenance basis over the period of the contract rather than through a capital budget item.</p> <p><b>Issues/Concerns</b>  No concerns at this stage</p>					
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District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 3 Update	Due Date			
<b>Theme 6: Safer &amp; Healthier</b> <i>Improving health and well being</i>	Co-ordinate the Think Family Programme in Horsham District including leading partner action in the Think Family Neighbourhoods.	<p>Think Family Neighbourhood Work has transitioned to a new model working across the District, able to develop projects with communities in response to any of the six Think Family themes, where they are relevant. Think Family Neighbourhood funding supporting projects including WISH (Work Information Support Hub) and Substance Misuse Support for young people provided by Horsham Matters.</p> <p>Strengthening links with WSCC establishing Family Support Network, including revisiting the Think Family Governance structure for Horsham district.</p> <p>Focus on household budgets and money worries – led to new District Council leaflet for residents.</p> <p>Working group in Pulborough established in Q2 including actions to secure the Youth Club for community use and strengthen community involvement</p>	31 Mar 2016	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	
	Work towards making better use of the facilities at Horsham Hospital and best possible health services across the District.	<p>HDC is working towards improving primary care access</p> <p>HDC is working closely with the CCG to ensure HDC Health and Wellbeing hub is fully integrated and managed.</p>	31 Mar 2016	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	


There are no projects associated with this District Plan Theme

## Completed District Plan Priorities in 2015/16




District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Qtr. 2 Update	Due Date			
<b>Theme 2: Efficiency &amp; Taxation</b>	Relocate HDC offices	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	Cllr Ray Dawe	Lead Officer: Tom Crowley  Support: Katharine Eberhart	
<b>Theme 2: Efficiency &amp; Taxation</b>	Implement EDRMS (Electronic Document Retention Management Systems) projects	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	Cllr Ray Dawe	Katharine Eberhart	
<b>Theme 3: Arts, Heritage &amp; Leisure</b>	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.	31 Mar 2016	Cllr Jonathan Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	

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## Completed Projects in 2015/16

District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
<b>Theme 1: Economic Development</b>  <i>Plan for a successful local economy with high levels of employment</i>	<b>HORSHAM TOWN VISION: West Street Improvement Plan &amp; Signage</b>  Scheme funded through West Sussex County Council's 'Kick-Start' Programme to deliver improvements to hard and soft landscaping, street furniture, signage and lighting	Project in the main completed – installation of additional monoliths are outside of project's original remit. A limited amount of shop frontage match funding was included in the original grant funding, but has been decoupled from the project, due to delay in take-up/ implementation, ditto wifi improvements  <b>Issues / Concerns</b> None at this stage	£697,000	£537,649		Cllr Gordon Lindsay	



	<p><b>HORSHAM TOWN VISION: Car Parking Equipment Replacement (Smartpark)</b></p> <p>Project covers Car Parking Equipment Replacement in Horsham Town Car Parks</p>	<p>The only outstanding element is finalising the SmartPark Account scheme, which is currently under test. SmartPark has already been funded from the budget. This has been decoupled from the main project, as the car park equipment replacement has been completed. A Post Implementation Review will be carried out.</p> <p><b>Issues / Concerns</b> Budget overspend accounted for by the installation of additional machines in response to public demand. Supplementary budget was applied for and allocated</p>	£275,015	£325,000		Cllr Gordon Lindsay	
<p><b>Theme 2: Efficiency &amp; Taxation</b></p> <p><i>Delivering excellent value and high performance</i></p> <p>Page 23</p>	<p><b>BUSINESS TRANSFORMATION: The Big Move</b></p> <p>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>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. The project has been completed with an overspend of approximately £12k which is around 1% of overall budget .</p> <p><b>Issues/Concerns</b> No concerns at this stage</p>	£1,193k	£1,205k		Cllr Ray Dawe	
	<p><b>BUSINESS TRANSFORMATION: Customer Contact Project (Delivery)</b></p> <p>Phase 2 includes waste and recycling, Capitol Theatre and Elections overflow covered by call centre</p>	<p>Generic calls for Parking Services now handled by the Corporate Contact Centre. Housing goes live 20 Jan; Planning scheduled for May 2016. Agreed with SLT to remove from Key Projects List.</p> <p><b>Issues / Concerns</b> No concerns at this stage</p>	No Capital budget			Cllr Ray Dawe	
	<p><b>Theme 4: Living, Working Communities</b></p> <p><i>Working together to support the life of local communities</i></p>	<p><b>Horsham District Planning Framework</b></p> <p>The HDPF must be in place before the CIL scheme can be adopted</p>	<p>The Planning Inspector's Final Report (dated 8 October 2015) on the examination into the Council's Horsham District Planning Framework concludes that the Plan, together with the modifications, is sound.</p> <p>COMPLETED</p> <p><b>Issues/Concerns:</b> No major concerns</p>	N/A	N/A		Cllr Claire Vickers

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**Horsham District Council  
Balance Sheet 31 March 2015**

Appendix B

	£'000	£'000
Property, Plant and Equipment		
- Other Land and Buildings	79,741	
- Vehicles, Plant, Furniture & Equipment	3,419	
- Assets under construction/Awaiting Development	801	
Heritage Assets	709	
Investment Property	30,085	
Intangible Assets	375	
Long-term Debtors	34	
Long-term Investments	2,000	
<b>TOTAL LONG TERM ASSETS</b>		<b>117,164</b>
Short - Term Investments	12,001	
Inventories	129	
Short Term Debtors	4,943	
Cash and Cash Equivalents	10,835	
<b>CURRENT ASSETS</b>		<b>27,908</b>
Short Term Creditors	-9,881	
<b>CURRENT LIABILITIES</b>		<b>-9,881</b>
Provision for Corporate Restructure	-138	
Provision for Accumulated Absences	-128	
Provision for Business Rates Appeals	-1,693	
Long Term Borrowing	-4,000	
Other Long Term Liabilities		
- Pension Asset/(Liability)	-13,412	
- War Memorial Fund	-2	
- Other Balances	-3,747	
- SPLIT OTHER BALANCES OUT		
Capital Grants & Receipts in Advance	-1,220	
<b>LONG TERM LIABILITIES</b>		<b>-24,340</b>
<b>NET ASSETS</b>		<b>110,851</b>
Usable Reserves		
- Reserves	-16,178	
- Capital Receipts Reserve	0	
- Capital Grants & Contributions Unapplied	-5,673	
Unusable Reserves		
-Revaluation Reserve	-19,631	
-Pensions Reserve	13,412	
-Capital Adjustment Account	-83,514	
Financial Instrument Available for Sale Reserve	-84	
-Financial Instrument Adjustment Account	-98	
-Collection Fund Adjustment Account	787	
-Accumulating Absences Adjustment Account	128	
<b>TOTAL RESERVES</b>		<b>-110,851</b>

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**CAPITAL BUDGET MONITORING Period 9 in 2015/16**

## Appendix C

Capital projects	Department	Net expenditure	Budget	Spend as % of budget
Existing Leisure Centres	Property & Facilities	433,568	695,531	62%
Broadbridge Heath Leisure Centre - new build	Property & Facilities	55,920	1,098,628	5%
Other Community and Culture projects	Comm and Culture	607,934	1,086,456	56%
Waste and Recycling projects	Property & Facilities	-	65,000	0%
Hop Oast depot development	Waste & Recycling	74,716	3,535,110	2%
Vehicle Fleet	Streetscene & Fleet	-	1,442,000	0%
Grants - Environmental health	Envir Health & LM	378,576	838,000	45%
Housing Enabling Grants	Housing	1,350,000	9,665,000	14%
ICT projects - HDC	Resources ICT	18,205	361,331	5%
ICT projects - Census	Resources ICT	36,761	114,275	32%
Car Parks Fabric and Equipment	Property & Facilities	20,085	893,223	2%
Office move	Property & Facilities	679,748	655,746	104%
Town centre improvements	Property & Facilities	55,438	216,735	26%
Commercial Property Investment Fund	Property & Facilities	-	5,000,000	0%
Miscellaneous properties spend	Property & Facilities	23,395	4,274,886	1%
<b>Total</b>		<b>3,734,347</b>	<b>29,941,921</b>	<b>12%</b>

Forecast outturn	Spend as % forecast outturn	comment
550,418	79%	Spend relates mainly to the Pavillions and Steyning swimming pools. The Leisure Facilities general budget (£200k) is not expected to be used.
100,000	56%	Spend to date is for Feasibility study fees. Proposal to be agreed £12.3m: <b>2016/17</b> : £3.1m; <b>2017/18</b> £9.2m plus Running track <b>2019/20</b> £2.5m.
1,009,244	60%	Expenditure includes: Southwater Dinosaur Island & car park (£187k); loan to Henfield Leisure Centre for soft play area (£283k) and HDC contribution towards Traveller Transit site, Chichester (£73k). The latter was less than expected.
-	0%	No spend; budget to be reviewed at a later date
125,000	60%	Spend to date is for preparatory work. Total budget of £4.55m, approved by Council, <b>2014/15</b> £0.02m, <b>2015/16</b> £0.13m and <b>2016/17</b> £4.4m. The budget includes provision for new Depot and workshop facility and for the temporary relocation of services currently based at Hop Oast while the new depot is constructed.
515,000	0%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme: <b>2016/17</b> : £0.9m; <b>2017/18</b> £4.9m; <b>2018/19</b> £0.6m.
615,000	62%	Spend mostly demand led
1,914,000	71%	Spend (using S106 Affordable Housing receipts) is for a Saxon Weald grant (£1.35m for Alley Groves, Cowfold). Budget includes £7m for Housing Services - Saxon Weald Loan. This is expected to slip to 2016/17 as dependant on another scheme for planning being submitted.
161,331	11%	The ICT Projects general budget (£200k) is not expected to be used.
114,275	32%	Majority of spend is for Census Server replacement
753,244	3%	Current spend is mainly fees associated with Piries Place Car Park lift. Contracts will be signed in 2016 and work to improve car park lighting and replace Piries Place and Forum lifts will now take place in 2017/18 (when more daylight hours).
679,748	100%	Budget is carried forward amount. Total Project budget (capital element) is £1.1m. There is an expectation that some costs may be recoverable from WSCC reducing the forecast overspend. The Project is expected to close during Q4 2015.
216,735	26%	Expenditure is for West Street improvements
-	0%	Supplementary estimate agreed at Cabinet meeting (9th Sept 2015). To allow the expansion of the Council's property portfolio in order to increase the contribution to revenue (anticipated that purchases would normally achieve a 6% return). Expected spend £5m 2016/17 circa by 30th Sept.
1,466,886	2%	Budget includes £2.9m for site acquisition and build of Temporary Accommodation (Bishopric). Expected that £0.7m will be incurred in 2015 and £2.2m in next financial year. Full £2.9m will be funded by S106 Affordable Housing receipts.
<b>8,220,881</b>	<b>45%</b>	

