



## THE CABINET

Thursday 20<sup>th</sup> November 2014 at **6.00 p.m.\***  
COUNCIL CHAMBER, PARK NORTH, NORTH STREET, HORSHAM

**\*Please note start time**

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<b>Councillors:</b> Ray Dawe Helena Croft	<b>Leader</b> <b>Deputy Leader and Communication, Horsham Town &amp; Special Projects</b>
Andrew Baldwin	<b>The Environment</b>
Jonathan Chowen	<b>Arts, Heritage &amp; Leisure</b>
Gordon Lindsay	<b>Resources</b>
Roger Paterson	<b>The Local Economy</b>
Sue Rogers	<b>Safer &amp; Healthier District</b>
Claire Vickers	<b>Living &amp; Working Communities</b>

*You are summoned to the meeting to transact the following business*

Tom Crowley  
Chief Executive

## AGENDA

	Page No.
1. Apologies for absence.	
2. To approve as correct the record of the meeting of 18 <sup>th</sup> September 2014 (herewith).	1
3. To receive any declarations of interest from Members of the Cabinet.	
4. To receive any announcements from the Leader, Cabinet Members or Chief Executive.	
5. To receive questions from and provide answers to the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting.	

**6.** To consider the following reports:

- |  |           |
|--|-----------|
| (a) Report of the Cabinet Member for a Safer & Healthier District on Funding Arrangements for a Community Advice Service from 2015                           | <b>7</b>  |
| (b) Report of the Cabinet Member for the Environment on the Clinical Waste Collection Service  | <b>27</b> |
| (c) Report of the Director of Corporate Resources on the Council's Finance and Performance, District Plan Priorities, and Key Projects for Quarter 2 2014/15 | <b>35</b> |

**7.** To consider any matters referred to Cabinet by the Scrutiny & Overview Committee - There are no matters currently outstanding for consideration.

**8.** To consider matters of special urgency.

**THE CABINET**  
**18<sup>TH</sup> SEPTEMBER 2014**

Present: Councillors:

Ray Dawe	Leader
Helena Croft	Deputy Leader and Communication, Horsham Town & Special Projects
Andrew Baldwin	The Environment
Jonathan Chowen	Arts, Heritage & Leisure
Gordon Lindsay	Resources
Roger Paterson	The Local Economy
Sue Rogers	A Safer & Healthier District
Claire Vickers	Living & Working Communities

Apologies: None received

Also present: Councillors: John Bailey, Peter Burgess, George Cockman, Leonard Crosbie, Duncan England, Frances Haigh, David Holmes, Stuart Ritchie

EX/20 **RECORD OF THE MEETING OF 24<sup>TH</sup> JULY 2014**

The record of the meeting of the Cabinet held on 24<sup>th</sup> July 2014 was approved as correct and signed by the Leader.

EX/21 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EX/22 **ANNOUNCEMENTS**

The Cabinet Member for Arts, Heritage & Leisure:

Thanked all those involved for helping to make the Tour of Britain's visit to Horsham such a success: it was a pleasure to see so many people turn out for the event.

Advised that a number of meetings were planned following public consultation on proposals affecting Broadbridge Heath. A meeting had taken place with the Amateur Athletics Association relating to the indoor tube and a further meeting was to be held with some of its users. All Members of the Council would be invited to a meeting of the Sports & Leisure Advisory Group on 23rd October 2014 at 6pm. Meetings would also be held with the Parish Council later in the month and with the whole user group.

EX/23 **PUBLIC QUESTIONS**

No questions had been received.

**REPORT BY THE CABINET MEMBER FOR A SAFER & HEALTHIER DISTRICT**

EX/24 Environment Agency proposal to dissolve the Internal Drainage Districts for  
The River Adur and River Arun

The Cabinet Member for a Safer & Healthier District submitted a report on the Environment Agency's proposal to dissolve the Internal Drainage Districts for the River Adur and River Arun

The report outlined the options put forward by the Environment Agency (EA) and recommended that the Cabinet should note its proposals and the preferred option recommended by the West Sussex Drainage Districts Steering Group but not support the dissolution of the River Arun Internal Drainage Board (IDB) without an alternative arrangement in place for the management of the Amberley Wildbrooks & Pulborough Brooks ecological areas. It was clear that these ecologically sensitive sites would require more intensive management and monitoring, as well as works to maintain their environmental designation. Inevitably this would place additional financial responsibilities on the Council.

The Leader, as a local ward Member, stressed that this matter would require very sensitive handling due to the risk of flooding.

The Cabinet Member for Arts, Heritage & Leisure expressed his concern over the EA's proposals and in particular whether they would be likely to strengthen or weaken flood protection in the District. There was no doubt that surface water flooding was the biggest problem locally, in part due to a lack of maintenance, and he welcomed the response recommended in the report.

Councillor Martin England, the Director of Community Services and Martin Brightwell, the Drainage Engineer were thanked for their advice and support on this matter.

RESOLVED That the Cabinet:

- (i) Notes the Environment Agency's proposals in dissolving its responsibilities for managing and administering the Internal Drainage District for the River Adur & River Arun Districts.
- (ii) Notes the preferred option recommended by the West Sussex Internal Drainage Districts Steering Group, to disband the River Adur Internal Drainage Board (IDB).
- (iii) Confirms that the Council does not support the dissolving of the River Arun Internal Drainage Board (IDB) without an alternative arrangement in place for the management of the Amberley Wildbrooks & Pulborough Brooks ecological areas, due to increased financial responsibilities and obligations that will be placed on this Council.

EX/24 Environment Agency proposal to dissolve the Internal Drainage Districts for  
The River Adur and River Arun (Cont.)

- (iv) Confirms that the Council does not wish to take on the responsibility for infrastructure along the Rivers Adur/Arun e.g. pumping stations, sluice gates, which should fall to the riparian landowners where the structures are sited.
- (v) Delegates to the Director of Community Services in consultation with the Cabinet Member for a Safer and Healthier District authority to agree satisfactory alternative arrangements with partners for the dissolution of the IDD in the Horsham District.

### REASONS

- (i) These Internal Drainage Districts are the only remaining areas in the country where the Environment Agency effectively acts as the Internal Drainage Board fulfilling the primary role of local land drainage management rather than managing flood risk to people and property. The Environment Agency following direction from central government has been tasked with focusing its efforts and resources on those areas where the consequences of flooding for communities, businesses, property and infrastructure are greatest. Accordingly responsibility for managing local watercourses is more appropriately managed by local bodies and individuals such as riparian landowners.
- (ii) It is considered that disbanding IDB will allow resources to be focused on managing areas of concern for local communities. Responsibilities will pass to the riparian owners/landowners of land where ordinary watercourses exist and they will be required to maintain structures e.g. ditches, sluice gates, pumping stations, which drain into the main river. In addition HDC has permissive powers which it is able to apply to ensure appropriate action is followed.
- (iii) Dissolving the River Arun Internal Drainage Board (IDB) is not supported until an alternative arrangement is in place for managing the sensitive ecological areas. This is due to the increased ecological responsibilities and financial obligations that will be placed on the Council. These will default to HDC under the 'Water Level Management Plan' currently in place for the areas within the Arun Valley of

EX/24 Environment Agency proposal to dissolve the Internal Drainage District for  
The River Adur and River Arun (Cont.)

Amberley Wildbrooks & Pulborough Brooks. In particular these include additional responsibilities to manage the Special Protection Areas (SPA's) and internationally designated Ramsar site.

- (iv) Landowners should be responsible for infrastructure on their land. They will need to be responsible for the routine inspection, maintenance and monitoring of such equipment. In many cases this infrastructure is used to drain agricultural land.

EX25 **REPORT OF THE CHAIRMAN OF FINANCE AND PERFORMANCE WORKING GROUP**

**Performance indicators for quarter 1 2014/15 and tracked project list progress.**

Councillor Leonard Crosbie, the Chairman of the Finance & Performance Working Group was invited to present the report to this and future meetings of the Cabinet on a regular quarterly basis.

Councillor Crosbie reported on the key performance indicators for Quarter 1 and it was noted that 60% were within the target range, 30% were close to the target range, and 10% were outside the target range. Attendances at The Capital, leisure centres, swimming and Horsham Museum exceeded the targets set; and 92.31% of 'major' planning applications had been permitted, together with 84.28% of 'other' planning applications. The number of households in bed and breakfast (15) had decreased over the quarter, the lowest figure since Quarter 4 in 2012/13. There were no significant concerns arising from other performance indicators.

It was also noted that officers were combining financial and performance information and it was intended to present this in a single report in future, together with a commentary. Future reports to the Working Group would break down the combined financial and performance information into 21 budget areas. Officer and Members would also be able to view the Covalent system at the Finance and Performance Working Group meeting to review data.

Finally, the Cabinet's attention was drawn to the agreed key performance indicators which had been sorted by District Plan priorities; there were no significant issues at this stage.

**RESOLVED**

That the report be noted.

EX/25 Performance indicators for quarter 1 2014/15 and tracked project list  
Progress (Cont'd).

**REASON**

Performance Management is part of the duty of Best Value to drive up service improvement.

EX/26 **SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET**

There were no matters currently outstanding for consideration.

