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# Overview & Scrutiny Committee

## Finance and Performance Sub-Committee

Thursday, 9th February, 2017 at 5.30 pm  
Hastings & Knepp, Parkside, Chart Way, Horsham

Councillors: Nigel Jupp (Chairman)  
Michael Willett (Vice-Chairman)  
John Bailey  
David Coldwell  
Jonathan Dancer  
Tim Lloyd  
David Skipp

You are summoned to the meeting to transact the following business

### Agenda

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	Page No.
1. <b>Apologies for absence</b>	
2. <b>Minutes</b>	3 - 6
To approve as correct the minutes of the meeting held on 9 <sup>th</sup> November 2016	
3. <b>Declarations of Members' Interests</b>	
To receive any declarations of interest from Members of the Sub-Committee	
4. <b>Announcements</b>	
To receive any announcements from the Chairman or the Chief Executive	
5. <b>Parking Services Performance</b>	7 - 8
To receive a briefing note from the Parking Services Manager	
6. <b>Housing Benefit Subsidy</b>	
To receive a briefing from the Director of Corporate Resources	
7. <b>Corporate Plan Priorities and Finance and Performance for Quarter 3 2016/17</b>	9 - 34
8. <b>Hop Oast Contract - performance update</b>	35 - 36

9.	<b>Complaints, Compliments and Suggestions - Monitoring and Learning Report for Quarter 3</b>	37 - 42
10.	<b>Analysis of requests made under the Freedom of Information Act and Environmental Information Regulations 2016</b>	43 - 50

**Finance and Performance Sub-Committee**  
**9 NOVEMBER 2016**

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

Apologies: Councillors: John Bailey, Jonathan Dancer and Tim Lloyd

Also Present: Councillors: Leonard Crosbie, Brian Donnelly

Officers: Dominic Bradley, Head of Finance  
Paul Cummins, Head of Legal & Democratic Services  
Brian Elliot, Properties & Facilities Manager  
Ben Golds, Parking Services Manager  
Mark Pritchard, Commissioning & Performance Manager

18 **APPOINTMENT OF VICE-CHAIRMAN**

RESOLVED

That Councillor Michael Willett be appointed as Vice-Chairman of the Sub-Committee for the ensuing Council year.

19 **MINUTES**

The minutes of the meeting of the Sub-Committee held on 11<sup>th</sup> August 2016 were approved as a correct record and signed by the Chairman.

It was noted that on 10<sup>th</sup> August the Head of Finance had circulated Members with a summary of the unspent S106 funds on a per Parish/Neighbourhood Council area within the District.

- It was agreed that quarterly summaries of available S106 funds would be circulated.

Members noted that on 25<sup>th</sup> August the Performance Management Officer had circulated Members with: a) information on the Council's trade waste figures; and b) confirmation that the successful appellant in Quarter 1 had not yet submitted their claim for costs.

20 **DECLARATIONS OF MEMBERS' INTERESTS**

There were no declarations of interest.

21 **ANNOUNCEMENTS**

There were no announcements.

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

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. Members noted the content of the report.

23 **PERFORMANCE MEASUREMENT OF THE INVESTMENT REAL ESTATE PORTFOLIO**

The Property & Facilities Manager spoke on his briefing note 'HDC Property Investment Fund: Performance Measures' dated 30<sup>th</sup> October.

- Members noted and endorsed the recommendation that a benchmark report be submitted to the Finance & Performance Sub-Committee in Quarter 2, 2017 on the fund's performance in the year to 31<sup>st</sup> March 2017, as per the note's recommendation in paragraph 6.

24 **PARKING SERVICES PERFORMANCE**

The Parking Services Manager gave Members a powerpoint presentation on the overall performance of parking services.

Members discussed the effectiveness of the introduction of the Sunday parking charge and the parking strategic objectives. Members noted some benefits of Sunday parking charges such as increased safety due to Sunday monitoring and an increase in income.

Members noted that it was too early to detail the impact of the Sunday Parking charges on Horsham's town centre car parks.

The Parking Services Manager then briefed Members on the current Parking strategic objectives and initiatives currently under consideration to enhance revenues and efficiencies.

On behalf of the sub-committee, the Chairman thanked the Parking Services Manager for his informative presentation and it was agreed that it would be circulated to the sub-committee's members.

25 **CORPORATE PLAN PRIORITIES AND FINANCE AND PERFORMANCE FOR QUARTER 2, 2016/17**

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

The Head of Finance presented the financial section of the report to Members.

- Members requested that future information on the number of planning appeals allowed be presented in a format which separated decisions made by the planning committees from decisions made by officers under delegated powers.

26 **PERFORMANCE MANAGEMENT TARGET SETTING**

The Commissioning & Performance Manager summarised the briefing note on Performance Management – Target Setting, which had been attached to the meeting's agenda.

27 **COMPLAINTS, COMPLIMENTS AND SUGGESTIONS - MONITORING AND LEARNING REPORT FOR QUARTER 2**

The Commissioning and Performance Manager presented the report which gave details of complaints and compliments received by the Council between 1<sup>st</sup> July – 30<sup>th</sup> September 2016.

Members noted that the number of complaints received by the Council had fallen between Quarter 1 and Quarter 2 (ie from 56 to 43).

28 **DATE OF NEXT MEETING: THURSDAY 9TH FEBRUARY 2017**

The next meeting of the Finance & Performance Sub-Committee would be on 9<sup>th</sup> February 2017.

*The meeting closed at 7.15 pm having commenced at 5.30 pm*

CHAIRMAN

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## Finance & Performance Sub-Committee Update – 9<sup>th</sup> February 2017

### Sunday Parking Figures

On the 9<sup>th</sup> November I attended the FPSC and gave an update on the Sunday and Bank Holiday parking figures since the introduction of parking charges in April 2016.

Within the presentation I explained how and why the decision was made, the objectives set out and the potential issues. I also explained the current usage and how there were many variables and unknowns that impacted on our ability to compare the impact of the introduction of charges as there was no meaningful direct comparative data available.

I also explained that it was early days, and that we wouldn't have meaningful comparative data until we could compare year on year, so from April 2017.

Current performance:

Financial – Back in November I explained that the objective was to produce £200k of extra income from the introduction of Sunday and Bank Holiday charging, and that we were on target for that amount to grow to £220k. We are still in line to meet this target; as we were not charging beforehand there is no comparative data to measure performance other than projections.

