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Scrutiny & Overview Committee

Finance and Performance Sub-Committee

Thursday, 16th June, 2016 at 6.00 pm
Hastings & Knepp, Parkside, Chart Way, Horsham

Councillors:

John Bailey
David Coldwell
Leonard Crosbie
Jonathan Dancer
Nigel Jupp

Tim Lloyd
Brian O'Connell
David Skipp
Ben Staines
Michael Willett

You are summoned to the meeting to transact the following business

Agenda

	Page No.
1. Election of Chairman	
2. Apologies for absence	
3. To approve the time of meetings for the ensuing year	
4. Minutes	1 - 4
To approve as correct the minutes of the meeting held on Wednesday 17/02/16	
5. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Working Group	
6. Announcements	
To receive any announcements from the Chairman or the Chief Executive	
7. To approve the Sub-Committee's Terms of Reference	5 - 6
8. Finance and Performance, District Plan Priorities, and Key Projects for Quarter 4, 2015/16	7 - 70
9. Complaints, Compliments and Suggestions - Monitoring and Learning Report for Quarter 4	71 - 78
10. Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations 2016	79 - 86

11. **Update on the CenSus Revenues and Benefits Housing Benefit Subsidy Audit**

87 - 90

Notes of the Scrutiny and Overview Committee **Finance and Performance Working Group** **17th February 2016**

Present: Councillors: Stuart Ritchie (Chairman), John Chidlow, Leonard Crosbie, Nigel Jupp, Michael Willett

Apologies: Councillors: John Bailey, Jonathan Dancer, Brian O'Connell, Ben Staines

Also present: Councillor: Peter Clarke, Brian Donnelly, Christian Mitchell, Godfrey Newman

Officers: Ben Bix, Governance Project Manager
Dominic Bradley, Head of Finance
Mark Pritchard, Commissioning and Performance Manager

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

The notes of the Finance and Performance Working Group meeting held on 18th November 2015 were approved as a correct record of the meeting.

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

There were no declarations of interest.

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

There were no announcements.

4. **REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES AND KEY PROJECTS FOR QUARTER 3, 2015/16**

The Commissioning and Performance Manager presented the report on the Council's Finance and Performance, District Plan Priorities and Key Projects for Quarter 3, 2015/16.

This report detailed the finance and performance figures for Quarter 3 2015/16.

It was noted that the format of the report had been rearranged to provide a summary of the District Plan Priorities at the beginning.

Members noted the development of 'Horsham Town Vision'.

Members discussed the status of the new Broadbridge Heath Leisure Centre.

Action: Commissioning and Performance Manager to provide members with an illustration on 'Leisure Requirements' and 'Operations' Governance Model in regard to the new Broadbridge Heath Leisure centre.

The Head of Finance presented a summary on income and expenditure for Quarter 3 2015/16 and reported that an underspend of £73k was forecast at year-end.

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

Members suggested that an updated balance sheet be produced each quarter and be included within the report. The Head of Finance explained that this was not possible at present without significant time and resource being spent on it. It was noted that the Finance Department are planning a new Financial Management System in April 2017 which should more easily produce these reports and summaries.

Action: Head of Finance to find out how other authorities handle balance sheets.

The Head of Finance provided members with an update on the New Homes Bonus.

Action: Head of Finance to discuss Development Management costs with Chair of Scrutiny.

5. COMPLAINTS, COMPLIMENTS AND SUGGESTIONS – MONITORING AND LEARNING REPORT FOR QUARTER 3

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

The Members noted that there was a significant decrease in the number of complaints during quarter 3.

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

Members noted the introduction of the new complaints, compliments and suggestions methodology.

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

The Governance Project Manager read a statement from the Head of Legal and Democratic Services Finance to Members in regards to an

email received from a member of public, whom had been in correspondence with the Information Commissioners Office (ICO). Members attention was drawn to the performance indicators monitored by the Working Group which were the measures used by the external Regulator (the Information Commissioner).

With regard to response rates, the Working Group was informed that the ICO may formally monitor response rates below 85% - in the last year, monitoring was undertaken by the ICO on Salford, Greenwich, Cumbria and Nottingham councils. Horsham was not vulnerable to a monitoring notice, as noted in the report before members, because response performance was 98%. Turning to requests for reviews, contextually, there had been 32 requests for review out of 789 requests for information since 1 April 2014 (4%). Of those 32 reviews, 24 requestors did not choose to appeal to the ICO. Five did appeal to the ICO and the ICO upheld the Council's decision on all 5 occasions.

The member of the public had incorrectly described the action of the Information Commissioner with regard to the 2 cases that were the subject of his email as decisive, and that the Council had a finding against it. By dealing with his request outside the 20 day timescale, the Council had breached regulation 5(2) and in 1 to 2 % of cases the Council continues to breach regulation 5(2) as did every other public body that does not comply with 100% of requests within 20 days. However this was recognised by the ICO and should be seen in the context that the Information Commissioner had a tolerance level of 85% responses within 20 working days, that is, the Information commissioner has tolerated breaches of regulation 5(2) in respect of 15% of requests. Horsham District Council was 98% compliant (well above the tolerance level).

The member of the public had failed to state that the Information Commissioner had found the Council in compliance with the main duty (regulation 5(1)) to provide the information and therefore closed the case with no further action. Members were informed that the ICO published its decision notices online and that the ICO had not deemed it necessary to publish such a notice on the occasion mentioned by the member of the public.

The Working Group noted the contents of the Freedom of Information Act and Environmental Information Regulations report and were reminded that the council published its disclosure log online. .

Members requested to keep the report quarterly rather than annual.

7. CENSUS JOINT COMMITTEE MINUTES HELD ON 11TH December 2015

The Members discussed the Revenues and Benefits Performance Update section of the minutes.

Members agreed on a date (22 March 2016) to convene with the lead members from Mid-Sussex of the CenSus joint Committee (revenues and benefits) for an informal briefing on the subject of the Revenues and Benefits Performance.

The meeting ended at 7.41 p.m. having commenced at 6.00 p.m.

CHAIRMAN

Terms of Reference for the Finance and Performance Sub-Committee

1. The Chairman of this Sub-Committee will be a Member of the Overview and Scrutiny Committee having been elected by the Overview and Scrutiny Committee
2. To scrutinise the Medium Term Financial Strategy to achieve a balanced budget, including the achievement of savings identified within it
3. To monitor the Council's performance against the District Plan, the basket of key performance indicators and major projects list on a quarterly basis
4. To review any financial outturn report and identify areas of concern to Overview and Scrutiny Committee
5. To identify areas of excellence and areas for improvement and refer to Business Improvement Sub-Committee for consideration and note
6. To request and receive reports/presentations on areas of concern regarding service performance or overspend/underspend
7. To identify and, where necessary, question budget and performance targets, taking account of the prevailing economic conditions, pressures and assumptions used
8. To review the impact of budget changes upon the delivery of corporate priorities
9. To consider any other relevant performance and financial matters identified by the Overview and Scrutiny Committee
10. To make recommendations to Overview and Scrutiny Committee and discharge functions externally, where appropriate.

June 2016

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Report to Finance and Performance Sub-Committee

Date of meeting 16th June 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 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 year 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.

The Council achieved a £0.758m surplus in 2015/16 after allowing for budgets that will be carried forward to 2016/17 to cover essential expenditure which has been unavoidably delayed. The surplus is a combination of income in excess of budget and also efficiencies and net underspends during the year.

Capital expenditure amounted to £7.4m (£5.2m in 2014/15) for the period, which was only 25% of the £29.9m approved budget for the year.

An analysis of performance demonstrates that 60% (62.5%) of indicators met or exceeded targets set; 32.5% (25%) were close to target, and 7.5% (12.5%) fell outside of the target range (previous year 14/15 shown in brackets). Where comparable – 18 indicators improved over previous year, 14 worsened and for two there was no change.

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

Appendix B: Unaudited Balance Sheet as at 31 March 2016

Appendix C: Outturn Capital Budget Monitoring

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

Appendix E: Outturn Revenue Summary

Appendix F: New Homes Bonus

Background Information

1. MONITORING OF PERFORMANCE

- 1.1** The sub-committee meets on a quarterly basis to deal with the main items of regular business for both finance and performance matters. The sub-committee 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 2015/16 is appended to this report at Appendix A. This reports progress against an interim District Plan. A Corporate Plan for the three years 2016-19 was agreed by Cabinet on 28 January 2016 and approved at Council in February 2016.
- 2.2** Priorities where there has been significant progress over the year 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 unaudited¹ balance sheet, provided at Appendix B, sets out a net asset position of £127m at 31 March 2016 (£111m at 31 March 2015). The main movements between the two years relate to a £5m increase in current assets (£10m short term investments less the £5m reduction of cash and cash equivalents) and a reduction in the pension liability of £11.5m due to assets increasing significantly in value.
- 3.2** Expenditure on capital amounted to £7.4m (£3.7m at Q3) which compares to £5.2m spent in 2014/15. However, it is only 25% of the £29.9m full year planned capital programme which included unspent budgets of £7m from 2014/15. Schemes did not progress as far as expected in this financial year. In total, £22.5m will be re-profiled into 2016/17 and future years. The detailed capital programme is provided at Appendix C.
- 3.3** The significant schemes re-profiled into future years have been previously reported during the year and relate to the Hop Oast depot redevelopment £4.5m, Broadbridge Heath Leisure centre £12.3m, the building of temporary accommodation at the Bishopric £2.9m, the £7m loan for a third party housing association, not yet finding suitable assets in which to invest the remainder of the £5m commercial property investment fund and the postponement of some of the £1.4m vehicle replacements whilst a vehicle review was being carried out.
- 3.4** The Council achieved income in excess of budget and also made efficiencies and underspends in the year, resulting in a £0.74m surplus at year-end. This has led to an increase in the Council's revenue reserves.

¹ Note that the balance sheet and outturn figures remain draft as the finance team finalises their work on closing the accounts for the year. The figures are yet to be audited by the external auditor.

- 3.5** The revenue position on a service by service basis can be found in Appendix E. Income exceeded budget and ended £2.2m higher than budget at year-end. Despite some areas where income was lower than budgeted such as the rent reduction at Rookwood, key income areas performed well and income from planning fees and green waste for example ended well ahead of budgeted levels. Parking income also withstood the impact of the John Lewis / Waitrose car-park and was higher than budgeted for, albeit the budget had been reduced in anticipation of this effect. Our estimate of the Housing Benefit subsidy budget for 2015/16 was based a mid-year estimate of 2014/15 outturn at the point we set the budget which has also contributed to income being higher than budget, although this nets out as the expenditure budget was similarly under-estimated.
- 3.6** Underspends and efficiencies were generated by both officers and circumstances. Underspends contributing to the surplus include £46k savings from the decommissioning of the reprographics department, a £35k reduction in Bed and Breakfast placements and £170k fuel cost savings due to the relative fall in the price of fuel since the budget was set.
- 3.7** Expenditure was monitored throughout the year and officers took prompt action to mitigate and reduce overspends where possible. The year-end surplus included some areas of overspend such as for example on vehicle repairs and parts £34k, and legacy repairs of the leisure centres £60k. Some costs such as those on higher consultancy costs for specific plans and to cover vacancies in planning and development of £420k were mitigated somewhat by higher planning fees income. Cumulative appeal costs paid in the year totalled £253k of which £59k were costs of appeals and £194k were adverse costs awarded.

4. Performance Monitoring

- 4.1** Key Performance data are provided for discussion at this meeting at Appendix D, covering the 2015/16 year-end figures compared with the previous year.
- 4.2** Where possible, performance is measured against set targets. A target is not appropriate for a small number of volumetric (ie data only) performance indicators which identify the number of cases/enquiries.
- 4.3** Revisions of Performance Indicators and targets are undertaken annually as part of the development of the departmental service plans. [Service plans for 2016/17](#) were published on the website in April 2016.
- 4.4** An analysis of performance demonstrates that 60% (62.5%) of indicators met or exceeded targets set; 32.5% (25%) were close to target, and 7.5% (12.5%) fell outside of the target range (previous year 14/15 shown in brackets) - an improvement over the previous year. Where comparable – 18 indicators improved over previous year, 14 worsened and for two there was no change.
- 4.5** A number of concerns around Planning appeals allowed, with associated costs and number of costs awarded remain. Although there has been an improvement in performance over the previous year as a result of Constitutional changes and member training programme.
- 4.6** Positive improvement over the previous year was seen: in processing of minor and major planning applications; Complaints about our services have reduced by 21%; attendance at The Capitol exceeding last year's record breaking year; levels of

sickness at below 8 days continue to improve; and responses to FOI requests within 20 days improved at 92%.