EX/27 **MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

*The meeting closed at 6.02 pm having commenced at 5.30pm.*

LEADER



## Report to Cabinet

20 November 2014

By the Cabinet Member for a Safer & Healthier District

**NON- KEY DECISION AND RECOMMENDATION TO COUNCIL REQUIRED**

Not exempt



Horsham  
District  
Council

### Funding Arrangements for a Community Advice Service from 2015

#### Executive Summary

- 1.1 In 2010, following an open tender process, Horsham District Council, together with WSCC and the other Districts and Boroughs, entered into a contract with a consortium of the West Sussex Citizens Advice Bureaux (CAB) for the provision of a Community Legal Advice Service across the county. That contract will expire on the 31st March 2015.
- 1.2 A Joint Scrutiny Task and Finish Group (TFG) of West Sussex County Council (WSCC) and the District and Borough Councils considered the operation and performance of the current service and the future arrangements for the provision of generalist legal advice services to residents of West Sussex during the summer of this year. It also considered the future specification, funding and procurement of the service. The TFG comprised 8 elected members – one from each District and Borough Council within the County and one from WSCC.
- 1.3 The TFG recommended that there is a continuing need for a community advice service in line with the current specification provided by the CAB; that some council's supported that the current level of funding should be uplifted; and that a procurement method which is compliant with Contract Standing Orders and EU guidance should be used.
- 1.4 During the course of the TFG deliberations, work was carried out by WSCC to scope the potential for other providers who may be able to undertake the service. The marketplace does not appear to have changed since the letting of the original contract in 2010 whereby the CAB were the only providers able to meet the requirements of the contract. It has been concluded that, due restrictions in providers to the bespoke delivery of the service and given the excellent levels of satisfaction provided by the current provider, to offer the West Sussex Community Advice Service contract to CAB.

#### Recommendations

The Cabinet is recommended to:

## **Agenda Item 6(a)**

- i) note the findings of the West Sussex Joint Scrutiny Task and Finish Group which has considered the current operation and future procurement of the West Sussex Community Advice Service (WSCAS) contract;
- ii) agree to jointly procure the advisory service with West Sussex County Council and the other six West Sussex District and Borough Councils;
- iii) offer the contract to the consortium of West Sussex Citizen Advice Bureaux (CAB) for a period of five years, with an option to extend the contract on the same terms for a further 5 year period, with such terms being subject to review and agreement between the parties;
- iv) agree that the specification for the existing service (Appendix 2) is still largely appropriate in its terms and conditions for the service post March 2015; and
- v) to delegate revisions and details of the contract to be agreed by the Director of Community Services

### **To RECOMMEND TO COUNCIL**

- vi) To suspend the requirement within the Council's Contract Standing Orders to tender for these services;
- vii) hold funding at the current level but recommend to Council that this figure is revisited when setting the final budget for 2015/16.

### **Reasons for Recommendations**

- i) The most effective, economic and efficient way of continuing to secure a Community Advice Service for Horsham District is to remain within the West Sussex partnership of local authorities and its commissioning arrangements.
- ii) The findings of the West Sussex Joint Scrutiny Task and Finish Group demonstrate that the availability of accessible low cost community legal advice is highly valued by service users.
- iii) There are a number of impending changes to benefits and other support payments which are likely to have an impact on the level and nature of demand for advice services, including:
  - The impact of reduced access to Legal Aid
  - The introduction of Universal Credit (the replacement for income-based Jobseeker's Allowance, income-based Employment and Support Allowance, Income Support, Child Tax Credits, Working Tax Credits, and Housing Benefit)
  - The broader impact of the recession and levels of unemployment
- iv) The Community Advice Service contract is specific in its requirements that the provider delivers much of the service by recruiting and training volunteers. The contract has previously been tendered and only one organisation (the Citizens

## **Agenda Item 6(a)**

Advice Bureau) submitted a bid. The market place has not changed in the 5 years since the contract was last tendered so suspending the requirement to tender will save significant time and costs.

- v) There has been some growth in provider costs and whilst it is not appropriate to suggest that these costs should automatically be met by the funding partners some consideration should be given to an uplift as part of the 2015/16 budget process for 2015/16.

**Background Papers** -None

**Consultation** - See Section 5

**Wards affected** - All

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## **Background Information**

### **1 Introduction**

#### **The purpose of this report**

##### **1.1 The purpose of this report is:**

- To apprise Members of the background to the current arrangements for providing community legal advice in Horsham District;
- To outline the findings of the West Sussex Joint Scrutiny Task and Finish Group set up to review the work of CAB over the lifetime of the current contract, and to consider the future specification, funding and procurement of the service; and
- To recommend that the Council continues to work within the current West Sussex partnership arrangements to procure community advice in the District, and as a co-commissioner with the other councils in West Sussex to offer the contract for the Community Advice Service post March 2015 to the consortium of West Sussex CABx.

#### **Background/Actions taken to date**

##### The Development of the Community Legal Advice Service

- 1.2 Prior to 2009 a generalist legal advice service was delivered by the Citizens Advice Bureaux (CAB) on a locality basis in each district of West Sussex. Each local CAB was autonomous, though nationally affiliated, and had its own board of trustees and local management. Through trained volunteers they provided residents of the district with free legal advice about matters such as benefits; debt; housing; employment; community care; family and welfare matters.
- 1.3 This provided a low cost advice service which supported the legal rights of vulnerable residents, provided early resolution of matters which could have led to costly court cases, tackled financial hardship and in some cases prevented homelessness, needs that may otherwise have been placed upon departments of the Council. The advice service was delivered from a central base in the district with some outreach cover, and was primarily face-to-face advice on a first come first served basis. At that time, individual bureaux struggled to meet demand leading to restricted access for residents either due to a poor telephone response or long waiting times for appointments.
- 1.5 In 2009-2010 Horsham District Council, together with all the other District and Borough Councils in the county, WSCC and the Legal Services Commission (LSC) agreed to jointly commission a Community Legal Advice Service (CLAS) for the residents of West Sussex. This was to be an integrated service offering both generalist and specialist community legal advice. A joint specification was created and a full open tender process undertaken.
- 1.6 Despite several expressions of interest only one full bid was received, from the consortium of West Sussex Citizens Advice Bureaux (CAB). The contract to deliver the WS CLAS from 31 March 2010 was duly awarded to CAB for a three-year

period with an option to extend for two further years. The contract has been monitored by a funding board made up of representatives of each of the funding partners. As a result of changes to the legal aid system and its funding, the LSC withdrew from the contract on 31st March 2013.

- 1.7 Following a joint scrutiny review of the CLAS, Horsham District Council, together with WSCC and the other Districts and Boroughs decided to extend the contract with CAB for a further two years in line with contract terms and conditions, to provide a generalist community legal advice service. A limited range of specialist legal advice continued to be provided outside of the contract arrangements. This extended contract expires on 31<sup>st</sup> March 2015 and cannot be extended further.

## **2 Statutory and Policy Background**

### **Statutory background**

- 2.1 The Localism Act 2011 and Local Government Act 2000 established a set of value for money principles and accountability to local communities that the Council must follow. In doing so, the Council has an obligation to continuously improve its services and taxpayer value.

### **Relevant Government policy**

- 2.2 In 2011, the Government transferred responsibility for consumer advice and information, education and advocacy to the Citizens Advice service. This has remained Government policy.

### **Relevant Council policy**

- 2.3 The Council is committed to identifying and understanding the needs of vulnerable people and making services easier to access for them, as well as making the best use of voluntary organisations to help deliver services.

## **3 Details**

### The West Sussex Joint Scrutiny Task and Finish Group(TFG)

- 3.1 The West Sussex Joint Scrutiny Task and Finish Group (TFG) set up earlier this year and attended by Cllr. Brian Donnelly, considered a wide range of evidence and heard from and questioned a number of witnesses, at the end of which the group concluded that:
- Significant service improvements had been made by the existing provider (CAB) during the current contract, performance had improved, quality assurance inspections by the National body had been satisfactory, and demand for the service was still high.
  - A survey had shown a high degree of satisfaction from service users, and feed-back from the funding board and partners was positive.

## Agenda Item 6(a)

- There had been a period of considerable change to the benefits system with more to come, particularly through welfare reform.
- The impact of austerity had dramatically increased the frequency of requests for debt advice and the changes to legal aid had reduced access to specialist legal advice.
- These factors highlighted a continuing need for this service for residents in West Sussex.

3.2 The scrutiny process reviewed performance data and case studies and considered that WSCLAS has a positive impact in supporting vulnerable people in need of advice across a range of issues. It made the following recommendations:

1. The existing service providing community legal advice is still needed and should continue.
2. That the specification for the service is still appropriate and relevant.
3. That individual partners review their funding with a view to increasing it by half of the accrued inflation over the period of the contract which equates to a 6% increase.
4. That the service should be procured by an open and transparent process which is compliant with EU guidance.

### CAB performance locally

- 3.3 This type of service brings considerable benefits to local residents who experience problems in relation to finance, debt, welfare and other issues. It is crucially important that communities may continue to access early help and to reduce the potential demand on Council services. Moreover this should be through a joint commissioning process which is appropriate, efficient and cost effective.
- 3.4 From the perspective of Horsham District Council, the progress and improvements that have been made to the service over the last few years have been significant. This has resulted in reduced waiting times, the extension of advice through increased opening times at the Horsham Bureau, an improving telephone response which now uses a 'triage' approach (this enables needs and issues to be assessed appropriately), more cooperative working with other bureaux, and the greater availability of 'on line' advice and information.
- 3.5 Whilst there were initial concerns resulting from reduced outreach hours at Storrington, Henfield, Billingshurst and Steyning, some of these hours have been reinstated, and the balance between the improved telephone service and face to face services at a local level improved.
- 3.6 Monitoring of the service has been carried out through representation on the WS Funding Board and through local management meetings between the CAB and Council Officers. Over the last few years the service has been adapted to meet changing needs and is performing well.