Usage – The cabinet report highlighted that there would be a reduction of 33% of usage with the introduction of charging, going from 2,900 users (the average Sunday usage before the charging was implemented) down to 1,955 in the ANPR car parks. I explained that the reduction was because of a number of situations that would impact on cars using the car park because of charging and external factors, including:

- John Lewis offering free car parking on Sundays (although they are looking to change this, as their customers struggle to get spaces)
- Displacement into other areas
- Residents now not using the car parks for over flow parking as there is now a charge
- Not knowing the usage of surface car parks before the introduction of charging
- All day parkers finding alternative arrangements
- Not having any information on how the surface car parks were being used before charging
- Reduction of retail offering within the local areas such as Beales in Forum, BHS in Swan Walk and the apparent 'run down' of Piries Place before the new development

In November I reported that the average use on a Sunday and Bank Holiday was 2,080 cars into the ANPR car parks, this was a 28% reduction compared to the 2,900 average before the charging was introduced. Average usage is now at 2,178 per day which is a 25% reduction on the average usage (2,900) before charging was introduced. This is obviously an improvement which can be contributed to the busier Christmas period

Enforcement – In November I reported that we had issued 915 PCN's on Sundays and Bank Holidays and that 40% of those had been issued on-street which dealt with predominantly double yellow line parking and parking in disabled bays.

To date we have issued 1198 PCN's and with 41% being issued on-street.

Customer Experience – I reported that we had received zero complaints regarding displacement into local streets; displacement was a huge concern before the charging was introduced from residents and town councils. To date we still have yet to receive any complaints regarding this.

We have received messages of support that the service has been extended 7 days a week especially surrounding the Shopmobility service.

When we spoke about this in November there were concerns that the charges were creating negative impact on trade within the town. This is not something that has yet been proven and I still have not had any direct reports or evidence showing this.

Ben Golds

31<sup>st</sup> January 2017



## **Report to Finance and Performance Sub-Committee**

Date of meeting 9<sup>th</sup> February 2017

By the Head of Finance

### **INFORMATION REPORT**

Not exempt



**Horsham  
District  
Council**

## **REPORT ON HDC'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN QUARTER 3 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 at year end on the revenue budget of £251k.

Monitoring of Key Performance Indicators that demonstrate progress towards delivery of the Corporate Plan are showing 69.5% within target and 25% 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: Q3 Performance Highlight Report (PIs and Corporate Plan Priorities/Key Tracked Projects reporting)

Appendix B: Q3 Financial Highlight Report

Appendix C: Q3 Revenue Dashboard

Appendix D: Q3 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 Hop Oast capital building project is broadly on programme, however, Broadbridge Heath Leisure Centre is both complex and high profile and project deadlines are tight. Key tracked projects monitoring is included within Appendix A.

### **3. FINANCIAL PERFORMANCE**

- 3.1 The Financial Dashboard for Q3 is attached at Appendix B. At this stage in the financial year we are projecting a revenue surplus of £251k.
- 3.2 The Revenue Dashboard containing summary comments on the more significant forecast variances is attached at Appendix C.
- 3.3 The detailed capital programme and expenditures to date and a year-end forecast are provided at Appendix D.

### **4. Performance Monitoring**

- 4.1 A Dashboard of Key Performance data are provided for discussion at this meeting at Appendix A, covering the Quarter 3 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.
- 4.4 A review of the Corporate Plan priorities 2016-19 has been undertaken by SLT and Cabinet as we approach the end of the first year. Some adjustments and redefining

of priorities has been undertaken. The Service Planning 2017/18 and budget setting process has taken the refinements into consideration. Draft Service Plans for service areas have been produced for 2017/18 and will be finalised and published alongside the Corporate Plan Year 2+ in April 2017.

- 4.5 An analysis of performance demonstrates that 69.5% of indicators met or exceeded targets set; 25% were close to target, and 5.5% fell outside of the target range. There are no areas of major concern.

## **5 OUTCOME OF CONSULTATIONS**

- 5.1 SLT has considered the review of Financial Monitoring and Key Performance Indicators; the Corporate Plan Priorities and Tracked Key Projects Report for Q3 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 Q3


### Performance Indicator Overview

On or above target  25	Just below target  9	Performance below target  2
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Any Potential Areas of concern	Remedy/Action	
<b>No Potential Areas of concern</b>	Two indicators, parking utilisation and planning appeals- cost awards, are below target and are being closely monitored. The financial performance of the parking service is strong.	

### Corporate Plan/Projects Review Overview

Ongoing/ On Track  21  Completed  7	Under Senior Management Review  1	Senior Management Action  0
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Potential Areas of Concern	Remedy/Action	Status
BBHLC: Project schedule dates are very tight with some external dependency and access issues	Very close monitoring of project programme, ongoing dialogue with Countryside	

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# P.I. Monitoring Report Q3 2016/17

## Appendix A



Generated on: 30 January 2017















### 2016/17 KEY PERFORMANCE INDICATORS



Code	Short Name	Q2 2016/17	Q3 2016/17			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	5,144	5,058			Cabinet Member: Cllr Dawe
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	4,796	5,290	3,907		Over 30% increase in followers over the year Cabinet Member: Cllr Dawe
Page 15	Contact Centre: % of incoming calls answered within 20 seconds	97.3%	97.1%	93%		The Centre now handling generic calls for the Council's Wellbeing hub, Parking, Housing Services, Waste and Recycling, Switch-board, Elections and Capitol Box office overflow Target revised from 80% to 93% and backdated to April 2016 Cabinet Member: Cllr Dawe
	DM07	Planning appeals - number of cost awards	0	1	0	
DM09	Percentage of planning appeals allowed	32.5%	24.14%	30%		This reflects the benefits of having an adopted Local Plan and decisions that are consistent with it and Government Policy <b>Low is good</b> Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	73.39%	81.55%	65.00%		Cabinet Member: Cllr Vickers