- 4.7** Other performance measures with positive outcomes include: 150 affordable homes were delivered as a result of the Council's work with developers, and excess of 300 homes anticipated for delivery 2016/17; attendances at sports centres over a million for the third year running and the Museum & Visitor Information centre exceeded target and previous year's performance; the green garden waste service has performed ahead of target despite fee increase, with participation and revenues increased; positive improvement in management of complaints which has led to fewer referrals to the Local Government Ombudsman, a fall from 20 to 12 over the year and 3 minor findings against. For the year 2015/16 we recorded **353% more compliments** for all of our services than in 2014/15.
- 4.8** An intensive review of key indicators was undertaken for 2014/15. An important part of this review included working with other local authorities and the Local Government Association (LGA) to investigate a common set of indicators for benchmarking across councils, from which local authorities could select. As a result a small set of indicators has been set up for voluntary completion. For more information on this, please refer to [Inform and Knowledge Hub](#):
- 4.9** HDC has contributed to two indicators over the year covering waste and complaints and from 2016/17 will add fly tipping data

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 opportunity)
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: Year 5 District Plan Priorities & Key Tracked Projects Reporting
Qtr 4 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	Update	Due Date			
Theme 1: Economic Development <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. A business survey has been carried out and the results are currently being analysed. An initial outline of the strategy is due mid May 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 (WSSC) 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-science research work and the development of innovative technology. Some residential development will also be included in the proposed scheme.	tba	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	3. Develop priorities for the rural economy through the Rural West Sussex Partnership.	Funding has been secured for a further year (2016/17). Priorities and projects for the coming year are to be developed and agreed.	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, Puries Place and other sites.		Ongoing 2015/16 and 2016/17	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	<ul style="list-style-type: none"> Work with landowners, developers and stakeholders to prepare an integrated set of proposals for the Horsham Town Vision 	<p>Documents have been drafted for consideration (end Apr 2016); consultation in June 2016, with anticipated adoption in July 2016.</p> <p>WSSC are progressing outline Business Cases for the Town Centre and Hurst Road in consultation with HDC as part of Horsham Place Plan development to identify and secure</p>	Ongoing	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	


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		future delivery funding bids.				
	<ul style="list-style-type: none"> Subject to outcome of BID Feasibility Study, work with Horsham Unlimited to implement a Business Improvement District for Horsham town 	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 Dec 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	<ul style="list-style-type: none"> Agree a plan and programme for marketing Horsham Town 	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. The overall approach will form part of the emerging Economic Strategy.	31 Mar 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	

District Plan Themes	Project	Update	Budget	Spend to date	Forecast total spend	Cabinet Member	Status
Theme 1: Economic Development <i>Plan for a successful local economy with high levels of employment</i>	Horsham Car Parks Fabric and Equipment	<p>Background Composite project which includes Swan Walk car park repairs and improvements to lighting, and replacement of lifts at Pirie's and the Forum. Extending of ANPR to Hurst Road and Denne Road carparks in 2016/17</p> <p>Progress Update Lifts replacement at the Forum due to be completed in July 2016, Piries lifts replacement starts Oct 2016, completion end October 2016. Lighting improvements at Swan Walk due by the year end.</p> <p>Issues / Concerns Supplementary budget for 2016/17 - £43k – has been agreed, accounted for by unavoidable growth.</p>	SW control room £50k Lighting at P&SW £150k Lifts £365k ANPR £125k Total: £690k	Latest figs awaited	Total: £690k	Cllr Gordon Lindsay	
	Horsham Town Vision Masterplanning (Incl Bishopric Enhancement)	<p>Background To produce an imaginative, innovative, dynamic vision of future 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</p> <p>Progress Update Horsham Town Vision Project Board established; Draft document submitted. Consultation in June/July 2016, and anticipated adoption in Autumn 2016. WSCC (in consultation with HDC), are progressing outline</p>	TBA			Cllr Ray Dawe, Cllr Gordon Lindsay, Cllr Clare Vickers	


		<p>Business Cases for Town Centre and Hurst Road as part of Horsham Place Plan development to identify and secure future delivery funding bids. It has now been agreed by Cabinet to replace the Shelley Fountain.</p> <p>Issues / Concerns 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>					
	Hurst Road Site	<p>Background 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 any development potential to deliver new homes and jobs; connectivity and townscape enhancements.</p> <p>Progress Update Initial options submitted for review. Consultation with stakeholders is progressing. Ambulance station Horsham has now been acquired.</p> <p>Issues / Concerns Failure to exploit a unique opportunity to take a comprehensive approach as all public sector partners reviewing service provision and estates' strategies.</p>	TBA			Cllr Ray Dawe, Cllr Gordon Lindsay, Cllr Clare Vickers	


District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
Theme 2: Efficiency & Taxation <i>Delivering excellent value and high performance</i>	1. Develop and deliver the Business Transformation programme:			Cllr Ray Dawe	Lead Officer: Tom Crowley Support: Natalie Brahma-Pearl	
	<ul style="list-style-type: none"> Expand the Customer First Programme and expand digital delivery 	Parking Services calls are being handled in the Corporate Contact Centre from 4 th Nov 2015, Housing went live 20 Jan and Planning calls are scheduled for September 2016	September 2016			
	<ul style="list-style-type: none"> Implement the Commissioning Framework 	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	31 Mar 2016			
					Lead Officer: Jane Eaton	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
		<p>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>				
	<ul style="list-style-type: none"> Review and refine the Medium Term Financial Strategy (MTFS) for 2016/19 and action plan 	<p>Updated MTFS forecasts reported to Council 24th Feb 2016. SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. Results of this work will be reported to Cabinet and Council this autumn.</p>	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	

There are no projects associated with this District Plan Theme



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District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
<p>Theme 3: Arts, Heritage & Leisure</p> <p><i>Build an arts, leisure and culture reputation that also supports our economy</i></p>	<p>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>	<p>Leisure Centre: the business case and budget for preferred Option 3 was 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.</p> <p>The design team have now been appointed and are working with HDC and user groups on layouts for the new centre. A public exhibition is planned for the end of May 2016, Completion by Spring 2018.</p>	Spring 2018	<p>Cllr Jonathan Chowen</p> <p>Cllr Brian Donnelly</p>	<p>Lead Officer: Natalie Brahma-Pearl</p> <p>Support: Trevor Beadle</p>	

District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
<p>Theme 3: Arts, Heritage & Leisure</p> <p><i>Build an arts, leisure and culture reputation that also supports our economy</i></p>	<p>Leisure Management Provision: Legacy Issues (*Includes capital and revenue spend)</p>	<p>Background This project relates to legacy issues relating to the provision and maintenance of leisure centres across the District.</p> <p>Progress Update Pavilions: below ground drainage works to changing rooms took place for 4 nights from 29 April. Billingshurst</p>	<p>*£2,517,053 (incl £380,000 loss of income provision)</p>	<p>£2,233,708</p>	<p>*£2,726,708 (incl £380,000 loss of income provision)</p>	Jonathan Chowen	

		Pool will be closed from 6 June for 6-8 weeks for tiling repairs and regrouting. Issues / Concerns: ⚠ Adverse publicity due to pool closure. Loss of income claims, with a forecast overspend due to increased scope of works needed. Total overspend of £209,655 forecast					
	Broadbridge Heath Leisure Centre	Background Includes new leisure centre build and associated projects Progress Update The design team have now been appointed and are working with HDC and user groups on layouts for the new centre. A public exhibition is planned for the end of May 2016, Completion by Spring 2018. Issues/Concerns ⚠ Agreeing costs for delivering football pitch improvements, pavilion and MUGA's is critical over the next few weeks to ensure timetable is met.	£12.3m	£109k	£12.3m	Jonathan Chowen	⚠



District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
Theme 4: Living, Working Communities <i>Working together to support the life of local communities</i>	2. Community Infrastructure Levy (CIL) Scheme to be developed and submitted with procedures and systems in place	Consultation on the Draft Charging Schedule runs for 6 weeks from 6 May 2016 together with the Planning Obligation and Affordable Housing SPD. This will be 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	The Housing and Planning Act received Royal Assent on 13 May 2016. Awaiting secondary legislation. The position will be reviewed in Autumn 2016.	Autumn 2016	Cllr Claire Vickers	Lead Officer: Natalie Brahma-Pearl Support: Andrew Smith	▶

District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
Theme 4: Living, Working Communities <i>Working together to support the life of local communities</i>	Community Infrastructure Levy (CIL) Implementation (*Includes capital and revenue spend)	Progress Update New software has been procured to support CIL and s106 systems. System went live Jan 2016 for s106 payments, CIL to follow after adoption later in 2016. Annual maintenance costs will be covered by income from future CIL Consultation on the Draft Charging Schedule runs for 6 weeks from 6 May 2016, together with the Planning Obligation and Affordable Housing SPD. This will be followed by Examination by an Independent Planning Inspector. Issues / Concerns No concerns at this stage	£21,250	*£21,250 (Incl 1 st year support)	£21,250	Cllr Claire Vickers	
	Billingshurst SPD and Infrastructure Programme	Background Infrastructure programme to be agreed and delivered to support SPD actions and priorities to regenerate and support Billingshurst future growth Progress Update Consultation in progress on the Billingshurst Village Centre SPD finished 29 April 2016. Results to be considered and report prepared for Cabinet/Council.. Assuming this is agreed, to be submitted for adoption in June 2016. Issues / Concerns Complex project depending on effective partnership working	TBA			<i>Cllr Gordon Lindsay, Cllr Kate Rowbottom</i>	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
Theme 5: Environment <i>A better environment for today and tomorrow</i>	1. Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce litter.	This externally funded project is running throughout 2015/16 and onwards.	2015/16 and onwards	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 has continued through 2015/16, with the outcome of the review expected at the end of July 2016	31 July 2016	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	
	3. Deliver an improved waste depot at Hop Oast	Hurston Lane depot will be closed and facilities consolidated into a single site at Hop Oast, with new office and workshop buildings. Planning approval was granted May 2016. New depot for completion 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
Theme 5: Environment <i>A better environment for today and tomorrow</i>	New Hop Oast Depot	<p>Background Consolidation of Hop Oast and Hurston Lane Waste Depots into a single site at Hop Oast.</p> <p>Progress Update A project team has been set up and technical project manager appointed who is leading the professional team to develop the new scheme. Planning permission approved May 2016. For completion end of 2017/18. A change management programme is running alongside the building project (see below)</p> <p>Issues/Concerns Project is on track.</p>	£4,550,000	£27,613	£4,550,000	Cllr Roy Cornell	
	Waste Management Review	<p>Background The Waste Management service review is in progress, report expected end July 2016. Digital solutions to replace predominately paper-based rounds systems are to be implemented, which will provide better accessibility, improved efficiency and improved contact and response</p>	Incab grant funded			Cllr Roy Cornell	

		times. Progress Update Implementation of 'Incab' digital solution, agreed by Cabinet 26 May 2016, planned for summer 2016. The new system will be cloud-based so financed on an ongoing maintenance basis rather than as a capital budget item.. Issues/Concerns No concerns at this stage					
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District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2015/16 - Year 5	Update	Due Date			
Theme 6: Safer & Healthier <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 the provision of primary care access particularly in Horsham Town.</p> <p>HDC is working closely with the CCG to ensure HDC Health and Wellbeing hub is fully integrated and managed.</p>	On-going	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			
Theme 2: Efficiency & Taxation	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	
Theme 2: Efficiency & Taxation	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	Lead Officer: Jane Eaton	
Theme 3: Arts, Heritage & Leisure	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	
Theme 4: Living, Working Communities	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	

Completed Projects in 2015/16

District Plan Themes	Project	Update	Budget	Spend	Forecast total spend	Cabinet Member	Status
Theme 1: Economic Development <i>Plan for a successful local economy with high levels of employment</i>	HORSHAM TOWN VISION: West Street Improvement Plan & Signage 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	£697,000			Cllr Gordon Lindsay	

	<p>HORSHAM TOWN VISION: Car Parking Equipment Replacement (Smartpark)</p> <p>Project covers Car Parking Equipment Replacement in Horsham Town Car Parks</p>	<p>The only outstanding element from 15/16 was 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. SmartPark scheme went live in May 2016.</p>	£275,015	£325,000		Cllr Gordon Lindsay	
<p>Theme 2: Efficiency & Taxation</p> <p><i>Delivering excellent value and high performance</i></p>	<p>BUSINESS TRANSFORMATION: The Big Move</p>	<p>All staff and operations from Park North, Park House and North Point have now moved to Parkside. The project has been completed with an overspend of approximately £12k which is around 1% of overall budget .</p>	£1,193k	£1,205k		Cllr Ray Dawe	
Page 22	<p>BUSINESS TRANSFORMATION: Customer Contact Project (Delivery)</p> <p>Phase 2 includes overflow calls 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>	No Capital budget			Cllr Ray Dawe	
	<p>Sunday and Bank Holiday Car Parking Charging</p>	<p>Background Cabinet on 28th Jan '16 agreed to the introduction of Sunday and Bank Holiday parking charges at a £1.50 flat fee in all Horsham town surface and multi-storey car parks. Implemented on 1st April 2016</p>	Expected additional income of £140k			Cllr Gordon Lindsay	
<p>Theme 4: Living, Working Communities</p> <p><i>Working together to support the life of local communities</i></p>	<p>Horsham District Planning Framework</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>	N/A	N/A		Cllr Claire Vickers	