## **4 Next Steps**

### Proposals for a Community Advice Service post march 2015

- 4.1 The most effective, economic and efficient way of continuing to secure a Community Advice Service within Horsham District is to remain within the joint West Sussex partnership and commissioning arrangements. HDC could choose to procure their own service but would lose the economies and efficiencies of scale and put at risk the WSCC funding.
- 4.2 As stated, when previously advertised by full tender, only one bid was received, and that at a time when the service included significant specialist legal advice case funding from Legal Aid through the Legal Services Commission, which is no longer an element in the current or future service.
- 4.3 Under EU Procurement law these specialised legal services are defined as “Part B Service”, i.e. exempt from the full regulations requiring European wide advertisement of the service. In these circumstances, the County Council as lead commissioner for the Community Advice Service has stated that it is not necessary to conduct a public tendering process and that a direct award may be made subject to the provision of any necessary internal approvals.
- 4.4 The Council would be part of a countywide contract with the provider and therefore a co-commissioner of the service, even if the commissioning is led by WSCC. To make a direct award of this contract will require the Council to agree to the suspension of its Contract Standing Orders.
- 4.5 The justification for setting aside Standing Orders would be that there is no other local supplier for what is a specialised and bespoke service offering a range of Community Advice on such matters as debt, benefits, and homelessness. The advice is provided predominantly (up to 70%) by unpaid volunteers who are managed by a structure of paid staff.
- 4.6 The service is required to be delivered from an accessible and physical base in each district, seeing clients face to face as the major means of contact. There is also a requirement for outreach services to be delivered at regular intervals and venues in rural areas.
- 4.7 The current service specification still defines the required service and is the proposed basis for commissioning the future service from April 2015, although it has been agreed to specify support for families in the countywide Think family initiative (eg debt advice).
- 4.8 It is recognised that the current service provider has developed a unique and specialised service and demonstrated positive results in their own regular client satisfaction surveys as well as receiving positive feedback from mystery shopping activities undertaken throughout the original contract period. Citizen Advice Bureaux are locally autonomous but nationally affiliated to achieve quality assurance and use of the brand.

## **5 Outcome of Consultations**

- 5.1 The Director of Corporate Resources has been consulted and comments have been incorporated within the report.
- 5.2 The Council Solicitor has been consulted and comments have been incorporated within the report.
- 5.3 The Cabinet Member for a Safer and Healthier District has been consulted and supports the recommendations.
- 5.4 The Head of Community Development and Culture has been consulted and comments that this is an important and specialist service of significant benefit to vulnerable groups.

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

- 6.1 HDC could choose to procure their own service but would lose the economies and efficiencies of scale and put at risk the WSCC funding.

## **7 Staffing Consequences**

- 7.1 No impact.

## **8 Financial Consequences**

- 8.1 It is proposed by Officers to continue with the Council's current annual contribution of £93,000, but to ask Cabinet to recommend that Council revisits the figure when finalising the Council's budget for 2015/16 and to be mindful that the grant has not been raised for 5 years, and that there may be a risk of reduced service in the Horsham District in not providing some uplift.
- 8.2 While the overall contract value is significant, it is not the sole funding for the service as CAB raise considerable funds through their own efforts.
- 8.3 The arrangement with partner local authorities is that each is responsible for the amount of their funding and there is no joint or several liability to cover shortfall by any partner. This could lead to reduced service in some parts of the county.

## Appendix 1

### Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>The Community Advice contract is a specialist service which requires the provider to deliver information services through a work force that must include a significant number of volunteers. It is therefore considered that there is little risk to the Council through suspending the requirement within the Council's Contract Standing Orders to tender for these services.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>There is a strong link between deprivation and crime and much of the advice provided through this contract assists households living in deprived households.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The proposed service will be of significant benefit to vulnerable people living in the District.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>Service is non-discriminatory.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Many communities can only be sustained if there is advice, support and assistance for deprived households.</p>



### 1. Service Principles

The Service Provider will operate to the following principles in providing the Services and will:

- 1.1 challenge practices which seek to discriminate against or deny the rights of individuals or groups on the grounds of age, race, gender, sexuality, disability or class;
- 1.2 promote wide access to service;
- 1.3 work to promote equal opportunities in all areas of the Service;
- 1.4 work collaboratively with other organisations;
- 1.5 work in accordance with Sussex Safeguarding Adults' procedures
- 1.6 promote the independence of clients and encourage them to take responsibility for control over their own lives;
- 1.7 enhance choice, promote independence and ensure that the Service is built on a philosophy of alleviating crisis and managing the impact of hardship where possible;
- 1.8 ensure the Service is offered in a respectful way;
- 1.9 ensure clients feel valued and able to contribute to the design, development, implementation and ongoing delivery of the Services via client engagement

The target community is residents of West Sussex, and those who access services in West Sussex.

Priority Client Groups: The generalist advice service within the limits of the resources available must serve all residents of the county, including those who live in rural and isolated areas and particularly those who are socially excluded. The following Client Groups will represent particular priorities for the delivery of services:

1. Those experiencing or at risk of domestic abuse
2. Those at imminent risk of losing their homes (e.g. where a hearing date is set no more than 10 working days from when the client contacts the service)
3. People under the age of 25 years (for whom data collection reported under clients profile by age groups)

### 2. Aims and Purpose of the Service:

- 2.1 Enable individuals to protect their fundamental rights and resolve disputes
- 2.2 Tackle disadvantage and promote social inclusion
- 2.3 Provide advice which is independent of funders and government, whilst working in cooperation with Local Authorities to promote public awareness via campaigns on social justice issues

- 2.4 Deliver advice services to communities in West Sussex according to a clear understanding of current and developing local needs and ensure that services are flexible enough to reflect changing needs in the population
- 2.5 Participate in collective community support and awareness programmes with Local Authorities in areas of identified need and make data available to LAs when they plan community focussed programmes
- 2.6 Continue to provide improved access to quality assured, integrated, accessible advice in **Debt, Housing, Welfare Benefits, Employment, Community Care and Family** issues from triage and general help and advice to assisting with court procedures as appropriate, which offers value for money and is supported by coordinated funding
- 2.7 Provide an efficient service to tackle complex, multiple problems at an early stage to avoid escalation
- 2.8 Identify and report to funders trends in issues presented by clients and seek to prevent problems from arising through effective social policy work
- 2.9 Work with West Sussex Local Authorities to address problems whether as a result of central government policy and/or local practice or local government initiatives, or arising from other policy makers
- 2.10 Provide an effective infrastructure for a diverse workforce of volunteers to deliver general help and advice in West Sussex, reflective of their community
- 2.11 Identify opportunities for engagement with other providers of advice to ensure complementary and comprehensive services are available to residents of West Sussex
- 2.12 Utilise efficient referral mechanisms to other sources of help in the county and assist rapid access where appropriate.

#### Approved Quality Assurance Standards:

Advice Services Alliance Quality Mark

### 3. Outputs

- 3.1 **The Service must deliver a Triage service which will include:**
  - 3.1.1 Diagnosis of client's issues(s)
  - 3.1.2 Establishment of eligibility for Legal Aid where service external to generalist CABx is required, and onward referral as appropriate
  - 3.1.3 Provision of brief advice where the problem/issue is resolvable within the initial 10 minutes
  - 3.1.4 Record keeping at appropriate levels from initial client contact to resolution according to the client's need for assistance from CAB and onwards
  - 3.1.5 Systematic follow up of clients for outcome impact and feedback e.g. sample after 3 and 6 months of last contact with service.

**3.2 The service must move on the Client's case following triage and include:**

- 3.2.1 Provision of information and advice and options available to the client
- 3.2.2 Identification of further action the client can take
- 3.2.3 Provision of assistance e.g. filling in forms, helping client draft letters, contacting third parties to seek information on the client's behalf, and supporting clients to reach early agreement on a dispute through negotiation
- 3.2.4 Liaising with third parties to identify non-contentious ways of resolving a dispute
- 3.2.5 Allocation of a (non-specialist) caseworker to take responsibility for managing a client's case and work with the client for the duration of the case. This must include negotiating on the client's behalf with third parties and taking action to move on the case where appropriate
- 3.2.6 Arrangement of referrals where necessary, following developments in the case since triage
- 3.2.7 Provision of interpretation where needed by clients, and support for those with learning difficulties or physical or mental impairment to maximise their use of the service. The cost of such external support services are to be met by the contractor as part of this contract.
- 3.2.8 Record keeping to a standard that allows all advisers to assist client on any contact after triage.

**3.3 Provide a referral service for clients ineligible for Legal Aid:**

Where clients are unable to access Legal Aid because they are financially ineligible or their case does not meet the applicable merits test the service must:

- 3.3.1 Attempt to provide early resolution through the provision of general advice
- 3.3.2 Refer the client to a provider of specialist advice with appropriate Quality Assurance Mark.

**3.4 Have procedures to deal with emergency cases:**

- 3.4.1 Where triage identifies a case as an emergency (see priority client areas 1 and 2) have procedures in place to respond to client need with generalist advice; assessment of eligibility for Legal Aid or where client is ineligible seek to negotiate a fast track referral process to an appropriate provider of specialist advice. Where emergency shelter is needed in priority area 1, assist clients to access.

**3.5 Use of alternative means of dispute resolution where appropriate including:**

- 3.5.1 Mediation – where a neutral third person, the mediator, works with the parties to help them arrive a voluntary and mutually satisfactory resolution of the dispute
- 3.5.2 Arbitration – referring disputes to a neutral third party, often an expert, who will make a binding decision to resolve the dispute
- 3.5.3 Early neutral evaluation referring a dispute or issue to a neutral lawyer or expert to provide an opinion made available to both sides but is not legally binding upon them
- 3.5.4 Local and national ombudsman and redress schemes.