Code	Short Name	Q2 2016/17		Q3 2016/17		Notes
		Value	Value	Target	Status	
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	91.84%	92.20%	80.00%		Cabinet Member: Cllr Vickers
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	100%	90.48%	80%		Cabinet Member: Cllr Vickers
DM20	Number of major planning applications determined subject to voluntary extension	13	13			Volumetric Cabinet Member: Cllr Vickers
DM21b	Percentage of all major applications allowed at appeal within the assessment period (01.01.15 to 31.12.16)	Projected to be < 5%		<20%		20% Statutory designation of failing for speed and quality of decision making Cabinet Member: Cllr Vickers
DM22	Planning appeals – adverse costs awarded £	£0	£0			The HDC costs are £76,547 Volumetric Cabinet Member: Cllr Vickers
FS01	Planning: Fee income	£689,195	£1,044,764	£928,500		Cumulative Cabinet Member: Cllr Vickers
FS02	Local Land Charges: Fee income	£135,178	£220,642	£176,180		Cumulative Cabinet Member: Cllr Vickers
FS07	% of invoices paid on time	97.85%	97.02%	96.00%		Cabinet Member: Cllr Donnelly
FS07a	% of invoices paid within 10 days	81.13%	85.99%	75%		Cabinet Member: Cllr Donnelly
FS09	Parking: Total Income	£1,872,459	£2,841,170	£2,694,483		Cumulative Cabinet Member: Cllr Lindsay
FS13	Business Rates: Rateable Value	£103,032,765	£103,050,463			Cabinet Member: Cllr Donnelly
FS20	Trade Waste Income	£885,970	£948,209	£870,527		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	1.66%	0.82%	5%		Cabinet Member: Cllr Cornell
HS01b	Homelessness: Decisions	50	54			Volumetric Cabinet Member: Cllr Rogers
HS17	No of Homelessness Preventions	33	52			Cabinet Member: Cllr Circus



Code	Short Name	Q2 2016/17		Q3 2016/17		Notes
		Value	Value	Target	Status	
HS18	No of households in temporary accommodation	85	87			Cabinet Member: Cllr Circus
HS19	Of which no of households in B & B accommodation	20	24			New short stay accommodation in Bishopric will reduce need for B&B from March 2017. Cabinet Member: Cllr Circus
HS21	No of households on the Housing Waiting list	633	659			On line applications required. More applications received than in previous drop in sessions. Allocations policy 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	245,363	219,143*	236,000		*Awaiting Rookwood – forecast figures Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	105,459	93,065	98,387		Billingshurst pool repairs affecting figures Cabinet Member: Cllr Chowen
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	60,723	62,674	47,499		Successful pantomime Cabinet Member: Cllr Chowen
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	25,412	32,321	16,800		12% higher than previous year Cabinet Member: Cllr Chowen
OP14	Acornplus recycling rate % (Tonnage) [2020 European Target is 50%]	50.13%	45.14%	48%		High is good. Cabinet Member: Cllr Cornell
OP15	Number of garden waste customers (households)	31,701	31,796	31,000		Cabinet Member: Cllr Cornell
OP16	Number of trade waste customers	1,070	1,088	1,133		Meeting the income targets see FS20 Cabinet Member: Cllr Cornell
OP17	Number of refuse, recycling and garden waste collections reported as missed	920	811			Cabinet Member: Cllr Cornell
OP19	Quality of recycling - % contamination rate	5.61%	4.11%	<6%		Low is good Cabinet Member: Cllr Cornell
PP08	Number of FOI requests received	195	214			Cabinet Member: Cllr Dawe

Code	Short Name	Q2 2016/17		Q3 2016/17		Notes
		Value	Value	Target	Status	
PP09	% of FOI requests responded to within 20 days	97%	96%	85%		Cabinet Member: Cllr Dawe
PP10	Number of complaints received	46	52	91		Low is good Cabinet Member: Cllr Dawe
PS05a	Percentage Staff turnover for 2016	4.41%	2.1%	Range 10-15% optimum annual 3.12%		SLT
PS11c	Total sickness (excluding leavers sickness)	7.4	7.17	8		Lowest level for quarter since Q4 2012/13 SLT
R05	% of Council Tax collected in year	58.18%	86.24%	86.60%		Cabinet Member: Cllr Donnelly
R06	Percentage of Non-domestic Rates collected in year	58.99%	83.83%	84.64%		Cabinet Member: Cllr Donnelly
R09a	HB -Speed of processing - new HB claims	YTD 17.66	YTD 18.22	18		Anticipate achieving target by year end
R09b	CTB - Speed of processing - new CTB claims	YTD 20.5	YTD 20.44	20		
R10a	HB - Speed of processing - changes of circumstances for HB claims	YTD 9.5	YTD 9.11	10		Cabinet Member: Cllr Donnelly
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	YTD 9.8	YTD 9.44	10		Cabinet Member: Cllr Donnelly
SSC9a	No. of fly tipping incidents	149	173			The waste types vary some of which will include small items as well as larger loads Cabinet Member: Cllr Cornell
SSC9b	No. of fly tipping enforcement notices	3	0			Cabinet Member: Cllr Cornell
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	425,011	441,078	417,600		Cabinet Member: Cllr Lindsay
TS05	Town Centre Parking - utilisation (% full)	52%	51%	60%		These occupancy figures represent the average occupancy within the car parks over 7 days a week between the hours 9am to 6pm. Peak periods show around 80% usage in our car parks. Despite average utilisation being lower than target income is exceeding budget

Code	Short Name	Q2 2016/17	Q3 2016/17			Notes
		Value	Value	Target	Status	
						Swan walk 51%, Forum 57%, Piries 47% Cabinet Member: Cllr Lindsay
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.1%	98.16%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,826,394	£2,566,363	£2,517,733		Cabinet Member: Cllr Donnelly

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## Appeal data broken down by Delegated and Committee decisions

The following figures show the total number of appeals made, broken down by those that were originally determined by Delegated powers (by the Officer) and those originally determined by Committee (by members):

### Results of 1-4-15 to 31-3-16 Full Year Data

Delegated Decisions Appeals	97
Committee Decisions Appeals	23
<b>Total Number of Appeals</b>	<b>120</b>

### Results of 1-4-16 to 31-12-16 Q1 - Q3 Data

Delegated Decisions Appeals	81
Committee Decisions Appeals	13
<b>Total Number of Appeals</b>	<b>94</b>

The figures below show a breakdown of the figures shown above, so you can see the percentage of delegated decision appeals allowed and the percentage of committee decision appeals allowed:

#### Delegated Appeal Breakdown of the 97 Cases:

Allowed	35
Dismissed	57
Part	1
Withdrawn	4
<b>% of Delegated Decision Appeals Allowed</b>	<b>36.08%</b>

#### Delegated Appeal Breakdown of the 81 Cases:

Allowed	26
Dismissed	51
Part	2
Withdrawn	2
<b>% of Delegated Decision Appeals Allowed</b>	<b>32.10%</b>

#### Committee Appeal Breakdown of the 23 Cases:

Allowed	8
Dismissed	13
Part	0
Withdrawn	2
<b>% of Committee Decision Appeals Allowed</b>	<b>34.78%</b>