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

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# Combined Finance & Performance Summary 2015/16, Quarter 3

# Appendix D

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

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Property and Facilities P35

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## Director of Community Services

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Environmental Health P48

Housing P50

Parking Services P53

Street Scene and Fleet P55

Waste and Recycling P56

## Director of Corporate Resources

Census ICT P40

Census Revenues and Benefits P42

Human Resources P44

## Corporate Overview: Headline Financial Summary

	Net spend Qtr 3 2014/15 £000s	Actual net spend Qtr 3 2015/16 £000's	% of Annual Budget	Forecast (Under) / Over £000's
<b>Gross Revenue Spend</b>	21,486	22,001	74%	535
<b>Gross Revenue income</b>	(14,663)	(14,801)	85%	(782)
<b>Net Revenue Spend*</b>	6,823	7,200	59%	(247)
<b>Capital Budget</b>	n/a	3,700	12%	£21.7m slippage

- Figures exclude Census ICT and Census Revenues and Benefits

### Revenue:

The third quarter financial projections are largely in line with forecast budgets. We are projecting an under spend of £247k or £73k when Census ICT and Revenues and Benefits are included.

Key income areas are performing well and income from planning fees and green waste for example are running ahead of budgeted levels.

### Capital Budget:

At £3.7m, the cumulative spend at quarter 3, is a small proportion, 12%, of the full year planned capital programme of £29.9m. The capital outturn is forecast at £8.2m as it is recognised that schemes will not progress as far as expected in this financial year, £21.7m (73%) and will slip into 2016/17.



## Corporate Overview: Headline Performance Summary



**61% On target**

**24% Close to target**

**15% Outside target range**

### **Key performance indicators:**

Positive improvement over the previous quarter was seen for households in bed and breakfast and the number of complaints recorded.









Other performance measures with positive outcomes include: call centre performance remains consistently above target; Many income indicators achieving and exceeding targets, particularly parking, planning fees, local land charges, and trade waste.


Areas where targets have not been met include percentage of planning appeals allowed, staff turnover levels, recycling rates and speed of processing changes to circumstances of Housing and Council Tax Benefit claims.

The cost of planning appeals continues to be an area of concern and an additional performance measure is being reported on to identify the number of planning appeals cost awards.

# Corporate Indicators

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	4,908	4,278	-		6% increase over same period previous year Cabinet Member: Cllr Dawe
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc)	3,740	3,957	3,907		Cabinet Member: Cllr Dawe
CS01	Contact Centre: % of incoming calls answered within 20 seconds	98%	96.7%	80%		Cabinet Member: Cllr Dawe
CS04	% of valid complaint decisions upheld by the LGO over the year	Measured Annually				Cabinet Member: Cllr Dawe
FS07	% of invoices paid on time	93.30%	93.86%	96.00%		Cabinet Member: Cllr Donnelly
FS07a	% of invoices paid within 10 days	71.43%	75.09%	75%		Cabinet Member: Cllr Donnelly
FS13	Business Rates: Rateable Value	£100,922,630	£103,712,890			Cabinet Member: Cllr Donnelly
PP08	Number of FOI requests received	196	160			Cabinet Member: Cllr Dawe
PP09	% of FOI requests responded to within	95%	99%	85%		Cabinet Member: Cllr Dawe

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
	20 days					
PP10	Number of complaints received	102	57			Cabinet Member: Cllr Dawe This figure doesn't include Leisure centres.

# Director of Planning, Economic Development and Property

## Service Area: Building Control

### Overview:

Application numbers were down this quarter but are in line with previous years and reflect the normal pattern. Market share remains consistent.

Key applications include Phase 4 of Berkeley Homes, Horsham and the Conversion to form Crawley Museum.


Vacant posts have now been filled and the new staff members have settled in well. Customer satisfaction remains strong with 100% of respondents satisfied or very satisfied.

### 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 Q3 2014/15 (£000's)		Forecast over/(under) net spend (£000)
561	71%	71%	(534)	27	63%	(11)	27	(14)	(11)	(14)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
BC03	Building Control Fee Income Received	£265,553	£379,408	£397,341		Volumetric Cabinet Member: Cllr Vickers

## Service Area: Development Management

### Overview:

The performance of the department has been excellent and the determination of planning applications has exceeded targets with Minor applications at 81% (65% target), Other applications 85% (80% target) and Major applications close to target at 76% (80% target). This is in addition to the significant amount of applications determined outside of the formal reporting process, such as Prior Approvals, Approval of Condition Details etc.

The % of allowed appeals is above the 30% target. As per the previous quarter, this is predominately due to the weight that was being attributed to the emerging HDPF, and the LPA giving this an increased level of weight than most PINS Inspectors. This should come closer to target once the adoption of the HDPF settles in.

The key government indicator – ‘percentage of all major applications allowed at appeal within the assessment period’ at formal reporting in October for period 01.01.14 – 31.12.15 is forecast at under 5%, well within the Local Government Designation Threshold of 20%.

The planning application fee income has significantly increased above the end of Q3 target to £924,413 (Q3 target £782,987). This is reflected in the number of applications being received and processed, and cements the streamlining of the department in that the above targets of processing applications is so high.

The land charges fee income has also significantly increased to £208,003 (Q3 target £164,934). The team are working to excellent performance in their responses issued within 10 working days.

The permanent staffing arrangements of the department are now settled following the May 2015 restructure. We have filled all the permanent posts, however due to staff turnover, there are still some minor vacancies that we will be looking to fill to ensure adequate service delivery. We now process all planning applications and appeals internally, and there is no use of external consultants, except for obtaining specialised advice on matters such as Ecology and Archaeology.

The forecast includes estimated additional costs as a result of £330k of planning appeal costs awarded against the Council, which are under negotiation.






Complaints within the department are also significantly down (approximately 40% lower than this time last year) which demonstrates the considerable improvement in the delivery of the service.






## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
1,783	87%	(1,288)	84%	495	511	54

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
DM07	Planning appeals - number of cost awards	4	5	0		<b>Low is good</b> Cabinet Member: Cllr Vickers
DM09	Percentage of planning appeals allowed	40.63%	50%	30%		<b>Low is good</b> Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	74.11%	81.40%	65.00%		Cabinet Member: Cllr Vickers
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	80.64%	85.24%	80.00%		Cabinet Member: Cllr Vickers
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	96.3%	76.67%	80%		Cabinet Member: Cllr Vickers

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
DM20	Number of major planning applications determined subject to voluntary extension	16	14			Volumetric Cabinet Member: Cllr Vickers
DM21c	Percentage of all major applications allowed at appeal within the assessment period (01.01.14 to 31.12.15)	Projected to be <5%		<20%		Reporting period completes at end of October 2016.  Cabinet Member: Cllr Vickers
DM22a	Planning appeals – adverse costs awarded and paid £	£61,134	£63,416			These tables provides the detail as of 27.01.16, and will change over time as costs are agreed and invoices received.
DM22b	Planning appeals – HDC costs incurred	£43,271	£52,413			
FS01	Planning: Fee income	£686,751	£924,413	£782,987		Cumulative Cabinet Member: Cllr Vickers
FS02	Local Land Charges: Fee income	£140,558	£208,003	£164,934		

## Service Area: Property and Facilities

### Overview:

The format of the overview has been changed to provide greater insight into the different areas of activity and a general update on issues:

#### 1. Projects

The department is client lead on the property aspect of the following active projects:

Broadbridge Heath Leisure Centre: Project Manager appointed – who will procure balance of professional team

Hop Oast: Design completed and in for planning; contractor appointment to be considered by Cabinet 28<sup>th</sup> January

Bishopric: 17 Flats for temporary accommodation: Contracts exchanged; expected commencement date on site March 2016.

Lift replacement car parks: Works due to start on site Mid-February.

Lighting replacement car park: Works to start in the spring.

#### 2. Disposals

The sale of Park North and North Point has completed.

#### 3. Investment Portfolio

Normal asset management activities to improve the portfolio continue. Two short term lettings have been completed in Park House to generate income.

HDC has an investment under offer to add to the portfolio to generate additional revenue. Other possible acquisitions are under consideration.

#### 4. Operational Portfolio

This is being reviewed on an ongoing basis the objectives are to identify opportunities to extract value and to ensure that properties are fit for service delivery. An easement has been granted at Hills Cemetery proving a capital receipt of £67k.