**3.6 The Service should have an effective and appropriate referral system to make and receive referrals of clients within the service for general legal advice following triage. Advice must be given on:**

- 3.6.1 Specialist legal advice providers, whether working in categories of Legal Aided law under the new scheme, including private practice providers when it is appropriate for clients to pay. Appointments must be made for the client and the relevant information passed to the provider. A follow up check must also be undertaken to ensure the client received the advice required.
- 3.6.2 Other appropriate services where the problem is or has aspects of a non-legal nature. The client must be given information on the best place to go to resolve their issue i.e. signposting
- 3.6.3 Develop effective links with other public and voluntary sector services and work with all relevant partnerships to enable them also to act as referral sources to the service. Set up protocols for cross referral of clients between services to ensure rapid access to help as early as possible.

**3.7 Seeks to prevent problems from arising:**

- 3.7.1 The Service must seek to identify and address issues that are repeatedly causing problems for clients. This may include influencing the policies and procedures of particular services or undertaking community education for specific client groups or in specified geographic locations. It is also expected that where the service is asked to support funding partners in the delivery of a targeted service in a particular area or tackling a specific issue e.g. a benefit take up campaign, raising awareness of scam campaigns, that it will respond positively within its resources and remit. Work should be carried out at local level, coordinated with and include other organisations in the community and the local authority where appropriate.

- 3.7.2 The Service must keep pace with developments affecting the public resulting in increasing need for advice e.g. changes to welfare benefits eligibility and play a proactive role in community education in a variety of ways. The Service should be proactive in social policy campaigning at local and national levels and ensure liaison with local authorities and local networks to further this.

3.8 **Response to local emergencies:**

- 3.8.1 The Service must provide a demand-responsive service and feedback to the West Sussex Local Authorities and enable the management of the situation as required.

4. Inputs

4.1 **Recruit, train, support and retain volunteers:**

- 4.1.1 The Service should provide a positive infrastructure for volunteering within West Sussex. The Service should be a centre of excellence for recruitment, training, deployment and retention of volunteers in the delivery of triage and general advice services. Volunteers must be recruited from a cross section of the community. Development of volunteers should be managed in order to broaden the service to clients and enable volunteers to deploy skills to increase the level of complexity they can manage.

4.2 **Undertake work to maximise income for clients:**

- 4.2.1 The Service must act to maximise income for clients by such means as benefit take up campaigns, financial health checks, and include in performance data collection when clients assisted to have debts written off.

4.3 **Take an active role in strategic partnerships and fora:**

- 4.3.1 The Service must have a role in relevant county and local partnerships in order to influence local and wider practice and maximise effective social policy promotion. In cooperation with Local Authorities will collate and make available impact data from client cases for press and website inclusion and promotion. These to include case studies, statistical comparisons, and permission from clients where press publicity is deemed appropriate as part of social policy work.

4.4 **Quality Assurance:**

- 4.4.1 Adherence to relevant Quality Assurance Marks and Citizens Advice Membership Standards.

4.4.2 Grant permission to Funding Board representatives to access copies of Citizens Advice National Membership Standards Audit reports and action plans.

4.5 **Outreach work and Service locations:**

4.5.1 The Service will conduct outreach work in cooperation with Local Authority campaigns to ensure flexibility of access for clients in areas where access has in the past not been adequate and needs levels are high. Reviews of the appropriateness of outreach venues will be conducted half yearly with the Local Authority concerned, where these are over and above those in line with short term local campaigns.

4.6 **Location of service in permanent sites:**

4.6.1 All current CAB premises will be fully utilised in accordance with Citizens Advice Membership Standards and reasonable adjustments made to support access for clients with extra needs whether physical, sensory and/or language. Any changes to locations, short or long term, must be notified to the Funding Board and the Local Authority representative of the area concerned.

4.7 **Provision of telephone service:**

4.7.1 Accessed by single countywide telephone number between the hours of 9am and 5pm. Available Monday to Friday except public and Bank Holidays.

4.7.2 Countywide and national call response systems will ensure access to advice, primarily live contact with of out of hours and busy period options for automated menu help. National call queuing aim is for callers to wait less than 5 minutes for live response.

5. Outputs

5.1 **Performance reporting format and frequency:**

Each quarter reports will be made to the Funding Board on current demands and performance, complaints and resolution, social policy and trend updates. The reports should be submitted 21 days after quarter end and not later than 7 working days before the Funding Board meeting, unless in exceptional circumstances. Any problems with submission of reports in the timescale must be reported to the WSCC liaison officer. Case studies will be required at half yearly intervals and on reasonable request by LAs when assisting with campaigning and challenges to local social policy issues.

5.2 **Performance Standards and Reporting for quarterly submission:**

1. Number of clients receiving triage only

2. Number of clients receiving triage and general advice help
  3. Number of clients from the priority client groups
  4. Number of clients in each local authority area
  5. Number/type Advice categories covered in client session
  6. AICs/Social Policy categories and trends over period (include in narrative)
  7. Client numbers broken down by means of access to service – face to face, email, telephone
  8. Access to triage and general help - **exception reporting** – clients who wait longer than one service day for triage, and/or more than 5 working days between triage and appointment for general help
  9. Number of cases needing access for urgent/emergency proceedings including evictions and other urgent problems
  10. Variation in opening hours as current requirement in all permanent locations – **exception reporting**
  11. Telephone service call demand and calls answered – achieve 70% live answers per day between bureaux
  12. Number of complaints and resolution – breakdown of reason for complaint – quality of advice, slow service access by client, others
  13. Client profile – age, ethnicity and in line with Equality Act 2010 requirements
  14. Waiting time for appointments – **exception reporting** over 5 days from triage to appointment
  15. Case studies will be provided at half year points – 12 per half year, and when requested by Local Authority for local campaign work
  16. Evidence of outcomes for clients as a result of using the service will be expected. Method for this to be discussed with WSCC liaison officer.
  17. Number of volunteers recruited for triage and comprehensive CAB adviser training
  18. Number of volunteers completing formal training programme
  19. Satisfaction trends from regular postcard-based response survey of clients whilst in bureaux to gauge client satisfaction level
  20. Other requirements may be added after discussion with Funding Board and with Contractor in order to maximise data collected via new case recording system.
- 5.3 Reporting and performance measurements will be reviewed at end of Year 1 of this contract transition period.
- 5.4 To ensure efficient referral mechanisms into this service and others in the community across the county an updated database must be maintained of external services. Clients who cannot be supported directly through CAB services must be referred as soon as possible to other sources of help and advice.

- 5.5 Undertake client feedback surveys over and above the client satisfaction surveys conducted by all CAB, and assist with independent surveys undertaken on behalf of the Service funders. The Funding Board meeting agenda after completion of the countywide survey by funders will include an update on the feedback and trends identified of client satisfaction or dissatisfaction.

**5.5 Promotion and Marketing of the Service:**

The Service provider must ensure that all marketing materials associated with the promotion of the Service carry text and/or logos referring to the funding support from the West Sussex Local Authorities.

6. Outcomes

- 6.1 As a result of the provision of the Service, clients will:
- Be better informed of their rights, and responsibilities in certain situations
  - Be encouraged to access sources of support including but not exclusively the Service to alleviate further problems
  - Have more confidence to challenge and address problems themselves
  - Have increased awareness of sources of help for the future
- 6.2 As a result of the provision of the Service voluntary and statutory stakeholders will:
- Have confidence in improved provision of information, help and advice in the county, aligned to address the impact of the current economic situation
  - Work to active partnership values, with efficient use of resources and referral mechanism in and across services in the county
  - Have increased confidence in and visibility of the Service in co-working with Local Authorities on local and wider issues to address hardship, social exclusion and denial of rights, related to welfare reforms and other issues
  - See increased opportunities for alleviating problems before they spiral into crisis, reserving resources for urgent and emergency support
  - Assist with smarter commissioning informed by collection of community intelligence and awareness of gaps
  - Be able to utilise the social policy data collected by Service for local, countywide and national challenges to government policy and local practice.

**6.3 Customer engagement:**

- 6.3.1 There is a need for independent feedback from those who use the Service. The Funding Board will conduct an annual survey of people who have used the Service, and also gauge awareness amongst the wider public of the scope of the Service offered. This will be carried out by a variety of methods including Survey Monkey, social media, paper returns directly to WSCC and press notices to promote public feedback from public who are currently not customers of the service. The feedback will help inform the funders and the Contractor of potential changes and improvements to the Service, for medium and longer term enhancements. Local, acute improvements to Service delivery will be managed with the representative of the relevant Local Authority.

Quality of Life questions will be part of the survey, to gain information on the impact of the Service on the overall wellbeing and ability to manage their issues among the public.

End

31.7.13



## Report to Cabinet

20 November 2014

By the Cabinet Member for The Environment

### DECISION REQUIRED

Not exempt



Horsham  
District  
Council

## Clinical Waste Collection Service

### Executive Summary

Horsham District Council is legally obliged to collect clinical waste arising from healthcare/medical treatment in a domestic setting. This waste is currently collected by Horsham District Council using a dedicated vehicle and single-man crew operating five days per week, referred to as the 'Clinical Waste Collection Service'. The disposal and treatment of the collected waste is provided by West Sussex County Council (WSCC).