#### Committee Appeal Breakdown of the 13 Cases:

Allowed	1
Dismissed	10
Part	0
Withdrawn	2
<b>% of Committee Decision Appeals Allowed</b>	<b>7.69%</b>






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31/1/17







**APPENDIX A(i): Corporate Plan Priorities & Key Tracked Projects Reporting**

**Qtr 3 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. 3 Update	Due Date			
<b>Theme 1: Communities</b> <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	Cabinet has agreed Leisure Centre main contract and the successful contractor will be appointed following the standstill period. Project due to start on site Feb/Mar 2017. Project completion by Spring 2018.  MUGA's (Multi-use games areas) also due to start on site Feb/Mar 2017. Following meetings with PfP and user groups, the 'Tube' end of the old centre will be retained and refurbished for storage or/and Athletics Club use.  Project schedule dates are very tight with some external dependency and access issues	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	Continuing work with the two CCGs and NHS England and local health practitioners to secure appropriate primary health care for the District		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.	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 <sup>st</sup> 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. 3 Update	Due Date			
<b>Theme 2: Economy</b> <i>Improve and support the local economy</i>	Develop and progress a master plan for Horsham Town Centre	A project to produce an imaginative, innovative and dynamic vision for Horsham town centre. Delays have been experienced progressing this project but new architects are now in place and over the next few months they will be working with us to prepare a plan for the way Horsham town centre will evolve over the coming years.	31 Dec 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	Develop and progress a master plan for Hurst Road, Horsham by June 2016	Delays have been experienced progressing this project but new architects are now in place and over the next few months they will be working with us to prepare a plan for the way Horsham town centre will evolve over the coming years.	Ongoing	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	The Economic Development Strategy was adopted by Cabinet on 12 <sup>th</sup> January 2017	March 2017	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	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 <sup>st</sup> 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	Rural car parking strategy now in place and proposals for charging for rural car parks were adopted by Cabinet 24 Nov 2016. 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	Ongoing	Cllr Lindsay	Lead Officer: Ben Golds	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 3 Update	Due Date			
		parking strategy will be developed which will inform pricing, car park usage, season ticket allocation, etc.				

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 3 Update	Due Date			
<b>Theme 3: Efficiency</b>  <i>Great value services</i>	Continue development and delivery of Business Transformation: Future Horsham	<p>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:</p> <ul style="list-style-type: none"> <li>Organisational design</li> <li>New ICT Strategy</li> <li>Shared Services</li> <li>Income and New Businesses</li> <li>Productivity Reviews</li> <li>Service Efficiency and Cost</li> </ul> <p>Project teams are now all in place and projects are progressing well.</p>	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	<p>An annual review of all commissioning and project activity has been completed. This covered completed projects over the year, progress with current projects and additional commissioning opportunities going forward.</p> <p>Future Horsham sub programme: Productivity Reviews with the remit to do a detailed benchmarking investigation of each Service Area, and if change is necessary, produce options to re-design the service. The Programme will include contracts management.</p>	Ongoing – Future Horsham	Cllr Dawe	Lead Officer: Jane Eaton	
	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.	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 3 Update	Due Date			
		The results of this work will be reported to Cabinet and Council this autumn.				
	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. 3 Update	Due Date			
<b>Theme 4:</b> <b>Environment</b> <i>Manage our natural and built environment</i> <span style="font-size: small; font-weight: normal;">Page 27</span>	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. New software has been procured to support CIL and s106 systems. System went live Jan 2016 for s106 payments, CIL to follow after adoption early in 2017.</p>	31 March 2017	Cllr Vickers	Lead Officer: Chris Lyons	  
	Ensure that the new community and business park at North Horsham is delivered with all necessary infrastructure and services	Planning application has been received. Briefings for Members ongoing. Consultation with developer and statutory bodies are continuing.	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	Recommendation to adopt proposals for two weekly collections was agreed Cabinet/Council 24 Nov 2016. Implementation of 'Incab' digital solution, agreed by Cabinet 26	Mar 2018 (2 wklly collections)	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 3 Update	Due Date			
		May 2016. Installation is complete, currently being tested in the field, with full integration (go live) by April 2017.	Apr 2017 (Incab)			
	Work with WSCC to secure appropriate waste transfer arrangements	Consultation with WSCC has taken place. WSCC 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. The build programme is on track for completion Autumn 2017. Main contractor second stage tender and contract sum was agreed by Cabinet 26th May. Contract works are on programme to date, topping out ceremony 8 <sup>th</sup> Feb 2016	Completion end 2017/18	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl  Support: Brian Elliott	
	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	

## Budget Monitoring and Forecast Outturn – April to December 2016

Highlight report – 23 January 2017


### Progress Summary


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

### Monthly Summary:


The outturn forecast surplus has increased from P8 by £80k. The largest individual item is additional income identified from the pantomime. Income partially offset by increased forecasts for essential repairs at Rookwood and loss of income share at Billingshurst pool. Compliance with budget monitoring is much improved for the quarter at 94%.

### Revenue Outturn Forecast:


FR8 – Compliance 94% 

Directorate	£000s
Chief Executive	18
Resources	(115)
Community and Culture	(150)
Planning, property and economic development	(5)
<b>Total surplus</b> 	<b>(251)</b>


### Capital Outturn Forecast:

£13.7m out of the revised full year programme of £17.9m (76%). 

### Capital Expenditure:

Spend so far is £6.5m, 36% of the revised programme.   
Risks of underspend: New vehicles budget (£1.3m), Broadbridge HLC (£2.4m), Housing Enabling (£1.3m), Hop Oast Depot (£2.8m), and unspent Property Investment Fund (£1.7m) have a high risk of significant part of spend slipping.

### Salaries and Wages:


Staffing costs have exceeded the profiled budget by £114k. Planned workforce efficiencies (under the MTFs) have resulted in unbudgeted redundancy payments of £125k.   
Overall costs are £371k under when compared to the prior year M9 figures.

### Debtors:

At the close of M9 £3,465k was owed by 655 customers. 

Of this total £3,130k was due from 5 organisations. S106 contributions made up £2,838k of this sum (91%). £2,721k of the £3,130k remains outstanding at date of report; £2.5m is due from one organisation.

### Creditors:

HDC had outstanding registered invoices worth £702k at the close of December. Invoices from 5 suppliers made up 61% of this total (£425k). £337k of these invoices has been paid. Of the remainder £30k is overdue and awaiting authorisation and £53k is being held as the deliveries are incomplete. 