#### 5. Facilities Management

An M&E asset register is being prepared which will be completed shortly. We are scoping the extent of any fabric survey that may be required. A corporate saving on repairs and maintenance has been forecast of £120k





## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
<b>Totals</b>	<b>1,284</b>	<b>61%</b>	<b>(2,827)</b>	<b>97%</b>	<b>(1,543)</b>	<b>(1,388)</b>	<b>(233)</b>
PROP & FACILITIES - ADMINISTRATION	592	76%	0	0	592	680	0
PROP & FACILITIES - INVESTMENT PROPERTIES	242	43%	(2,792)	97%	(2,550)	(2,394)	(113)
PROP & FACILITIES - OPERATIONAL PROPERTIES	450	61%	(35)	207%	415	325	(120)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.8%	98.72%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,830,552	£2,536,996	£2,377,719		Cabinet Member: Cllr Donnelly

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
VE10	Commercial property return on investment	Measured annually				Cabinet Member: Cllr Donnelly

## Service Area: Strategic Planning

### Overview:

A small staffing cost overspend is forecast – the team has three vacant posts and will be undergoing review. Consultants detailed below are supporting the work of the team. In addition, a Journey to Work candidate has been undertaking important evidence base survey work.

**HDPF:** The Local Plan (HDPF) was adopted on 27 November 2015. The Strategic Housing & Employment Land Availability Assessment (SHELAA) and Authority Monitoring Report (AMR) were published by the end of the year. Nevertheless, considerable pressure to demonstrate 5yrs at planning Inquiries continues.

The **Billingshurst Town Centre** SPD consultation draft is being reported to Council 24 Feb and will be published for comment March/April.

**The Horsham Place Plan** was endorsed by Cabinet 29 January and LGF bid is being prepared for submission by the end of March for sustainable transport infrastructure north of Horsham.

**Horsham Town Vision** consultants appointed and initial findings expected Spring; including results from Transport Study, Hotel & Overnight Accommodation Study and the Retail & Leisure Study.

**Neighbourhood plan progress:** Henfield Neighbourhood Plan and Storrington, Sullington & Washington Neighbourhood Plan are currently being examined. The Examiners reports are due in February and subject to the Examiners recommendations, both will go to Referendum in the Spring. Thakeham NP and Pulborough NP have both been submitted for examination which are also anticipated to take place Spring 2016. We have received two more applications for designation and if successful we will have 83% of the district covered by NP designations.

**CIL:** Consultants are working on the preparation of the Draft Charging Schedule, Infrastructure Delivery Plan and Planning Obligations & Affordable Housing SPDs, which is due to be reported to Council 24 February 2016. A Members Briefing on the initial finding was held in December 2015 and a further Member Briefing on 27 January. Progress on CIL will also be reported at the Planning & Development Advisory Group on 3 February.

**Sustainability:** The Warmer Homes Project has been awarded £30,000. Big Lottery funding is being explored to for future provision.

## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
679	88%	(90)	162%	589	508	18

(xxx) denotes underspend or income

# Director of Corporate Resources

## Service Area: Census ICT

### Overview:

#### 1. Performance

CenSus ICT has continued to meet its defined Service Level (SLA) performance targets (as below), both as a whole & on each Partnership site. During the quarter continued effort was expended across all sites on reducing the number of calls outstanding; as a consequence, the number outstanding has been further reduced from 265 in September to a historic low of 117 at the end of September. Elimination of outstanding calls at HDC has been particularly successful, with only 28 calls remaining outstanding at the end of December 2015. Customer satisfaction surveys continue to be performed monthly on a 10% sample of resolved calls - the HDC mean scores for each of the defined criteria for the quarter are as follows:

1. Ease of contact – 95% (previous quarter 82%)
2. Service satisfaction – 87% (previous quarter 85%)
3. Response time – 79% (previous quarter 65%)
4. Customer communications – 75% (previous quarter 69%).

#### 2. Delivery

- Planning of the migration of both HDC & MSDC sites to Microsoft's Cloud based solution (Office 365) is in hand, with agreed direct support from Microsoft & a required implementation of end March 2016 for all staff on these sites.
- All CenSus servers with out of support Microsoft 2003 operating systems have been migrated to more recent (supportable) systems.
- A new solution (known as direct access) for remote access to corporate systems using Council equipment is being trialled – it is significantly simpler from a user experience & if proven successful will form part of a number of security initiatives (including password policies & server security patching) for completion in the final quarter of 2015/16.
- The restructuring of the CenSus ICT department is essentially complete, with only the recruitment of a Service Delivery Manager for Adur-Worthing site outstanding. All contract staff will have departed by end February 2016.

#### 3. Financial

The figures are summarised below. The HDC share of the projected overspend is £65k, which is attributable to additional maintenance costs & contractor costs over and above vacancy savings.

All planned 2015/16 Projects are expected to complete within the financial year, with the exception of the Implementation of Red Hat Linux, which has been postponed until 2016/17 at the request of CenSus Revenues & Benefits.

## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
2,325	78%	(1,707)	77%	618	567	65

(xxx) denotes underspend or income

## Performance Indicators:

	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
CenSus overall	% of Service Desk calls resolved within agreed Partnership Service Level Agreement timescales	90%	91%	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	88%	88%	85%		

## Service Area: Census Revs and Bens

### Overview:

#### Speed of processing changes of circumstances for Housing Benefit and Council Tax Support (CTS)

The Census Joint Committee agreed changes to the targets with effect from the 1<sup>st</sup> October 2015. Changes to the way in which we process change of circumstances will see improvement in performance once bedded in and it is expected that we will hit the target by year end.

#### Speed of processing for Housing Benefit and Council Tax Support (CTS) claims

CTS claims are on target while HB performance is below target by less than half a day. Some 405 of claims are disallowed, many after a statutory 30 days, quite often due to a claimants failure to provide requested information; this has a significant impact on performance. Although a thorough review of 200 disallowed New Claims has been undertaken, no pattern or common reason for disallowance could be established. It is expected that the introduction of on-line claim for completion and the taking of claims by telephone (to be introduced incrementally during 16/17) will give claimants more clarity about potential entitlement and evidence required in making a claim; this should reduce the incidence of claims being disallowed. Some minor IT teething issues experienced during the introduction of the Risk Based verification process since November has led to delay in processing some claims which has had a small impact on performance. It is expected that targets will be achieved by the year end.

The benefits forecast includes a reduction in grant income following the 2014/15 audit, less additional grant income for 2015/16







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### 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 Q3 2014/15 (£000's)	Forecast over / (under) net spend (000)
Administration	947	77%	(697)	89%	250	182	0
Benefits	22,805	72%	(22,659)	72%	146	210	110

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
R05	% of Council Tax collected in year	58.24%	86.39%	86.60%		Cabinet Member: Cllr Donnelly
R06	Percentage of Non-domestic Rates collected in year	61.03%	83.21%	84.64%		Cabinet Member: Cllr Donnelly
R09a	HB -Speed of processing - new HB claims	YTD 17.66	YTD 18.33	18		Cabinet Member: Cllr Donnelly
R09b	CTB - Speed of processing - new CTB claims	YTD 20.3	YTD 20	20		Cabinet Member: Cllr Donnelly
R10a	HB - Speed of processing - changes of circumstances for HB claims	YTD 10.8	YTD 11	10		Cabinet Member: Cllr Donnelly
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	YTD 11.3	YTD 11.44	10		Cabinet Member: Cllr Donnelly



## Service Area: Human Resources

### Overview:

Some small savings are shown, but set against some commitments, the forecast is for a balanced budget.

Turnover has slightly increased compared to Q2. The restructure of IT and Property & Facilities will have contributed to that. At current trends a turnover of around 13% is predicted for the year, which would be significantly below last year's turnout of 17%, but still above the long term target of 10%. With job mobility still on the rise and uncertainty in the public sector, turnover pressures may continue.



The 12 months' rolling sickness absence trend is stabilising below the 8 days' target and continues to gradually fall. Improved monitoring and managing of absences are increasingly making an impact.

### 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
365	71%	(6)	25%	359	360	13

(xxx) denotes underspend or income

### Performance:

Code	Short Name	Q2 2015/16		Q3 2015/16		Notes
		Value	Value	Target	Status	
PS05	Percentage Staff turnover	2.74%	3.37%	2.5%		Personnel Committee
PS11c	Total sickness (excluding leavers sickness)	7.73	7.49	8		Personnel Committee

## Directorate: Community Services

### Service Area: Community and Culture

#### Overview:

Forecasting a £126k end of year overspend against the original 2015/16 budget. In addition to issues previously reported at Rookwood and The Capitol, some additional staffing costs less increases in income identified at the Capitol Theatre due to improved performance of film and live programme, reduction in rental income, and savings following a staff restructure, porta-loo hire to service the award winning 'Dinosaur Island' (2015 Green Apple Award for Environmental Best Practice) introduction of charging for car parking at Southwater Country Park to commence in 2016 not 2015 as anticipated and remedial repairs at Pavilions in the Park and at the Forest Recreation Centre.

Key performance indicators illustrate that attendance is above target for all indicators except for swimming. This is not believed to be a reflection of national reports that indicate that swimming is in decline but more a reflection of pool closures while remedial works have been undertaken. Horsham District has been bucking the decline trend and we expect these attendance figures to recover.

Q3 attendances at Capitol are almost double those in Q2 as a result of Pantomime and film offerings including 007 Spectre.



#### 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
Totals	4,780	77%	(2,703)	64%	2,077	1,851	126

Management	78	49%	0	0	78	67	0
Comm Development	1,037	83%	(429)	66%	608	365	(79)
Community Safety	280	67%	(84)	41%	196	185	0
Museums	192	74%	(39)	126%	153	155	(3)
Capitol	1,395	86%	(1,378)	109%	17	192	(12)
Leisure Services	687	65%	(525)	71%	161	120	156
Parks & Countryside	1,113	77%	(249)	75%	864	766	64

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 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	264,310	229,653	167,100		Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	115,538	92,864	101,500		Cabinet Member: Cllr Chowen

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
LS03	Attendance at The Capitol	43,712	79,506	47,499		Cabinet Member: Cllr Chowen
LS05	Attendance at Horsham Museum and Visitor Information Centre	19,768	28,776	16,800		Cabinet Member: Cllr Chowen

## **Service Area: Environmental Health Overview:**

The Department are delivering their Operational Plan and Food Safety and Health and Safety Plan on target.