The current disposal contract for clinical waste is due for renewal and as such, WSCC has been working with the Council and the other District and Borough Councils in the County to find a service provider capable of providing both a disposal and collection service for clinical waste. The procurement of this new contract has been structured in a way that the service provider will not be able to undertake compliant disposal without the facility to also provide a collection service. There is no obligation on the District and Borough Councils to use the service provider and there is the option to 'call-off' the collection element at any time during the first three years of the contract.

The disposal element of the current and future service is the responsibility of WSCC. The Council does not contribute anything towards the costs of disposal and this report covers solely the collection element of the service.

The procurement of the new contract is almost complete and a preferred bidder has been identified, with the disposal contract starting from 1 January 2015. The Council is able to utilise the collection element of the contract from this date, but has agreed to keep the existing arrangements until 1 April 2015.

### Recommendations

- i) That the Council transfers the provision of the clinical waste collection service to a private contractor from 1 April 2015 and delegates responsibility for the transfer of the service to the Streetscene and Fleet Services Manager.

### Reasons for Recommendations

- i) Transferring the service will provide savings to the Council of £11,000 over 3 years.
- ii) Given the complexities surrounding clinical waste collections, a professional dedicated supplier experienced in clinical/healthcare collections will be able to provide an efficient service, with capacity to fully meet the increasingly stringent legislative and compliance demands of providing this service now and into the future.

## **Agenda Item 6(b)**

**Background Papers-** None

**Consultation-** Informal Cabinet briefing and presented at Clean & Tidy Advisory Group for Consideration

**Wards affected-** All

**Contact:** Nick Wallace-Jones EXT 7390

## **Background Information**

### **1 Introduction**

#### **The purpose of this report**

- 1.1 To request that the Council exercise their authority in respect of the recommendation of this report.

#### **Background**

- 1.2 The current clinical waste collection service is operated by Horsham District Council and collects five days per week across the whole district, with one of those days allocated to provide the service on behalf of Crawley Borough Council. There are 1600 service users on our database (includes 90 in Crawley) with the majority of these needing ad hoc sharps box collections (for diabetic injections etc.). There are currently 300 regular bagged waste collections per week and approximately 10 additional ad hoc sharps collections per day; however it should be noted that this demand can fluctuate.

### **2 Statutory and Policy Background**

#### **Statutory background**

- 2.1 As a Waste Collection Authority, Horsham District Council is required under the Environmental Protection Act 1990 to make arrangements for the collection of municipal waste. This includes clinical waste as defined in Schedule 1 of The Controlled Waste Regulations 1992.

#### **Relevant Council policy**

- 2.2 This recommendation supports the Efficiency & Taxation priorities of the Council's District Plan 2011-2015 and the Street Scene Service Plan to review the service area.

### **3 Background/Actions taken to date**

- 3.1 In 2012, work was done to remove approximately 250 collections per week from the round, which at the time was operating with an additional unbudgeted full-time employee and vehicle due to the significant volume of collections. Following an audit whereby residents 'self-certificated' their own waste types, a decision was made to allow all service users producing one bag of 'Offensive/Hygiene' waste (sanitary products etc.) to place their waste in the normal domestic landfill bin. As a result, the unbudgeted round was removed.
- 3.2 Shortly after this internal audit and following a query raised by a neighbouring authority's contractor in 2012, it was noted that the Local Authorities in West Sussex could make a number of significant improvements with regard to clinical/healthcare waste and associated compliance. Over the last two years, the Council has been working with the County Council to improve the quality of waste classification and compliance. Given the types of waste involved in clinical waste

collections, it is imperative that the waste is classified and consigned correctly to ensure proper disposal (high-temperature incineration of cancer treatment drugs, for example) and traceability in case of accidents such as needle-sticks. As such, only a healthcare professional is qualified to classify this waste and a County-wide audit has been ongoing for the past year due to the complex nature of the legislation, along with the difficulties posed by liaising with the various stakeholders within the healthcare system. The audit concerning Horsham District residents is expected to be completed by the end of 2014.

- 3.3 A Council officer has been part of a core group working on the specification for the collection aspect of the collection/disposal contract, ensuring that the service provider can deliver a service for both residents and the Council and that the transfer to the new supplier will be seamless as far as the customer is concerned.

## **4 Details**

### **Overview of Recommendation**

- 4.1 The recommendation to transfer the service is led in part by increasingly stringent legislative demands on the service and the Council is not currently fully equipped with the specialist knowledge, equipment or experience to meet these demands, which are likely to increase in complexity into the future. It should be noted that if the service were to remain with Horsham District Council, full compliance would be required to transfer the waste for disposal, in order for us to enter the disposal contractor's site. To achieve this, there will be a number of additional costs to the Council, including:
- Procurement of specialist/bespoke vehicle;
  - ADR (Carriage of Dangerous Goods) Certification for a minimum of two operatives to allow carriage of dangerous goods;
  - Ongoing and increased administration to ensure full compliance with regards to Waste Classification;
  - Increased supervisory time to ensure full compliance with regards to collection and transportation of waste.
- 4.2 The successful bidder will take over all aspects of the clinical waste collection. This shall include:
- Initial contact from resident;
  - All associated administration;
  - Continuing customer care;
  - Supply of materials;
  - Collection of waste;
  - Transfer of waste to disposal point.
- 4.3 Following transfer to the contractor the Council's involvement with the service will switch to a Contract Monitoring role.

## **5 Next Steps**

- 5.1 Should the recommendation be agreed, extended consultation with HR will be required to establish the Transfer of Undertakings (protection of employment TUPE)

## **Agenda Item 6(b)**

implications and timeframes. Advice is also being sought from HR with regards to the changes to TUPE regulations.

- 5.2 Once timeframes have been established, officers will liaise with Legal Services to 'call off' the collection service from the framework.
- 5.3 All data concerning collections and service users will be passed to the preferred bidder as per the contract. Any concerns over data protection have been considered and addressed and we are satisfied the preferred bidder is able to fully comply with all data protection legislation.
- 5.4 There will be further discussion with Crawley Borough Council to formally discontinue the current agreement to collect clinical waste on their behalf.

## **6 Outcome of Consultations**

- 6.1 Both the Performance & Commissioning Manager and the Head of Legal Services have been consulted with regards to the content of this report and no concerns have been raised and comments have been integrated into this report where appropriate.

## **7 Other Courses of Action Considered But Rejected**

- 7.1 Consideration was given to retaining the service, however this was rejected on the grounds that HDC does not have the necessary specialist skills, knowledge or vehicle to ensure a service that fully meets the ongoing stringent legislative demands, along with the inevitable increased costs of collection.

## **8 Staffing Consequences**

- 8.1 There are staffing consequences associated with the recommendation of this report and should the recommendation be agreed to, then TUPE will apply with regard to one operative currently linked to the service. Informal consultation has started with the operative which will continue throughout the transfer process. If the Transfer of Undertakings is not deemed appropriate then the Council may choose to redeploy where possible.
- 8.2 Consultation with affected staff and the GMB Union has commenced.

## **9 Financial Consequences**

- 9.1 There will be a capital cost of £45,000 for the purchase of a specialist vehicle, should the service continue to be provided by the Council, otherwise a saving to the Authority will be made.

9.2 The table below shows the current and projected costs to continue the service:

Projected costs (assuming 2% RPIX per year)				
	2014/15	2015/16	2016/17	2017/18
Staff (inc. on-costs/super)	£24,000	£24,480	£24,969	£25,468
Vehicle (cost of hire for 14/15 then straight-line depreciation following purchase)	£12,000	£9,000	£9,000	£9,000
Fuel	£5,525	£5,636	£5,748	£5,863
Materials	£7,000	£7,140	£7,283	£7,428
Supervision	£1,500	£1,530	£1,566	£1,592
Admin	£1,500	£1,530	£1,566	£1,592
CBC Income (fixed)	-£8,500	-£8,670	-£8,843	-£9,019
<b>Total</b>	<b>£43,025</b>	<b>£40,646</b>	<b>£41,289</b>	<b>£41,924</b>

9.3 The table below indicates the fixed costs of a transferred waste collection service, provided by the preferred bidder:

District or Borough	Average no. of Customers	Average no. of Weekly Visits	2015 Transport Charge to Delivery Point (£s)	Total Cost for 2015	2016 Transport Charge to Delivery Point (£s)	Total Cost for 2016	2017 Transport Charge to Delivery Point (£s)	Total Cost for 2017
Horsham	1,590	225	2.60	30,420	2.68	31,333	2.76	32,273
Administration				6,000		6,180		6,365
<b>Totals</b>				<b>36,420</b>		<b>37,513</b>		<b>38,638</b>

NB: The average weekly visit total of 225 is different to that quoted in 1.2 as we would no longer be collecting on behalf of CBC.

9.4 Should the collection service be transferred, there will be savings of:

	2015/16	2016/17	2017/18
HDC Costs	£40,646	£41,289	£41,924
Preferred Bidder Costs	£36,420	£37,513	£38,638
<b>Savings Total</b>	<b>£4,226</b>	<b>£3,765</b>	<b>£3,286</b>

## Appendix 1

### Consequences of the Proposed Action

What are the risks associated with the proposal?	The risk of relinquishing control of service to a contractor is mitigated by the experience the contractor has in dealing with clinical waste and associated legislative issues.
How will the proposal help to reduce Crime and Disorder?	An effective disposal service will ensure that 'sharps' and other dangerous medical waste will be disposed of in a controlled and effective way therefore controlling risk associated with substance abuse through re-use of needles
How will the proposal help to promote Human Rights?	By ensuring that all residents of Horsham District requiring a collection will have access to an appropriate service.
What is the impact of the proposal on Equality and Diversity?  Equalities Impact Assessment attached Not relevant	It will enable the Council to provide an effective disposal service of clinical waste to those groups reliant on ongoing or temporary medical treatment.
How will the proposal help to promote Sustainability?	The preferred bidder has submitted a sustainability section as part of their bid and we are confident that they are committed to reducing their carbon footprint and recovering energy from waste wherever possible. They have also committed to sending 0% waste to landfill by 2015.