31.3.2015			31.3.2016	
£'000	£'000		£'000	£'000
		Property, Plant and Equipment		
79,741		- Other Land and Buildings	77,881	
3,419		- Vehicles, Plant, Furniture & Equipment	2,213	
801		- Assets under construction/Awaiting Development	1,767	
709		Heritage Assets	709	
30,085		Investment Property	32,887	
375		Intangible Assets	189	
34		Long-term Debtors	32	
2,000		Long-term Investments	4,000	
	117,164	TOTAL LONG TERM ASSETS	119,678	
12,001		Short - Term Investments	22,433	
129		Inventories	136	
4,943		Short Term Debtors	5,131	
10,835		Cash and Cash Equivalents	5,309	
	27,908	CURRENT ASSETS	33,009	
-9,881		Short Term Creditors	-11,033	
	-9,881	CURRENT LIABILITIES	-11,033	
-267		Provisions	-291	
-1,693		Provision for Business Rates Appeals	-2,063	
-4,000		Long Term Borrowing	-4,000	
		Other Long Term Liabilities		
-13,412		- Pension Asset/(Liability)	-1,875	
-3,172		- WSCC S106 Monies (Transport & Education)	-4,399	
-577		- Other balances	-657	
-1,220		Capital Grants & Receipts in Advance	-1,471	
	-24,341	LONG TERM LIABILITIES	-14,756	
	110,850	NET ASSETS	126,898	
		Usable Reserves		
-16,178		- Reserves	-17,333	
0		- Capital Receipts Reserve	-5,755	
-5,673		- Capital Grants & Contributions Unapplied	-3,504	
		Unusable Reserves		
-19,013		-Revaluation Reserve	-23,553	
13,412		-Pensions Reserve	1,875	
-84,131		-Capital Adjustment Account	-78,838	
-84		Financial Instrument Available for Sale Reserve	-68	
-98		-Financial Instrument Adjustment Account	-74	
787		-Collection Fund Adjustment Account	199	
128		-Accumulating Absences Adjustment Account	153	
	-110,850	TOTAL RESERVES	-126,898	

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Capital programme 2015/16 Summary

APPENDIX C

Net Expenditure Budget Net Expenditure

Capital projects categories	Detailed Description	Period 1-12	Period 1-12	% of Budget
Existing Leisure Centres	SWIMMING PROVISION-PARK SWIMMI	290,923	126,884	229%
Existing Leisure Centres	SWIMMING PROVISION-STEYNING	119,133	301,064	40%
Existing Leisure Centres	SWIMMING PROVISION-BILLINGSHURST	1,555	-	n/a
Existing Leisure Centres	LEISURE FACILITIES - GENERAL	-	200,000	0%
Existing Leisure Centres	ARTS CENTRE-CHILLER REPLACEMENT	2,406	2,583	93%
Existing Leisure Centres	CAPITAL ARTS CENTRE - SOUND SYSTEM	63,894	65,000	98%
		477,912	695,531	69%
	Broadbridge Heath Leisure Centre - new bui BBHLC-NEW BUILD	59,870	1,098,628	5%
Other Community and Culture projects	SOUTHWATER COUNTRY PARK-BEACH/PLAYEQT	157,372	137,282	115%
Other Community and Culture projects	HENFIELD LEISURE CENTRE - SOFT PLAY AREA	300,000	300,000	100%
Other Community and Culture projects	CAR PARK SOUTHWATER (COUNTRY PARK)	99,086	120,000	83%
Other Community and Culture projects	PARBROOK LANDSLIP PREVENTION	7,970	100,000	8%
Other Community and Culture projects	WARNHAM MILLPOND ENGINEERING WORKS	77,625	117,000	66%
Other Community and Culture projects	PLANNING OBLIGATION PROJECTS	10,260	-	n/a
Other Community and Culture projects	CCTV CAMERAS - TOWN CENTRE	7,218	5,298	136%
Other Community and Culture projects	FRENCHES WAY PLAY AREA, BILL'HURST	70,494	85,163	83%
Other Community and Culture projects	RIVERSIDE WALK PROJECT-HORMARE	54	25,924	0%
Other Community and Culture projects	PARTRIDGE GREEN	-	963	0%
Other Community and Culture projects	TRAVELLER TRANSIT SITE CHICHESTER	72,608	162,000	45%
Other Community and Culture projects	PULBOROUGH TOWN CENTRE IMPS S106	-	32,826	0%
Other Community and Culture projects	FLOOD COMPENSATION SCHEME	34,115	-	n/a
		836,802	1,086,456	77%

Capital programme 2015/16 Summary

APPENDIX C

Capital projects categories	Detailed Description	Net Expenditure	Budget	Net Expenditure
		Period 1-12	Period 1-12	% of Budget
Waste and Recycling projects	HOP OAST SECURITY	-	65,000	0%
Hop Oast Depot development	HOP OAST DEPOT REALIGNMENT	184,668	3,535,110	5%
Vehicle Fleet	VEHICLES - NEW	115,496	1,442,000	8%
New Parking payment system	TOWN CENT CP SMARTPARK SYSTEM	-	-	n/a
Grants - Environmental health	96 ACT-DISABLED FACILITY GRANT	501,494	713,000	70%
Grants - Environmental health	ACT-HOME REPAIR ASSIST. GRANT	62,910	125,000	50%
		564,405	838,000	67%
Housing enabling grants	HOUSING ENABLING GRANTS	1,350,000	2,665,000	51%
Housing enabling grants	HOUSING SERVICES - SAXON WEALD LOAN	-	7,000,000	0%
		1,350,000	9,665,000	14%
ICT projects - HDC	HDC DATA CENTRE - PARK NORTH	-	38,870	0%
ICT projects - HDC	SAN	-	13,409	0%
ICT projects - HDC	CORE SWITCH REPLACEMENT	-	20,000	0%
ICT projects - HDC	DISASTER RECOVERY	5,085	23,757	21%
ICT projects - HDC	LAN - HDC	-	4,850	0%
ICT projects - HDC	WAN	47,407	35,904	132%
ICT projects - HDC	HDC-WINDOWS7+MS OFFICE2010ROLLOUT	-	11,992	0%
ICT projects - HDC	HDC-REPLACE END OF LIFE DESKTOP PC'S	4,670	12,549	37%
ICT projects - HDC	HDC-MEMBERS TABLETS/LAPTOPS	8,450	-	n/a
ICT projects - HDC	ICT PROJECTS	-	200,000	0%
		65,612	361,331	18%

Capital programme 2015/16 Summary

APPENDIX C

Capital projects categories	Detailed Description	Net Expenditure	Budget	Net Expenditure
		Period 1-12	Period 1-12	% of Budget
ICT projects - Census	CENSUS PSN ACCREDITATION	-	34,144	0%
ICT projects - Census	CENSUS SERVER REPLACEMENT (4 WAY)	30,723	38,291	80%
ICT projects - Census	CENSUS - REDHAT LINUX (3 WAY)	-	34,000	0%
ICT projects - Census	CENSUS - DISK CAPACITY (4 WAY)	-	1,940	0%
ICT projects - Census	CENSUS - WIRELESS RESILIENCE (4 WAY)	-	5,900	0%
		30,723	114,275	27%
Car Parks Fabric and Equipment	MULTI-STOREY CAR PARK-REPAIRS	2,160	469,244	0%
Car Parks Fabric and Equipment	PIRIES PLACE CARPARK	9,725	118,979	8%
Car Parks Fabric and Equipment	PIRIES PLACE CAR PARK LIFT	12,188	125,000	10%
Car Parks Fabric and Equipment	FORUM CAR PARK LIFT	-	140,000	0%
		24,073	853,223	3%
Office move	PARKSIDE	429,912	325,048	132%
Office move	PARKSIDE COMMS	21,151	10,000	212%
Office move	PARKSIDE PEOPLE	-	85,000	0%
Office move	HDC PARKSIDE ICT	244,886	235,698	104%
		695,949	655,746	106%
Town centre improvements	EAST STREET PEDESTRIANISATION	-	1,500	0%
Town centre improvements	WEST STREET IMPROVEMENTS	56,914	215,235	26%
		56,914	216,735	26%
Commercial Property Investment Fund	COMMERCIAL PROPERTY INVESTMENT FUND	1,751,893	5,000,000	35%

Capital programme 2015/16 Summary

APPENDIX C

Net Expenditure Budget Net Expenditure

Capital projects categories	Detailed Description	Period 1-12	Period 1-12	% of Budget
Miscellaneous properties spend	REPLACE BOILERS	1,301	4,444	29%
Miscellaneous properties spend	ENERGY EFFICIENCY IMPROVEMENTS	-	40,000	0%
Miscellaneous properties spend	SOUTHWATER HEALTH CENTRE PROJECT	-	20,000	0%
Miscellaneous properties spend	HOPOAST DEPOT DRAINAGE RENEWAL	1,289	25,938	5%
Miscellaneous properties spend	DISABLED ACCESS TO PUB.BLDGS.	-	20,000	0%
Miscellaneous properties spend	CORPORATE PROVISION - ASSET ENHANCEMENT	-	50,000	0%
Miscellaneous properties spend	SWAN WALK CENTRE	-	300,000	0%
Miscellaneous properties spend	HILLSIDE PARK,SMALL DOLE,SAFETY WORKS	-	4,197	0%
Miscellaneous properties spend	COMMERCIAL ESTATES - GENERAL	-	50,000	0%
Miscellaneous properties spend	BISHOPRIC REFURBISHMENT / ENHANCEMENT	120	160,000	0%
Miscellaneous properties spend	GRANARY REFURBISHMENT	-	35,000	0%
Miscellaneous properties spend	DRILL HALL HEATING SYSTEM	-	65,000	0%
Miscellaneous properties spend	BILLINGSHURST GP SURGERY REFURB BRIDGING	-	243,000	0%
Miscellaneous properties spend	FORUM PAVING	13,471	82,307	16%
Miscellaneous properties spend	TEMP ACCOMMODATION APARTMENTS (BISHOPRIC)	832,015	2,900,000	29%
Miscellaneous properties spend	MYRTLE LANE CAR PARK (BILLINGSHURST)	285,003	315,000	90%
		1,133,199	4,314,886	26%
		7,347,516	29,941,921	25%

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Combined Finance and Performance Annual Summary 2015/16

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

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Director of Planning, Economic Development & Property

Building Control

Development Management

Property and Facilities

Strategic Planning

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Director of Corporate Resources

Census ICT

Census Revenues and Benefits administration

Human Resources

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Corporate Overview: Headline Financial Summary

	Expenditure / (income) 2014/15 £000s	Expenditure / (income) 2015/16 £000's	Re-profiled Annual Budget 2015/16 £000's	(underspend) / overspend £000's
Gross Revenue expenditure	66,448	66,674	65,173	1,501
Gross Revenue income	(54,027)	(54,354)	(52,095)	(2,259)
Net Revenue Spend*	12,421	12,320	13,078	(758)
Capital expenditure	5,212	7,421	29,942	(22,521)

Revenue: the net expenditure for 2015/16 was £12,320k which represents a surplus of £758k after allowing for budgets that will be carried forward to 2016/17 to cover essential expenditure which has been unavoidably delayed. By comparison, net expenditure for 2014/15 amounted to £12,421k with a surplus of £803k.

Capital Budget: the capital project expenditure for 2015/16 amounted to £7,421k or 25% of the approved budget for the year.

Salaries: overall staffing costs are overspent for 2015/16 by £399k. One off redundancy costs have contributed £207k to this overspend. In addition, it also includes a £510k overspend on Census ICT staff costs where some of these staff costs are offset by project budgets (Census ICT was overspent by only £61k overall). Excluding Census ICT staff, there is a net underspend on staffing costs of £111k.

Corporate Overview: Headline Performance Summary



60% On target

32.5% Close to target

7.5% Outside target range

Key performance headlines:

An analysis of performance demonstrates that 60% (62.5%) of indicators met or exceeded targets set; 32.5% (25%) were close to target, and 7.5% (12.5%) fell outside of the target range (previous year 14/15) and, where comparable – 18 indicators improved over previous year, 14 worsened and for two there was no change.


Positive improvement over the previous year was seen in processing of minor and major planning applications; Complaints about our services have reduced by 21%; attendance at The Capitol exceeding last year's record breaking year; levels of sickness at below 8 days continue to improve; and responses to FOI requests within 20 days improved at 92%.



