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Overview & Scrutiny Committee

Finance and Performance Sub-Committee

Wednesday, 9th November, 2016 at 5.30 pm
Hastings & Knepp, Parkside, Chart Way, Horsham

Councillors: Nigel Jupp (Chairman)

John Bailey
David Coldwell
Jonathan Dancer

Tim Lloyd
David Skipp
Michael Willett

You are summoned to the meeting to transact the following business

Agenda

	Page No.
1. Apologies for absence	
2. Appointment of Vice-Chairman	
3. Minutes	3 - 6
To approve as correct the minutes of the meeting held on 11 th August 2016	
4. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Sub-Committee	
5. Announcements	
To receive any announcements from the Chairman or the Chief Executive	
6. Measurement of the Investment Real Estate Portfolio	7 - 10
7. Parking Services Performance	
Presentation by the Parking Services Manager	
8. Corporate Plan Priorities and Finance and Performance for Quarter 2, 2016/17	11 - 34
9. Performance Management Target Setting	35 - 36

10. **Complaints, Compliments and Suggestions - Monitoring and Learning Report for Quarter 2** 37 - 42
11. **Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations** 43 - 50
12. **Any Other Business**
13. **Date of Next Meeting: Thursday 9th February 2017**

Finance and Performance Sub-Committee
11 AUGUST 2016

Present: Councillors: Nigel Jupp (Chairman), David Coldwell and David Skipp

Apologies: Councillors: Jonathan Dancer, Tim Lloyd and Michael Willett
Officers: Dominic Bradley, Head of Finance

Also Present: Councillors: John Bailey, Brian Donnelly, Leonard Crosbie,
Godfrey Newman

Officers: Jane Eaton, Director of Corporate Resources
Paul Cummins, Head of Legal & Democratic Services
Mark Pritchard, Commissioning & Performance Manager

11 **MINUTES**

The minutes of the meeting of the sub-committee held on 16th June were approved as a correct record and signed by the Chairman.

With regards to the action points arising from the minutes, it was noted that the S106 database, which was being developed, was scheduled to be completed by September. Members considered that it would be beneficial if there were a summary sheet showing totals for each Ward in addition to the more detailed information.

12 **DECLARATIONS OF MEMBERS' INTERESTS**

There were no declarations of interest.

13 **ANNOUNCEMENTS**

There were no announcements.

14 **FINANCE AND PERFORMANCE, CORPORATE PLAN PRIORITIES, AND KEY PROJECTS FOR QUARTER 1, 2016/17**

The Commissioning & Performance Manager introduced the report on the Council's Finance and Performance, Corporate Plan Priorities and Key Projects for the first quarter of 2016/17.

The finance and performance figures demonstrated the significant progress there had been on key projects, including Broadbridge Heath Leisure Centre and the Hop Oast Depot, both of which were on schedule.

Key Performance Indicators for delivery of the Corporate Plan demonstrated that 69.5% were within target and 25% close to target with no areas of major concern.

Members discussed the two areas that fell outside the target range: parking capacity and planning appeals.

Whilst parking capacity was below target, income had increased because the number of paying users had increased. This was due to new payment methods using number plate recognition, and Sunday charging. The Commissioning & Performance Manager confirmed that ways of boosting parking numbers at off-peak times were being explored.

The sub-committee requested a breakdown of parking statistics (capacity and income) to show weekday and weekend use separately.

With regards to planning appeals, the sub-committee noted that now the Horsham District Planning Framework had been adopted the number of appeals lost had significantly decreased. There had been one cost awarded in the first quarter relating to an historic appeal. The Chairman of Overview and Scrutiny requested that the cost of this appeal be circulated to the sub-committee.

Members welcomed the positive figures for attendance at the Capitol and Horsham

- *That the sub-committee be given a breakdown of parking statistics for the first quarter (capacity and income) to show weekday and weekend use separately.*
- *That the sub-committee be given financial details of the lost appeal in the first quarter (Code DM07 in the Finance & Performance Summary (Appendix B)).*
- *Trade Waste figures in the Finance & Performance Summary (Appendix B) to be checked and circulated to the sub-committee.*

15

COMPLAINTS, COMPLIMENTS AND SUGGESTIONS - MONITORING AND LEARNING REPORT FOR QUARTER 1 2016/17

The Commissioning and Performance Manager presented the report which gave details of complaints and compliments received by the Council between 1st April and 30th June 2016. There had been 56 complaints, excluding leisure centres. The figures showed that the trend of decreasing complaints was continuing, with a 48% decrease compared with the same period last year.

Members were advised that the number of complaints received by leisure centres had increased because the Billingshurst Leisure Centre had been shut for longer than anticipated. A majority of complaints involving leisure centres were dealt with by the operators.

There had also been an increase in the number of compliments (excluding leisure centres), with 91 being received. Forty-three of these had been received by Community & Culture. The leisure centres had received 103 compliments during the same period.

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

The Head of Legal & Democratic Services presented the report of the analysis of requests made under the Freedom of Information Act and Environmental Information Regulations for the first quarter 2016/17.

The number of requests received in the first quarter (175) was 15% higher than for the same period the previous year. Members were advised that the Council was achieving and maintaining one of the best response rates in the country (95% responded to within 20 working days) despite the increased number of cases.

The sub-committee discussed the amount of staff time required to respond to FOI requests and noted the extent to which on-line information and guidance was increasing efficiency.

17 **DATE OF NEXT MEETING**

The next meeting of the Finance & Performance Sub-Committee would be on 9th November 2016.

The meeting closed at 6.36 pm having commenced at 5.30 pm

CHAIRMAN

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Briefing Paper for F&P Sub Committee HDC Property Investment Fund: Performance Measures

1.0 HDC objectives

HDC uses the income from its property portfolio to support revenue and to finance other Council activities. The portfolio presently delivers a net income of c£2.5m with a capital value of c£34m and a yield of c7.3%.

Current performance measures are: net income; the percentage of vacant property; and the target yield for new investments. These are simple metrics and do not convey the fund's overall performance because they do not measure total returns.

2.0 Total Return

Total return is the sum of the net income return and the capital return, which is the change in capital value over the period being measured.

Capital returns can be influenced by the movement in yields in the market, good stock selection and by active management to improve income and income security.

Performance measurement is the measurement of the total return on an absolute or relative basis.

3.0 Absolute and Relative Return Objectives

An **absolute return** target is a quantified total return over a period of time, such as *'to deliver a 5% real return after costs'*. Absolute return targets can be set to reflect the fund objective, for example, the underlying objective of a pension fund may be to achieve a target rate of return, after fees and costs, for a low risk; so the fund can meet its pension obligations.

The problem with an absolute return target is that dissatisfaction can arise when the market booms or crashes. An investor may not be happy with a 5% return if the market is delivering 20% and similarly portfolio managers will feel aggrieved if they are blamed for failure to achieve return targets made impossible because of a market slump.

To give investors comfort, property investment has moved towards **relative return** targets, which measure the performance of the fund against other funds. This allows investors to compare the performance between funds and to decide where they should invest their money.

Relative returns are measured against a benchmark of similar funds. It follows that if the index is volatile then a stable fund would have high volatility relative to the index.

Briefing Paper for F&P Sub Committee
HDC Property Investment Fund: Performance Measures

4.0 Fund Management Portfolio Structure

To perform in line with a relative return target, the benchmark would need to be considered when structuring the portfolio, to achieve a neutral position. When making purchasing decisions, the manager will take into account target rates of return relative to the benchmark and whether the structure of the portfolio is in line with the benchmark.

For an absolute return target the starting position would be an understanding of the neutral position, with different weighting positions taken depending on the attractiveness of market pricing.

5.0 HDC's Portfolio Structure

HDC's portfolio is small and was assembled over time, without an investment strategy. Most properties were retained from opportunistic direct developments.

The portfolio has a number of characteristics:

1. Geographic: The properties are all in Horsham District.
2. Sector imbalance: For example, there is a high percentage of health care – 24% of capital value.
3. The portfolio is high yielding, with an income of c7.3% compared to IPD¹ of 5.5% (April 2016).

