

THE CABINET
21ST JULY 2011

Present: Councillors:
Robert Nye Leader
Roger Arthur A Safer & Healthier District
Andrew Baldwin The Environment
Jonathan Chowen Arts, Heritage & Leisure
Ian Howard Living & Working Communities
Roger Paterson The Local Economy

Apologies: Ray Dawe Deputy Leader and Efficiency & Resources

Also present: Councillors: John Bailey, George Cockman, Leonard Crosbie,
Duncan England, Frances Haigh, Sheila Matthews, David Sheldon,
David Skipp

EX1 **RECORD OF THE MEETING OF 24TH MARCH 2011**

The record of the meeting of the Cabinet held on 24th March 2011 was approved as correct and signed by the Leader.

EX2 **DECLARATIONS OF INTEREST**

Councillor Ian Howard declared a personal and prejudicial interest in the item on the Draft Interim Statement: Managing Development in Horsham District as he owned property adjacent to one of the sites identified as an option for development within the Draft Statement.

EX3 **ANNOUNCEMENTS**

There were no announcements.

EX4 **PUBLIC QUESTIONS**

There were no public questions.

EX5 **UPDATE ON THE WORK OF THE WEST SUSSEX COUNTY COUNCIL'S CHILDREN'S TEAM AND THE CHILDREN AND YOUNG PEOPLE'S PLAN**

The Leader welcomed Aaron Gain, Principal Manager for Children and Young People, West Sussex County Council, who gave a brief presentation on the work of the Joint Commissioning Unit - Children with particular reference to the Children and Young People's Plan and the Think Family Programme.

A general discussion and questions & answers session followed the presentation. At the end of the discussion, the Leader thanked Aaron Gain for his attendance.

REPORT BY THE CABINET MEMBER FOR A SAFER & HEALTHIER DISTRICT

EX6 **Horsham District Children & Young People's Plan 2011-2016**

The Cabinet Member for a Safer & Healthier District reported that the Horsham District Council Children and Young Peoples Plan had been developed giving consideration to and with support from:

- a number of sources including the 2001 Census, the West Sussex Young People Lifestyle Surveys and the Joint Strategic Needs Assessment;
- consultation with children and young people;
- contributions from Officers; and
- a multi-agency working group with community and voluntary sector partners.

The Plan:

- Identified the Council's duties in relation to children and young people
- Provided a context for planned and existing services
- Identified principles to guide the future delivery of children and young people services
- Reviewed key current demographic and lifestyle information
- Identified key objectives
- Provided an overview of actions through which these objectives were being pursued

An annual review would pull together the outputs and outcomes which had been delivered across the Council.

The future delivery of actions would be determined within the context of finite and diminishing Council resources and, therefore, resources would be progressively prioritised and focused on those services that were likely to provide the greatest benefit, whilst reducing expenditure on low value processes.

RESOLVED

That the Horsham District Children and Young People's Plan 2011-2016 be approved.

REASON

The Children and Young People's Plan sets out the Council's priorities and will help shape service plans for the next five years.

EX7

A 'Health and Wellbeing Information Hub' for the Horsham District

The Cabinet Member for a Safer & Healthier District reported that NHS West Sussex currently delivered services designed to proactively reduce ill health but that it was now proposing to delegate some of these services to District & Borough Councils. This Council had therefore committed itself to develop options for the setting up of a 'Health and Wellbeing Hub' and had received £100,000 from NHS West Sussex to facilitate this. This funding would have to be returned if the Council did not take on the services. However, if the Council did take on the services, it would receive up to £228,000 per annum to commission additional services, at least for 2011/12 & 2012/13, whilst a further £100,000 would be received for the Hub.

The service specification required the Council to influence factors such as fuel poverty, healthy weight in adults and mortality from cardiovascular disease. The Council already delivered a raft of services to help prevent ill health and the new responsibilities would be complementary to current service provision. It was considered that the proposed income would be adequate to cover the Council's associated resource costs.

It was proposed to provide the additional services through a combination of using external partners (outsourcing) and running services in-house. Any additional in-house workload would be carried using resources freed up by the redesign process and other productivity improvements. Consequently, it would not be necessary for the Council to increase its complement of officers in order to take on the services. However, it was proposed that the impact of taking on the service would be objectively assessed, in terms of additional man-hours and cost, against the requirements of the NHS West Sussex Service Specification, as the Council would need to sign up to a legal agreement undertaking to deliver the Hub.

It was considered that the Health and Wellbeing Hub would provide an opportunity for the Council to receive additional income for the provision of services that were complementary to those it already provided.