We have received 96 requests to pick up stray dogs.

We have received 600 requests for service.

We have dealt with 184 Infectious Disease notifications.

We have dealt with 60 workplace accident notifications.

We have registered 89 new food businesses.

We have processed 168 Private Hire / Hackney Carriage drivers' licenses and 121 vehicle licenses.

We have issued 28 Table and Chair Permits and 25 Busker Permits in Horsham Town.

We have processed 156 Personal licences and 419 Temporary Events Notices under the Licensing Act.

The Pest Control Business Plan is on target.

We have introduced the Tattoo Hygiene Rating Scheme and all four tattoo studios achieved the top four star rating.

We accepted voluntary closure of one food business for hygiene failings until they were rectified.

We took part in an inter – authority food audit on the Food Hygiene Rating System which concluded that we have robust procedures which are being followed and we comply with the brand standard.

We were successful in our grant bid to the Government for a financial contribution towards the cost of leasing electric vehicles and installing charging points. We have taken up the offer for three vehicles and three charging points and these should be delivered and installed by the end of March. This will not only save the council money but will give us the opportunity to trial the use of electric vehicles within our fleet.

A new three year Gambling Policy was adopted by the Council.

The Budget is on target and no overspend is forecast.

## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
770	71%	(292)	93%	479	453	(52)

(xxx) denotes underspend or income

## Service Area: Housing

### Overview:

Households in B&B accommodation have remained at a reduced level across the quarter. This is due to:

- Plentiful supply of accommodation for nomination – new build schemes in Billingshurst, Broadbridge Heath have rehoused a range of families. This had a knock on effect in providing move on permanent accommodation to a number of households in Council temporary accommodation
- Subsequent voids created in temporary accommodation have meant homeless households can be placed directly in self-contained temporary accommodation rather than having to be placed in Bed and Breakfast
- Nominations in general have been in regular supply
- There has also been a slight reduction in the number of homeless decisions issued overall. Of this slight reduction we are issuing more adverse decisions (finding households intentionally homeless for example which reduces our housing responsibility). For info we have already issued the same number of intentionally homeless decisions in the first two quarters this year 2014/15 as we did for the whole of 2013/14

The number of homeless preventions is less than the same period last year however the number of homeless approaches has also reduced. The service demand continues to be manageable given the deletion of a Housing Officer post at the start of the financial year.

The creation of a Housing Options Support Officer post has managed the demand of online housing applications which increased to 85 for the quarter which is high as it includes Christmas. (Predominantly quieter time).

At 1 January 2016 there were 457 households on the waiting list.

The repairs and maintenance of the Council's short stay temporary accommodation for homeless households has been passed to Scottish and Southern Electric (SSE), and the arrangement seems to be working well, with teething troubles ironed out quickly as they occur.

New build affordable housing delivery for 2015-16 has been delayed by Government announcements on rent reduction, and the Housing and Planning Bill, due for enactment in April will have an effect on the supply going forward. Discussions are ongoing with SLT and Cabinet regarding the implications for affordable housing delivery.







Community Alarm installations have increased by 28% during this quarter from Q2, and have doubled compared to Q3 2014/15. – with further increases predicted.

## 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
908	69%	(763)	72%	145	118	30

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes	
		Value	Value	Target	Status		
HS09	Housing: No. of Tenancy Deposit loans issued	7	5			Volumetric Cabinet Member: Cllr Circus	
HS17	No of Homelessness Preventions	36	33			Cabinet Member: Cllr Circus	
HS18	No of households in temporary accommodation	73	68			Cabinet Member: Cllr Circus	
HS19	Of which no of households in B & B accommodation	14	5			The Quarterly figure is shown as the average of 3 months. Cabinet Member: Cllr Circus	
HS21	No of households on the Housing Waiting list	525	457			Cabinet Member: Cllr Circus	
HS23	Average time spent in B&B and Temporary accommodation	37.28	38.67			Cabinet Member: Cllr Circus	
NI 155	Number of affordable homes delivered	Measured Annually					Cabinet Member: Cllr



Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
	(gross)					Vickers

## Service Area: Parking Service

### Overview:

By the end of Q3 HDC's parking income is 6.9 % up on the target, with ticket sales being up 4.9% on target.

This increase has currently been consistent throughout the year, despite the introduction of the new John Lewis and Waitrose car park, which represented an increase of 12% town centre parking spaces. This increase can be attributed to the introduction of our Smartpark system in our three multi-storey car parks, particularly in Piries Place that went from a pay and display car park to Smartpark. This change in parking regime has ensured that the income and ticket sales have stayed comparatively stable compared to last year despite the number of cars using the car park decreasing.

Amendments have been made to patrols to increase presence and further reduce the impact of illegal parking – moving the potential illegal parkers into HDC car parks.

Car park occupancy during Q3 was up on target thanks to the increased usage in November and December for Christmas.

#### Enforcement Performance:

2,367 Enforcement hours

2,168 Penalty Charge Notices issues (PCN)




260 Cancelled of PCN's (12%)

### 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
1,294	77%	(3,081)	82%	(1,787)	(1,650)	(46)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
FS09	Parking: Total Income	£1,735,824	£2,705,920	£2,518,034		Cumulative Cabinet Member: Cllr Lindsay
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	386,358	403,055	383,187		Cabinet Member: Cllr Lindsay
TS05	Parking - Capacity (% full)	54%	66%	60%		Forum at 66% capacity, Swan Walk 60%, Piries at 55%  Cabinet Member: Cllr Lindsay

## Service Area: Street Scene and Fleet

### Overview:

Agency spend is now at budget due to return of employees, the previous over spend was caused by long term sickness that has resolved via attendance management processes. Managerial structure within Street Scene shows a salary saving.

Domestic wheeled bin sales continue to do well above budget at around £38k. The Cess service will be decommissioned at the end of March the service is £3k down on a revised budget which reflects the overall down turn in the service. Clinical waste is set for transfer to Medisort as of April 1<sup>st</sup> which will reduce vehicle hire and agency requirement and capital replacement costs.

Fleet – Parts reactive maintenance overspent by £40k much of which is down to replacement of the vehicle braking system with spend in 15/16 up by £10k against 14/15. Year on year differential spend on engine components is up by £14k and we have encountered additional spend on winches which now cost £6,500 per unit.

Fuel continues below budget by 106k with some benefits taken from revised fleet deployment as well as market forces effecting prices

### 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
2,211	73%	(97)	70%	2,114	2,100	25

(xxx) denotes underspend or income

## Service Area: Waste and Recycling

### Overview:

The Green waste service continues to do well performing above budget at £ 49k. Trade waste income is £10k above budget although we are currently undergoing a reconciliation process which will improve income however disposal costs may also need to be adjusted accordingly. New business is coming in particularly linked to Trade recycling with a £20k uplift in income compared to same period last year. Promotions etc. have paid dividends here. It's an area we're working on linked to improving materials quality as well.

The Commercial waste managers vacancy is being advertised at the moment focusing on sales, marketing and customer relations across all waste service areas focusing on Trade waste and recycling, Highway sweeping contracts, New commercial markets and income streams.

Salaries and wages are under spent at £36k - vacancies have been filled and agency spend has been reduced plus 1 x senior manager post is gapped. Collections rounds are reduced in number to account for fluctuation in service demand. This in turn drives higher productivity from the remaining collection rounds and reduced fuel requirement.

Recycling quality continues to improve with October and November contamination rates at 5.1% and in December we saw a further reduction down to 4.5% - Threshold is 6%





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### 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 Q3 2014/15 (£000's)	Forecast over/(under) net spend (£000)
2,425	71%	(2,613)	82%	(188)	(410)	(110)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	Q2 2015/16	Q3 2015/16			Notes
		Value	Value	Target	Status	
OP14	Acornplus recycling rate % (Tonnage) [2020 European Target is 50%]	46.82%	39.65%	2020 50%		Subject to revision, as WSCC data included. High is good.  Cabinet Member: Cllr Cornell
OP15	Number of garden waste customers (households)	31,344	31,485	28,500		Cabinet Member: Cllr Cornell
OP16	Number of trade waste customers	1,132	1,133	1,170		Cabinet Member: Cllr Cornell
OP17	Number of refuse, recycling and garden waste collections reported as missed	929	563			Cabinet Member: Cllr Cornell