## Report to Cabinet

20 November 2014  
By the Director of Corporate  
Resources

### INFORMATION REPORT

Not exempt



#### **REPORT ON HDC'S FINANCE AND PERFORMANCE, DISTRICT PLAN PRIORITIES, AND KEY PROJECTS FOR QUARTER 2 2014/15**

This report summarises financial and performance information to 30<sup>th</sup> September 2014.

Net revenue expenditure for the half-year to 30<sup>th</sup> September 2014 was £4,654k excluding Housing benefits. This figure represents 33% of the net annual budget. This compares with net expenditure of £4,456k for the same period in 2013/14. In terms of gross expenditure the amount spent represents 47% of the annual budget, whereas income is at 57%, including grants and fees, (eg green waste), paid in advance.

Forecast outturn for the year to 31<sup>st</sup> March 2015 is now estimated to underspend the approved revenue budget by £395k.

Actual spend from April to September on capital projects totalled £2,618k which represents 22% of the annual budget. Another £642k of expenditure is committed at the end of September. An under spend for the year of £4,500k is anticipated, as projects slip to 2015/16.

An analysis of the key performance indicator set shows that 65% are on or above target; 21% close to target and 14% are outside the target range.

Information on key projects tracked by the Project Assurance Core Team (PACT) and on the progress on District Plan priorities is also attached.

## Recommendations

It is recommended that Members note the contents of this report

## Reasons for Recommendations

Performance Indicators are provided as part of the duty of Best Value to drive up service improvement.

**Consultation:** SLT, Portfolio Holders

**Wards affected:** All

**Contact:** Julie McKenzie, Performance Manager, ext 5306

**Background Papers:**

Appendix A(i): Monitoring of Budget and Key Performance Indicators Report, Qtr 2, 2014/15

Appendix A(ii): Salaries Monitoring P1-6

Appendix A(iii): Capital Budget Monitoring P1-6

Appendix A(iv): Summary of Key Income areas P1-6

Appendix B: SLT Tracked Projects List: Summary Report

Appendix C: Qtr 2 2014/15 District Plan Priorities monitoring (Year 4)

**1. FINANCIAL MONITORING AND KEY PERFORMANCE INDICATORS FOR QUARTER 2, 2014/15**

- 1.1 Key Financial and Performance data for Quarter 2, 2014/15 are provided for discussion at this meeting at Appendix A

**Financial Performance**

- 1.2 The net revenue expenditure for April to September was £4,654k excluding Housing benefits. This figure represents 33% of the net annual budget. This compares with net expenditure of £4,456k for the same period in 2013/14. In terms of gross expenditure the amount spent represents 47% of the annual budget, whereas income is at 57%. The income figures include external monies received to fund 2014/15 activities and income invoiced in advance, for example green waste and trade refuse charges and rents. Appendix A(iv) includes details of the performance of key income areas. The overall projected revenue underspend to 31<sup>st</sup> March 2015 is £395k.
- 1.3 Actual spend from April to September on capital projects totalled £2,618k which represents 22% of the annual budget. Another £642k of expenditure is committed at the end of September. An under spend of £4,500k is anticipated. Details are included in Appendix A(iii).

**Parking Equipment**

- 1.4 A capital overspend is forecast of £45k for the introduction of the new car park payment machines. This cost increase results from the installation of additional machines to alleviate queueing and unforeseen engineering complications.

**Salaries**

- 1.5 Overall the staffing costs are underspent at the end of September by £180k and the full year forecast is £305K. There have been a number of posts vacant during the first half of the year, some of which relate to the transition from the old to the new management structure. After allowing for some residual costs and for agency staff covering for vacant management posts a saving of £110k was achieved. A detailed schedule is attached as Appendix A (ii)
- 1.6 The management restructure has been implemented and is on target to meet the £200k savings identified ahead of schedule. The savings were phased equally over two years. However we are now forecasting savings of £150k in the current financial year, £50k higher than budgeted.

**Business Transformation**

- 1.7 The business transformation programme has completed delivery of the management restructure project and terms and conditions. The Terms and Conditions project resulted in annual savings of about £300k. The bulk of this savings will be realised in the 2015/16 budget. The cost of delivering the project is £120k. The management restructure and the Hay Pay and Grading Review savings of £200k, cost £69k, in

addition to redundancy costs to deliver. The implementation of the Pay and Grading Review has resulted in an increase in salary costs of about £60k per annum. So in total the one off project costs of £189k (in addition to redundancy costs) have resulted in a delivery of annual savings of £440k.

The Business Transformation Team also delivered the first phase of the Contact Centre and the new website. Both of these projects were delivered using the team resulting in lower project costs. Further services are being rolled into the Contact Centre with both the overflow for the Capitol and Parking Services going live before the end of the week. Improved digital access for customers is being developed alongside the migration of services. Savings of £100k have been built into future years.

The breakdown of project costs are included in the following table:

Project	Cumulative expenditure to 30/09/14
	£
Terms and Conditions	119,491
Hay Pay & Grading and Management Restructure	68,596
Customer Contact Project	37,462
Commissioning Project	1,725
EDRMS Project	75,182
<b>Total</b>	<b>302,455</b>
Committed expenditure	<b>22,038</b>
<b>Total</b>	<b>324,493</b>
Available Funding	500,000
<b>Balance</b>	<b>175,507</b>
Digital Horsham	54,400

### Performance Information

- 1.8 An analysis of the key performance indicator set shows that 65% are on or above target; 21% close to target and 14% are outside the target range. No data is outstanding. Comparative figures for Q2 2013/14 have not been included as changes to the performance indicator set do not allow for realistic comparisons to be made.
- 1.9 The indicators falling outside of target range include the percentage of planning appeals allowed; Council Tax Benefits speed of change of circumstances processing and staff sickness and turnover.
- 1.10 Positive performance of note includes much increased attendance figures for Horsham Museum; and on the key government measure to improve the quality of

decision making: the percentage of all major applications allowed at appeal (over the period 01.01.12-31.12.13)

**2. SLT TRACKED PROJECT LIST: SUMMARY REPORT FOR QUARTER 2, 2014/15**

- 2.1 A number of key projects have been highlighted by the Senior Leadership Team for tracking and monitoring by the Project Assurance Core Team. Some of these, for example the Business Transformation Project are further subdivided into associated sub-projects.
- 2.2 Progress against time, cost and risks on key projects is reported through the Tracked Project List to SLT each month, followed each quarter, by a summary report for Finance and Performance Working Group. The summary report is attached at Appendix B.
- 2.3 While there are no major issues to report on any of these projects, however, 5 out of the 11 sections are flagged amber. These include sub-projects associated with the Broadbridge Heath Quadrant Project and Leisure Management provision, and the Car Parking Equipment Replacement project which are flagged with amber icons ('keep an eye on').

**3. MONITORING OF DISTRICT PLAN PRIORITIES 2011-15**

- 3.1 The District Plan identifies priorities for the District over the four year period and those for particular focus each year within the plan are agreed with Cabinet annually. The District Plan Priorities update for Quarter 2 of 2014/15 is attached at Appendix C.
- 3.2 Work is being undertaken with the Cabinet, SLT and Service Managers to determine the District priorities for 2015 and beyond.

**4. Outcome of Consultations**

- 4.1 SLT and Cabinet have considered the review of Financial Monitoring and Key Performance Indicators; the Tracked Key Projects Report and District Plan Priorities for Quarter 2, 2014/15

**5. Other Courses of Action Considered but Rejected**

- 5.1 Not appropriate; Council needs to be seen to effectively monitor its performance.

**6. Staffing Consequences**

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

**8. Financial Consequences**

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

## Appendix 1

### Consequences of the Proposed Action

Consequences of the proposed action on:	
Risks	
Risk Assessment attached Yes/No	No
Crime and Disorder	Managing finance and performance will help identify areas where the Council can provide better crime and disorder reduction initiatives.
Equality and Diversity/ Human Rights	Service and performance improvements will ensure that our work reaches out to more local residents and meet the requirements as set out by the Equality Act 2010.
Equalities Impact Assessment attached Yes/No/Not relevant	No Equality Impact Assessment (EIAs) required at this level (EIAs will be carried out at more strategic opportunities for greater impact)
Sustainability	Performance against sustainability issues are reviewed regularly through Performance Management Working Group.

### Statutory and Policy Background

Statutory Background	<p>'Best value' (Local Government Act 1999) is the statutory basis on which councils plan, review and manage their performance in order to meet the needs and expectations of their citizens who use their services. The aim is to deliver continuous improvement in all their services.</p> <p>The principles involve local accountability, breaking departmental and organisational boundaries, partnership, performance measurement and management, comparability and continuous improvement</p>
Relevant Government policy	<p>Duty of Best Value.</p> <p>'Taking the Lead' and 'Sector Led Improvement'. The LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities</p>
Relevant Council policy	The Performance Management Framework, 'Performing to Win', supports how we will achieve this.