The scope to change the portfolio structure is determined by the operational parameters of the fund and HDC investment objectives, which include:

1. Geographic factors – whether the fund should operate exclusively within Horsham District.
2. The amount of new money allocated to property.
3. The reality that large value markets, with large lot sizes, cannot be accessed by a small fund.
4. Timing – selling and buying takes time.
5. The degree to which it is practical or desirable to sell and the effect of transaction costs on performance.

6.0 HDC Performance Measurement

HDC does not report fund performance over time to show how the existing portfolio has performed and how it has performed relative to other assets such as equities and gilts.

In view of the fund's characteristics and because the fund is small, it is unlikely that an appropriate benchmark could be found or established, against which performance can be measured.

¹ Investment Property Databank

Briefing Paper for F&P Sub Committee
HDC Property Investment Fund: Performance Measures

In the absence of an appropriate benchmark and because the portfolio is small, and therefore has individual property risk which cannot be diversified, a good approach to performance measurement would be to create a detailed annual performance report. The performance report can provide a commentary on the market, the portfolio as whole and on individual properties.

This could include the following:

1. A brief overview of the property investment market.
2. HDC property fund performance for the previous 12 months, including income return, income growth, capital return and capital growth.
3. Sector weighting with any relevant comments and/or analysis.
4. Portfolio Characteristics. This would include basic statistics such as capital value, number of properties, average lot size, un-invested cash, initial yield, equivalent yield, weighted average unexpired lease term, vacancy ratio and key tenancies.
5. A brief commentary on each property, including new purchases, with a report on what has happened during the previous 12 months.
6. An assessment of how the returns compare with returns from equities and gilts.

This would provide the level of information that would be expected by an investor in a small fund in the private sector.

A simplified benchmark report could be created for the year ending 31st March 2016, with a comprehensive report prepared for the year ending 31st March 2017.

7.0 Targets and parameters

If performance targets are to be set, these would need to be appropriate to the parameters and investment objectives of the portfolio.

Brian Elliott
30th October 2016

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Report to Finance and Performance Sub-Committee

Date of meeting 9th November 2016

By the Head of Finance

INFORMATION REPORT

Not exempt



**Horsham
District
Council**

REPORT ON HDC'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN QUARTER 2 OF 2016/17

Executive Summary

This report shows how successful the Council has been in delivering against identified Corporate Plan Priorities. The Council uses corporate performance indicators; financial reporting and review of progress against key corporate projects to demonstrate progress against corporate priorities.

The key projects where there has been significant progress over the quarter include; plans for the Broadbridge Heath Leisure Centre; the redevelopment of Hop Oast Depot; and the Future Horsham Programme.

We are projecting a surplus of £94k.

Monitoring of Key Performance Indicators that demonstrate progress towards delivery of the Corporate Plan are showing 76% within target and 18% close to target, with no areas of major concern.

Recommendations

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

Reasons for Recommendations

The monitoring of Financial and Service Delivery 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: Q2 Performance Highlight Report (PIs and Corporate Plan Priorities/Key Tracked Projects reporting)

Appendix B: Q2 Financial Highlight Report

Appendix C: Q2 Revenue Dashboard

Appendix D: Q2 Capital Budget monitoring

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 Corporate Plan priorities, financial performance and key performance indicators and progress reporting for major projects.

2. MONITORING OF CORPORATE PLAN PRIORITIES 2016/17

- 2.1 The Corporate Plan Priorities monitoring report for 2016/17 is appended to this report at Appendix A. The 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 quarter include; plans for Broadbridge Heath Leisure Centre; the redevelopment of Hop Oast Depot; and the Future Horsham programme.
- 2.3 The two key capital building projects, Hop Oast and Broadbridge Heath Leisure Centre, both complex and high profile, are broadly on programme. Key tracked projects monitoring is included within Appendix A.

3. FINANCIAL PERFORMANCE

- 3.1 The Financial Dashboard for Q2 is attached at Appendix B. At this stage in the financial year we are projecting a surplus of £94k.
- 3.2 The Revenue Dashboard is attached at Appendix C.
- 3.3 The detailed capital programme and expenditures to date are provided at Appendix C.

4. Performance Monitoring

- 4.1 A Dashboard of Key Performance data are provided for discussion at this meeting at Appendix A, covering the Quarter 2 2016/17 period. The Key Performance Basket of Indicators form part of the measures to demonstrate delivery of the [Corporate Plan Priorities 2016-19](#).
- 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, and in year where necessary. [Service plans for 2016/17](#) were published on the website in April 2016 and a revised Key Basket of Indicators agreed with SLT and shared with Cabinet Members and this sub committee at the last meeting.
- 4.4 An analysis of performance demonstrates that 76%* of indicators met or exceeded targets set; 18%* were close to target, and 6%* fell outside of the target range. There are no areas of major concern.

5 OUTCOME OF CONSULTATIONS

- 5.1** SLT have considered the review of Financial Monitoring and Key Performance Indicators; the Corporate Plan Priorities and Tracked Key Projects Report for Q2 in 2016/17.

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

9. CONSEQUENCES OF THE PROPOSED ACTION



- 9.1** This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity and Sustainability matters and there are no risks associated.

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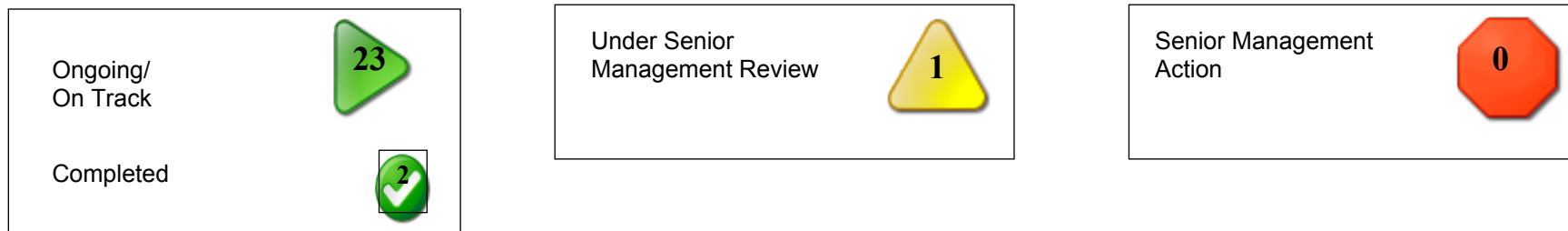
Performance Issues/Concerns Dashboard Q2


Performance Indicator Overview



Potential areas of concern	Remedy/Action	Status
PS05a Percentage Staff turnover for 2016	As a result of management action. Expect to be within target at end of reporting year	
TS05 - Parking - Capacity (% full)	Peak times, November, December, January – anticipate achieving target by year end	

Corporate Plan/Projects Review Overview



Potential Areas of Concern	Remedy/Action	Status
BBHLC: Project deadlines are very high, dependent on developer compliance with s106 arrangements	Very close monitoring of project programme, ongoing dialogue with Countryside	














SLT Monitoring Report Q2 2016/17






Generated on: 31 October 2016

















2016/17 KEY PERFORMANCE INDICATORS

Code	Short Name	Q1 2016/17	Q2 2016/17			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	8,123	5,144			5% increase over same period last year. Cabinet Member: Cllr Dawe
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	4,576	4,796	3,907		Cabinet Member: Cllr Dawe
PO01	Contact Centre: % of incoming calls answered within 20 seconds	98%	97.3%	93%		Target revised from 80% to 93% and back dated to April 2016 Cabinet Member: Cllr Dawe
DM07	Planning appeals - number of cost awards	1	0	0		No cost awards on appeal, and no costs settled during this period -there is no financial implication during this quarter. Cabinet Member: Cllr Vickers
DM09	Percentage of planning appeals allowed	30.77%	32.5%	30%		The cost of planning appeals had been an area of concern, with one cost awarded this quarter. There has been an improvement in performance over the previous year as a result of Constitutional changes and member training programme. It is envisaged that this will reduce now the HDLP has been approved and land allocations determined. Low is good Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	76.85%	73.39%	65.00%		Cabinet Member: Cllr Vickers
DM18	Processing of planning applications: Other	90.26%	91.84%	80.00%		Cabinet Member: Cllr Vickers