Other performance measures with positive outcomes include: 150 affordable homes were delivered as a result of the Council's work with developers, and excess of 300 homes anticipated for delivery 2016/17; attendances at sports centres over a million for the third year running and the Museum & Visitor Information centre exceeded target and previous year's performance; the green garden waste service has performed ahead of target, with participation and revenues increased; positive improvement in management of complaints which has led to fewer referrals to the Local Government Ombudsman, a fall from 20 to 12 over the year and 3 minor findings against. For the year 2015/16 we recorded **353% more compliments** for all of our services than in 2014/15.




There are a number of concerns around Planning appeals allowed at 35.4% over the year with associated costs and number of costs awarded.



Key:

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Volumetric Indicators 

 Volumetric indicator – more cases  Volumetric indicator – fewer cases

Performance against target indicators   






 improved over previous year  worsened over previous year







= no change/not comparable n/a not applicable/not collected

Note: The 'year on year' performance is compared to previous year outturn and not the target figure

Corporate Indicators Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Note
		Value	Value	Target	Status			

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Note
		Value	Value	Target	Status			
BT1	Number of self service (eform and web based) payments	30,472	30,809				Cabinet Member: Cllr Dawe	Excludes phone payments. 1.5% increase over previous year
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	new	4,272	4,172		n/a	Cabinet member: Cllr Dawe	
CS01	Call Centre: % of incoming calls answered within 20 seconds	97.1%	97.4%	80%			Cabinet Member: Cllr Dawe	
CS04	Valid complaint decisions upheld by the LGO over the year	2 (10%)	3 (25%)	0%			Cabinet Member: Cllr Dawe	The number of decisions made by the LGO has reduced from 20 last year to 12, a significant improvement. However, the number of 'upheld' decisions has increased from 2 in 2014/15 to 3 this year. This means that the percentage of complaint decisions upheld over the year has increased from 10% to 25%, despite the overall reduction of LGO referrals.
FS07	% of invoices paid on time	94.55%	93.79%	96.00%			Cabinet Member: Cllr Donnelly	This indicator measures undisputed invoices paid against mutually agreed terms or, if there are not any, against the 30 day standard. Time is calculated in calendar days.
FS07a	% of invoices paid within 10 days	76.68%	73.62%	75%			Cabinet Member: Cllr Donnelly	Locally set indicator for SME
FS13	Business Rates: Rateable Value	£ 100,439,490	£ 103,714,225	n/a	n/a		Cabinet Member: Cllr Donnelly	Business paying over 12 rather than 10 months

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Note
		Value	Value	Target	Status			
PP08	Number of FOI requests received	628	709				Volumetric Cabinet Member: Cllr Dawe	13% increase in number of requests
PP09	% of FOI requests responded to within 20 days	84%	92%	85%			Cabinet Member: Cllr Dawe	
PP10	Number of complaints received	403	315*	322			Cabinet Member: Cllr Dawe	Overall, complaints are reduced by 22% from last year, with departments such as Development and Parking services seeing significant improvements. (*excludes Leisure)

Director of Planning, Economic Development and Property

Service Area: Building Control: Annual Summary: 2015/16

Financial performance has been well managed with costs coming in under budget. Income was slightly lower than expected following a slow down over the winter months although the Fee Earning account should deliver a small surplus.



Performance has remained strong with a small increase in application numbers on the previous year. Market share remains good in both domestic and commercial sectors. Significant projects that we have been involved in this year include: Nexus Offices, Manor Royal, Crawley; Phases 3 & 4, Highwood, Horsham; Manor Close, Henfield

Recruitment of specialist officers is an industry wide challenge and close cooperation with our neighbouring authorities remains a priority.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
737	(779)	(42)	(56)	13	(81)

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
BC03	Building Control Fee Income Received	£530,641	£493,266	£530,000			Volumetric Cabinet Member: Cllr Vickers	

Service Area: Development Management: Annual Summary: 2015/16

The department has been through a significant period of change in 2015/16 and a new structure was implemented. After a major recruitment campaign by November 2015 we had successfully recruited to all of the 7 vacancies, stabilising the department. The use of consultants, in all but the North Horsham development has now ceased, with only legacy applications and appeals being processed externally.

We have improved communication with our service users, introduced an Agents Forum, introduced two dedicated Business Link Officers and the culture shift from Development Control to Management is evident. This is all evidenced in the significant reduction of complaints within the department, some 40-45% reduction on the previous year; likewise there are more letters and emails complimenting the service being received.

We have introduced a regular training programme for Councillors in planning issues.

We have also significantly improved our relationship with the South Down National Park, ensuring more effective decision making and significantly improving our performance on determining applications on their behalf.

We have achieved very high performance on the determination of applications, as outlined below. Significantly above target is the 81.34% figure achieved on Minor applications (65% target), 83.15% on Major applications (80% target) and 83.63% on other applications (80% target). This is excellent particularly given the period of change the service is going through.

We have also successfully defended a number of high profile appeals, which has been assisted by the significantly stronger policy position with the adoption of the HDPF in November 2015. This has resulted in lower appeal costs being awarded against us. However we have had to instruct Counsel to assist in defending Public Inquiries. The number of appeals that have been allowed over the year at 35.39% against a target of 30% (noting it has reduced from the previous year's figure of 41.25%), however this is primarily due to the number allowed prior to the adoption of the HDPF, thus we should see a figure closer to target for the coming year.









The income across the department was above target. The planning application fee income was significantly above target, and this demonstrates the significant increase in the number of applications being processed by the department whilst not having to increase staffing levels. This confirms the efficiencies that have progressed within the teams and the streamlining of the service.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
2,572	(1,756)	816	528	288	976

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
DM07	Planning appeals - number of cost awards	New for 2015/16	11	0		n/a		
DM09	Percentage of planning appeals allowed	41.25%	35.39%	30%			Low is good Cabinet Member: Cllr Vickers	
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	78.23%	81.34%	65.00%			Cabinet Member: Cllr Vickers	
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	86.59%	83.63%	80.00%			Cabinet Member: Cllr Vickers	
DM19	% Major planning applications determined under 13 weeks or	76.19%	83.15%	80%			Cabinet Member: Cllr Vickers	

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
	subject to voluntary extension							
DM20	Number of major planning applications determined subject to voluntary extension	39	48	n/a			Cabinet Member: Cllr Vickers	
DM21c	Percentage of all major applications allowed at appeal within the assessment period (01.01.14 to 31.12.15)	5.79% Oct 15 reporting	Oct 2016	Government threshold Below 20%			Low is good Cabinet Member: Cllr Vickers	Forecast is < 5%
DM22	Planning appeals – adverse costs awarded £	New for 2015/16	£253,524	n/a		n/a	Volumetric Cabinet Member: Cllr Vickers	
DM22b	Planning appeals - HDC costs incurred	New for 2015/16	£59,446	n/a		n/a	Cabinet Member: Cllr Vickers	
FS01	Planning: Fee income	£1,220,877	£1,204,394	£975,000			Cumulative Cabinet Member: Cllr Vickers	
FS02	Local Land Charges: Fee income	£264,604	£266,365	£124,500			Cumulative Cabinet Member: Cllr Vickers	

Service Area: Property & Facilities: Annual Summary: 2015/16






This has been a busy year for the department with a number of change initiatives being completed. The major achievements are as follows:

- Completion of the restructuring of the department to merge the Building Maintenance and Project Team and the Valuation and Estates team and the appointment of SSE as the lead FM contractor. This has reduced staff numbers and created a leaner, flatter department.
- Completion by SSE of a planned maintenance survey and a detailed quotation for the planned maintenance budget for 2016/17 and forthcoming years. This will provide greater certainty for planned maintenance budgeting and improve due diligence systems for statutory compliance.
- Approval by the Council for the allocation of £5m for the purchase of investment property. The target minimum yield is 6%. £1.7m was spent on new investment property by 31 March 2016.
- Completion of the purchase of land in Bishopric for the development of 17 Temporary Accommodation flats. The construction contract is on site and the full cost of the project is anticipated to be £2.9m. Other major construction projects at Hop Oast and Broadbridge Heath are progressing on time.
- Purchase of the Ambulance Station in Hurst Road, which is a strategic purchase to facilitate the regeneration of the public sector holdings in Hurst Road, and Myrtle Lane Car Park which was acquired as a new parking facility in Billingshurst.
- Good performance of the investment portfolio with income return in line with budget, other than an exceptional charge for historic over recovery of rents at Swan Walk. Void levels continue to be low and good occupier demand is ensuring a steady take up of vacant space. With the general improvement in the economy, some rental growth has also been achieved.
- Net spend on operational property, which includes Parkside, is below budget with costs below forecast figures.
- A number of major contracts are being progressed on the operational portfolio including completion of legacy work at the leisure centres, replacement of the lifts at Forum and Piries Place car parks and replacement of the lighting at Swan Walk car park.

Budget:

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
Investment props	401	(2,751)	(2,350)	(2,334)	(16)	(2,461)
Operational props	580	(35)	545	691	(146)	395
Admin costs	716	(0)	716	748	(32)	751

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.87%	98.86%	95%		=	Cabinet Member: Cllr Donnelly	
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,860,231 *	£2,508,842	£2,657,630			Cabinet Member: Cllr Donnelly	*new grouping of investment properties
VE10	Commercial property return on investment	9.84%	9.06%	6%			Cabinet Member: Cllr Donnelly	

Service Area: Strategic Planning: Annual Summary: 2015/16

The significant spend this year has been on the use of consultants to support the technical work of the team and in particular, to help develop the Horsham Town Centre Vision and a masterplan for the possible future redevelopment of Hurst Road.

A significant part of the income achieved is from DCLG in relation to progress on neighbourhood planning. This income covers the cost of the Neighbourhood Planning Officer post.

The Sustainability team achieved c£30k in grant funding for the benefit of residents in the District as part of the Warmer Homes Project. Such funding has been withdrawn and alternative funds are being sought for winter 2016/17.

All key milestones have been met with regards the preparation of the **HDPF** within the context of the Inspector's requirements and adopted HDPF in November 2015.

Timetable for **CIL** preparation following on from HDPF adoption:

- Draft CIL Charging Schedule, Regulation 123 list and Infrastructure Delivery Plan reported to Council February 2016 and agreed for consultation
- Draft Planning Obligation SPD reported to Council April 2016 and agreed for consultation together with CIL for 6 weeks between May – June 2016

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

Neighbourhood Planning:

Significant progress has been made over the last year in relation to neighbourhood planning. The District has 83% coverage of Parishes progressing NDPs including –

- Two 'made' plans - Nuthurst in November 2015 and Henfield in April 2016
- Storrington, Sullington, Washington Submission Plan consultation Aug-Oct 2015. Examiner's report, March 2016 cannot progress to Referendum. Working with Parishes to consider how to move forward.
- Thakeham Submission Plan consultation Oct-Dec 2015. Examination started.
- Pulborough Submission Plan consultation Nov 2015-Jan 2016. Re-consultation is recommended before examination.
- Wineham and Shermanbury Submission Plan consultation March-April 2016
- Southwater designation area proposed revision consultation March-April 2016
- Shipley designation area proposed revision consultation March-April 2016

- Woodmancote Pre Submission plan consultation Feb-April 2016
- Slinfold, West Grinstead, and West Chiltington early drafting discussions
- Designated: Steyning, Ashurst, Bramber and Wiston, Ashington, Billingshurst, Itchingfield, Lower Beeding, Upper Beeding and Warnham
- Horsham Blueprint Neighbourhood Forum designated and regular monthly meetings set up to provide additional support in this unparished area

Implementation of strategic development allocations:

Planning permission given and works begun on land west of Southwater. Pre-application and viability discussions ongoing on land north of Horsham and an application is expected shortly.

Horsham Town Centre Vision:

Evidence to feed into vision Jan-May/June 2016 – town centre transport modelling, retail and leisure health check. Hotel and overnight accommodation study draft final report received March 2016.

Working with urban design and viability consultants to prepare options for opportunity areas, including masterplan for Hurst Road. Project manager appointed. Project Team and Project Board established.


HDPF Inspector supportive of strategy in every aspect other than housing numbers which is particularly pleasing. A higher housing number of 800 homes per year has now been imposed by the Inspector and therefore a sound local plan (HDPF), subsequently adopted. Note: no authority in the country has been able to go through the whole Examination Hearing process without a pause for extra work at the request of the Inspector. Now have a 5 year housing land supply, currently 113%, which we have successfully defended at Planning Inquiries.