RESOLVED

- (i) That the Council participates fully in the delivery of the Prevention, Wellbeing Implementation project for a minimum of two years and that the officers be authorised to proceed.
- (ii) That the hub service be delivered through a combination of direct delivery and outsourcing of some functions to the voluntary sector.

EX7 A 'Health and Wellbeing Information Hub' for the Horsham District (cont.)

- (iii) That the Council offers to manage the additional funding (up to £228,000 per annum) for the delivery of health improvement initiatives and public health outcomes in the Horsham District.
- (iv) That the legal agreement for the delivery of these services should not be signed off without the approval of the Council's legal department.

REASONS

To deliver key elements of the District Plan; retain key skills and functions within the Community Development Department; deliver an estimated £30,000 saving per year to the taxpayer for the duration of the project through the synergies between NHS West Sussex and the Council's existing work; and ensure better use of scarce public resources than might otherwise happen.

REPORT BY THE LEADER

EX8

Draft Interim Statement: Managing Development in Horsham District

(Councillor Ian Howard declared a personal and prejudicial interest in this item as he owned property adjacent to one of the sites identified as an option for development within the Draft Statement. He withdrew from the meeting and took no part in the consideration of the item.)

A representative of 'Keep Southwater Green' addressed the Cabinet on this subject.

The Leader reported that the Draft Interim Statement had been prepared to address the short term delivery of housing in Horsham District. The Draft Interim Statement and the approach it encompassed had sought to address the requirements for a deliverable five year land supply in the District. It had set out three options: no planned growth, and two options for different levels of growth in both Billingshurst and Southwater. It had been published for consultation over an eight week period from 21st January 2011 to 18th March 2011 and the comments received had been considered and discussed at the Strategic Planning Advisory Group meeting on 14th June 2011.

The overriding view of those who had responded was that the Council should not plan for growth in the two villages of Billingshurst and Southwater but that it should move forward with option one as set out in the Draft Interim Statement. This would entail dealing with planning applications as they arose, both in these settlements and across the District.

EX8 Draft Interim Statement: Managing Development in Horsham District (cont.)

Whilst the District's five year housing land supply situation was recognised, any planning application submitted in the absence of an identified five year land supply would be determined against adopted Local Development Framework policies. This included the adopted Facilitating Appropriate Development Supplementary Planning Document which remained a material consideration in determining planning applications for housing. This document set out the requirements against which planning applications for development on greenfield and brownfield sites, which adjoined defined settlement boundaries in the District, would be assessed.

It was therefore considered that, whilst a plan led approach was the most appropriate way to meeting local housing needs, the strength of the targeted consultation response on the short term development proposals contained in the Draft Interim Statement should be taken into account and work should be progressed on planning the medium to long term future of the District by progressing the Core Strategy Review at the earliest opportunity.

In the meantime, any planning applications received for ad hoc development proposals in Billingshurst, Southwater and elsewhere in the District would need to be determined in the accordance with the adopted Local Development Framework.

RECOMMENDED TO COUNCIL

- (i) *That the comments received on the Draft Interim Statement, the overriding majority of which were for no planned growth in Billingshurst and Southwater, be noted.***
- (ii) *That the Interim Statement approach be abandoned in the light of the comments received and that planning applications be dealt with as and when they are submitted.***
- (iii) *That the Council moves forward with the preparation of the Core Strategy Review at the earliest opportunity with a view to preparing a document for consultation in January 2012. This document will seek to set the housing requirements for Horsham District for the medium to long term whilst considering the most up to date position on short term housing supply***

EX8 Draft Interim Statement: Managing Development in Horsham District (cont.)

REASONS

- (i) *It is important to note the consultation response to the Draft Interim Statement to help inform decisions on the way forward.***
- (ii) *Despite the Council's preference for a plan-led approach and the concerns raised at the Strategic Planning Advisory Group regarding the implications of a developer led ad-hoc approach it is considered that regard should be given to the responses received during the targeted consultation process.***
- (iii) *If an Interim Statement approach is not pursued it is imperative that work is continued on the Core Strategy Review as quickly as is feasible in order to address the District's housing land supply position.***

EX9 Future Development and Investment Opportunities

The Leader reminded Cabinet that the Council had an excellent track record of planning and delivering major development and regeneration initiatives on the back of complex property transactions. Recent examples included the mixed use schemes at Southwater Village Centre and The Forum, Horsham.

There was a strong desire to continue this highly beneficial work and deliver major change for Horsham and the Senior Management restructure in 2009 had created a focus on the delivery of further project work. The target outcomes for project work included regeneration and redevelopment, capital and revenue generation and improved partnership working with both the public and private sectors.