Code	Short Name	Q1 2016/17		Q2 2016/17		Notes
		Value	Value	Target	Status	
	applications (or subject to voluntary extension)					
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	85.71%	100%	80%		Cabinet Member: Cllr Vickers
DM20	Number of major planning applications determined subject to voluntary extension	9	13			Volumetric Cabinet Member: Cllr Vickers
DM21d	Percentage of all major applications allowed at appeal within the assessment period (01.01.15 to 31.12.16)	Projected to be < 8%		<20%		20% Statutory designation of failing for speed and quality of decision making Cabinet Member: Cllr Vickers
DM22	Planning appeals – adverse costs awarded £	£34,166	£0			No additional cost awards Volumetric Cabinet Member: Cllr Vickers
FS01	Planning: Fee income	£253,041	£689,195	£657,000		Cumulative Cabinet Member: Cllr Vickers
FS02	Local Land Charges: Fee income	£68,321	£135,178	£117,453		Cumulative Cabinet Member: Cllr Vickers
FS07	% of invoices paid on time	96.85%	97.85%	96.00%		Cabinet Member: Cllr Donnelly
FS07a	% of invoices paid within 10 days	82.2%	81.13%	75%		Cabinet Member: Cllr Donnelly
FS09	Parking: Total Income	£997,122	£1,872,459	£1,761,358		Cumulative Cabinet Member: Cllr Lindsay
FS13	Business Rates: Rateable Value	£102,978,510	£103,032,765			Cabinet Member: Cllr Donnelly
FS20	Trade Waste Income	£448,362	£885,970	£855,658		Cumulative Cabinet Member: Cllr Cornell
FS21	Effectiveness of commercial debt recovery: The value of commercial debts aged over 30 days past their due date should not exceed 5% of the total value of debts raised in the previous rolling 12 months	1.9%	1.66%	<5%		Cabinet Member: Cllr Cornell
HS01b	Homelessness: Decisions	43	50			Volumetric Cabinet Member: Cllr Rogers
HS17	No of Homelessness Preventions	72	33			Cabinet Member: Cllr Circus

Code	Short Name	Q1 2016/17		Q2 2016/17		Notes
		Value	Value	Target	Status	
HS18	No of households in temporary accommodation	75	85			Reduction in the number of nominations being made available to HDC from Housing Association partners. No new build schemes were nominated to during the Quarter and overall the reduction in nominations is stopping households moving out of temporary accommodation Cabinet Member: Cllr Circus
HS19	Of which no of households in B & B accommodation	13	20			With our own short stay temporary accommodation full, we make use bed and breakfast accommodation. The Council is acquiring 17 new build short stay temporary accommodation units in the Bishopric, Horsham. This will reduce the need for households to be placed in B&B to a minimum from March 2017. Average over quarter. Cabinet Member: Cllr Circus
HS21	No of households on the Housing Waiting list	606	633			The option for applicants to come to a drop in session to get onto the register has been withdrawn and online applications required. The increase in online applications has been in excess of the number that were previously coming to a drop in session. The allocations policy was amended and allowed working households that don't live in the area to access the register Cabinet Member: Cllr Circus
LS01a	Attendance at Sports Centres	257,242	245,363	256,000		Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	106,627	105,459	115,000		Billingshurst Pool closed for tiling repairs Cabinet Member: Cllr Chowen

Code	Short Name	Q1 2016/17		Q2 2016/17		Notes
		Value	Value	Target	Status	
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	52,378	60,723	47,499		Cabinet Member: Cllr Chowen
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	17,636	25,412	16,800		Cabinet Member: Cllr Chowen
OP14	Acornplus recycling rate % (Tonnage) [2020 European Target is 50%]	50.89%	50.13%	48%		The recycling advisory work has paid off which will inform us very clearly with regard to strategy going forward in order for us to meet 2020 targets . The programme been such a success that we have been asked to roll out the model to other authorities gaining additional income for implementation and management High is good. Cabinet Member: Cllr Cornell
OP15	Number of garden waste customers (households)	30,947	31,701	31,000		Cabinet Member: Cllr Cornell
OP16	Number of trade waste customers	1,058	1,070	1,103		Income target is being achieved. Cabinet Member: Cllr Cornell
OP17	Number of refuse, recycling and garden waste collections reported as missed	930	920			Cabinet Member: Cllr Cornell
OP19	Quality of recycling - % contamination rate	4.67%	5.61*	6%		*Subject to confirmation Cabinet Member: Cllr Cornell
PP08	Number of FOI requests received	175	190			Cabinet Member: Cllr Dawe
PP09	% of FOI requests responded to within 20 days	175	97%	85%		Cabinet Member: Cllr Dawe
PP10	Number of complaints received	56	43	91		Cabinet Member: Cllr Dawe
PS05a	Percentage Staff turnover for 2016	3.79%	4.41%	Range 10 – 15% optimum annual 3.12%		As a result of management action. Expect to be within target at end of reporting year Personnel Committee
PS11c	Total sickness (excluding leavers sickness)	7.44	7.4	8		Personnel Committee
R05	% of Council Tax collected in year	30.03%	58.18%	58.20%		Cabinet Member: Cllr Donnelly






Code	Short Name	Q1 2016/17	Q2 2016/17			Notes
		Value	Value	Target	Status	
R06	Percentage of Non-domestic Rates collected in year	28.14%	58.99%	60.14%		Cabinet Member: Cllr Donnelly
R09a	HB -Speed of processing - new HB claims	YTD 18.33	YTD 17.66	18		Cabinet Member: Cllr Donnelly
R09b	CTB - Speed of processing - new CTB claims	YTD 21.33	YTD 20.5	20		Cabinet Member: Cllr Donnelly
R10a	HB - Speed of processing - changes of circumstances for HB claims	YTD 10	YTD 9.5	10		Cabinet Member: Cllr Donnelly
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	YTD 10.33	YTD 9.8	10		Cabinet Member: Cllr Donnelly
SSC9a	No. of fly tipping incidents	162	149			Cabinet Member: Cllr Cornell
SSC9b	No. of fly tipping enforcement notices	0	3			Cabinet Member: Cllr Cornell
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	498,290	282,650	268,800		Data provided one month in arrears Cabinet Member: Cllr Lindsay
TS05	Parking - Capacity (% full)	54%	51%	60%		Anticipate achieving target by year end. Swan Walk 49%. Forum 56%, Piries Place 47% Cabinet Member: Cllr Lindsay
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.78%	99.1%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,161,706	£1,826,394	£1,802,592		Cabinet Member: Cllr Donnelly





31/10/16







APPENDIX A: Corporate Plan Priorities & Key Tracked Projects Reporting

Qtr 2 2016/17




Progress against the Corporate Plan is reported across 4 themes: Communities, Economy, Efficiency and Environment



Symbols Used				
				
Not Started	On going/ On Track	Under Senior Management Review	Senior Management Action	Completed



Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 2 Update	Due Date			
Theme 1: Communities <i>Support our communities</i>	Grow the footfall of HDC's cultural and leisure facilities	Full data sets are not yet available but we are anticipating decrease verses 2015/16 as a consequence of poor weather affecting attendances at Rookwood Golf Course and pool closure at Billingshurst (June – August) in order to complete repairs in connection with pool tiles and degradation of walls (screed) behind them.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Section Heads	
	Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget by Spring 2018	Meetings ongoing with PfP and user groups and some design matters are being investigated, including proposals to refurbish the 'Tube' end of the old centre for storage or/and Athletics Club use – options are being investigated. Leisure Centre main contractor due to be appointed Dec 2016. Project completion by Spring 2018. MUGA's (Multi-use games areas) due to start on site Oct 2016. Project schedule dates are very tight with some external dependencies	Spring 2018	Cllr Jonathan Chowen Cllr Brian Donnelly	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Deliver a new sports strategy	This is now a 'Sport and Physical Activity Strategy'. Final sign off early Autumn.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Steve Hawker	
	Deliver a new strategy for heritage and culture	Draft brief for consultant agreed by officers and approved by portfolio holder. Currently with Arts Council England for their thoughts and advice and for help in recruiting the consultant.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Nick Mowat/Jeremy Knight	