Sustainability team led the reuse and disposal of unwanted office furniture as part of The Big Move project and HDC won their category in the National Government Opportunities (GO) Excellence in Public Procurement Awards 2016/17 in March 2016.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
881	(151)	731	713	18	746

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
NI 154	Net additional homes provided	879	Available September 2016				Cabinet Member: Cllr Vickers	2015/16 data is not available until September 2016 Increase in number of Council Tax properties over the year is 1,186
SP04	% coverage Neighbourhood Plans in progress	New	83%	60%		n/a	Annual Cabinet Member: Cllr Vickers	24 local Councils plus Horsham Blueprint

Director of Corporate Resources

Service Area: CenSus ICT: Annual Summary: 2015/16

The reported overspend to cover unfilled staff vacancies which is now resolved following the CenSus ICT restructure in Q3

CenSus ICT is now consistently meeting its Service Performance requirements both across the Partnership and on each respective Partner site:

- Call resolution target of 85% within agreed timescales has been exceeded (in Q4, achieving between 88% and 91%);
- Number of calls outstanding (i.e. unresolved) has been aggressively reduced to less than 100 on each site (from a peak of 660 in April 2015).
- Customer satisfaction metrics (based on random % site surveys) are now producing consistent feedback, with site results consistently meeting the target SLA of 75% of respondents rating the service satisfied or better.

Delivery Successes/Challenges

1. CenSus ICT was restructured in Q3, resulting in clear, consistent role profiles & salaries; a dedicated Security team & Site specific management for delivery of services to the respective Councils;
2. PSN accreditation (allowing connectivity to Government IT network) has been retained by all sites.
3. All Partnership Microsoft Servers have had their operating systems upgraded to the latest version in advance of Microsoft withdrawing support for their 2003 Operating System;
4. Work has begun on migrating all email to Microsoft's "365" Cloud hosted solution to improve resilience, capacity & accessibility of data;
5. A new Back-up solution & supporting processes has been deployed across CenSus that enables reliable and rapid creation, validation, storage and retrieval of back-ups across the 3 key sites;
6. Within IT Security, a concerted programme of work has been carried out to ensure that all CenSus servers are fully up to date in terms of security patching.
7. Implementation of the G-On application across all sites has improved the user experience in terms of connecting securely to Council systems using non-Council devices.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
2,959	(2,164)	795	734	61	708

Performance:

Metric	Reporting frequency	Target	End of Year
% of Service Desk calls resolved within agreed Partnership Service Level Agreement timescales.	Monthly	85%	88-91%
% System availability for each key Business System (E-mail; Revenue & Benefits; Telephony) during defined support hours	Monthly	99.9%	-
Customer satisfaction rating for ICT Services (as measured by % survey of Service Desk calls)	Monthly	75%	Achieved

Service Area: CenSus Revenues and Benefits administration: Annual Summary: 2015/16

The final CenSus budget will be presented to the Joint Committee in June.

BENEFITS

Housing Benefit (HB) year-end performance for both new claims and changes was close to target, both for Horsham and CenSus as a whole.

Council Tax Reduction Scheme (CTRS) claims exceeded target for both Horsham and CenSus (this target was changed mid-year from an average 12 days to an average 10 days).

This year saw a continuing reduction in caseload, by 2% in caseload in Horsham to 6,831 (18,598 for CenSus). The overall volume of claims processed reduced by some 5% (from 3,300 in 2014/15 to 3,122 during 2015/16). A similar pattern was seen for CenSus as a whole with claims processed reducing from 8,900 during 2014/15 to 8,324 during 2015/16). For the first time in recent years there has been a reduction in changes processed; in Horsham this was a reduction from 33,100 to 30,302 (an 8.5% reduction) and a reduction for CenSus from 92,000 changes processed to 86,000 (a 6.5% reduction)

REVENUES

Collection of Council Tax in Horsham was 0.1% off target but this was a 0.1% improvement on collection during previous year. In cash terms, £84.37m was collected, an increase of £1.98m on the amount collected for 2014/15. The revised CTRS scheme does not appear to have had any negative impact on overall collection rates.

Collection of Non Domestic Rates was 0.5% off target but was a 0.1% improvement on collection during the previous year. In cash terms, £40.91m was collected, an increase of £1.46m on 2014/15.

In addition, the CenSus Enforcement team collected arrears amounting to £1.388m in respect of CT and £1.636m in respect of NDR

A new telephony system was introduced during the winter of 2015. This has resulted in improved customer service, particularly at annual billing. A series of IT modules to enable 'self-service' access (including on-line benefit claim form) to both Revenues and Benefits were installed, tested and 'softly' introduced by the end of the year.

Despite the need for significant numbers of agency staff as a consequence of over 10% staff turnover during the year, performance has been maintained with the service living within budget.









A 'qualified' housing benefit subsidy audit was a disappointment given the amount of training and monitoring undertaken.





Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/15 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
1,360*	(1,033)	327	437	(109)	455

*Excludes HB grant payments

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
R05	% of Council Tax collected in year	98.64%	98.67%	98.80%			High is good Cabinet Member: Cllr Donnelly	
R06	Percentage of Non-domestic Rates collected in year	97.42%	97.47%	98.00%			High is good Cabinet Member: Cllr Donnelly	
R09a	HB -Speed of processing - new HB claims (average days)	17.94	18.08	18			Low is good Cabinet Member: Cllr Donnelly	
R09b	CTB - Speed of processing - new CTB claims (average days)	19.57	19.68	20			Low is good Cabinet Member: Cllr Donnelly	

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
R10a	HB - Speed of processing - changes of circumstances for HB claims (average days)	10	10.33	10			Low is good Cabinet Member: Cllr Donnelly	Close to target: Target at 10 days for the year. (adjusted target from 12 mid-year)
R10b	CTB- Speed of processing - changes of circumstances for CTB claims (average days)	13.12	10.92	10			Low is good Cabinet Member: Cllr Donnelly	

Service Area: Human Resources & Organisational Development

Annual Summary: 2015/16

Savings of £17k were identified in the budget compared to the previous year. The section also underspent by £12k, which in the main related to a vacant post for part of the year.

A busy year, leading the people aspect of the office relocation, establishing some new ways of working and supporting services in implementing a number of restructures, most notably in Census ICT and Property & Facilities. Major progress was made to take over the responsibilities for dealing with administration of casual workers centrally and new sign on procedures and a gradings / hourly rates, living wage and holiday pay alignment was accomplished. A range of new statutory provisions were implemented, e.g. policy on shared parental leave; DBS counter-signatories were added and processes for checks centralised in HR; flexible leave provisions were tightened and a company car use review was undertaken. Sickness Absence management has continued to be effective and figures falling gradually. After the highs of staff turnover last year, leavers' figures have reduced significantly and are in line with industry averages.

The team again dealt with high operational volumes, e.g. run 60 recruitment campaigns, including a director campaign, and a similar number of role profile evaluations; supported 7 dismissals, continued to improve attendance and gave dedicated and co-located HR support to the depot; in total supported over 50 Attendance Management cases, 15 Disciplinary cases, 3 Grievance cases, 2 Probation cases.





Other activities were communicating and further developing the corporate values, holding a staff engagement survey with a response rate of almost 80%, holding regular monthly Health & Wellbeing events attended by over 150 staff in total, and administering 52 GEM awards for staff.

On Equalities, setting up a further staff equalities group (LGBT) and trained managers in conducting Equality Impact Assessments. On Health and Safety, developed a new corporate framework, new consultation arrangements and drafted a host of underpinning specialists policies.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
491	(9)	482	494	(12)	511

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
PS05	Percentage Staff turnover	17.05%	12.42%	10%			Personnel Committee	
PS11c	Total sickness (excluding leavers sickness)	7.98	7.61	8			Low is good Personnel Committee	Short term 1.79 days

Directorate: Community Services

Service Area: Community and Culture: Annual Summary: 2015/16

The table below shows a 3.5% under spend against Community and Culture budgets (£101k against a budget of £2.87m) in 2015/16.

Service areas where there were significant underspends against budgets include:

- Community and Culture – £48k under spend as a result of staff restructure and more effective partnership working.
- Community Development - £23k under spend as a result of staff restructure and reduction in project work as new structure bedded in. Additionally, the team were successful in getting some significant project work funded through a one off grant for Think Families projects.
- The Capitol Theatre – £76k of the £87k under spend in this service area (which also includes under spends on cyclic maintenance and the Drill Hall) is the result of performance improvements, particularly in relation to 'profit' on amateur and professional productions (including £32k in relation to pantomime).

In contrast budget variations of note include:

- Leisure Services - £60k reduction in income from Rookwood Golf Course due to a decline in the golf market. After marginal savings across other parts of this service budget the net over spend is £44k.
- Parks and Countryside - delay in the introduction of parking at Southwater Country Park (£20k) and costs for temporary toilets and staff time in connection with Dinosaur Island (£17k). After netting off against increased income from concessions and minor under spends in other areas the overall service over spend is £18k.
- Community Safety – part of the significant restructure savings in Community Development led to a £5k growth which appears in the Community Safety budget and there has also been growth as a result of a decision to code Transit site costs to this budget. This accounts entirely for the apparent £22k over spend.

Performance

- £1.388m of funding was secured from external sources to deliver Council or partnership services and community projects. This includes £328k for the Health and Wellbeing Programme, £212k for the Community Safety Programme (including warden schemes), £75k to extend the Aiming High Disability Programme (for 3 years), £46k for environmental stewardship, £44k for phase 3 of the Sprung Digi project, £129k from external sources in support of community projects and £554k through s106 agreements in support of both Council

and community projects. 56 projects were enabled through this funding in 2015/16 and an additional £60k has already been secured to expand the Neighbourhood Warden Scheme into Pulborough in 2016/17.




- The total hours (54,000) given by volunteers in support of directly delivered Community and Culture services equates to a value in excess of £500k. This is delivered in the form of health walk leaders, office workers, 'community clean-up day' helpers, museum volunteers, ushers at the Capitol, assistant sports coaches, friends of Warnham Nature Reserve and a host of others (but excludes the additional value through services delivered by independent voluntary groups that the Council helped to establish or has at some time supported).
- The externally funded Wellbeing Hub is delivered by HDC and totally funded by Public Health WSCC, and is now in its fifth year of operation. 1,582 clients were supported in 2015/16, an increase of 5% against 2014/15. Additionally, 713 residents had a Wellbeing MOT in this year, and pre-diabetes intervention has been embedded as part of the core service.
- HDC has improved its safeguarding processes through a revised policy and referral system and at the time of writing almost 85% of frontline staff have received training.
- There were 90,531 attendances recorded at Horsham Museum and Visitor Information Centre in 2015/16, an 8% increase on 2014/15 and record performance. Visitor numbers have increased by 40% in the last 5 years.
- There were 187,537 attendances for events, exhibitions or catering services at the Capitol of which 155,745 attended films or live performance. This is an improvement on 2014/15 and a record since the current reporting convention was adopted 7 years ago. The operational cost of the venue (excluding rates, depreciation and internal recharges) was £222k, the lowest on record in this 7 year period during which the average operational cost was £302k/year.
- Overall attendances at Leisure Centres were marginally down (2.8%) which reflect the two month closure of the pool at Steyning Leisure Centre for the replacement of the air handling plant and the transfer of the management of the artificial pitch from BBHLC to Tanbridge House School. However, there are a record number of children (2,700) receiving swimming lessons, over 7,000 health and fitness members and 76 active clubs using the Council managed Leisure Centres.
- Dinosaur Island was successfully launched in July 2015 and has been an outstanding success, providing a very strong (and increasing) income stream to Southwater Country Park. Over £30k has been received for the developing New Street Green, Horsham project, to create an exciting new community resource by regenerating an underutilised area of green space.







Budget:

	Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
Community & Culture	109	0	110	158	(48)	147
Community Development	1,269	(722)	547	600	(53)	487
Community Safety	405	(205)	200	178	22	145
Museums	257	(49)	209	206	3	212
Capitol	1,912	(1,663)	249	336	(87)	360
Leisure Services	1,007	(653)	355	311	44	477
Parks and Countryside	1,483	(384)	1,099	1,081	18	959
Totals (subject to roundings)	6,442	(3,675)	2,767	2,868	(101)	2,786

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Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
CD19	Total hours of voluntary support for Community & Culture Services	new	54,000	25,000		n/a	Cabinet Member: Cllr Rowbottom	
LS01a	Attendance at Sports Centres	1,052,102	1,023,524	1,010,000			Cabinet Member: Cllr Chowen	Closure of pools for repair reflects on numbers

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
LS01b	Swimming attendances	437,301	432,103	461,500			Cabinet Member: Cllr Chowen	Closure of pools for repair reflects on numbers
LS03*	Attendance at The Capitol	171,196	187,537	181,000			Cabinet Member: Cllr Chowen	
LS05	Attendance at Horsham Museum and Visitor Information Centre	83,482	90,531	67,200			Cabinet Member: Cllr Chowen	Even better than last year's record year

Service Area: Environmental Health: Annual Summary: 2015/16

There was a £93k underspend on the Budget. Some £40k of this was from salary savings. There was an increase in Primary Authority income as a result of a new agreement. The remaining surplus was from increased income mainly from licensing as a result of greater demand.