£000s

Appendix D	Department	Employee Costs*		Premises Costs		Transport Costs		Supplies & Services		Agency/Contractual		Income		Total Exp		Total Net Exp		Forecast
		Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	
Page 31	BUILDING CONTROL	485	697	4	4	17	18	54	76	0	0	(534)	(851)	561	795	27	(56)	(70)
Page 33	DEVELOPMENT	1,182	1,669	1	0	2	9	598	375	0	0	(1,288)	(1,524)	1,783	2,053	495	528	582
Page 36	PROP & FACILITIES - ADMINISTRATION	546	676	0	0	3	2	42	97	0	0	0	(1)	592	775	592	774	774
Page 36	PROP & FACILITIES - INVESTMENT PROPERTIES	0	0	185	451	0	0	57	108	0	10	(2,792)	(2,868)	242	569	(2,550)	(2,299)	(2,412)
Page 36	PROP & FACILITIES - OPERATIONAL PROPERTIES	0	0	339	509	0	0	112	233	0	0	(35)	(17)	450	742	415	725	605
Page 39	STRATEGIC PLANNING	465	533	42	57	1	1	172	177	0	0	(90)	(56)	679	768	589	713	731
Page 41	CENSUS ICT	1,411	1,404	0	0	8	3	906	1,538	0	23	(1,707)	(2,210)	2,325	2,968	619	758	823
Page 42	BENEFITS	0	0	0	0	0	0	0	42	22,805	31,570	(22,659)	(31,635)	22,805	31,612	146	(23)	87
Page 42	REVENUES AND BENEFITS	1	0	0	0	0	0	946	1,224	0	0	(697)	(787)	947	1,224	250	437	437
Page 44	HUMAN RESOURCES & ORG DEVELOPMENT	336	469	0	0	0	0	29	47	0	0	(6)	(22)	365	516	359	494	507
Page 45	COMMUNITY & CULTURE	72	148	0	1	0	0	5	8	0	0	0	0	78	157	78	157	157
Page 45	COMMUNITY DEVELOPMENT	457	630	6	9	11	10	539	599	23	0	(429)	(648)	1,037	1,248	608	600	521
Page 45	COMMUNITY SAFETY	237	302	1	1	10	18	31	95	0	0	(84)	(205)	280	416	196	211	211
Page 45	MUSEUMS	115	150	38	72	0	0	39	37	0	0	(39)	(31)	192	259	153	228	225
Page 45	CAPITOL	373	428	202	366	2	0	818	828	0	0	(1,378)	(1,263)	1,395	1,622	17	359	347
Page 45	LEISURE SERVICES	32	50	470	501	0	1	71	80	113	433	(525)	(742)	687	1,065	162	323	479
Page 45	PARK & COUNTRYSIDE	512	655	312	438	2	3	154	222	132	136	(249)	(330)	1,113	1,454	864	1,124	1,188
Page 49	ENVIRONMENTAL SERVICES/LICENSING	695	961	2	2	8	10	65	118	0	0	(292)	(313)	770	1,091	479	777	725
Page 51	HOUSING	447	608	154	194	7	8	300	514	0	0	(763)	(1,057)	908	1,324	145	267	297
Page 53	PARKING SERVICES	374	515	676	979	1	3	243	192	0	0	(3,081)	(3,743)	1,294	1,689	(1,787)	(2,054)	(2,100)
Page 55	STREET SCENE & FLEET	749	1,005	64	97	1,164	1,649	234	263	0	0	(97)	(138)	2,211	3,014	2,114	2,876	2,901
Page 56	WASTE & RECYCLING	1,914	2,623	10	37	41	4	460	759	0	0	(2,613)	(3,174)	2,425	3,424	(188)	250	140
	AUDIT	139	186	0	0	0	0	2	2	0	0	0	0	142	188	142	188	180
	BUSINESS TRANSFORMATION	153	202	0	0	0	0	81	95	0	0	(0)	0	234	298	234	298	298
	COMMISSIONING	184	313	0	0	0	0	8	7	0	0	(18)	(43)	193	320	175	277	209
	COMMUNICATIONS	211	275	0	0	(0)	0	28	129	0	0	(14)	(35)	239	403	225	368	375
	CORPORATE MANAGEMENT	481	652	0	0	0	0	82	113	0	0	0	0	564	765	564	765	765
	CUSTOMER SERVICES	251	369	0	0	0	0	8	0	0	0	0	0	260	369	260	369	360
	ECONOMIC DEVELOPMENT	286	362	46	78	1	2	140	131	0	0	(135)	(111)	473	572	339	462	457
	FINANCE ACCOUNTANCY	544	725	0	0	0	0	151	155	9	18	(6)	(10)	705	898	699	888	924
	FINANCE CORPORATE	53	(1)	0	0	0	0	124	377	68	0	(205)	(216)	244	377	39	161	171
	HDC ICT	361	549	0	0	1	3	363	652	0	0	(36)	(48)	725	1,204	688	1,155	1,117
	LEGAL & DEMOCRATIC	699	862	2	0	18	22	442	547	0	0	(92)	(64)	1,161	1,431	1,069	1,367	1,384
	<b>TOTAL</b>	<b>13,769</b>	<b>18,016</b>	<b>2,554</b>	<b>3,795</b>	<b>1,298</b>	<b>1,768</b>	<b>7,306</b>	<b>9,841</b>	<b>23,151</b>	<b>32,190</b>	<b>(39,864)</b>	<b>(52,141)</b>	<b>48,078</b>	<b>65,609</b>	<b>8,214</b>	<b>13,469</b>	<b>13,396</b>
Page 2	<b>TOTAL exc CENSUS and Benefits</b>	<b>12,357</b>	<b>16,612</b>	<b>2,554</b>	<b>3,795</b>	<b>1,290</b>	<b>1,765</b>	<b>5,454</b>	<b>7,037</b>	<b>346</b>	<b>597</b>	<b>(14,801)</b>	<b>(17,509)</b>	<b>22,001</b>	<b>29,805</b>	<b>7,200</b>	<b>12,297</b>	<b>12,049</b>

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	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
2011/12	379	379	379	379	379	379	<i>379</i>		
2012/13		390	390	390	390	390	<i>390</i>		
2013/14			397	397	397	397	<i>397</i>		
2014/15				776	776	776	<i>776</i>		
2015/16					994	994	<i>994</i>	<i>700</i>	
2016/17						1,462	<i>1,462</i>	<i>700</i>	<i>700</i>
2017/18								<i>700</i>	<i>700</i>
2018/19								<i>700</i>	<i>700</i>
2019/20									<i>600</i>
	<b>379</b>	<b>769</b>	<b>1,166</b>	<b>1,942</b>	<b>2,936</b>	<b>4,398</b>	<b>4,398</b>	<b>2,800</b>	<b>2,700</b>
Used to fund revenue	-	-	1,166	1,166	1,166	1,166	800	500	200
Used for BBH						2,000	2,000		
Added to Reserves	379	769	-	776	1,770	1,232	1,598	2,300	2,500
Total Reserve figure	<b>379</b>	<b>1,148</b>	<b>1,148</b>	<b>1,924</b>	<b>3,694</b>	<b>4,926</b>	<b>6,524</b>	<b>8,824</b>	<b>11,324</b>

**Notes:**

Figures highlighted in Italics are based on the provisional 2015 settlement amounts, which are subject to consultation. In the proposal, indicative fixed amounts have been set based on current performance and reduced. It assumes that NHB payments reduce significantly in 2018/19 when payments fall from 6 years to 4 years or fewer depending on the outcome of the consultation, and in the per home payment that district councils will receive from that date. Actual amounts for the future years 2017/18 to 2019/20 will be confirmed once the consultation on the allocation of NHB is completed.

The Council's reliance on NHB reserve to fund revenue is shown to taper off over the three years from 2017/18 to 2019/20.

It also assumes that £2m of the NHB reserve is used to fund the capital project of Broadbridge Heath (BBH) leisure centre in 2016/17 and also in 2017/18; the latter being subject to agreement of the recommendation in the report.

**Monies arising from Right to Buy**

HDC has retained the historical right to a portion of the monies received by Saxon Weald when a property is purchased under Right To Buy. The table sets out the sums received over the last five years and the estimate for 2015/16, confirmation of the exact total will be notified at year-end.

Year	£	RTBs
2015/16	400,000	8
2014/15	298,690	6
2013/14	992,990	13
2012/13	314,419	7
2011/12	57,161	1
2010/11	425,503	4

## Section 106 monies and Commuted Sums

The table below sets out the position as at 31 January 2016 of the Section 106 monies and the commuted sums as derived from the new S106 database.

Allocation	Collected	Spent	Available
Affordable Housing (commuted sum) - HDC:91001	<b>10,645,227</b>	<b>7,673,064</b>	<b>2,972,163</b>
Community Facilities - HDC:91005	3,436,035	2,597,046	838,989
Community Halls and Buildings - HDC:91004	212,651	41,273	171,378
	<b>3,648,686</b>	<b>2,638,319</b>	<b>1,010,367</b>
Open Space (commuted sum) - HDC:91002	168,746	9,746	159,000
Open Space Sport and Recreation - HDC:91003	2,074,044	868,595	1,205,449
	<b>2,242,790</b>	<b>878,341</b>	<b>1,364,449</b>
Total	<b>16,536,703</b>	<b>11,189,724</b>	<b>5,346,979</b>

Dominic Bradley  
 Head of Finance  
 2 February 2016



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

17<sup>th</sup> February 2016

By David Plank Customer Services Manager

### **INFORMATION REPORT**



**Horsham  
District  
Council**

Not exempt

## **Complaints & Compliments Monitoring Report for Horsham District Council 1<sup>st</sup> October to 31<sup>st</sup> December 2015**

### **Executive Summary**

The purpose of this report is to inform the Finance & Performance Working Group of the details of the complaints and compliments notified to the Council's Complaints and Feedback Officer for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2015. 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<sup>st</sup> October to 31<sup>st</sup> December 2015 the Complaints and Feedback Officer was notified of 57 complaints and the number of complaints received at the Council's leisure centres for the period was 102. In previous reports we have stated the number of telephone complaints received by Census Revenues & Benefits. With the introduction of a new telephone system, the department wanted to record the number of complaints made about it to monitor introductory issues. As these complaints have now dwindled to near non-existence, the department has now decided to record any complaints about telephones directly onto Covalent. Therefore, the number of complaints for the quarter does now include any of these received.

Over the course of quarter two and three, we have seen an improvement to each department's management of the complaints. We are seeing good progress in response times as staff receive triggers as the due date for a response approaches. Whilst staff have 20 working days to respond in full to a complaint, we do endeavour to reply well before this date as this is a key driver of customer satisfaction.

There has been a significant reduction in complaints received in Quarter three, with a decrease from 102 complaints in Quarter two. Whilst there is still progress to be made, the use of root cause analysis and the Covalent software to rigorously monitor complaints, in terms of their content and how they are addressed, has made a promising start and yielded positive results. Quarter three has in fact recorded more compliments than it did complaints.