# Draft Combined Finance and Performance Summary 2014/15, Quarter 2

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## Corporate Overview: Headline Financial Summary

	Actual £000's	% of Annual Budget	Forecast (Under)/Over spend £000's	Net spend Qtr 2 2013/14 £000s
<b>Net Revenue Spend</b>	4,654	33%	(395)	4,456
<b>Capital Budget</b>	2,618	22%	(4,500)	n/a

**Revenue:** the net expenditure for April to September was £4,654k excluding Housing benefits. This figure represents 33% of the net annual budget. This compares with net expenditure of £4,456k for the same period in 2013/14. In terms of gross expenditure the amount spent represents 47% of the annual budget, whereas income is at 57%. The income figures include external monies received to fund 2014/15 activities and income invoiced in advance, for example green waste and trade refuse charges and rents.

**Capital Budget:** actual spend in April to September on capital projects totalled £2,618k which represents 22% of the annual budget. Another £642k of expenditure is committed at the end of September. An underspend of 4,500k is forecast

**Salaries:** overall the staffing costs are underspent at the end of September by £180k. Savings have been made in the current year as a result of the timing of the transition from the old to the new management structure. After allowing for residual costs and agency staff covering for vacant management posts this saving totals £110k.

## Corporate Overview: Headline Performance Summary



**67% On target**



**20% Close to target**



**13% Outside target range**

**Overview:** The dash board has been prepared using the revised 2014/15 basket of Key Indicators and no data is outstanding. Comparative figures for Q2 2013/14 have not been included as changes to the performance indicator set do not allow for realistic comparisons to be made.

### **Key performance indicators:**

The indicators falling outside of target range include the percentage of planning appeals allowed at 57%, well above the 30% target; Council Tax Benefits speed of change of circumstances processing at an average of 13.7 days against the target of 12 days; staff sickness at 8.23 days against the 8 days target, and turnover at 4.21% against the 2.5% quarterly target.

Positive performance of note includes much increased attendance figures for Horsham Museum at 22,069 visits over the 16,800 target; and on the key government measure to improve the quality of decision making: the percentage of all major applications allowed at appeal (over the period 01.01.12-31.12.13) at 4.76%, well below the 20% target. (Low is good).

## Directorate: Chief Executive

### Service Area: Corporate Management Overview:

Corporate Management relates to the Senior Leadership Team. There are no specific performance measures associated with this area. Staffing costs are slightly below expectations at the half year point reflecting the vacant Director post during the first quarter. The forecast includes this saving.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
304	40%	(3)	N/A	301	309	(10)

(xxx) denotes underspend or income

## Service Area: Communications

### Overview:

Departmental performance indicators are being developed with the Portfolio Holder. A review of the Communications and Reprographics service is underway in advance of the planned relocation to Parkside. (For internal communications purposes this has been branded as “The Big Move”.)

New corporate brand guidelines have been drafted, including the introduction of Plain English training and report writing.

Horsham District News is issued twice a year and a review will be undertaken to determine effectiveness.

The prior year comparative spend figures contain a proportion of the former Head of service costs.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
183	47%	(16)	47%	167	162	(3)

(xxx) denotes underspend or income

## Service Area: Business Transformation

### Overview:


Key projects in the original Business Transformation Programme are now complete. For example: Terms and Conditions Review, Organisational Restructure, and the new website. The new Customer Services Team is now established and is starting to take on additional services, with the telephone contact centre also now in place. Phase 2 of the Customer First project, to build additional digital services and increase service provision through our contact centre, is underway. The Office Move has now been given approval by Council and is expected to be delivered by the end of June 2015.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
179	55%	-	-	179	135	(12)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15			Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status	
BT1	Number of online transactions (% change year on year for year 2)	Measured quarterly			7522	4839			

(Data provided by Business Services)

# Director of Planning, Economic Development and Property

## Service Area: Building Control

### Overview:

Building Control fee income continues to be on target and is up on the same quarter last year. Costs are under budget due to vacant posts.



Workload remains strong and the service is successful in maintaining market share.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
374	50%	(363)	44%	11	63	(10)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status
BC03	Building Control Fee Income Received	Measured quarterly			£144,533	£134,180		
BC07	Building Control: Value of commencements (schemes over £10,000)	£5,613,500	£2,839,000	£3,499,000	£25,248,000	£11,951,500		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Economic Development

### Overview:

Savings forecast to the 2014/15 ED salaries budget: the newly created ED Manager post remains unfilled and a further more targeted recruitment exercise is being prepared.

### Budget:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
242	46%	(64)	123%	178	126	(24)

(xxx) denotes underspend or income

## Service Area: Development Management

### Overview:

Processing of 'major' and 'other' and 'minor' applications are over target at 86%, 88% and 82% respectively

The key government indicator – 'percentage of all major applications allowed at appeal within the assessment period' at formal reporting in October for period 01.01.12 – 31.12.13 is forecast at 4.76%, well within the Local Government Designation Threshold of 20%.

Concerns have been flagged up by Finance and Performance Working Group about planning appeals allowed and also enforcement. The Interim Planning Manager stated that concerns will be addressed about the consistency of decision making through training. A Guidance Report would be prepared as requested for FPWG and the Business Improvement Working Group.
















Departmental income is lower in this quarter of 2014/15 compared with the same period last year. However the headline figures mask a year on year increase for planning fees, the negative impact of current year timing issues regarding South Downs National Park payments and a significant recovery of legal fees in 2013/14 not yet matched in 2014/15. The forecast over spend includes a reduction of income of £40k for pre-application advice. The introduction of this service has been delayed pending the completion of actions identified in the DM Improvement Plan. The prior year comparative figures contain a proportion of the former Head of service costs.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
1,022	51%	(742)	52%	280	323	43

(xxx) denotes underspend or income

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
DM09	Percentage of planning appeals allowed	Measured quarterly			41.67%	57.69%	30%		
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	67.39%	88.53%	95.45%	63.74%	82.17%	65.00%		
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	83.76%	86.73%	94.85%	84.76%	88.41%	80.00%		
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	75%	100%	0%	92.31%	85.71%	80%		
DM20	Number of major planning applications determined subject to voluntary extension	2	7	0	7	9			
DM21a	% of all major planning applications allowed at appeal (1.1.12-31.12.13)	Annual Reporting				4.76%	Below 20%		
FS01	Planning: Fee income	£376,811	£479,497	£552,481	£289,459	£552,481	£487,305		
FS02	Local Land Charges: Fee income	£98,570	£117,987	£140,226	£69,025	£140,226	£62,225		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Property and Facilities

### Overview:



The forecast for property and facilities includes salary savings due to vacant posts and additional income from Swan Walk Shopping Centre. The prior year comparative figures contain a proportion of the former Head of service costs.


### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
970	48%	(2,055)	70%	(1,084)	(1,000)	(225)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15			Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status	
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.85%	98.64%	98.79%	99.73%	99.09%	95%		

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15			Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status	
VE01b	Income from HDC owned and managed commercial and industrial estate space	Measured quarterly			£1,142,020	£1,975,446			
VE10	Comm property return on investment				Measured annually				

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Spatial Planning

### Overview:

A small staffing cost overspend is forecast - Temporary replacement in place for one of two vacant posts.

Busy time preparing for the HDPF Examination in Public, due to commence 4 November.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
335	42%	(5)	13%	330	312	43

(xxx) denotes underspend or income

## Director of Corporate Resources

### Service Area: Audit

#### Overview:

Internal Audit is working to budget.

The Audit Plan is on track to meet the target set.

Internal performance indicators exist around audit performance and departmental compliance with risk reviews. There are no exceptions to report.

#### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
97	52%	0	0	97	96	0

## Service Area: Business Services/ICT

### Overview:


No unexpected expenditure identified in this quarter. The reduction in the number of online transactions is due to the uptake of the green waste collection in Q1 2014/15.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
513	50%	(40)	40%	474	442	(16)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15			Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status	
BT1	Number of online transactions (% change year on year for year 2)	Measured quarterly			7522	4839			

## Service Area: Census ICT

### Overview:

Expenditure in the first quarter includes agency and overtime costs of £74k which will be recovered from Census ICT partners. The prior year comparative figures contain a proportion of the former Head of Service costs.

PSN accreditation has been achieved for all Partnership sites.

The backlog of Service Desk calls amassed in the past 12 months as a result of resource allocation to Project work necessary to upgrade the Infrastructure to meet PSN requirements has been prioritised & addressed – this resolution is expected to be substantively completed in November.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
1,502	51%	(929)	46%	574	576	4

(xxx) denotes underspend or income

### Performance Indicators:

An extended set of performance indicators are being developed by John Ross

Existing metrics are derived from the Partnership SLA - i) % calls resolved within SLA timescale (target 85%+); ii) % growth in calls outstanding (target <20%).

The proposal is to also report on the % availability of key Business systems (e.g. Email; Revenue & Benefits; Telephony) within operational hours (Targets in line with accepted Best Practice – initial proposal 99.5%+) - to be agreed with the Business - & to introduce a Customer satisfaction process/metric for Service Delivery.

## Service Area: Census Revs and Bens (exc. Housing Benefit Payments)

### Overview:

New Council Tax Support claims and changes - This target is now reported separately as it relates to Council Tax Support as opposed to the 'old' Council Tax Benefit; previously performance for Council Tax Benefit and Housing Benefit was reported 'as one'. As a significant number of claims are from CT payers who are not in receipt of housing benefit we have to obtain information that would otherwise be available from the DWP from the claimant. We also find that CT payers do not show the same urgency in responding to queries as do benefit claimants.

NDR collection continues to be more challenging this year, a situation reflected throughout West Sussex and (we understand) nationally. We continue to attempt to speak by telephone to all NDR payers who have fallen into arrears before considering (and where appropriate taking) enforcement action.