There was currently an objective scoring system which was used to assess and prioritise projects, taking into account investment and risk issues. However, to date, projects had been considered and justified on an individual basis and it was considered that it would be beneficial for the Council to agree parameters for an overall investment strategy. It was therefore proposed that an Investment and Development Strategy should be devised by the Future Development Group, a joint senior officer/ Member group, in liaison with the Investment Advisory Group to provide an overall framework for agreeing short, medium and long term acquisitions. This would provide strong risk management whilst allowing the Council to maximise its value and would result in a more informed and efficient decision process.

EX9 Future Development and Investment Opportunities (cont.)

The Strategic Land and Property Manager was fully committed in terms of work capacity and was unable to take on new project work. It was therefore proposed that, in order to provide appropriate professional and technical support to enhance this capacity, a new post of Development Surveyor should be created.

RECOMMENDED TO COUNCIL

- (i) *That a supplementary estimate in the sum of £41,138 be approved to fund the establishment of the new post of Development Surveyor.***
- (ii) *That the proposal to develop an investment and development strategy for the Council's land and property assets be supported and that the draft strategy be reported to Cabinet.***

REASONS

- (i) *To continue Council involvement in major property-based development and regeneration initiatives.***
- (ii) *To help create a revenue base that is less reliant on Council Tax and Government Grant.***
- (iii) *To ensure that the Council has sufficient resource to deliver the projects.***

REPORT BY THE CABINET MEMBER FOR ARTS, HERITAGE & LEISURE

EX10 Leisure Management Contract Procurement

Further to Minute No. EX48 (27.1.11), the Cabinet Member for Arts, Heritage & Leisure reminded Members that the Pavilions in The Park, Broadbridge Heath Leisure Centre, Steyning Leisure and Billingshurst Leisure Centres were all currently managed on behalf of the Council by D.C. Leisure Limited, under a Contract which was due to expire in November 2012.

A project team of officers to oversee the procurement process, providing expertise in critical areas and scrutiny of issues arising, and a timetable for the procurement process had been established, together with a Leisure Contract Task and Finish Advisory Group.

In the next few months Officers would be actively involved in:

EX10 Leisure Management Contract Procurement (cont.)

- accumulating and developing the contract documentation;
- drafting necessary legal documents and reviewing sub-lease arrangements;
- devising an evaluation framework; and
- clarifying items to be included in the draft contract specification

It was intended that a further report would be submitted to Cabinet in September 2011 to review and agree the Draft Contract Specification and Evaluation Model.

Following on from the options appraisal, discussions had been held with neighbouring Councils to determine whether there was any value in proceeding with a joint procurement. As a result of these discussions, the Project Team had decided that the benefits of a shared procurement approach were very limited and it was no longer intended to proceed with this approach.

The re-letting of the Leisure Management Contract was being undertaken in line with the EU procurement requirements, although it was recommended that this approach should be varied to achieve greater innovation and income generation by engaging in a 'Competitive Dialogue' process.

To ensure that the procurement process was managed effectively, it was being controlled and monitored in accordance with the Project Management protocols that had been established, the first stage of which was the production of a Project Initiation Document which set out the purpose, scope and deliverables of the project. This document was submitted for information.

RESOLVED

- (i) That the contents of the Project Initiation Document, which set out the approach to be taken to deliver the project, be noted.
- (ii) That the voluntary use of the EU Competitive Dialogue procedure for the selection and procurement of a Contractor to manage the Council's Leisure Centres be approved.
- (iii) That the final terms and conditions of the new Contract be approved by the Cabinet Member for Arts, Heritage and Leisure, in consultation with Councillor John Bailey and the Director of Community Services.
- (iv) That it be noted that a possible partnership procurement option with Mid Sussex District Council has now been ruled out.

EX10 Leisure Management Contract Procurement (cont.)

- (v) That it be noted that the operators of Independent Leisure Centres had been consulted about their inclusion in the Leisure Management Contract and that representatives of Henfield Leisure Centre had indicated an initial interest in the Centre's inclusion.
- (vi) That it be noted that a further report would be submitted to Cabinet in September 2011 in respect of the Draft Contract Specification and Evaluation Model.

RECOMMENDED TO COUNCIL

- (i) ***That a supplementary estimate of £15,000 for 2011/12 be approved, to cover the procurement costs.***

REASON

To ensure that a Leisure Management Contract that achieves best value and maintains and enhances the quality of service delivery for residents and visitors to the Leisure Facilities is let by the due date of 1st December 2012.