## **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 and compliments 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**

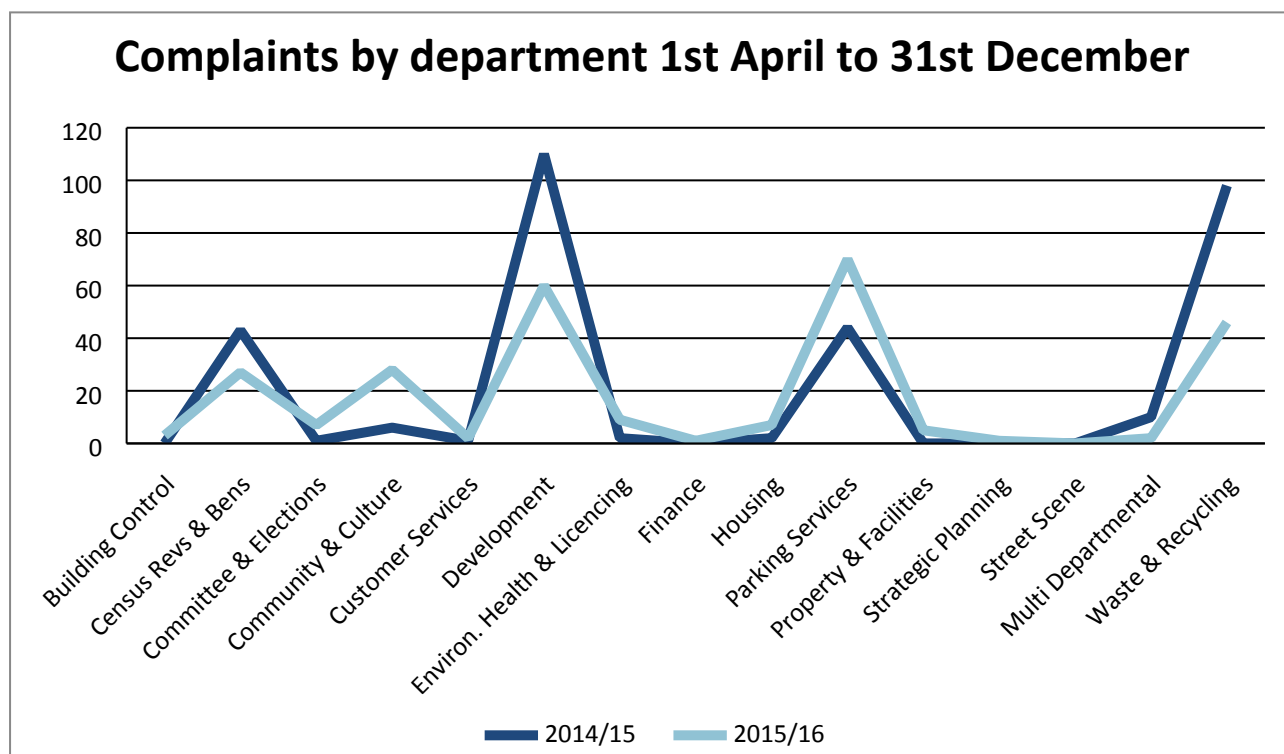
- 2.3 The Council’s procedure for dealing with Comments, Representations, Criticism of Policy and Complaints was approved by Council February 2015.

### **3 Details**

#### **Complaints notified to the Complaints and Feedback Officer 1<sup>st</sup> October to 31<sup>st</sup> December 2015**

- 3.1 The number of complaints notified to the Complaints and Feedback Officer for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2015 is 57 complaints. A further 102 were received by the Leisure centres. In previous reports we have stated the number of telephone complaints received by Census Revenues & Benefits. With the introduction of a new telephone system, the department wanted to record the number of complaints made about it to monitor introductory issues. As these complaints have now dwindled to near non-existence, the department has now decided to record any complaints about telephones directly onto Covalent. Therefore, the number of complaints for the quarter does now include any of these received.

3.2 We did anticipate that there may have been spikes in numbers with the introduction of Covalent, as this is the first time that complaints have been accurately recorded all in one place. However, at this point in the year, we have received a total of 268 complaints for 1<sup>st</sup> April 2015 to 31<sup>st</sup> December 2015. We received 317 complaints in the same period for the previous year. This is a reduction in complaints of 18% in this year.



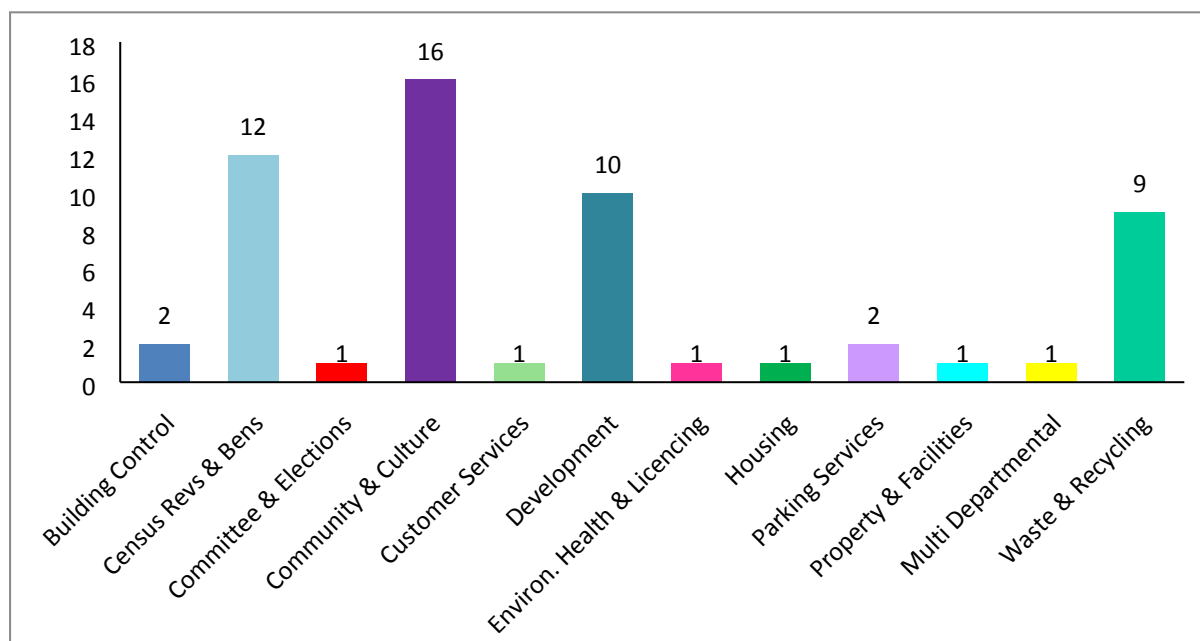
*Note* The spike in complaints in parking services for the 2015/16 year has predominately been caused by the introduction of the Smart Parking system. It was expected that the number of complaints for this would reduce over time and this has been the case.

3.3 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'



### 3.4 Complaints received by department 1<sup>st</sup> October to 31<sup>st</sup> December 2015.



There has been a significant decrease in complaints to Parking Services. This is a result of identifying the root causes of their previous complaints and actively working to address customers' concerns before they become formal complaints.

Similarly, a significant decrease in the number of complaints regarding the Development Department (down from 24) and the Waste & Recycling Department (down from 26) is a result of root cause analysis and change in approach to complaints.

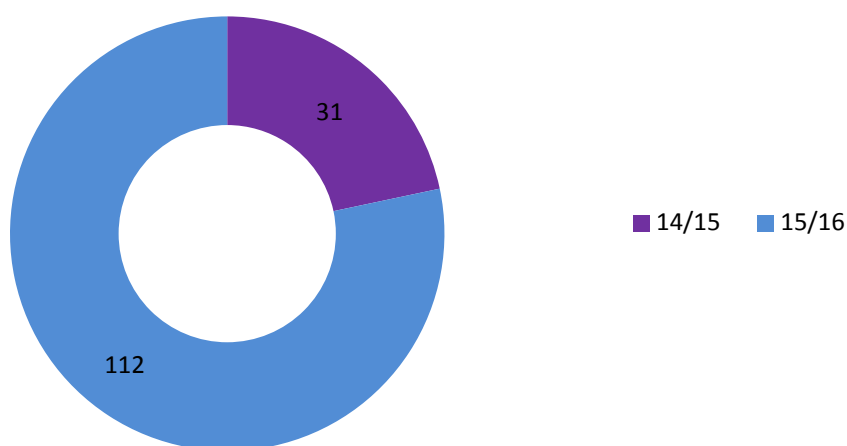
The increase in complaints for Community and Culture is predominantly due to increased complaints about The Capitol. The December period traditionally sees a higher footfall at the theatre because of the pantomime. Also the release of the James Bond and Star Wars films saw increased visitor numbers. It does follow that increased patronage will see higher numbers of correspondence about the theatre and we have seen both increased complaints *and* compliments. We therefore, expect a decrease in complaints moving forward into quarter four.

3.5 Compliments received for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2015.

Department	Compliments Received 1 July 2015 to 30 September 2015
Community & Culture	19
The Capitol	15
Economic Development	2
Environmental Health & Licencing	4
Development	5
Spatial Planning	1
Waste & Recycling	7
Street Scene	8
Multi Departmental	1
Leisure Centres	84
<b>TOTAL</b>	<b>146</b>

*Note* The total number of compliments *excluding* leisure centres has again increased this quarter from last. We have received a total of 62 compliments excluding leisure centres on quarter three, giving a total number of compliments to date of 112 for the 2015/16 year.