	Develop the case for potential expansion of community wardens with parishes	New scheme now launched at Pulborough but no further schemes anticipated this year		Cllr Kate Rowbottom	Lead Officer. Greg Charman Support. Neil Worth	
	Work with local health providers to encourage delivery of improved health facilities and outcomes with strategy prepared by October 2016	A new Corporate Plan priority.		Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Support and deliver initiatives to improve the quality of life of the most vulnerable within the district and deliver Phase 2 of the Think Family programme	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. Service Level Agreements with 13 partnership organisations have been agreed for 2016/17. These organisations deliver a range of services across the district to those who are socially and financially isolated and helping to strengthen the local communities Initiatives delivered include: Focus on household budgets and money worries – led to new District Council leaflet for residents; in Pulborough working group established to secure the Youth Club for community use and strengthen community involvement; partnership project with the Y Centre to provide mentoring support for NEET young people aged 16 to 25.	31 Mar 2016	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Develop a new strategy for delivery of housing to meet local need	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: Rob Jarvis	
	Endeavour to prevent homelessness throughout the District	Following the Housing Services restructure a renewed emphasis being placed upon early intervention for homelessness prevention and joint working with other professionals.		Cllr Philip Circus	Lead Officer: Natalie Brahma-Pearl Support: Rob Jarvis	
	Support an expanded effective telecare and tele-healthcare service	The Community Link Team moved from the Housing Department to Environmental Health and Licensing in June this year.	Ongoing	Cllr Philip Circus	Lead Officer: Natalie Brahma-Pearl Support: Lisa Boydell	



		As of 1 st April 2016 the service had 1739 Units installed and a Community Link Business Plan outlining how we intend take the telecare service forward.				
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Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 2 Update	Due Date			
Theme 2: Economy <i>Improve and support the local economy</i>	Develop and progress a master plan for Horsham Town Centre	<p>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.</p> <p>Horsham Town Vision Project Update: The Shelley Fountain has now been removed and an interim planting scheme delivered in its place. Following Expressions of Interest sculpture has now been sold and relocated to Kent. Key sites' analysis, development options and improvement proposals are being developed for Project Board approval. Successful external stakeholder workshop held on 15th June and key site landowner meetings held in Aug/Sept 2016. Town Centre and all Member briefings to be held followed by public consultation in November 2016 with anticipated adoption in 2016.</p>	31 Dec 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	Deliver and subsequently implement a new Economic Development strategy to promote the district as a first choice business and visitor destination	Work has commenced on the Economic Strategy. A draft of the strategy is in preparation, with the intention that the new Strategy is approved by March 2017.	March 2017	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	Develop and progress a master plan for Hurst Road, Horsham by June 2016	A change of approach to ensure more a robust approach will be included in the Site Allocation document rather than a supplementary planning document. Broad development options are being developed for Project Board agreement and for discussion with individual landowners. Site is included as a key project as part of a WSCC sponsored One Public Estate (OPE) bid. An OPE Project Board constituted from West Sussex public sector authorities is being established to provide closer collaborative working.	Ongoing	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	



Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 2 Update	Due Date			
	Finalise and progress plans for Billingshurst Village Centre by April 2016	Consultation on the Billingshurst Village Centre SPD completed in April 2016 and amendments incorporated. Delivery schedule of key projects and predicted programme has been agreed. Adopted by Cabinet on 21 st July 2016. Key projects are now to be worked up in detail, consulted on, procured and delivered according to the timing and receipt of future and existing S106 funds	Ongoing	Cllr Lindsay	Lead Officer: Chris Lyons	
	Produce and implement a strategy for the management of off street car parks across the district	Usage of rural car parks is currently being assessed. This and future growth predictions will inform the development of our rural parking strategy which will look at space utilisation, costs, operating models etc. Within Horsham town we are undertaking work in conjunction with Strategic Planning and Horsham Vision to set a baseline for growth and future use of our car parks. A town centre parking strategy will be developed which will inform pricing, car park usage, season ticket allocation, etc.	Ongoing	Cllr Lindsay	Lead Officer: Ben Golds	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 2 Update	Due Date			
Theme 3: Efficiency <i>Great value services</i>	Continue development and delivery of Business Transformation: Future Horsham	Now branded under the Future Horsham Programme. This provides the vision to enable us to meet our budget challenges and embrace the opportunities arising from the digital revolution. Programmes include: Organisational design New ICT Strategy Shared Services Income and New Businesses Commissioning Reviews Service Efficiency and Cost	Ongoing – Future Horsham	Cllr Dawe	Lead Officer:	
	Develop and implement process to ensure that commissioning principles are applied to all council services to ensure quality and value are optimised by April 2016	An annual review of all commissioning and project activity has been completed. This covered completed projects over the year, progress with current projects and additional commissioning opportunities going forward. Future Horsham sub programme: the Commissioning Reviews Programme's remit is to do a forensic benchmarking investigation of each Service Area, and if change is necessary,	Ongoing – Future Horsham	Cllr Dawe	Lead Officer: Jane Eaton	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 2 Update	Due Date			
Page 25		produce options to re-design the service. The Programme will include contracts management.				
	Work with partner councils across Sussex and Surrey to secure a devolution settlement that will be of benefit to the residents of our district by May 2016	On 11 July a meeting of Leaders and Chief Execs of 26 Councils involved in 3SC devolution bid. Uncertainty surrounding future of Government policy but group continuing to progress bid for when the deal proves possible.	Ongoing	Cllr Dawe	Lead Officer:	
	Deliver a balanced budget over the medium term	SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Future Horsham Programmes: Income and New Businesses, and Service Efficiency and Cost. The results of this work will be reported to Cabinet and Council this autumn.	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	
	Grow the council's property portfolio to increase income	Development of 17 apartments being built at the Bishopric, Horsham, adjacent to the new John Lewis shop. The apartments will be owned and managed by the Council for short stay temporary accommodation significantly reducing the need to use bed and breakfast accommodation. This will provide a revenue increase: rental income plus saving on B&B. Funded through Section 106 contributions received by the Council for the provision of affordable housing in the District. Project is on site, for completion April 2017.	April 2017	Cllr Donnelly	Lead Officer: Chris Lyons	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 2 Update	Due Date			
Theme 4: Environment <i>Manage our natural and built environment</i>	Implement the Horsham District Local Plan and ensure it remains up to date	<p>The Planning Inspector's <u>Final Report</u> (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. Supplementary planning documents to be revisited to keep up to date.</p> <p>CIL Implementation project update: Consultation on the Draft Charging Schedule ran 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. New software has been procured to support CIL and s106 systems. System went live Jan 2016 for s106 payments,</p>	31 March 2017	Cllr Vickers	Lead Officer: Chris Lyons	 

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 2 Update	Due Date			
		CIL to follow after adoption later in 2016. CIL Report going to Cabinet 22 Sept 2016, a further round of consultations is proposed.				
	Ensure that the new community and business park at North Horsham is delivered with all necessary infrastructure and services	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	
	Support delivery of Neighbourhood Plans	Significant progress has been made over the last year in relation to neighbourhood planning. The District has over 90% coverage of Parishes progressing at Q2	31 March 2017	Cllr Vickers	Lead Officer: Chris Lyons	
	Review waste services to maximise the efficiency of the service by June 2016	Ricardo have now submitted their final report. A series of Members' seminars have been completed which looked at various options with associated cost benefits. Recommendation to adopt proposals to be taken to Cabinet/Council 24 Nov 2016 Members seminars have been completed which looked at various options with associated cost benefits. Implementation of 'Incab' digital solution, agreed by Cabinet 26 May 2016, implementation plan agreed and installation starts shortly. Fully operation by end Mar 2017.	24 Nov 2016	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	
	Work with WSSC to secure appropriate waste transfer arrangements	Consultation with WSSC has taken place. WSSC will produce a business case to support the construction of a transfer station in a location that gives a logistical benefit; existing sites within Counties and Partner portfolios are being considered along with a new build site	31 March 2017	Cllr Cornell	Lead Officer: Natalie Brahma-Pearl	
	Deliver the new waste depot by March 2018	Hurston Lane depot will be closed and facilities consolidated into a single site at Hop Oast. Planning approval was approved May 2016 subject to EA drainage conditions and water supply matters. The build programme is on track for completion Autumn 2017. Main Contractor Second Stage Tender and Contract Sum concluded – on programme and within budget. Cabinet have agreed tender and contract sum 26th May. Mobilisation and enabling works (trees, fencing, BT diversion, temporary path etc) complete. Contract works commenced 5	Completion end 2017/18	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl Support: Brian Elliott	







Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 2 Update	Due Date			
		Sept 2016				
	Adopt a low tolerance approach to environmental crime	Enforcement action to be taken where viable cases exist and record number of incidents and resultant actions where appropriate- currently measured on DEFRA's waste data flow	31 March 2017	Cllr Cornell	Lead Officer: Natalie Brahma-Pearl	
	Plan to reach 50% recycling of household waste by 2020	Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce waste going to landfill under the waste hierarchy. This externally funded project has been running 2015/16 and onwards. Contaminated recycling materials have reduced by 87% over the last 2 years – contaminated tonnages have reduced from 270 tons to 35 tons. With targets enshrined in UK legislation we will remain committed to a range of waste reduction measures raising awareness and promoting the value of recycling whilst remaining below the 6% threshold included in the new Memorandum of Understanding (MOU) Schedule 6.	2015/16 and onwards	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	

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Budget Monitoring and Forecast Outturn – April to September 2016

Highlight report – October 2016

Progress Summary


Revenue Spend		Revenue Forecast	
Revenue Income		Budget Holder Review (FR8)	
Capital Spend		Capital Forecast	


Monthly Summary:

The revenue outturn forecast includes some notable items; £195k over spend on leisure centre legacy repairs, £50k overspend on the new Town Centre Vision Project, £170k additional income interest, approx. £200k additional car park income net of direct costs.

The overall revenue position (36% of annual budget) is very similar to the mid-year point in 2015/16.

Revenue Outturn Forecast:


FR8 – Compliance 83% 

Directorate	£000s
Chief Executive	38
Resources	(158)
Community and Culture	(29)
Planning, property and economic development	55
Total underspend 	(94)

Capital Outturn Forecast:

£15.5m out of full year programme of £17.7m (87%) 


Capital Expenditure:

Spend so far is £3.0m (17%) 


£1.7m of the unspent Commercial Property fund (£3.2m) was spent in early M7 and the remainder will be spent if suitable assets are identified.

New vehicles (£1.3m) is subject to current review.

Salaries and Wages:

Staffing costs continue under the profiled budget and are largely in line with 2015/16. However the overall underspend has decreased since M5. The favourable variance on permanent staff costs has increased but this has been more than offset by agency costs moving further ahead of budget and by redundancy payments. Agency costs still remain well below 2015/16 levels. 


Debtors:

At the close of M6 £895k was owed by 1,099 customers 

Of this total £378k was due from 6 organisations, £54k of that amount has now cleared.

The six large debtors include two organisations that are both making instalment payments.


Revenue Expenditure and Income (exc. HB):

At the half year position net expenditure amounts to £4,333k, 36% of the annual budget, and is lower than at the same point last year. 

Gross spend is 51% of annual budget and is in line with prior year spending levels.

Income amounts to 60% of the 2016/17 budget and is ahead of 2015/16 M1-6 by 5%.

Creditors:

HDC owed suppliers £597k at the end of September with £334k due to 5 organisations. Of the latter total only £32k remains unpaid at 13 October but these invoices are not yet past their due date. 

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Figures for April to September Q2 cumulative	Gross spend (£000s)	Gross spend as % of annual spend budget	Gross income (£000s)	Gross income as % of annual income budget	Net Spend (£000s)	Comparison net spend to Q1 2015/16 (£000s)	Forecast over / (under) spend (£000s)	Comments
LEISURE SERVICES	376	64%	(336)	52%	40	285	235	£195k of leisure centre legacy repairs and £32k of income reduction from closures whilst repairs taking place.
DEVELOPMENT	1,066	56%	(844)	49%	222	305	104	Delay in CIL implementation, higher level of public enquiries, higher use of consultants to cover staffing gaps.
SPATIAL PLANNING	500	56%	(13)	21%	487	337	93	Horsham town centre project and the proposed changes to the DEFRA land drainage legislation did not take place, meaning £30k income not realisable.
HDC ICT	414	43%	(4)	6%	410	476	66	Reduction in income from providing services to Worthing.
HOUSING	459	45%	(389)	47%	69	184	56	Bishopric temporary accommodation opening April 2017.
LEGAL & DEMOCRATIC	821	57%	(60)	71%	761	724	33	These will continue to be monitored and action taken to reduce. No significant individual items highlighted.
BUSINESS TRANSFORMATION	103	76%	0	N/A	103	144	29	
ENVIRONMENTAL SERVICES/LICENSING	661	52%	(404)	64%	257	201	28	
CAPITOL	843	51%	(815)	60%	28	20	18	
COMMUNICATIONS	156	48%	(6)	39%	150	152	13	
MUSEUMS	188	60%	(30)	96%	157	96	12	
AUDIT	98	51%	0	0%	98	96	9	
COMMUNITY DEVELOPMENT	558	51%	(284)	49%	274	267	2	
COMMUNITY & CULTURE	63	41%	0	N/A	63	50	0	
CUSTOMER SERVICES	191	47%	(1)	21%	189	174	0	
ECONOMIC DEVELOPMENT	299	64%	(88)	250%	211	236	0	
CORPORATE MANAGEMENT	359	47%	0	N/A	359	377	(4)	
REVENUES AND BENEFITS	525	37%	(461)	51%	65	140	(4)	
CENSUS ICT	1,643	53%	(1,047)	47%	596	540	(4)	
PROP & FACILITIES - OPERATIONAL PROPERTIES	497	76%	(21)	85%	476	369	(6)	
COMMUNITY SAFETY	215	46%	(44)	25%	171	102	(7)	
FINANCE ACCOUNTANCY	441	47%	(8)	48%	433	479	(9)	
HUMAN RESOURCES & ORG DEVELOPMENT	242	44%	0	-3%	242	239	(16)	
PROP & FACILITIES - INVESTMENT PROPERTIES	241	34%	(1,967)	66%	(1,727)	(1,785)	(17)	
STREET SCENE & FLEET	1,570	54%	(29)	58%	1,541	1,459	(24)	
PARK & COUNTRYSIDE	681	45%	(220)	59%	461	587	(25)	
BUILDING CONTROL	366	45%	(352)	41%	13	37	(44)	
COMMISSIONING	140	41%	(6)	13%	134	121	(46)	
PROP & FACILITIES - ADMINISTRATION	223	32%	0	0%	223	364	(75)	
WASTE & RECYCLING	1,624	48%	(2,671)	87%	(1,047)	(999)	(139)	Growth in green waste, bin sales income and trade waste income.
FINANCE CORPORATE	388	70%	(325)	113%	63	60	(158)	Additional investment interest following change to strategy.
PARKING SERVICES	975	58%	(2,168)	54%	(1,193)	(979)	(183)	Higher season ticket and parking income.
	16,924	51%	(12,592)	60%	4,333	4,858	(63)	
BENEFITS	15,640	49%	(15,351)	48%	289	(207)	(32)	
	32,564		(27,943)		4,622	4,651	(95)	

N.B. Comments on values over £50k underspend and over £100k surplus

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CAPITAL BUDGET MONITORING Period 6 2016/17

capital projects	dept	net expenditure	budget	spend as % of budget
Existing Leisure Centres	Property & Facilities	128,852	128,442	100%
Broadbridge Heath Leisure Centre - new build	Property & Facilities	355,388	2,046,892	17%
Other Community and Culture projects	Comm and Culture	23,465	490,684	5%
Hop Oast depot development	Waste & Recycling	93,784	2,796,044	3%
Vehicle Fleet	Streetscene & Fleet	191,333	1,326,504	14%
Grants - Environmental health	Envir Health & LM	295,940	838,000	35%
Housing Enabling Grants	Housing	100,000	1,315,000	8%
ICT projects - HDC	Resources ICT	3,810	297,221	1%
ICT projects - Census	Resources ICT	61,530	162,224	38%
Car Parks Fabric and Equipment	Property & Facilities	83,495	1,014,151	8%
Town centre improvements	Property & Facilities	69,153	159,821	43%
Commercial Property Investment Fund	Property & Facilities	2,779	3,248,107	0%
Miscellaneous properties spend	Property & Facilities	1,623,298	3,905,974	42%
Total		3,032,827	17,729,064	17%