### Revenue Expenditure and Income (exc. HB):

By the end of December net expenditure amounted to 62% of the annual budget; expenditure being 74% of the full year budget and income 77%.

Income is slightly up (2%) compared to the same period in 2015/16 whilst expenditure is now slightly more compared to the same period last year (1%).

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Figures for April to December Q3 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 Q3 2015/16 (£000s)	Forecast over / (under) spend (£000s)	Comments
LEISURE SERVICES	536	91	(471)	73	65	162	285	Includes £193k of leisure centre legacy repairs. £65k of income reduction from leisure closures whilst repairs taking place. £17k repairs at Rookwood.
DEVELOPMENT	1,685	89	(1,336)	77	349	495	176	Delay in CIL implementation £30k, higher level of public enquiries £45k, higher use of consultants to cover staffing gaps and additional work £100k.
LEGAL & DEMOCRATIC	1,195	83	(85)	101	1,110	1,069	94	Extension of Governance officer post, not recovering legal expenses to the level that we thought we would, IT costs for Modern.gov
HDC ICT	661	69	(99)	142	562	688	66	Reduction in income from providing services to Worthing.
HOUSING	714	71	(594)	72	119	145	56	Bishopric temporary accommodation now opening April 2017.
BUSINESS TRANSFORMATION	154	114	0	0	154	234	29	These will continue to be monitored and action taken to reduce. No significant individual items highlighted.
COMMUNITY DEVELOPMENT	849	77	(476)	82	373	608	19	
SPATIAL PLANNING	738	82	(53)	84	685	589	15	
AUDIT	147	76	0	0	147	142	9	
STREET SCENE & FLEET	2,237	77	(37)	74	2,200	2,114	7	
ENVIRONMENTAL SERVICES/LICENSING	964	76	(574)	91	391	479	7	
COMMUNITY & CULTURE	134	88	0	0	134	78	1	
REVENUES AND BENEFITS	839	59	(3,218)	359	(2,379)	250	0	
CUSTOMER SERVICES	290	72	(1)	20	289	260	0	
ECONOMIC DEVELOPMENT	517	111	(169)	478	348	339	0	
MUSEUMS	284	91	(49)	158	234	153	(1)	
CORPORATE MANAGEMENT	551	73	(0)	0	551	564	(3)	
CENSUS ICT	2,188	71	(1,280)	57	908	619	(5)	
COMMUNICATIONS	225	70	(7)	46	218	225	(7)	
FINANCE ACCOUNTANCY	803	85	(10)	66	793	699	(12)	
HUMAN RESOURCES & ORG DEVELOPMENT	384	70	(4)	45	380	359	(13)	
PROP & FACILITIES - OPERATIONAL PROPERTIES	612	94	(6)	23	606	415	(26)	
COMMUNITY SAFETY	334	71	(60)	35	274	196	(30)	
BUILDING CONTROL	560	69	(542)	63	18	27	(34)	
COMMISSIONING	217	64	(14)	33	203	175	(50)	
CAPITOL	1,404	85	(1,356)	100	48	17	(50)	
PARK & COUNTRYSIDE	1,161	77	(301)	80	860	864	(50)	
PROP & FACILITIES - INVESTMENT PROPERTIES	331	47	(2,730)	91	(2,399)	(2,550)	(61)	
PROP & FACILITIES - ADMINISTRATION	357	51	(24)	3387	334	592	(75)	
WASTE & RECYCLING	2,465	73	(2,978)	97	(513)	(188)	(155)	Growth in green waste, bin sales income, trade waste income
FINANCE CORPORATE	351	63	(485)	168	(134)	39	(173)	Additional investment interest following change to strategy
PARKING SERVICES	1,305	77	(3,228)	81	(1,923)	(1,787)	(238)	Higher season ticket and parking income
	25,191	76	(20,186)	96	5,005	8,071	(219)	
BENEFITS	23,230	72	(20,628)	65	2,602	146	(32)	
	48,421	74	(40,814)	77	7,607	8,217	(251)	

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

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capital projects	dept	net expenditure	budget	spend as % of budget
Existing Leisure Centres	Property & Facilities	128,442	128,442	100%
Broadbridge Heath Leisure Centre - new build	Property & Facilities	490,390	2,046,892	24%
Other Community and Culture projects	Comm and Culture	170,470	678,758	25%
Hop Oast depot development	Waste & Recycling	904,968	2,796,044	32%
Vehicle Fleet	Streetscene & Fleet	284,243	1,326,504	21%
Grants - Environmental health	Envir Health & LM	449,658	838,000	54%
Housing Enabling Grants	Housing	100,000	1,315,000	8%
ICT projects - HDC	Resources ICT	72,155	297,221	24%
ICT projects - Census	Resources ICT	42,591	162,224	26%
Car Parks Fabric and Equipment	Property & Facilities	91,325	1,086,151	8%
Town centre improvements	Property & Facilities	70,910	159,821	44%
Commercial Property Investment Fund	Property & Facilities	1,532,234	3,248,107	47%
Miscellaneous properties spend	Property & Facilities	2,174,695	3,833,974	57%
<b>Total</b>		<b>6,512,082</b>	<b>17,917,138</b>	<b>36%</b>

forecast outturn	spend as % forecast outturn	comment
128,442	100%	Spend incudes Capitol Arts Centre Lighting desk and projector.
2,046,892	24%	Budget £12.3m; <b>2015/16</b> : £0.2m; <b>2016/17</b> : £2m; <b>2017/18</b> £10.1m.
678,758	25%	Spend to date is mainly for Parbrook Landslip Prevention and Bennets Field Improvements. Budget also includes: Warnham Nature Reserve (£50k), Horsham Park Pond (£30k), Play area improvements (£178k) and Southwater Country Park Toilets (£80k).
2,796,044	32%	Spend to date is for preparatory work & start of construction. Total budget of £4.55m, approved by Council: <b>2014/15</b> £0.02m; <b>2015/16</b> £0.18m; <b>2016/17</b> £2.8m and <b>2017/18</b> £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	40%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme: <b>2016/17</b> : £1.3m; <b>2017/18</b> £4.9m; <b>2018/19</b> £0.6m. Net expenditure includes spend on the Waste Recycling InCab system (covered by Govt Grant)
775,000	58%	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.
297,221	24%	Mobile working and windows roll out
162,224	26%	Replacement of storage area network. Other Census projects to replace hardware and disaster recovery programmed.
570,563	16%	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, extend ANPR (Hurst and Denne Road) and rural car park infrastructure. Car park lighting is unlikely to be spent in 2017 and budget will be reprofiled to 2018 (circa £516k)
72,410	98%	Expenditure is for West Street improvements
1,532,234	100%	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). Asset purchased in October 2016. Search for another suitable asset is continuing.
3,408,894	64%	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.
<b>13,689,682</b>	<b>48%</b>	

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

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## **Hop Oast Waste Depot Project Update: 26<sup>th</sup> January 2017**

### **Background**

The redevelopment of the Hop Oast site brings together the Hop Oast depot in Horsham and the Hurston depot in Storrington into one location. The new depot will provide us with modern fit for purpose premises.