### Compliments received 1st April- 31st December



We understand that these numbers of compliments have always been received by the various departments, but they have not been accurately recorded until now. The Complaints and Feedback officer has encouraged staff to inform their managers of compliments they receive and as such we now have a much more accurate reflection of the positive experiences that our customers have.

## **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 Whilst each complaint does have its own costs, there are no financial consequences as a result of this report.



## Report to the Finance and Performance Working Group

17 February 2016

By the Head of Legal and Democratic Services

### INFORMATION REPORT



Horsham  
District  
Council

Not Exempt

## Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations 1 October - 31 December 2015

### Executive Summary

This report is to provide Members with an overview of the Freedom of Information function and the number of Freedom of Information (FOI) requests that have been received by Horsham District Council from 1 October to 31 December 2015.

For the period 1 October to 31 December 2015, the Council received 161 requests for information. The number of requests received was 12% higher (141) than the same period in 2014. Of these requests, where the identity of the requestor is known, over half (52.4%) of requests have been received from businesses and the media.

Business process change is continuing to deliver the 20 day response outcome expected by the duty. By reshaping the way responses are processed, the council is now meeting the duty at the standard of the best councils. Between April and July 2015 the Council received 216 requests 83% of which were responded to within 20 working days. From 1 August to the end of September, there were been 124 requests, 98% of which were responded to within 20 working days. And from 1 October to 31 December 99% have been responded to within 20 working days.

This analysis report flows from the same information contained within the quarterly outturn report on *HDC's district plan priorities and finance and performance for quarter 3 2015/16* report elsewhere on this agenda. Indicators PP08 and P09 are reported quarterly in that report.

### Recommendations

That the Working Group is recommended to:

- i) note the contents of this report and comment as appropriate.
- ii) resolve that the preferred reporting cycle for this analysis report be either quarterly or annually (noting that the high level indicators PP08 and P09 are reported quarterly elsewhere on the agenda)

## **Reasons for Recommendations**

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

## **Background Papers**

- Previous reports to this Working Group and predecessor member bodies within the council.
- The Freedom of Information Act 2000
- Horsham District Council Publication Scheme
- Horsham District Council Privacy Policy

**Wards affected:** All wards.

**Contact:** Paul Cummins, Head of Legal and Democratic Services, ext. 5478

## **Background Information**

### **1 Introduction and Background**

1.1 This report summarises the function of Freedom of Information at Horsham District Council from 1 October to 31 December 2015. The Council prepares this report quarterly.

#### **1.2 Summary of the Freedom of Information Act:**

The Act gives anyone the right to ask a public authority for information and if that authority holds it, to have that information released to them or to be told why they cannot have it.

The authority:

- Must reply within 20 working days either providing the information or saying why not, using only the stated exemptions within the Act
- Has a duty to provide advice and assistance to the applicant in making the request
- Cannot charge for providing the information other than photocopying, postage and other such disbursements, unless the time that would be required to produce the information would exceed the appropriate limit as defined within the Act – currently £450.00
- Must offer a requester the right to appeal a decision made by the authority prior to them taking a complaint to the Information Commissioner.
- Must adopt and publish a Publication Scheme as defined by the Information Commissioner.

#### **1.3 Environmental Information Regulations**

The Environmental Information Regulations 2004 (EIRs) give enhanced access to environmental information by giving anyone the right to access environmental information held by public authorities. A request can be made in writing, by telephone or in person.

Environmental Information is defined as any information in written, visual, aural, electronic or any other material form on:

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

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

1.4 The key differences between the EIRs and FOIA are:

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

## **2 Relevant Council policy**

2.1 The Council has a duty to enable the provision of information to requestors within the parameters set by the Freedom of Information Act. The Council must also protect information collected by the Council in accordance with the Council's Privacy Policy. The statutory background is to be found in the Freedom of Information Act 2000, The Data Protection Act 1998 and the Environmental Information Regulations 2004.

## **3 Details**

### **3.1 Improvement**

The number of requests received by the Council has increased when compared with the same period last year. Between April and September 2014 the Council received 303 requests 78% of which were responded to within 20 working days. Between April and September 2015 the Council received 340 requests, 87% of which were responded to within 20 working days. There has been a progressive improvement in responding to requests as shown below.

- Between April and July 2015 the Council received 216 requests 83% of which were responded to within 20 working days;
- From 1 August to the end of September, there have been 124 requests, 98% of which were responded to within 20 working days.
- From 1 October to the end of December, there have been 161 requests, 99% of which were responded to within 20 working days.

The improvement in response time is due business process change to deliver the outcome expected by the duty. By reshaping the way responses are processed, the council will now meet the duty at the standard of the best councils.



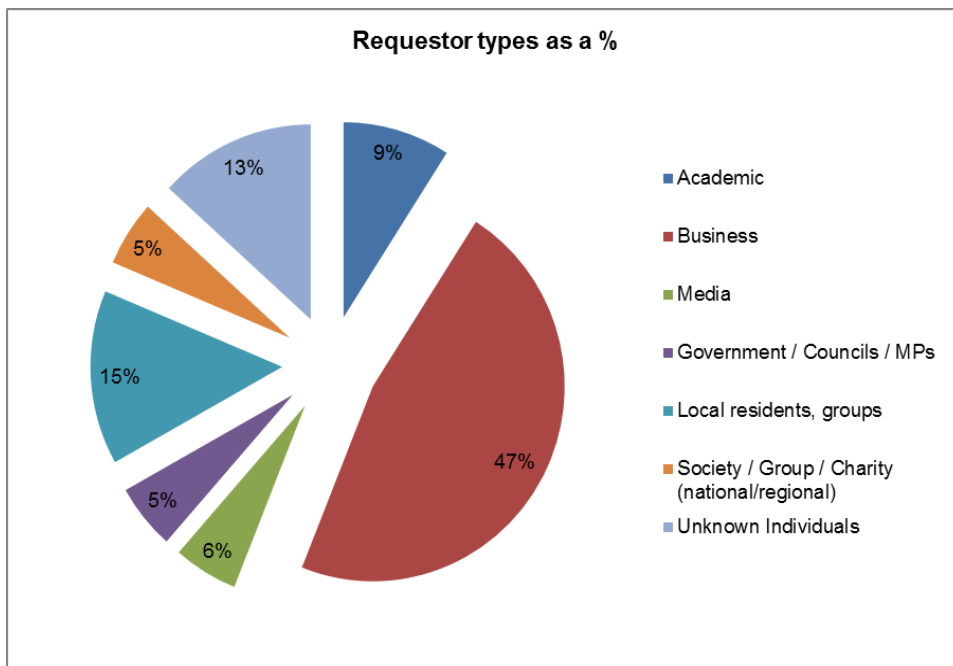
### 3.2 Responding to requests

The Freedom of Information Act requires public authorities to reply to FOI requests within 20 working days. As such, the Council would have a target to respond to 100% of requests on time. However, pragmatically, the target set by the Information Commissioner's Office (ICO) is 85% of requests being responded to in 20 days. The council is meeting the duty at the standard of the best councils.

Also during this period the Information Commissioner's Office has decided to investigate 2 decisions the Council has made in respect of requests for information.

### 3.3 Analysis of Requests between 1 October 2015 and 31 December 2015

Requestors are grouped for analysis purposes. This allows officers to understand the profile of requests and respond by amending the publication scheme according to demand. The Council's Publication Scheme has been updated in line with requirements of the Information Commissioner's Office, namely to adopt the model publication scheme.



### 3.4 Disclosure Log

Responses to requests are being published more consistently on the Council's website via the Disclosure Log. This has allowed some requestors to be referred directly to a published response, which saves officer time.

### **3.5 Online information – *Channel Shift***

The updated publication scheme on the FOI page of the Council's website will proactively assist with handling a number of routine requests. The direct links to business rates information, payments over £500 and to the contracts register have been added to the top of the page. A direct link to West Sussex County Council's page has also been added for those wanting to make enquiries relating to roads, education, social care or libraries. New requesters, not requiring any of the above, are directed towards an online form to make a request.

### **3.6 Internal Reviews**

Requestors are able to ask the Council for an internal review if they are not content with the Council's initial decision on whether or not to release the information they have requested. This is facilitated by way of a well-established internal review process. The Codes of Practice issued under the FOI Act and EIRs state that internal review procedures should "encourage a prompt determination of the complaint". Reviews under the FOIA and the EIR should be completed within 20 working days. However, reviews under the EIRs often relate to complex and difficult issues and up to 40 days may be taken to complete.

Members attention is drawn to the report to the Finance and Performance Working Group of 18 June 2015. That report misstated the number of internal reviews from 1 April 2014 to 30 March 2015 as 12. Subsequent internal re-organisation required a review of business processes which identified that four additional reviews had not been accounted for in the outturn. Members are requested to note that the correct statement of the number of reviews requested for the financial year 2014/15 was 16. From 1 April 2015 to the date of this report, the Council has received 17 further requests for internal reviews of decisions to withhold information.

## **4 Next Steps**

- 4.1 The 2014 report to Members outlined the requirements of the Local Government Transparency Code 2015 on the Council. Progress against those requirements is summarised throughout this report. The Council will continue its business process improvement and report back to Members in 2016.

## **5 Outcome of Consultations**

- 5.1 Feedback from Members on this Working Group or predecessor bodies has been sought quarterly. Responses to feedback have been embedded in business process improvements.

## **6 Other Courses of Action Considered but Rejected**

- 6.1 The Council has a duty to respond to requests for information. There are therefore no alternative course of action.

## **7 Financial Consequences**

- 7.1 The function has continued to meet growing demand within existing resources. There are no financial consequences to report.

## **8 Legal Consequences**

- 8.1 The Council has continued to discharge the functions and duties of the Freedom of Information Act 2000, The Data Protection Act 1998 and the Environmental Information Regulations 2004.