REPORT BY THE CABINET MEMBER FOR LIVING & WORKING COMMUNITIES

EX11 **Horsham District Housing Strategy Annual Progress Review 2010-11**

The Cabinet Member for Living & Working Communities reported that, as a strategic housing authority, the Council played a key role in the delivery of customer-centred housing services that were accessible to all and the provision of good quality affordable housing, both of which contributed to the economic and social well-being of the District. This meant that housing interventions should be made at the right time by the right partner in the right place, maximising investment in housing and housing services and linking housing to other corporate and multi-agency activities. Housing played a key role in delivering sustainable communities, through shaping places and supporting people.

The Council's Housing Strategy (2008-2013) had been published in November 2008 following its adoption by the Council on 22nd October 2008. At that time, a commitment was made that the Strategy would be monitored and managed primarily by means of an annual progress review.

EX11 Horsham District Housing Strategy Annual Progress Review 2010-11 (cont.)

The current review explained where the Council had succeeded in delivering its objectives as well as identifying areas where targets were not being achieved and addressing the reasons why. It was noted that housing delivery depended on joint working with a range of partners and the achievements set out in the review were a result of strong, positive working relationships.

The review highlighted each objective in the Housing Strategy and explained how the Council was working towards meeting those objectives.

RESOLVED

That the Housing Strategy Annual Progress Review 2010-11 be approved.

REASON

Following consultation with Corporate Management Team, Cabinet and other senior Council officers and scrutiny by Council members, the Review must now be published.

EX12 Revised Statement of Community Involvement

The Cabinet Member for Living & Working Communities reported that the Statement of Community Involvement (SCI) was a key document in the Local Development Framework (LDF) setting out how the community within and adjoining the District, as well as organisations and other stakeholders, would be involved in the production of LDF documents as well as Development Management applications in the District.

The SCI had been adopted in 2006 and reviewed in 2007, following changes to the planning system. Since then there had been further changes, particularly regarding the production of LDF documents, which had led to the present review of the current adopted Statement of Community Involvement.

The draft revised Statement of Community Involvement had been approved by Council for publication for consultation purposes in December 2010 (Minute No. CO/60 (15.12.10) refers). This consultation had taken place from 21st January to 18th March 2011.

Details of the comments received and changes made to the document as a result, including those of the Cabinet Member's Strategic Planning Advisory Group, were reported.

EX12 Revised Statement of Community Involvement (cont.)

RESOLVED

- (i) That the steps taken to revise the current Statement of Community Involvement, including consultations with hard to reach groups in the community, be noted.
- (ii) That the comments of the Strategic Planning Advisory Group and Officers' responses thereto be noted.

RECOMMENDED TO COUNCIL

- (i) ***That the revised Statement of Community Involvement be adopted and published on 23rd September 2011, with any minor editorial amendments being agreed under delegated authority by the Cabinet Member for Living & Working Communities.***

REASON

To enable the adoption of a revised and updated Statement of Community Involvement, which satisfies current legislation.

REPORT BY THE CABINET MEMBER FOR EFFICIENCY & RESOURCES

EX13 Corporate Communications Strategy

In the absence of the Cabinet Member for Efficiency & Resources, the Leader reported that, in September/October 2010, the Council had asked Westco Trading, a branch of Westminster City Council, to carry out a communications review, the findings of which were set out in a report called "Delivering best in class communications for Horsham District Council".

The objective of the review had been to provide a robust plan to develop the Council's communications, in order to improve its reputation. The review indicated that the key areas in which to concentrate improvements were strategic planning; increasing proactive two-way communications; and evaluating so that the Council knew what worked and what did not.

A draft Communications Strategy had therefore been prepared to address the first conclusion of the review, namely the strategic planning of communications, and was submitted for approval. A Communications Strategy would be key in helping the Council to achieve its vision and priorities and would provide a framework to ensure that clear, consistent, co-ordinated and good value communications were provided, thus reinforcing what the Council was trying to achieve. An Action Plan

EX13 Corporate Communications Strategy (cont.)

to help deliver the Strategy was also submitted. Delivery of the Action Plan would be dependant upon resources, in particular staffing, and a review of the staffing and financial resources deployed on communications was currently underway to identify the means to deliver the Strategy within existing budgets.

RECOMMENDED TO THE COUNCIL

That the Corporate Communications Strategy be adopted.

REASON

To provide a strategic framework for the Council's communications.

REPORT BY THE DIRECTOR OF CORPORATE RESOURCES

EX14 Budget 2011/12 – Progress Report to June 2011

Cabinet received the report of the Director of Corporate Resources reviewing progress in respect of the revenue budget for 2011/12 and the potential impact of changes in future years' budgets.