Appendix D

forecast outturn	spend as % forecast outturn	comment
128,442	100%	Spend includes Capitol Arts Centre Lighting desk and projector.
2,046,892	17%	Budget £12.3m: 2015/16 : £0.2m; 2016/17 : £2m; 2017/18 £10.1m.
490,684	5%	Budget includes: improvements to Bennets Field (£105k), Warnham Nature Reserve (£50k), Horsham Park Pond (£30k) and Southwater Country Park Toilets (£80k).
2,796,044	3%	Spend to date is for preparatory work & start of construction. Total budget of £4.55m, approved by Council: 2014/15 £0.02m; 2015/16 £0.18m; 2016/17 £2.8m and 2017/18 £1.55m. The budget includes provision for new Depot and workshop facility and for the temporary relocation of services currently based at Hop Oast while the new depot is constructed.
717,000	27%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme: 2016/17 : £1.3m; 2017/18 £4.9m; 2018/19 £0.6m.
775,000	38%	Spend mostly demand led
504,000	20%	One scheme for affordable housing (funded fully by Section 106 contributions) is under review (circa £404k). The £100k spend is for a grant to Stonewall for Silverdale, Coldwaltham development. £7m previously included in the budget for Saxon Weald loan has been removed on the grounds that it was directly linked to Winterton Court which isn't going ahead in the format that was originally planned and SW no longer want a loan against Winterton Court.
224,721	2%	
162,224	38%	
873,897	10%	Current spend is mainly for work on Forum Car Park lift. Budget is for work to improve car park lighting, replace Piries Place and Forum lifts and extend ANPR (Hurst and Denne Road)
70,653	98%	Expenditure is for West Street improvements
3,248,107	0%	Supplementary estimate agreed at Cabinet meeting (9th Sept 2015). To allow the expansion of the Council's property portfolio in order to increase the contribution to revenue (anticipated that purchases would normally achieve a 6% return). Expected spend: £2m 2015/16 and £3m 2016/17. Purchase of asset (circa £1.7m) has taken place in early Oct 2016.
3,480,894	47%	Spend is mainly purchase of Ambulance Station and build of Temporary Accommodation. Budget includes: £1m for Ambulance Station (£1m) and £1.9m for build of Temporary Accommodation (Bishopric). The latter is funded by S106 Affordable Housing receipts.
15,518,558	20%	

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

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Performance Management – Target setting

Background

The Key Performance Basket of Indicators form part of the measures to demonstrate delivery of the [Corporate Plan Priorities 2016-19](#).

Where possible, performance is measured against set targets. A target is not appropriate for a small number of volumetric (i.e. data only) performance indicators which identify the number of cases/enquiries.

Revisions of performance indicators and targets are undertaken annually as part of the development of the departmental service plans, and in year where necessary.

[Service plans for 2016/17](#) were published on the website in April 2016 and a revised Key Basket of Indicators agreed with SLT and shared with Cabinet Members and this sub-committee at the last meeting.

Process

Discussions are held with Service Managers (SMs) on an annual basis to review the delivery of the Corporate Plan, service plan, performance indicators and targets, budget, staffing and risks. SMs, in general, have knowledge of performance, through professional bodies and networks, to the national and local picture. The service plan timetable mirrors the Budget challenge process -

October/November – revisit the Corporate Plan

October/November – budget challenge meetings

November – discussions with SMs

December – SM discussions with Director and Cabinet Member

Jan/Feb 2018 – Budget agreed

March – SMs presentation of Service Plans to SLT

Benchmarking and Insight to inform the process

The LGA's online tool using open data, **LGInform**, provides access to key performance data on spend and performance for some service areas where data is available, for example Revenue and benefits, processing of planning applications. Comparisons can be made with other councils or groups of councils for benchmarking and identifying improvement. LG Inform was conceived through the call for greater freedoms over its improvement and transparency. There can be a delay in accessing this open data.

As a way to address this the LGA has facilitated, to work alongside, a voluntary '**benchmarking club**' that LA's can access and input data to a limited number of indicators. The Council is continuing work with other local authorities and the Local Government Association (LGA) to develop a common set of indicators for benchmarking across councils, from which local authorities could select. A small set of indicators has been set up for voluntary completion and include staff sickness levels, fly tipping rates, customer complaints and results of residents surveys.

HDC has supported this development and has contributed to two indicators over the year 2015/16 covering waste and complaints and from 2016/17 is adding fly tipping data.

Future Horsham - Commissioning Reviews

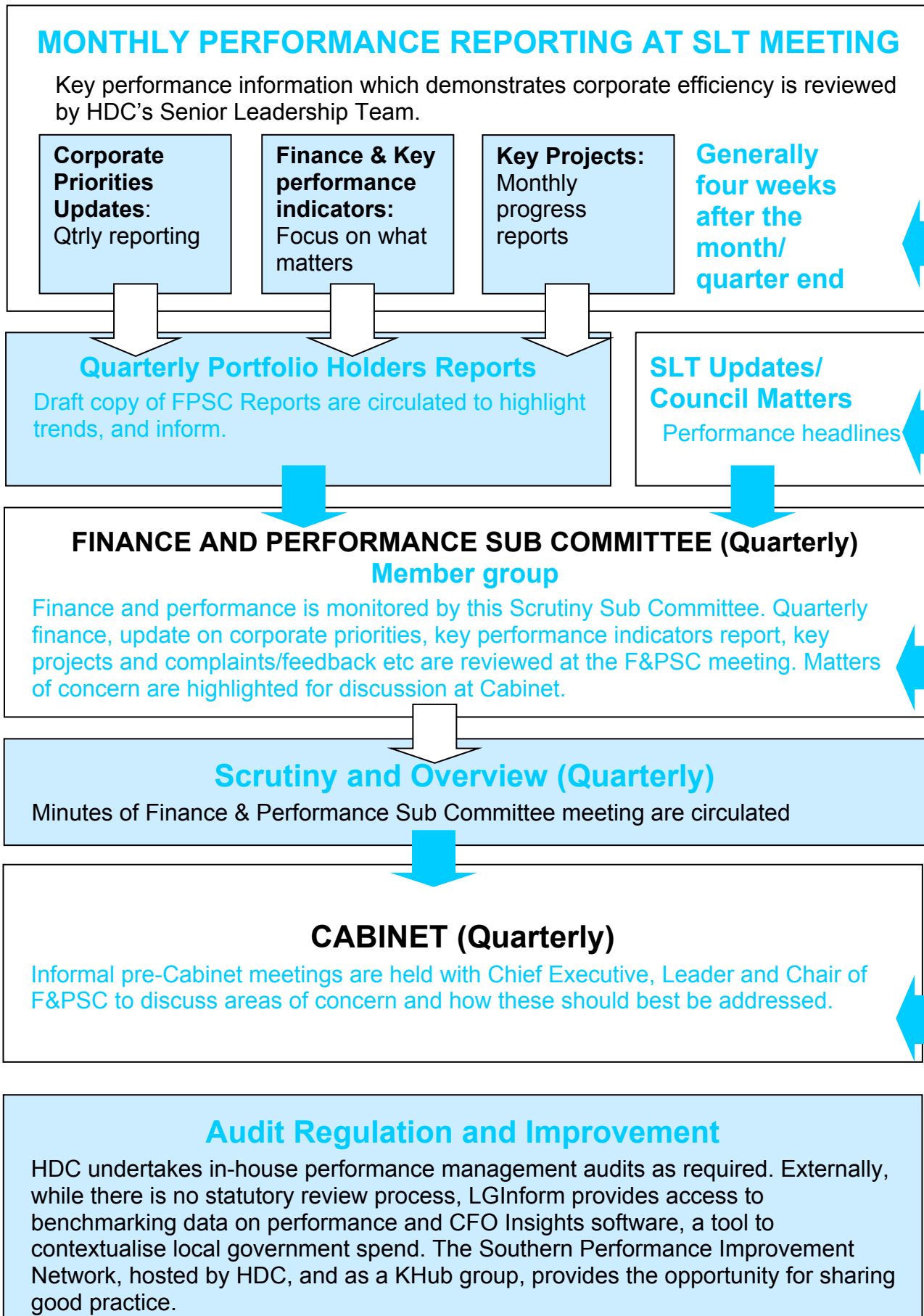
LGInform and the recently acquired, **CFO Insights** software, a tool to contextualise local government spend is being used to support the Commissioning Reviews as part of the Future Horsham project.