The Department won the national 'Primary Authority' of the year award for its work with the National Federation of Meat and Food Traders. The title was awarded by Better Regulation Delivery Office as an excellent example of a co-ordinated partnership supporting small businesses in compliance.

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 were 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.

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

96% of food safety inspections due have been completed on time.

90% of food businesses within the District have a Food Hygiene Rating score of 3 or more.

We delivered 11 Food Hygiene Courses

We have registered 129 new food businesses.

We dealt with 236 Infectious Disease notifications.

We dealt with 77 workplace accident notifications.

We have received 759 requests for service including:

- 3 Complaints about Caravan Sites
- 36 Complaints about Environmental Protection (air quality, contaminated land etc.)
- 65 Complaints about Food Businesses
- 148 Complaints about Housing Issues
- 36 Complaints about Health and Safety at Work
- 3 Complaint about Licensed Premises
- 197 Complaints about Noise
- 167 Complaints about Nuisances (smoke, smells, light etc.)
- 101 Complaints about Public Health Issues (filthy, verminous etc.)

We processed 257 Private Hire / Hackney Carriage drivers' licenses, 195 vehicle licenses and 52 Operators Licenses.

We have administered 114 charity street collections, 25 House to house collections and 98 lotteries.

We have issued 29 Table and Chair Permits, 23 Activity permits and 40 Busker Permits in Horsham Town.
 We have processed 50 new Premises licences, 89 Personal licences and 518 Temporary Events Notices under the Licensing Act.
 We issued 4 Street Trading Licenses.
 We issued 6 Skin Piercing Licenses.
 We issued 103 Animal Welfare Licenses

We have completed 98 Disabled Facilities Grants and spent £539k.

We have been consulted on 311 planning applications and 33 discharge of conditions applications.
 We inspected all 40 of the industrial processes within the District requiring Environmental Permits including the two major brick manufacturing plants.

109 stray dogs we taken to our kennels of which 85 were returned to their owners and 24 were rehomed. The new five contract for our stray dog collection and kennelling service commenced on 1st April 2015.

Administration of our Empty Property work has been brought in-house.

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

We have signed our second Primary Authority Partnership Agreement with Jennie Marshal Foods. The Primary Authority scheme is a statutory scheme run by the Better Regulation Delivery Office. It enables businesses to form a partnership with a single Local Authority which then provides advice for all other Councils to take into account when carrying out food safety visits or dealing with complaints of non-compliance.

The annual Food Safety and Health & Safety Service Plan was agreed with Cabinet Member with Responsibility for Housing and Public Protection.

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

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
1,032	(348)	684	777	(93)	646

Service Area: Housing: Annual Summary: 2015/16

Bed and Breakfast expenditure has decreased over the past year, with homelessness prevention work keeping numbers of households in B&B low – 6 households at 31 March 2016. We are expecting an increase in this number as usual at the start of the new financial year. The acquisition of 17 new short stay temporary accommodation units (in 2016/17) in Horsham town centre will significantly reduce the number of households placed in B&B, thereby potentially reducing budgetary requirement.

The Council currently owns 63 units of short stay temporary accommodation and the maintenance and repair of these properties has now passed to the Council's appointed contractor, Scottish and Southern Electricity.

The Community Link Service continues to return a significant surplus, and the service is continuing to expand due to increasing referrals for alarms and new marketing strategies.

Nationally, homelessness decisions have increased in England by 52% over the period 2010/11 - 2014/15, with priority acceptances increasing by 31%. Horsham has bucked the trend and shown a reduction in both decisions and the number of priority acceptances. In 2010/11, 314 decisions were taken by the Council on those approaching as homeless and 135 households were accepted as in priority need and housed by the Council. The number of decisions has gradually fallen to 188 in 2015/16, with 72 households found to be in priority need and housed.

The Council places great emphasis on homelessness prevention and the issuing of robust, fair homeless decisions that withstand legal challenge.






150 affordable homes were delivered by the Council's partners during 2015/16: 96 for rent and 54 for shared ownership. New government initiatives have slowed down the supply of new build affordable homes as the Council's housing association partners have had to review their business plans and consider how they will deliver new homes. The Government has made it very clear that its aim is to promote and fund models of home ownership that will enable the maximum number of people to own their own home. The provision of affordable and social rented accommodation is no longer a priority. Therefore the Council's policy of collecting and spending Section 106 contributions for affordable housing is key to delivery. The Council made a grant of £1,350k to Saxon Weald for the provision of 20 homes for affordable rent at Alley Groves, Cowfold, and £2,900k for the acquisition of the flats for short stay temporary accommodation in the Bishopric, Horsham. Predicted spend includes funding for 7 rented homes in Christ's Hospital and 8 rented homes in Coldwaltham.




However 670 units of affordable housing have been granted planning permission, so at present the pipeline is still healthy.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
1,193	(924)	269	267	2	280

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
HS09	Housing: No. of Tenancy Deposit loans issued	36	21			↓	Volumetric Cabinet Member: Cllr Circus	Balanced by issue of Bonds
HS17	No of Homelessness Preventions	149	122			↓	Volumetric Cabinet Member: Cllr Circus	
HS18	No of households in temporary accommodation	81	71			↓	Volumetric Average position Cabinet Member: Cllr Rogers	Low is good
HS19	Of which no of households in B & B accommodation	17	10			↓	Average position Cabinet Member: Cllr Circus	Low is good.
HS21	No of households on the Housing Waiting list	508	520			↑	Cabinet Member: Cllr Circus	

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
HS23	Average time spent in B&B and Temporary accommodation - weeks	36.26	37.89				Cabinet Member: Cllr Circus	Low is good
NI 155	Number of affordable homes delivered (gross)	245	150	80 over year			Cabinet Member: Cllr Vickers	353 completions due in 2016/17

Service Area: Parking Services: Annual Summary: 2015/16

The full financial year results for Parking Services identifies the strength of the changes made in the service which have decreased the net spend by 2.3% on the previous year despite a number of changes to the environment that have had a negative impact on our car park usage.

The main improvements have been within our Automatic Number Plate Recognition (ANPR) car parks especially Piries Place, and in our overall season ticket income.

The three main performance indicators highlight the increase in parking income. The usage figures are once again strong and go against the national trend of falling town centre figures.

Occupancy has remained relatively static over the last year and we are very close to target for the year. This is something that we will be focusing on increasing over the next financial year through initiatives and incentives.

This year we saw a number of external factors that could have dramatically impacted on our bottom line in parking services. In June 2015 the new John Lewis and Waitrose stores opened; moving the anchor tenant (Waitrose) out of Piries Place, and introducing an additional free non-council run car park in the centre of town – which increased the town centres car parking capacity by 12%. Despite this and the national trend of falling town centre footfall figures, we are seeing growth in our parking income. This is down to three main factors:

1. Introduction of ANPR in Piries Place.
2. Actively managing and selling season tickets.
3. Improved performance within our enforcement processes that have increased our on-street presence – ‘driving’ illegal parkers into our car parks.





This year there have also been a number of projects delivered, including:

1. Introduction of new car parks
2. Introduction of Sunday parking charges
3. New parking machines on-street for improved service delivery, monitoring and reliability.
4. New and improved agency agreement between HDC and WSCC for the delivery of Parking Enforcement.
5. Introduction of the new Online Smartpark account.
6. Increased and improved our debt collection processes for unpaid parking fines.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
1,669	(4001)	(2,332)	(2,190)	(142)	(2,265)

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Note
		Value	Value	Target	Status			
FS09	Parking: Total Income	£3,299,395	£3,495,155	£3,216,495			Cumulative Cabinet Member: Cllr Lindsay	
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	new	1,539,447	1,491,000		n/a	Cabinet Member: Cllr Lindsay	
TS05	Parking - Capacity (% full)	new	59%	60%		n/a	Cabinet Member: Cllr Lindsay	

Service Area: Street Scene and Fleet : Annual Summary: 2015/16

The Cess Pit emptying service was decommissioned at the end of 2015/16 after an extensive review which mitigates further financial risk to the organisation. In addition to this the Clinical Waste Service was commissioned with Medisort under a West Sussex County Council Framework agreement showing a small operational saving as well as avoiding further capital expenditure for a specialist vehicle.

Transport – We are managing the main collections fleet far more effectively. Areas of concern around replacement of brake components and the cost of repair of the side loading vehicles and the four 12t fleet trucks. We saved a considerable amount on fuel through good resource deployment and in addition favourable prices remain although some creep in market price is taking place.

Street Scene and Fleet has performed well, managing to an overall position of £137k better than budget, despite staffing issues much of which is now resolved.

Reviews in service delivery continue with the combined services now in place where previously stand-alone service was the preferred methodology. We continue to seek best value on replacement parts for the main fleet by utilising other non-manufacturer components at around a 50% saving.

The newly created Adopt a Street coordinator post has proven invaluable helping create a volunteer base of over 800 people to date. In 2015/16 we revisited the management structure for Street Scene and have identified savings.

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Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
2,870	(131)	2,739	2,876	(137)	2,703

Service Area: Waste and Recycling : Annual Summary: 2015/16

The service has generally performed well against all key financial measures. Income generation was better than budget for both garden waste (£48k) and commercial waste services (£33k). We have continued to control staffing costs and vehicle deployment has been managed more effectively. Domestic wheeled bin sales continue to perform above budget at £34k. This gives us a final position of £140k better than budget overall through a combination of increased revenue and careful use of resource.

We successfully re-modelled the Waste and Recycling Management Structure to deliver savings.

The garden waste service has performed well again with continued participation and revenues have increased while administration costs continue to reduce with more emphasis being placed on electronic payments and self -service.

The recycling rate has remained static. However the waste analysis showed target materials in the residual waste stream which we can tap into allowing us to improve matters. In addition to this, we started the Recycling Advisors programme which should see contamination rates drop and participation should increase .The overall programme funded by the DCLG has allowed us to develop a range of PR materials that been produced in conjunction with West Sussex County Council some of which has been shared with other Local Authorities.

We have started invaluable work with members to look at the future of the service particularly around how we meet the 50% recycling target for 2020. We now have a new mechanism for performance linked to recycling which will benefit those authorities who manage contamination effectively. The new "In Cab" technology planned for August 2016 will help towards this. Control measures are giving us a lower contamination rate of around 4.6% consistently which keeps us below the 6% target however our current collections system has a number of issues that can't be improved upon.








There has been a slight increase in revenues from the trade waste service having improved our communications and marketing strategy. A Business and Commercial Waste Manager was appointed in March 2016 to help with this. We are now in early discussions with another district council with regards to provision of a more comprehensive commercial waste service having identified a market for the service.



Operationally we are still absorbing growth in housing numbers with some re- routing of rounds to balance workloads. Management of resources has been improved which has allowed us to fulfil our training programme which coupled with improvement in activity monitoring enabled us to accommodate a short notice HSE visit with in full confidence that we are more than compliant with rigorous programmes in place.