The depot is being constructed by Sunninghill Construction Company Limited, a Haywards Heath based company. The appointment was made following a competitive tender process and works commenced on site in September 2016.

### **Key Dates/Phasing of Project**

*Phase 1a:* Sept 2016 - end May 2017

Construction of new building (offices and workshop); existing building and vehicle yard remains operational.

*Phase 1b:* End May 2017 - early Oct 2017

Vehicles move into temporary parking on Park and Ride site

*Phase 2:* End May 2017 - early Oct 2017

Operational services move into new building, demolish existing buildings and relay yard and parking bays

### **Progress Update**

Planning approval has been received and conditions, predominately water and drainage matters, have been fully resolved. Contract works commenced 5 September 2016 and are currently on programme. The change management programme is underway and preparations are being made for the physical move into the new premises.

The works are on programme.

### **Finance**

The Council approved budget is £4.55m. The construction cost element of the contract is c£4.29m including fees. The balance of the budget consists of £57,000 contingency sum and a £200,000 decant budget which will be utilised to make good any damage to the park and ride and pay for essential equipment for the new facility; approximately £85,000 of the decant budget remains unallocated.

### **Risks**

As the project progresses the risks reduce. The two significant risks remaining are the extent of the repairs that may be required to the park and ride, for which a budget allocation has been made of £60,000 and the extent of any contamination remediation work to the depot yard, for which a provisional sum has been made of £20,000.

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## Report to Finance and Performance Sub Committee



9<sup>th</sup> February 2017

By the Customer Services Manager

### INFORMATION REPORT

Not exempt

## Complaints & Compliments Monitoring Report for Horsham District Council 1<sup>st</sup> October - 31<sup>st</sup> December 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 1<sup>st</sup> October to 31<sup>st</sup> December 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 1<sup>st</sup> October to 31<sup>st</sup> December 2016 the Complaints and Feedback Officer was notified of 52 complaints and the number of complaints received at the Council's leisure centres for the period was 66.

The trend of a decrease in complaints from the year 2015/16 has continued into the third quarter of 2016/17. I am pleased to report that the number of complaints received for this period has decreased by 8% from the same time as last year. However, the number of complaints has increased by 13% from quarter two, with 46 complaints logged in the previous quarter. The increase can, for the most part, be attributed to a more focused approach in logging complaints for certain services. Previously some front line services had seeing a disproportionate lack of complaints at odds with the service being offered.

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 fifth consecutive quarter we have again 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 and Background**

- 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 website.

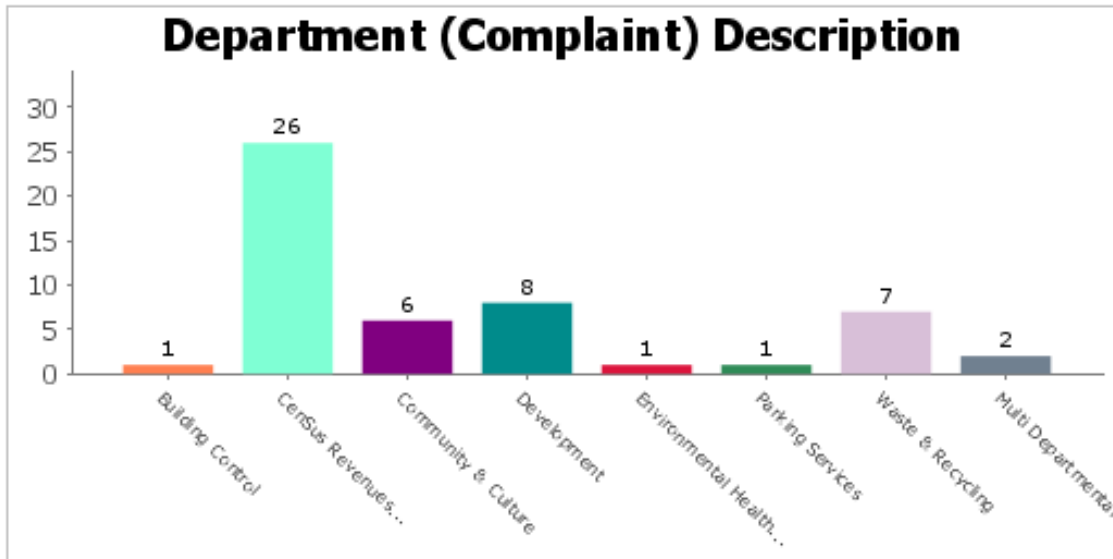
### **3 Details**

#### **Complaints notified to the Complaints and Feedback Officer 1<sup>st</sup> October to 31<sup>st</sup> December 2016**

- 3.1 The number of complaints notified to the Complaints and Feedback Officer for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2016 is 52 complaints. A further 66 were received by the leisure centres.
- 3.2 When the results of quarter three 16/17 are compared with the same period in 15/16 we have kept complaints to a very similar level, and compared to 14/15 have continued the trend of reducing complaints, which shows the management of complaints is being rigorously applied.
- 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.