The Southern Performance Improvement Network (SPIN), hosted and Chaired by HDC Performance Officer, provides the opportunity for **sharing good practice** on a regular basis. The group meets a number of times a year and operates as a community on the Knowledge Hub.

Compliance

Externally, there is no statutory review process, although there can be penalties for non-compliance with FOI and processing of planning applications (Designation of Failing). HDC audit undertakes in-house performance management audits as required.

HDC Performance Management Framework



Report to Finance & Performance Sub-Committee

9th November 2016

By Customer Services Manager

INFORMATION REPORT

Not exempt



**Horsham
District
Council**

Complaints & Compliments Monitoring Report for Horsham District Council 1st July - 30th September 2016

Executive Summary

The purpose of this report is to inform the Finance & Performance Sub-Committee of the details of the complaints and compliments notified to the Council's Complaints and Feedback Officer for the period 1st July to 30th September 2016. 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 1st July to 30th September the Complaints and Feedback Officer was notified of 46 complaints and the number of complaints received at the Council's leisure centres for the period was 92.

The trend of a decrease in complaints from the year 2015/16 has continued into 2016/17. I am pleased to report that the number of complaints received for this period has decreased by 51% from the same time last year.

Whilst there is always 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 continued to yield positive results. For the fourth consecutive quarter we have recorded more compliments than complaints.

Recommendations

The Committee is recommended:

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

Reasons for Recommendations

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

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

Consultation: Director of Community Services & Monitoring Officer

Wards affected: All

Contact: David Plank, Customer Services Manager ext 5371

Background Information

1 Introduction

- 1.1 The purpose of this report is to show the number and type of complaints and compliments received by Council departments 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

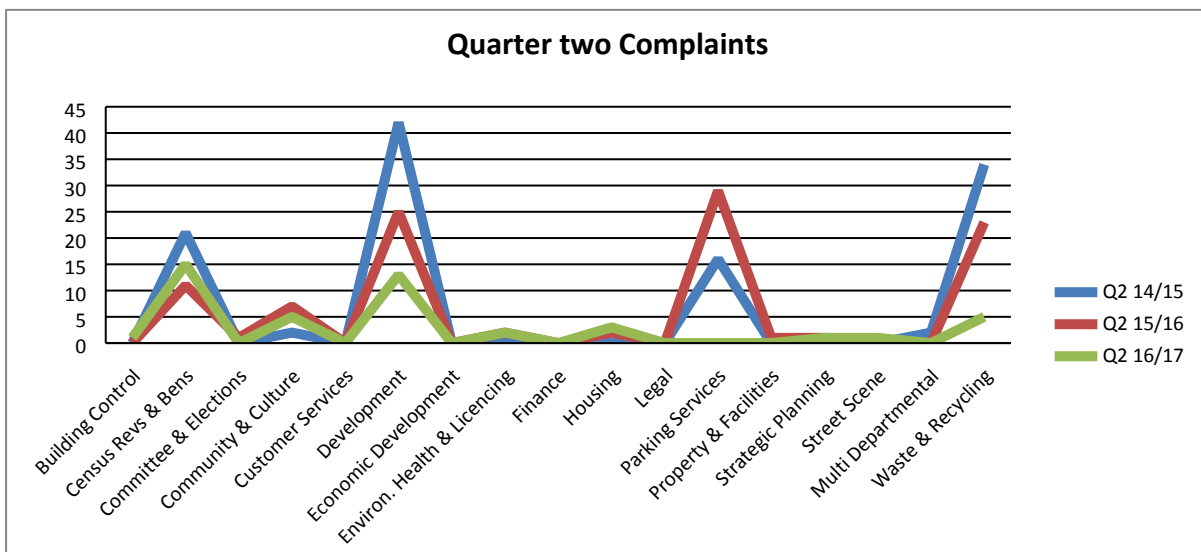
- 2.3 The Council’s complaints procedure is available on the Council’s website and intranet.

3 Details

Complaints notified to the Complaints and Feedback Officer 1st July to 30th September.

- 3.1 The number of complaints notified to the Complaints and Feedback Officer for the period 1st July to 30th September is 46 complaints. A further 92 were received by the Leisure centres.
- 3.2. When the results of quarter two 16/17 are compared with the same period in the two previous years the significant improvements in complaint numbers for typically challenging departments becomes clear.

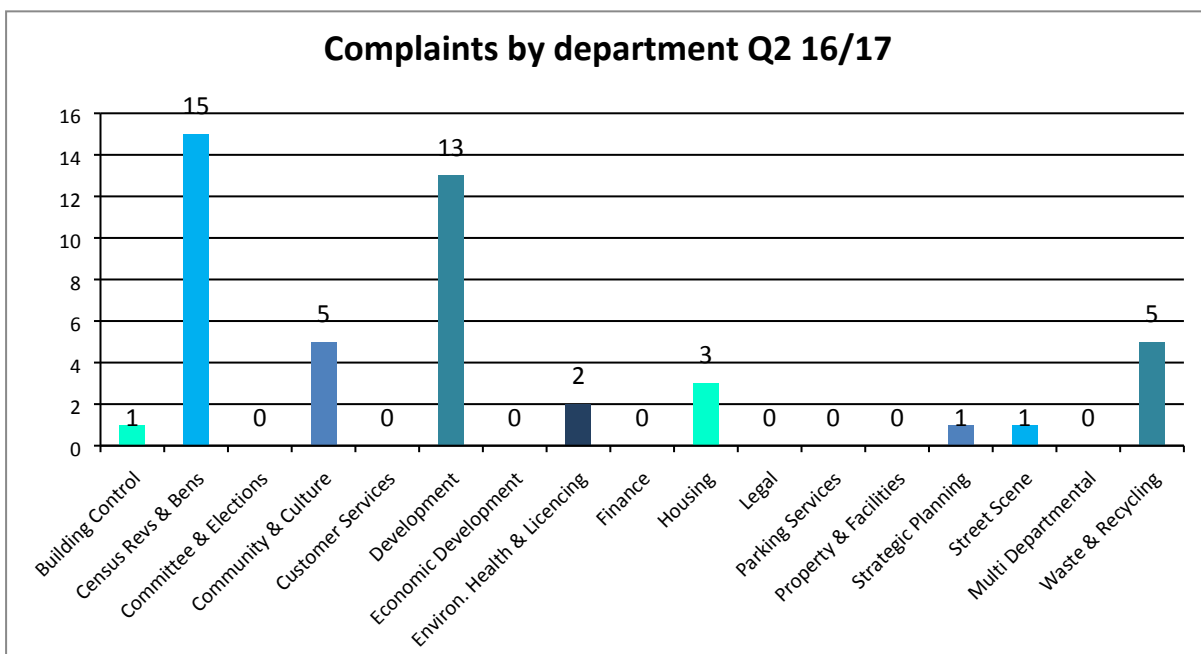
This has been a very positive start to the 2016/17 year on the whole and we will work to ensure that this continues in quarter three.



3.3 Horsham District Council’s current definition of a complaint is:-

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

3.4 Complaints received by department 1st July to 31st September 2016.



Parking Services have seen a very positive continuation of low numbers of complaints for this quarter, reporting none for Quarter 2. Waste and Recycling has also seen a very positive quarter, recording only five complaints.