In particular, the report highlighted that:

- Staff costs were within budget for the first quarter of the year and the vacancy allowance incorporated in the budget was being achieved
- Expenditure on Derv, insurance premiums and bed and breakfast accommodation for homeless families was likely to exceed budget
- Income from planning fees was in excess of budget but income from car parking and community alarms was not likely to reach budgeted levels.

RESOLVED

That the report be noted.

SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET

EX15 Severe Weather Issues

The Scrutiny & Overview Committee of 23rd May 2011 had recommended that Cabinet:

- (i) Work to encourage and increase parish emergency plans, including a list of vulnerable people.

EX15 Severe Weather Issues (cont.)

- (ii) Check with West Sussex County Council the status and urge the continued provision of grit and grit bins.
- (iii) Organise an additional workshop for the parish councils in order to share experiences and hold up good practice.
- (iv) Address the issue of funding for machinery to deal with severe weather.
- (v) Consider the issue of partnership working, especially with local volunteers.

The Cabinet Member for a Safer & Healthier District responded to each of the recommendations, as follows:

- (i) An update and review of all documentation and practices would be undertaken by the Emergency Planning Officer with a view to updating and improving local parish emergency plans. In addition, a community resilience workshop for all parish councils was due to take place at Southwater Parish Council on 16th November 2011. The aim of the workshop would be to enhance community resilience and cooperation with this Council and external agencies including West Sussex County Council, West Sussex Fire & Rescue Service, West Sussex Highways, the Police and the South East Coast Ambulance Service. Parish emergency plans, winter maintenance maps & plans (including elderly and vulnerable people) would all be looked at. Also, severe weather leaflets would be produced to highlight the need for self help and giving advice and guidance on the snow code and equipment suitable for the task of snow clearance.
- (ii) A corporate decision was still awaited on grit budgets and the subsequent allocation of bulk bags and priority 1 and 2 routes. As WSCC highways would be attending the workshop, these issues would be explained prior to any severe weather event taking place.
- (iii) A workshop has been arranged, as outlined in (i) above.
- (iv) Operational Services was looking to purchase a compact sweeper with the capability to carry a snow plough while front brushes swept snow away (only useful if deployed before snow settled), subject to testimony from other authorities regarding effectiveness.
- (v) Each Parish would be encouraged at the workshop to look at this as a possible solution for their own area and to make local arrangements within their emergency plans. Ongoing community resilience programmes would also engage with local voluntary agencies to establish what could or could not be provided.

RESOLVED

That the response of the Cabinet Member for a Safer & Healthier District be endorsed.

EX16 **Use of Consultants**

Cabinet was advised that the Scrutiny & Overview Committee, at its meeting on 23rd May 2011, had received the final report of its Business Improvement Working Group on the use of consultants and had made the following recommendations to Cabinet:

- (i) That Cabinet note the concerns and findings of the report by the Business Improvement Working Group and put in place procedures to improve how the use of consultants was managed.
- (ii) That the list of recommendations from the Working Group be addressed with the addition of a recommendation to consider whether the required information or advice could be gained through other local authorities or the Local Government Association.
- (iii) That once a framework for the recruitment of consultants had been drafted that this be it be presented to the Scrutiny & Overview Committee for consideration.

The Leader presented the response of the Cabinet Member for Efficiency & Resources, as follows:

Cabinet notes the work undertaken by the Scrutiny & Overview Committee on the use of external expert advice using consultants and the recommendations it has made. The Cabinet, at its meeting on 20th November 2010, accepted some of the recommendations of the Billingshurst Pool Working Group which dealt with aspects of project management and covered many of the points made by the Scrutiny & Overview Committee.

It was absolutely right and proper that the Council was selective in its use of consultants and that due procurement processes were followed. In using such external advice, it needed to be recognised that consultants had an important vital part to play in the work of the Council, not only providing necessary expert advice but also allowing it to save money on not employing full time members of staff in various specialist areas,

The Council had always to ensure that it was achieving good value, that money was spent wisely and that expenditure was clearly identified as part of the budget process. In the current year, 2011/12, the budget for consultants (£155k) had been clearly identified against the relevant budget codes with a clear audit trail to identify where such money was spent. It was not therefore considered necessary to create a separate framework for the recruitment of consultants as the current budget process and Standing Orders provided the necessary governance.

RESOLVED

That the response of the Cabinet Member for Efficiency & Resources be endorsed.

EX17 **FORWARD DECISION MAKING PLAN**

The Cabinet received a schedule detailing the revised forward decision making plan.

RESOLVED

That the Forward Plan of Key Decisions be noted.

REASON

To comply with the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 and the Council's Constitution.

The meeting closed at 7.33pm having commenced at 5.30 pm.

LEADER