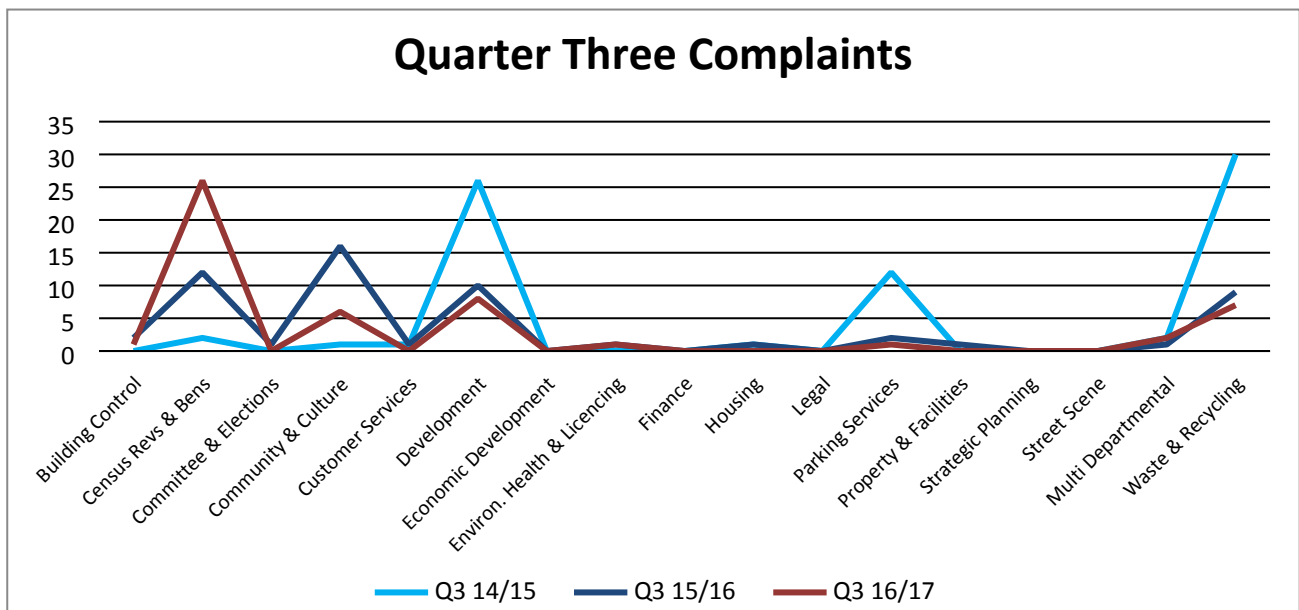
3.4 Complaints received by department 1<sup>st</sup> October to 31<sup>st</sup> December 2016.



Housing has seen a very positive continuation of low numbers of complaints for this quarter recording just the one.

Looking at Census & Revenues, the department had more complaints in November however over the past three years this has been on a par. Recovery had tended to get more complaints in October and December which are generally due to the recovery process and attachment of earnings being sought. November's complaints were mostly reviews concerning responses to emails and the Single Person Discount review.

Waste & Recycling has recorded an increase which matches that of 2015/16, however this is due to a more rigorous response to waste complaints to ensure realistic monitoring. It should be noted that a new system (Bartec) which is due to be in place by April should see a reduction in the main areas Waste & Recycling receives the most complaints in, i.e. missed collections.





3.5 To be fully aware of complaints across the Council we need to have an idea of what is taking place on a day to day basis and have real time monitoring of potential issues to ensure a proactive response. To do this, we are working closely with the communications team to actively share information and be mindful of any potential complaints coming through social media such as Twitter and Facebook. We are beginning to capture relevant statistics which can start to give us a picture of the level of interaction between the council and customers.

During this quarter the communications team had 911 interactions on Facebook and Twitter (interactions relates to comments on Facebook and Tweets to us) 420 interactions were on Facebook, and 482 on Twitter.

Comments are tagged with themes to get a picture of what is being discussed, and the top five themes of comments from this quarter were:

- 1) Parking
- 2) Bins
- 3) Hurstwood recycling site
- 4) Changes to fortnightly collections
- 5) Horsham Football Club

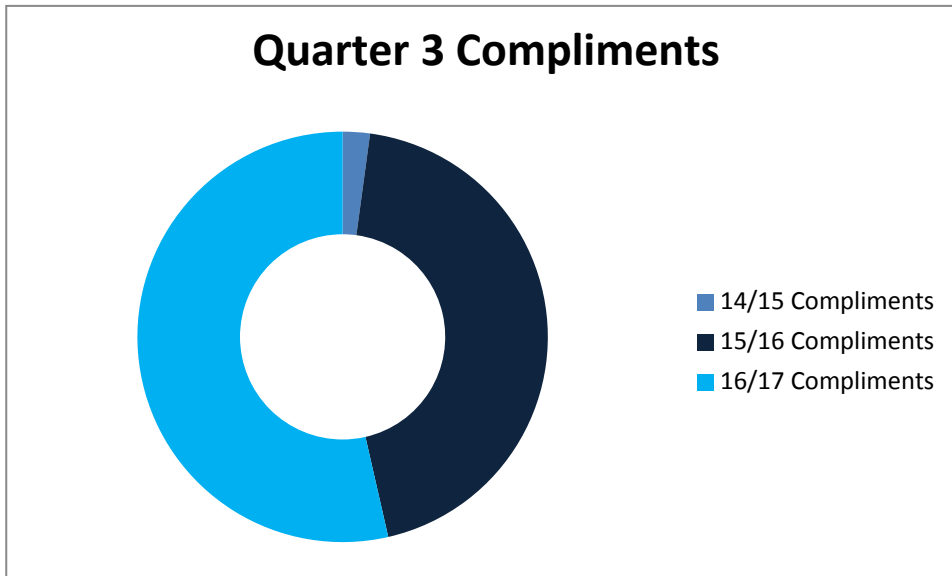
As can be seen, some of the themes are not services which are the responsibility of Horsham District Council; however this helps to give a picture of what residents are commenting on and means we can be more proactive in the messages we give out to residents, which in turn can help to reduce complaints.

3.6 Compliments received for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2016.

<b>Department</b>	<b>Compliments Received 1<sup>st</sup> October - 31<sup>st</sup> December 2016</b>
Building Control	8
Community & Culture	41
Development	11
Environ. Health & Licensing	11
Housing	3
Waste & Recycling	1
Leisure Centres	66
<b>TOTAL</b>	<b>141</b>

The total number of compliments *excluding* leisure centres has seen a continued rise compared to the same quarter as last year. The number of compliments has decreased by one on the previous quarter, but we are continuing to encourage staff to log compliments. We are also looking at ways of capturing compliments which have been received through different channels, such as positive reviews on Trip Advisor, to ensure a true picture is logged.

We have received a total of 75 compliments *excluding* leisure centres in quarter three.



3.7 We will continue our work with the communications team to ensure positive feedback from across social media is also captured and shared.

## 4 Next Steps

4.1 The next step is to further develop communication between teams to ensure real time monitoring of complaints and feedback to ensure there is an up to date knowledge .