Budget:

Gross spend (£000's)	Gross income (£000's)	Net Spend 2015/16 (£000's) [A]	Annual Budget 2015/16 (£000's) [B]	(Under) / Over against Budget (£000's) [A-B]	Net Spend 2014/15 for comparison (£000's)
3,416	(3,306)	110	250	(140)	158

Performance:

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
OP14	Acornplus recycling rate % (Tonnage)	44.59%	44.61%	50% by 2020 (EU target)		=	High is good. Cabinet Member: Cllr Cornell	This needs to be considered in relation to the ratio of waste going to landfill and recycling. It is more desirable to reduce waste overall. Recycling levels are dropping nationally – wine bottles are lighter, fewer people read paper newspapers etc.
OP15	Number of garden waste customers (households)	30,868	31,485	28,500			Cabinet Member: Cllr Cornell	
OP16	Number of trade waste customers	1,093	1,143	1,200			Cabinet Member: Cllr Cornell	Manager appointed March 2016
OP17	Number of refuse, recycling and garden waste collections reported as missed	253.4 (0.061%)	268 (0.065%)				Cabinet Member: Cllr Cornell	Low is good <i>Av Figure for months over year for all collections - waste (weekly), recycling (fortnightly) and garden</i>

Code	Short Name	2014/15	2015/16			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
								<i>(optional fortnightly)</i>
FS20	Trade Waste Income	£898,072	£919,813	£905,984			Cabinet Member: Cllr Cornell	Manager appointed March 2016

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Revenue Summary 2015/16	Gross spend	Gross income
	£000's	£000's
BUILDING CONTROL	737	(779)
DEVELOPMENT	2,572	(1,756)
PROPERTY & FACILITIES - ADMINISTRATION	716	(0)
PROPERTY & FACILITIES - INVESTMENT PROPERTIES	401	(2,751)
PROPERTY & FACILITIES - OPERATIONAL PROPERTIES	580	(35)
STRATEGIC PLANNING	881	(151)
CENSUS ICT	2,959	(2,164)
REVENUES AND BENEFITS - administration	1,360	(1,033)
HUMAN RESOURCES	491	(9)
COMMUNITY AND CULTURE	109	0
CAPITOL	1,912	(1,663)
COMMUNITY DEVELOPMENT	1,269	(722)
COMMUNITY SAFETY	405	(205)
LEISURE SERVICES	1,007	(653)
MUSEUMS	257	(49)
PARKS & COUNTRYSIDE SERVICES	1,483	(384)
ENVIRONMENTAL HEALTH	1,032	(348)
HOUSING	1,193	(924)
PARKING SERVICES	1,669	(4,001)
STREET SCENE & FLEET	2,870	(131)
WASTE & RECYLING	3,416	(3,306)
AUDIT	186	(9)
BENEFIT PAYMENTS	32,391	(32,225)
BUSINESS TRANSFORMATION	309	(0)
COMMISSIONING	252	(25)
COMMUNICATIONS	307	(20)
CORPORATE MANAGEMENT	750	0
CUSTOMER SERVICES	342	(4)
ECONOMIC DEVELOPMENT	631	(178)
FINANCE ACCOUNTANCY	948	(9)
FINANCE CORPORATE	699	(600)
HDC ICT	991	(69)
LEGAL & DEMOCRATIC	1,547	(151)
	66,674	(54,354)

Appendix E

Net Spend 2015/16	Reprofiled Annual Budget 2015/16	(Under)/Over against Budget	Net Spend 2014/15
£000's	£000's	£000's	£000's
(42)	(56)	13	(81)
816	528	288	976
716	748	(32)	751
(2,350)	(2,334)	(16)	(2,461)
545	691	(146)	395
731	713	18	746
795	734	61	708
327	437	(109)	455
482	494	(12)	511
110	158	(48)	147
249	336	(87)	360
547	600	(53)	487
200	178	22	145
355	311	44	477
209	206	3	212
1,099	1,081	18	959
684	777	(93)	646
269	267	2	280
(2,332)	(2,190)	(142)	(2,265)
2,739	2,876	(137)	2,703
110	250	(140)	158
177	188	(12)	190
166	(22)	188	(49)
309	298	11	325
227	277	(50)	205
287	353	(67)	339
750	765	(15)	704
338	369	(31)	341
454	474	(21)	366
939	888	51	867
99	161	(62)	473
922	1,155	(234)	1,012
1,396	1,367	29	1,332
12,320	13,078	(758)	12,410

	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>
	379	769	1,166	1,942	2,936	4,398	4,398	2,800	2,700
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	379	1,148	1,148	1,924	3,694	4,926	6,524	8,824	11,324

Notes:

Figures highlighted in Italics are based on the provisional 2015 settlement amounts, which are subject to the outcome of the consultation which has now closed. An announcement on the results of the NHB consultation is expected in July 2016. 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 six years.

Year	£	RTBs
2015/16	503,514	5
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 19 May 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)	10,680,227	7,673,064	3,007,163
Community Facilities	3,462,308	2,613,838	848,470
Community Halls and Buildings	210,687	41,273	169,414
	3,672,995	2,655,111	1,017,884
Open Space (commuted sum)	168,746	9,746	159,000
Open Space Sport and Recreation	2,166,842	891,570	1,275,272
	2,335,588	901,316	1,434,272
	16,688,810	11,229,491	5,459,319

Dominic Bradley
Head of Finance
31 May 2016

Report to Finance & Performance Working Group

16th June 2016

By David Plank Customer Services Manager

INFORMATION REPORT



Horsham
District
Council

Not exempt

Complaints & Compliments Monitoring Report for Horsham District Council 1 January 2016 to 31 March 2016 incorporating annual figures

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 & Feedback Officer for the period 1st January to 31st March 2016. Annual figures are also included. The intention is to learn from the feedback that the Council receives to prevent reoccurrence of complaints, improve Council services and promote areas of good practice.

For the period 1 January to 31 March 2016 the Complaints & Feedback Officer was notified of 47 complaints. The number of complaints received at the Council's leisure centres for the period was 104.

Over the course of quarter three and four, 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 again been a reduction in complaints received in Quarter four, with a decrease from 57 complaints in Quarter three. 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. As with the previous quarter, quarter four 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, compliments and suggestions received by Council department to identify trends and help monitor the situation. This excludes any representations, appeals or disagreements with Council policy – these are not classed as complaints under the Council’s current definition of a complaint.

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

2 Statutory and Policy Background

2.1 Local Government Act 2000

Relevant Government policy

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

Relevant Council Policy

- 2.3 The Council’s complaints procedure is available on the website.

3 Details

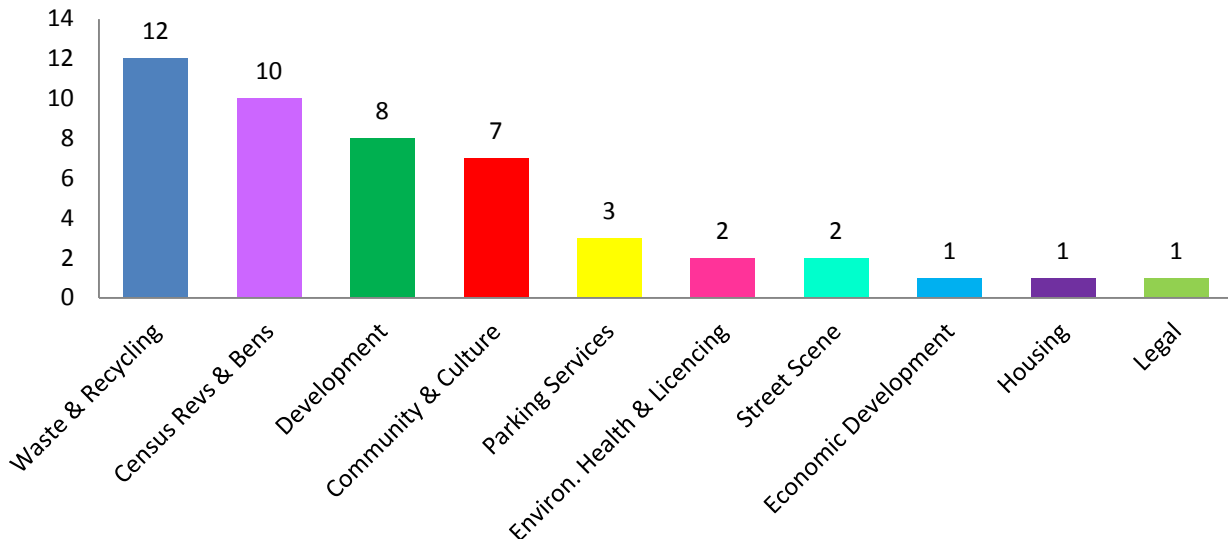
Complaints notified to the Complaints & Information Officer 1 January to 31 March 2016

- 3.1 The number of complaints notified to the Complaints & Information Officer for the period 1 January to 31 March 2016 is 47 complaints. A further 104 were received by the Leisure centres.
- 3.2 It should be noted that front line Council services such as refuse collections, planning services and leisure facilities will, by their nature attract more complaints than the services which provide ‘in house’ functions. Horsham District Council’s current definition of a complaint is:-

A complaint is an expression of dissatisfaction that requires a response, about the standards of service, action or lack of action by the Council, its staff or a

contractor working on the Council's behalf affecting an individual customer or resident or group of customers'

3.3 Complaints received by department 1 January to 31 March 2016.



As anticipated, the number of complaints received for Community & Culture has decreased from quarter three, being arguably the busiest time of year in December, which saw a spike due the increased footfall.

Despite the typical end of year challenges, Census Revenues & Benefits managed to keep complaints low and have recorded two less complaints than in quarter three.

Waste & Recycling have recorded a slightly higher amount than in the previous quarter (being 9). This has been caused predominately by frequently missed bins (as opposed to one off occasions). This is an area that is being addressed with the department through drilling down to the root causes of the missed bins and what lessons can be learnt for the future.

Development continue to record a low number of complaints, with less than the previous quarter (being 10) and significantly less than quarter four of 2014/15 (being 30).

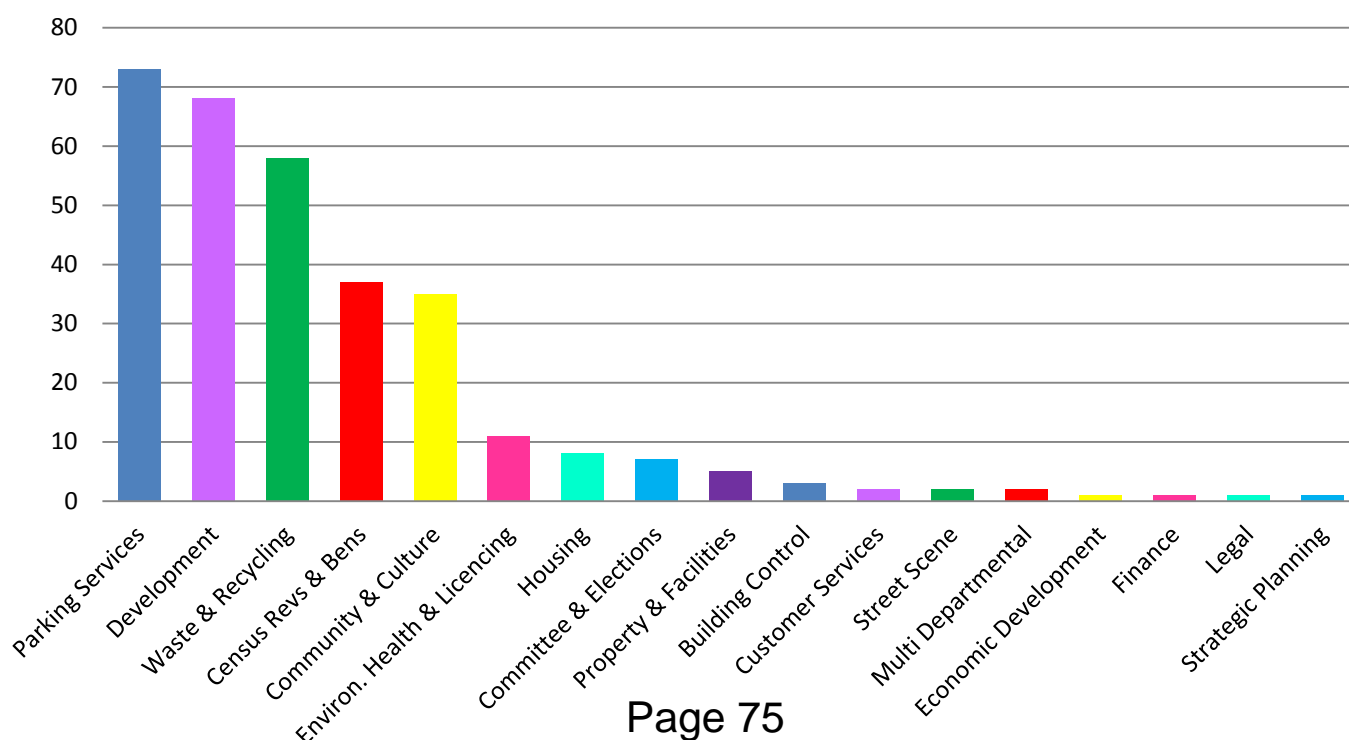
3.4 Compliments received for the period 1 January to 31 March 2015

Department	Compliments Received 1 January to 31 March 2016
Commission & Performance	1
Committee & Elections	2
Community & Culture	20
Customer services	7
Development	3
Economic Development	2
Environmental Health & Licensing	4
Parking Services	1
Property & Facilities	1
Spatial Planning	4
Street Scene	2
Multi Departmental	2
Waste & Recycling	2
TOTAL	51
Leisure Centres	104

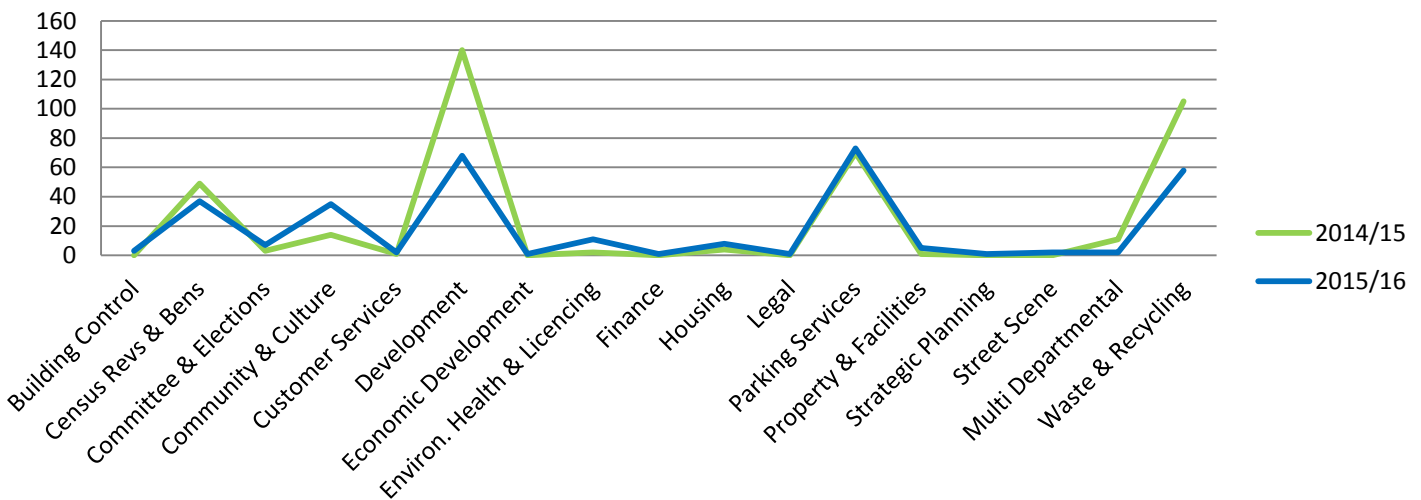
3.5 Annual Figures for 2015/16

For the period 1 April 2015 to 31 March 2016 the Complaints & Feedback Officer was notified of 315 complaints. The number received at the Council's leisure centres for the period was 382.