Complaints for Census Revenue & Benefits have only slightly decreased from Quarter 1 (from 16 complaints to 15) which is surprising given that Q2 is

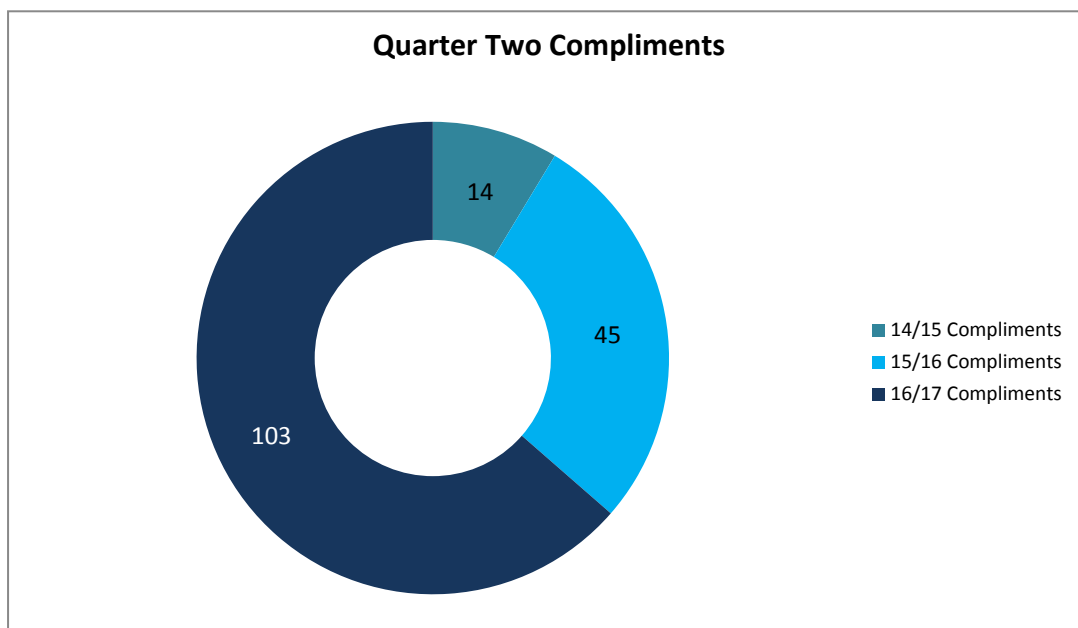
generally a quieter period. Analysis suggests there is no apparent theme but we will continue to liaise with the departments to examine the root cause of complaints.

Development has seen a slight increase (from 9 complaints in Q1 to 13 in Q2). However, they have made significant progress over the past 12 months and this encouraging work continues. I do not foresee an issue here but will continue to work closely with the team.

3.5 Compliments received for the period 1st July to 30th September 2016.

Department	Compliments Received 1 st July – 30 th September 2016
Census Revs & Bens	1
Community & Culture	60
Customer Services	5
Development	16
Economic Development	1
Environ. Health & Licensing	5
Property & Facilities	1
Multi-departmental	5
Waste & Recycling	9
Leisure Centres	114
TOTAL	217

Note The total number of compliments *excluding* leisure centres has again increased this quarter from last. We have received a total of 103 compliments excluding leisure centres in quarter two, the biggest for a single quarter to date.



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

4 Outcome of Consultations

4.1 Not applicable

5 Other Courses of Action Considered but Rejected

5.1 Not applicable

6 Staffing Consequences

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

7 Financial Consequences

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

Report to the Finance and Performance Sub-Committee

9 November 2016

By the Head of Legal and Democratic Services
INFORMATION REPORT



Not Exempt

Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations 1 July 2016 to 30 September 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 July 2016 to 30 September 2016.

For the period, 1 July 2016 to 30 September 2016 the Council received 195 requests for information. The number of requests received was the same as the equivalent period in 2015. Of these requests, where the identity of the requestor is known, 50% of 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 in spite of the growth in requests. From 1 July 2016 to 30 September 2016, 97% of requests have been responded to within 20 working days.

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.

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Background Information

1 Introduction and Background

1.1 This report summarises the function of Freedom of Information at Horsham District Council from 1 July to 30 September 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, 96% of which were responded to within 20 working days.
- From 1 April to 30 June 2016 there have been 175 requests, 95% of which were responded to within 20 working days
- From 1 July 2016 to 30 September 2016 there have been 195 requests, 97% 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. The Committee should note that there has been an increase in the number of

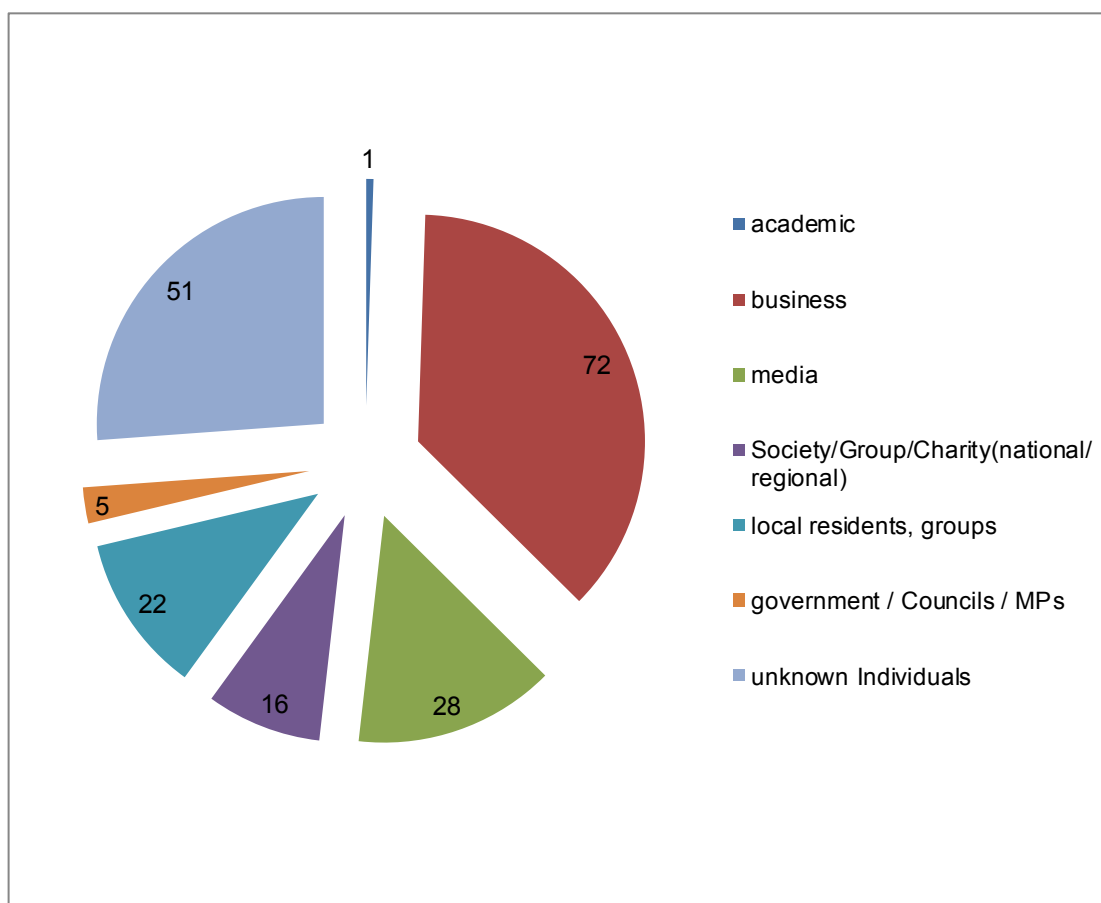
complex requests where a list of questions is asked, requiring answers to be obtained from two or more departments in the Council. These requests take longer to resolve.

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 1 July 2016 to 30 September 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, and an email address.

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. Requestors that remain dissatisfied with the response of the council after the review may appeal to the Information Commissioners Office (ICO).

In the last quarter; 1 July 2016 to 30 September 2016 the Council received three requests for an internal review of decisions to withhold information. In each of these three requests the Council upheld the original decision to withhold information. Requestors have three months from the date of the internal review to appeal to the ICO, to date none of the tree requester have appealed to the ICO.

4 Next Steps

- 4.1 The Council will continue its business process improvement. The FOI software system is due to be upgraded so that response emails may be sent directly from the system. This would reduce administration time, as currently emails from Outlook are copied into the system manually.

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 Resource Consequences

- 7.1 The function has continued to meet growing demand within existing resources.

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 Risk Assessment

- 9.1 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.

10 Other Considerations

- 10.1 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.
- 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.
- 10.2 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.