## 5 Views of the Policy Development Advisory Group and Outcome of Consultations

5.1 Not applicable.

## 6 Other Courses of Action Considered but Rejected

6.1 Not applicable.

## 7 Resource Consequences

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

## 8 Legal Consequences

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

## 9 Risk Assessment

9.1 Not applicable.

## Report to the Finance and Performance Sub-Committee

9 February 2017

By the Head of Legal and Democratic Services  
**INFORMATION REPORT**



Not Exempt

### **Analysis of requests made under the Freedom of Information Act 2000 and Environmental Information Regulations 2004 1 October 2016 to 31 December 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) and Environmental Information Regulations (EIR) requests that were received by Horsham District Council from 1 October 2016 to 31 December 2016.

For the period, 1 October 2016 to 31 December 2016 the Council received 214 requests for information. 165 requests were answered under the Freedom of Information Act, the other 49 requests were considered under the Environmental Information Regulations. The number of requests received in the last quarter was 33% higher than the equivalent period in 2015, when 161 requests were received.

Business process change has continued to deliver the 20 day response outcome expected by the duty. By reshaping the way responses are processed, the Council is meeting the duty at the standard of the best councils in spite of the significant growth in requests. From 1 October 2016 to 31 December 2016, 96% of requests have been responded to within 20 working days as against a target of 85%.

#### **Recommendation**

That the Sub Committee is recommended to:

- i) Note the contents of this report.

#### **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 are 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 Sub Committee 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. 5435

## **Background Information**

### **1 Introduction and Background**

1.1 This report summarises the function of Freedom of Information at Horsham District Council from 1 October to 31 December 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 (which equates to 18 hours at £25 per hour).
- 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 implementation of environmental information
- State of human health and safety including contamination of the food chain, conditions of human life, cultural sites, built structures inasmuch as they are or may be affected by the state of the elements or by any of the factors, measure or activities.

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
- Of the 214 requests received between 1 October 2016 to 31 December 2016 96% have been answered 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**

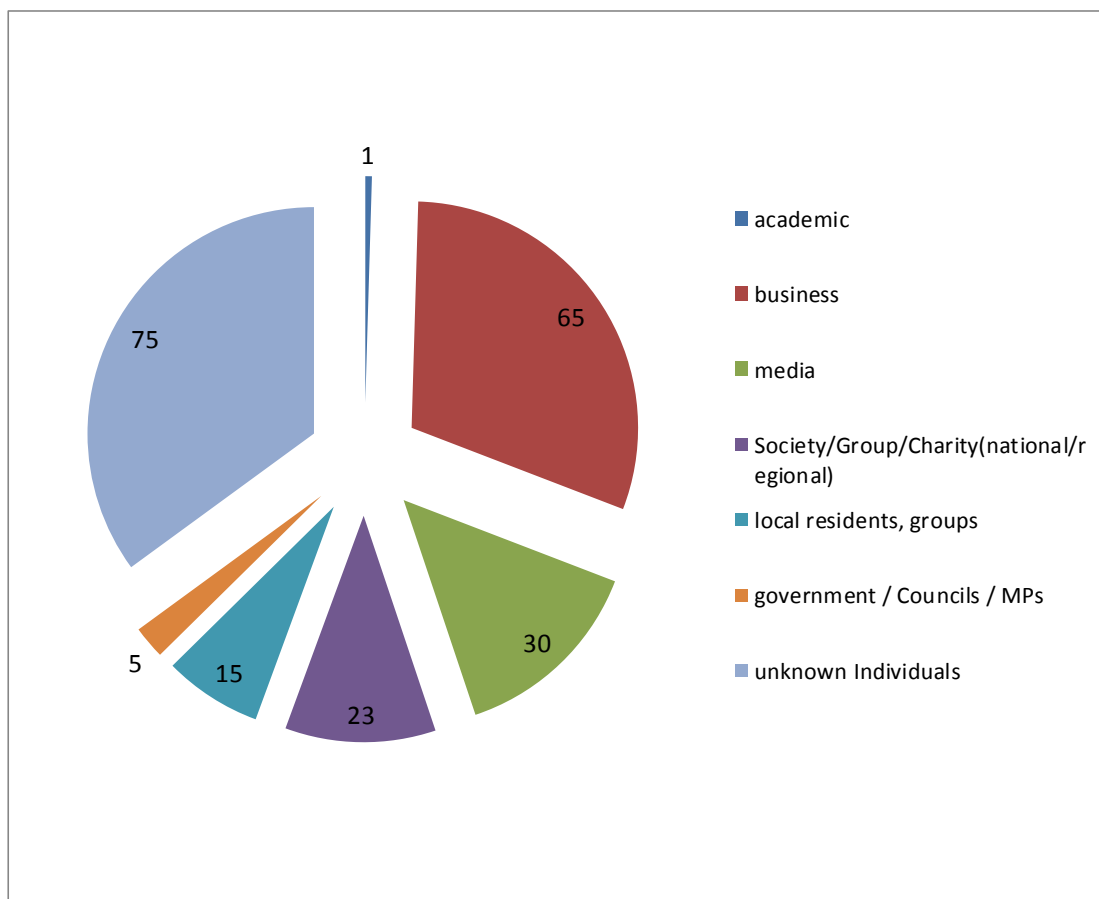
The Freedom of Information Act requires public authorities to reply to FOI requests within 20 working days. As such, the Council would have a target to respond to 100% of requests on time. However, pragmatically, the target set by the Information Commissioner's Office (ICO) is 85% of requests being responded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

### 3.3 Analysis of Requests 1 October 2016 to 31 December 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.

For this quarter, where the identity of the requestor is known, 65% of requests have been received from either businesses or the media.

The Council's Publication Scheme has been updated in line with requirements of the Information Commissioner's Office, namely to adopt the model publication scheme.



### 3.4 Disclosure Log

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

### 3.5 Online information – Channel Shift

The updated publication scheme on the FOI page of the Council's website will proactively assist with handling a number of routine requests. The direct links to business rates information, payments over £500 and to the contracts register have been added to the top of the page. A direct link to West Sussex County Council's page has also been added for those wanting to make enquiries relating to roads, education, social care or libraries. New

requesters, not requiring any of the above, are directed towards an online form to make a request, 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 working 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 October 2016 to 31 December 2016 the Council received eleven requests for an internal review. This compares to just three review requests in the previous quarter. In ten of these internal reviews, the Council upheld the decision to withhold information, in the remaining review the Council provided further information. Requestors have three months from the date of the internal review to appeal to the ICO, to date two of the requestors who asked for a review 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.

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