3.6 Complaints received by department 1 April 2015 to 31 March 2016.



Complaints by department 1st April to 31st March



In comparison to 2014/15 where 400 complaints were recorded, there was a reduction in of 21% in the total number of complaints in 2015/16.

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.

There were 35 complaints and 72 compliments received in Community and Culture in 2015/16. The number of complaints per service user is extremely small and whilst it is not possible to quantify the number of complaints per user of our parks and open spaces but we can say that the 21 complaints at the Capitol represents just 1 complaint for every 8,000 attendees. Of these 21 complaints only 4 appeared more than once with 2 complaints about seating, 2 complaints regarding pricing, 3 regarding the quality of the performance and 4 regarding noise leakage from live performances into the cinema. All complaints are dealt with appropriate gravitas but the ability to address the issue of noise leakage is not possible without immense expenditure or by leaving significant parts of the building underutilised.

In summary, although the 35 complaints represents a rise on 2014/15 there are no patterns that would indicate that serious action is required in a particular area.

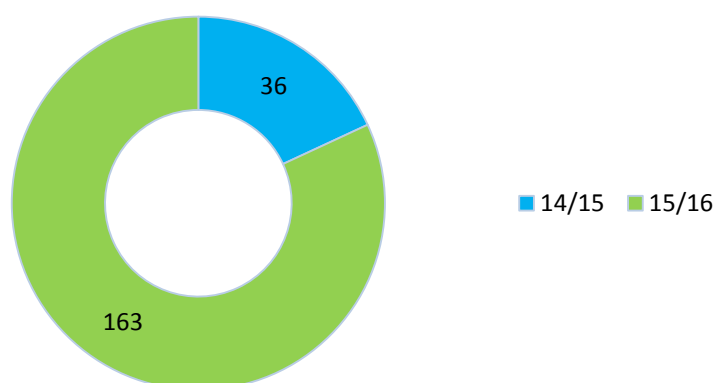
3.7 Compliments received for the period 1 April 2015 to 31 March 2016

Department	Compliments Received 1 April 2015 to 31 March 2016
Commissioning & Performance	1
Committee & Elections	4
Community & Culture	72
Customer Services	11

Development	18
Economic Development	3
Environmental Health & Licensing	15
Parking Services	3
Property & Facilities	1
Spatial Planning	5
Street Scene	12
Multi Departmental	3
Waste & Recycling	15
TOTAL	163
Leisure Centres	337

Note The total number of compliments *excluding* leisure centres has increased in 2015/16 by 353% compared to 2014/15.

Compliments received



3.8 Local Government Ombudsman Complaints

The Annual letter and Annual Review of Complaints report for the year 2015/16 will be published on 21st July 2016. A report of the contents of this letter will be made to Finance & Performance Working Group at the next meeting in August.

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 Sub
Committee**

16 June 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 January 2016 to 31 March
2016**

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 were received by Horsham District Council from 1 January to 31 March 2016.

For the period 1 January to 31 March 2016, the Council received 209 requests for information. The number of requests received was 11.5% higher (185) than the same period in 2015. Of these requests, where the identity of the requestor is known, 4 out of 10 (41%) requests have been received from businesses and the media.

Business process change continued 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. Subsequent quarters showed improvement to 98% and 99% as reported to Members. From 1 January to 31 March 2016, 95.7% of requests have been responded within 20 working days.

The year-end outturn as reported on page 34 of the agenda papers shows that faced with a 13% increase in the number of requests on the previous year the council had improved its processes to achieve an 8% increase in responses within 20 days within the same resources. The target set by the Information Commissioners Office that 85% of requests be responded to within 20 days was for the first time exceeded by the council by 7%.

Recommendation

That the Sub Committee is recommended to:

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

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 the Finance and Performance 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 January to 31 March 2016. 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. The improvement trend in responding to requests is 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.
- From 1 January to the end of March 2016, there have been 209 requests, 95.7% of which were responded to within 20 working days.

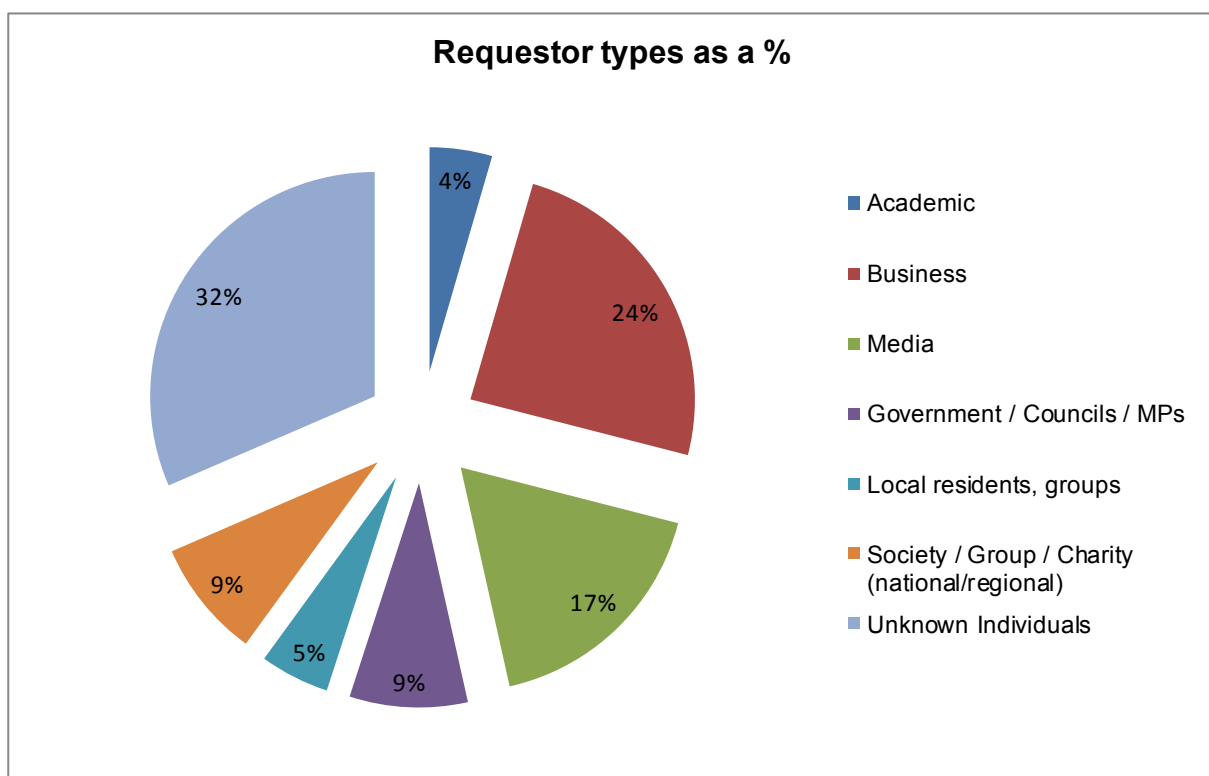
The improvement in response time is the result of changes to the business process to deliver the outcome expected by the duty. By reshaping the way responses are processed, the council will now meet the duty at the standard of the best councils.

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.

3.3 Analysis of Requests between 1 January 2016 and 31 March 2016

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 requesters 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.

From 1 April 2015 to 31 March 2016 the Council received 24 requests for internal review of decisions to withhold information. There were 8 more requests for review than in financial year 2014/15. Requestors that remain dissatisfied with the response of the council after the review may appeal to the Information Commissioners Office. The Information Commissioner may issue a *decision notice* on the council to instruct the council to address any matters. Decision notices are published on the ICO website and in 2015/16, just one decision notice was issued to Horsham District Council and that decision notice did not require the council to take any further action.

4 Next Steps

4.1 The Council will continue its business process improvement.

5 Outcome of Consultations

5.1 Feedback from Members on this Sub Committee 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 courses 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">• Interference must be justified and be for a particular purpose.• Justification could be protection of health, prevention of crime, protection of the rights and freedoms of others.• A decision to share information and the reasoning behind it should be recorded.
<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>

Note on the Informal Briefing from CenSus on the Housing Subsidy Audit **22nd March 2016**

Present: Councillors: John Bailey, Leonard Crosbie, Brian Donnelly, Gordon Lindsay, Nigel Jupp, Godfrey Newman, Kate Rowbottom, Stuart Ritchie, Michael Willett, Claire Vickers

Councillor Johnathan Ash-Edwards, Mid Sussex District Council

Officers: Tom Crowley, Chief Executive
Dominic Bradley, Head of Finance

Kathryn Hall, Chief Executive Mid Sussex District Council
Tim Delany, Head of CenSus Revenues and Benefits
Peter Stuart, Head of Finance and HR

- The officers from Mid Sussex District Council were invited to talk to Members about the claim by central government against CenSus and Horsham District Council.
- A comprehensive note had been circulated to Members in advance of the meeting. The officers talked Members through the note.
- CenSus put emphasis on dealing with new housing benefit claims as quickly as possible; however this is a very complex area with a high transaction rate.

After officers had talked Members through the note, Members were invited to ask questions.

- The CenSus Joint Committee receives quarterly reports from the Head of CenSus Revenues and Benefits. A check and balance system is in place. The Committee provides assurance to the officers; it makes suggestions and challenges the detail. The Committee had reasonable assurances from internal audit during the period. The Committee was satisfied with the robust action plan which had been drawn up for 2014/15 following the 2013/14 qualification. This area was also monitored by the Accounts, Audit and Governance Committee.
- Best practice: CenSus are seeking to look at this and had begun looking at a London authority.
- Members noted that it was difficult to attract and retain staff in this department. This was a very complicated and complex area and, Members noted that there was a 12 month staff training period.

- Members noted that the introduction of Universal Credit and Digital Tax would change the regime fundamentally. Some of the more complicated areas would no longer exist.
- Members noted that external consultants would be brought in to support the changes arising from the departure of Adur from the Partnership and Adur would be supporting this financially. Consultants were also being brought in to help understand how to shape the service with the introduction of Universal Credit. Finally a consultant would also be employed to look at the accuracy of the CenSus service and give advice on the structuring of the service.
- Digital Tax – Making better use of technology and encouraging the self service of revenues and benefits was hoped to improve the service and reduce the error rate.
- Members asked whether the qualification would be repeated in 2015/16. CenSus was in the process of trialling some IT systems to support the self-service system which should help bring down the error rate in future.
- Members noted that a robust action plan was in place, the system was externally audited and on paper all the correct steps were being taken.
- No changes would be made to the system by the DWP at this stage as the introduction of the Universal Credit was imminent.

Following the discussions and responses to the Members questions and concerns, the group summarised what they would like to see going forward:

1. The result of the external consultants' work
2. The results of the consultants' work on accuracy of the system
3. For the CenSus Joint Committee to consider the pay grade and whether this is right for the role and responsibility of staff
4. For CenSus Joint Committee to examine performance versus target times, and whether this was having an impact on accuracy

5. Ernest and Young's formula and the testing taking place after the annual audit, is the timing of this testing having an impact on the result

Officers would present their results to the CenSus Joint Committee. They would also come back in 12 months with the results of the consultants' work.

It was also suggested that CenSus salaries be a separate item on the CenSus Joint Committee agenda.

DRAFT

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