## **9 Staffing Consequences**

- 9.1 Staffing matters are the responsibility of the Head of Paid Service. There are no staffing consequences to report.

## **10 Risk Assessment**

- 10.1 Risk CRR02 on the Council's Corporate Risk Register describes the Council's legal obligation to protect personal data. The Council's approach to Freedom of Information is part of the mitigation of Risk CRR02.

## Appendix 1

### Consequences of the Proposed Action

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The Crime and Disorder Act 1998 imposes a duty on the Council to consider in all its decision making the requirements to reduce crime and disorder. Section 17 of the Crime and Disorder Act 1998 requires the Council to do all that it reasonably can to reduce crime and disorder. Information and Data handling is subject to the Council's Privacy Policy.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The Human Rights Act 1998 requires not only that the Council shall not infringe the convention rights but also (by inference) promotes the convention rights. The Act is intended to change organisational culture and to promote transparency and openness. It is also intended to enhance, thereby, citizens' rights, particularly under Article 6 (The Proper Determination of Civil Rights). Article 8 of the European Convention on Human Rights, provides that individuals have a right to respect for their private life.</p> <ul style="list-style-type: none"><li>• Interference must be justified and be for a particular purpose.</li><li>• Justification could be protection of health, prevention of crime, protection of the rights and freedoms of others.</li><li>• A decision to share information and the reasoning behind it should be recorded.</li></ul>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>After consideration of the obligations, the report writer concludes that the noting of this report by members does not impact on equality and diversity.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>The increase in the publication of information through the Council's publication scheme continues to enable those who want to use the data to understand the council's approach to sustainability through its service delivery and supplier relationships.</p>

## **CenSus Joint Committee (Central Sussex Partnership)**

Minutes of a meeting held in  
the Gordon Room, Town Hall, Worthing  
at 10.00am on Friday 11 December 2015

### **Present:**

Councillors: Daniel Humphreys (Chairman), Worthing Borough Council  
Mark Nolan, Worthing Borough Council  
Jim Funnell, Adur District Council  
Brian Donnelly, Horsham District Council  
Jonathan Ash-Edwards, Mid Sussex District Council

### **Apologies:**

Councillors: Neil Parkin, Adur District Council  
Gordon Lindsay, Horsham District Council  
Gary Marsh, Mid Sussex District Council

### **Also Present:**

Jane Eckford, Director for Customer Services, Adur and Worthing Councils  
Paul Brewer, Director for Digital & Resources, Adur and Worthing Councils  
Paul Tonking, Head of Worthing Revenues and Benefits Service  
Carol Stephenson, Partnership & Business Support Manager, Adur and Worthing Councils  
Neil Terry, Senior Democratic Services Officer, Adur and Worthing Councils  
Andrew Mathias, Senior Solicitor, Adur and Worthing Councils  
Katharine Eberhart, Director of Corporate Resources, Horsham District Council  
Tim Delany, Head of CenSus Revenues and Benefits, Mid Sussex District Council  
Peter Stuart, Head of Finance: CenSus CFO, Mid Sussex District Council

### **CJC/017/15-16      Declarations of Interest**

None.

### **CJC/018/15-16      Minutes**

**Resolved** that the minutes of the meeting of the Committee held on 25 September 2015 be agreed and signed by the Chairman

### **CJC/019/15-16      Urgent Items**

None.

## **CJC/020/15-16      Draft Revenue and Capital Budgets for 2016/17**

The Committee received a report from the Head of Finance, CenSus, setting out the draft revenue and capital budgets for both the Revenues and Benefits service and ICT service for 2016/17.

Members noted an overall increase to the previous year's budget of £127K. Officers advised that this was due, in part, to the removal of the SERPS National Insurance discount.

The Committee was informed that the budget also included a new post to specialise in the Business Rate Retention scheme in order to maximise income and oversee appeals. This was being financed from the savings realised from outsourcing printing and postage output via the County Council contract.

### **Resolved:**

That the Census Joint Committee approved the revenue and capital budgets for both the Revenues and Benefits Service and the ICT Service.

## **CJC/021/15-16      Revenues and Benefits Performance Update**

A report was presented by the Head of Revenues and Benefits, Census, which set out the performance and activity of CenSus Revenues and Benefits since the September Committee meeting.

The Committee noted the performance targets for the quarter.

Officers advised that that staff turnover remained high and despite recent recruitment exercises, 7 vacancies remained in Revenues and 3 in Benefits. Officers had recorded feedback that indicated staff departures were not as a consequence of the salary paid. However, Census was experiencing increasing difficulties in attracting applicants who were suitable for vacant posts, with indications that starting salary was an issue. Offering a starting salary at an additional scale point or two above the base start point, "dependant on experience", was considered as a possible solution.

Members questioned who was responsible for advising on recruitment and suggested that if salaries were the barrier, they needed to be increased. Officers advised that they were working with the Human Resources and Communications teams in Mid Sussex to review the process and the content of job advertisements.

It was noted that all 3 authorities had received a 'Qualification' in the auditor's letter following the subsidy audit. One-off errors aside, the errors identified concerned "income" and in Mid Sussex' case, misclassification of overpayments. The Committee noted that Officers were analysing the errors identified.

### **Resolved:**

That the CenSus Joint Committee noted the performance and activity of the Service.

## **CJC/022/15-16 ICT Service Performance Update 2015/16**

A report was presented by the Head of CenSus ICT, which outlined the CenSus ICT service performance and the budget position as at the end of October 2015.

The Committee noted that :-

- Census ICT Service Delivery had continued to strike a balance between service & project delivery, maintaining a historic low of outstanding calls together with an SLA performance above the required 85% on all 3 sites;
- Work was progressing at Adur and Worthing on implementing a Digital focussed strategy with a defined technology set – CenSus was currently involved in supporting an externally sourced consultancy to quantify / validate the opportunities & benefits associated with moving to Infrastructure as a Strategy (IaaS) & to develop a realistic schedule for developing such a strategy;
- Work was also progressing to transform the approach to ICT related security matters (PSN; Server patching; proactive system monitoring) from a project to a ‘business as usual’ activity; currently Server patching status was over 90% up to date. An upgrade of out of support Microsoft 2003 server operating systems was complete with the exception of a single server in Worthing that would be completed by the end of November;
- ICT Disaster Recovery – the software product (Veeam) for rapid back-ups & cross site storage had been implemented across the partnership sites & its effectiveness validated in a live incident situation;
- The G/On remote access device had been steadily deployed across the Partnership as & when requested by the Business areas;
- Ongoing Change Management processes had significantly improved governance & disciplines to minimise uncontrolled activities & minimise risk, ultimately reducing the number of incidents across all sites. In Q1 2016, these manual processes would be automated as part of the new Service Desk tool implementation;
- The restructuring of CenSus ICT had progressed on schedule to the defined process & was moving from the formal 30 day consultation period through to implementation of the structural changes. Full implementation was scheduled for the 1<sup>st</sup> week of January 2016;
- There had been no cross Partnership P1 Level service interruption events of note during the quarter.

**Resolved,**

The Census Joint Committee:-

- a. noted the operational performance of the CenSus ICT service;
- b. noted the current status of the CenSus & site specific ICT project progress;
- c. noted the proposed Project Portfolio for 2016/17;
- d. noted progress to date on ICT process development & restructuring of the team; and,
- e. noted the status of major ICT incident occurrence within the last quarter.

**CJC/023/15-16      A review of the current partnership arrangement for the delivery of the Adur Revenues and Benefits Service**

A report was presented by the Head of Worthing Revenues and Benefits Service, which informed the Committee that on 8<sup>th</sup> October 2015, Adur and Worthing Members had agreed to review the current partnership arrangements for the delivery of the Adur Revenues and Benefits Service.

The Committee noted that the partnership had been successful in stabilising the Adur Revenues and Benefits Service during the time that it had been in existence, but now Adur and Worthing Members felt it was appropriate that they consider alternative ways of working to consolidate the service for both Adur and Worthing residents.

Adur and Worthing Councils had already embarked on a project locally and it was hoped that following the meeting, further more in depth work could be undertaken, in conjunction with colleagues from both Horsham and Mid Sussex Councils, to allow due consideration of all of the issues and allow a further report to be submitted to Adur and Worthing Members in February 2016.

The Director for Customer Service at Adur and Worthing Councils thanked the Head of Revenues and Benefits (Census) for the work undertaken by his team and advised that an options appraisal would be brought to the Census Joint Committee in March 2016.

**Resolved,**

That the Census Joint Committee:-

- i) noted the contents of the report to the Joint Strategic Committee at Adur and Worthing Councils and subsequent minutes;
- ii) noted that a further report would be presented in March 2016, advising of the outcome of the exploratory work and Adur's intention as to whether it wished to remain within the current partnership agreement for the delivery of the Adur Revenues & Benefits Service;



- iii) noted that arrangements were already in place for any one or more of the existing partners to serve notice on or after 1<sup>st</sup> April 2016 if they wish to withdraw from the existing partnership arrangement for the delivery of the Adur Revenues & Benefits Service.

**CJC/024/15-16      Joint Committee Work Programme 2015/16**

The Director for Digital & Resources at Adur and Worthing Councils outlined the proposed work items for the remaining meetings in 2015/16.

The Committee was also advised that an additional item entitled 'Infrastructure as a Service Strategy' would be brought to the Committee meeting in March 2016.

**Resolved,**

That the Census Joint Committee agreed the Work Programme for 2015/16.

**CJC/025/15-16      Next Meeting**

**Resolved,**

That the CenSus Joint Committee noted that the next meeting was scheduled to take place at 10.00am on 18<sup>th</sup> March 2016 in the Queen Elizabeth II Room, Shoreham Centre, Shoreham-by-Sea.

The meeting was declared closed by the Chairman at 10.28am, having commenced at 10.00am.

**Chairman**

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