Council tax collected to the end of quarter 2 is also on target but Business Rates collected is slightly below target at 60.1% compared to a target of 61%.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
615	45%	(511)	61%	103	(42)	0

(xxx) denotes underspend or income

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
R05	% of Council Tax collected in year	39.47%	48.70%	58.20%	29.87%	58.20%	58.20%		
R06	Percentage of Non-domestic Rates collected in year	38.00%	50.79%	60.14%	29.43%	60.14%	61.00%		
R09a	HB -Speed of processing - new HB claims	18.8	18.7	16.4	18.1	17.5	18		Q2 Year to date
R09b	CTB - Speed of processing - new CTB claims	20.6	19.6	18.8	19	19.1	18		Q2 Year to date
R10a	HB - Speed of processing - changes of circumstances for HB claims	13	13	13	12	12.3	12		Q2 Year to date
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	13	16	13	17	13.7	12		Q2 Year to date

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Commissioning and Performance

### Overview:

Commissioning and Performance has three annual performance measures for 2014/15, around corporate planning – District Plan, Annual Report and Service Plans.

A commissioning framework has been prepared and will be reported to Members shortly. It will help guide future commissioning activity by the Council.

Assets of Community Value are administered by the Performance section and 5 nominations have been received in 2014 reporting year, all 5 nominations, relating to 8 separate assets, have been determined, four of which have been 'accepted' for Listing and 4 'not accepted' for Listing.

Expenditure is below that expected due to vacant posts during Quarter 1 and this is reflected in the forecast under spend. The prior year comparative figures contain a proportion of the former Head of Service costs.

A Procurement Officer post is being advertised and interviews likely for December 2014 and the vacancy being filled in January 2015. This shall provide additional capacity within procurement to support projects in the Joint Procurement Board Programme.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
100	34%	(6)	9%	93	104	(13)

## Service Area: Human Resources

### Overview:

Some small salary savings are forecast.

Turnover has slowed down from the high of Q1, but already stands at 9.74% at the half year mark and will exceed the annual target.





Long term sickness absence trend is fairly stable, but consistently above the 8 days target and for Q1 and Q2 ranges between 8.11 and 8.36. A review of the sickness policy and processes has been completed and improved reporting and monitoring will be implemented from Q3.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
251	44%	(2)	10%	249	215	(5)

(xxx) denotes underspend or income

Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
PS05	Percentage Staff turnover	1.47%	0.63%	2.11%	5.53%	4.21%	2.5% (10% p.a.)		
PS11c	Total sickness (excluding leavers sickness)	8.11	8.30	8.27	8.31	8.23	8		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Finance

### Overview:

Financial indicators relating to individual departments, e.g. parking income are included within the relevant service areas.






96% of invoices were paid on time, on target and 3% up on the first quarter of the year. Service heads are notified of the breakdown for their department and urged to take action to improve performance. 78% of invoices from small businesses were paid within 10 days in Quarter 2, the same as Quarter 1 and 3% above target.

Expenditure on the annual insurance premium is forecast to be £72k above budget, as a result of the re-tendering of the insurance contract from April 2014, with security fees £11k above budget. This overspend is likely to be offset by an underspend of £200k on interest costs. The budget was prepared on the assumption that £5m borrowing would be required to finance the capital programme, but slippage of the capital programme, and the availability of other sources of cash such as capital receipts, means that no new borrowing is likely to be entered into in this financial year.

### Finance:

	Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
FINANCE DEPARTMENT	421	47%	(4)	27%	417	398	(31)
CORPORATE FINANCE	316	56%	(114)	80%	202	115	(128)

Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
FS07	% of invoices paid on time	95.29%	95.72%	97.09%	93.43%	95.97%	96.00%		
FS07a	% of invoices paid within 10 days	76.63%	74.5%	82.72%	77.72%	77.84%	75%		
FS13	Business Rates: Rateable Value	£ 100,702,067	£ 100,705,282	£ 100,856,232	£ 100,750,674	£ 100,856,232			

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Legal and Democratic

### Overview

Internal performance indicators are monitored covering service efficiency measure in posting Council minutes onto the internet and further measures are being developed as part of the Change Management Programme for Legal & Democratic Services.

There has been a turnover of staff and the use of temporary staff to cover sickness and vacant posts in first half year.

### Finance

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
680	47%	(30)	55%	650	632	27

## Directorate: Community Services

### Service Area: Community and Culture Overview:

Although income would appear to be ahead of profile and expenditure behind this is largely because many external grants for services yet to be delivered have already been received and because only £130k of 989k for the repair and maintenance of the leisure centres has thus far been spent.

The forecast underspend relates to Southwater Country Park building and delay on the installation of the High Ropes at the Pavilions











Attendances at leisure centres and the museum to the end of Q2 exceed target by 10% and 31% respectively. Number of families successfully achieving Think Family outcomes is a cumulative figure

Crime figures inform/drive the work of the Council within the context of the Community Safety Partnership and the Partnership Plan for the Horsham District includes action plans in relation to ASB, road safety, violent crime, drugs and alcohol.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
2,663	41%	(1,732)	54%	931	1,056	24

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
CD17	No. of people aged over 18 who have accessed health and well-being hubs - referrals	Measured quarterly			422	349			
CD18	Number of families successfully achieving 'Think Family' intervention outcomes	Measured quarterly			81	93			
LS01a	Attendance at Sports Centres	107,060	90,306	90,062	296,313	287,428	260,300		
LS01b	Swimming attendances	50,383	41,069	40,129	133,151	131,581	124,000		
LS03	Attendance at The Capitol	14,322	20,682	12,412	48,365	47,416	47,499		
LS05	Attendance at Horsham Museum and Visitor Information Centre	6,975	9,990	5,104	17,558	22,069	16,800		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Customer Services

### Overview:

This is a new service area covering customer contact, complaints and managing Freedom of Information requests.

142 FOI requests were received in quarter 2 of 2014/15, less than the previous quarter, but complex requests. A number of the requests received this year are associated with the Horsham District Planning Framework (HDPF). This does have a major impact on staffing resources. At the end of 2014/14, 80% of FOI requests were completed within 20 days; this was below the 85% target.

For the period 1 April to 30 September 2014 the Complaints & Information Officer was notified of 246 complaints, with a further 297 complaints about the Revenues & Benefits telephone system being recorded during this period. (Performance is expected to improve soon on this issue as a result of action by the service provider (Mid Sussex District Council) to install a new telephone contact centre at the end of November.)

See separate Complaints & Compliments Monitoring Report on the Agenda. Complaints about the services provided at the Council's leisure centres are reported separately to the as part of the management of the leisure services contract.







The Corporate Contact Centre went live on 2<sup>nd</sup> June 2014, handling calls for Waste Services and the Council's Switchboard. To date, over 30,000 switchboard calls and 16,000 Waste Services calls have been handled. The Service level averages 97.9% of contacts answered within 20 seconds against a target of at least 80% answered in 20 seconds. Abandoned call rates average under the target of less than 5% in the same period. Customer Satisfaction Surveys are planned on a quarterly basis.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
168	44%	-	N/A	168	71	(17)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
CS01	Call Centre: % of incoming calls answered within 20 seconds	96.1%	96%	95.2%	97%	95.2%	80%		
CS02	More than 95% of customers surveyed, satisfied with the service they received				Measured annually				
CS04	% of valid complaint decisions upheld by the LGO over the year				Measured annually				
PP08	Number of FOI requests received	Measured quarterly			168	142			
PP09	% of FOI requests responded to within 20 days	Measured quarterly			79%	83%	85%		
PP10	Number of complaints received	Measured quarterly			114	132			

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Environmental Health

### Overview:

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

Over 90% of food safety inspections due have been completed on time.

We have received 339 requests for service and the number of housing requests for service remains high.

We have approved 56 Disabled Facilities Grants and there has been an increase in demand from last year.

We have processed 143 Private Hire / Hackney Carriage drivers' licenses and 68 vehicle licenses.

We have administered 84 charity street collections and 32 lotteries.

We have processed 20 new Premises licences, 48 Personal licences and 311 Temporary Events Notices under the Licensing Act.

We have been consulted on over 200 planning applications.

93% of food businesses have a score of 3 or more under the Food Hygiene Rating System

The Pest Control Business Plan is on target and income levels are being maintained.

We developed an innovative technique to investigate the health risk from asbestos in soil. This was the first time this approach has been used In the UK. The new technique proved successful and as a result we were able to complete our contaminated land investigation and sign off the site as safe.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
500	46%	(216)	72%	284	303	(22)

(xxx) denotes underspend or income

## Service Area: Housing

### Overview:

Households in B&B accommodation have increased following an increase in the number of priority homeless approaches. There is a drive to increase preventative options for households where alternative options to B&B accommodation are available.

The number of privately rented properties managed by the Lettings team has increased to approximately 40 properties. There has been a reduction in the use of tenancy deposit loans in favour of bond agreements which are more affordable for tenants to repay quicker.

There number of homeless preventions remains stable at 33 for the quarter compared to 38 in quarter one.

At 30/09/14 there were 485 households on the waiting list.














Council Tax records show that there were 414 additional dwellings to the end of Quarter 2 (half year) 2014/15.

The expenditure to date includes £55k in respect of repairs to Fiennes Court. Rental income is also slightly lower than for the same period last year. The prior year comparative figures contain a proportion of the former Head of service costs. At September 2014 there are several maintenance/repair issues relating to properties in the housing portfolio that need attention, including around £30k works on Niron House and at least £47k at Park Street, Horsham.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
671	50%	(591)	53%	80	(29)	23

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
HS09	Housing: No. of Tenancy Deposit loans issued	3	1	1	14	5			
HS17	No of Homelessness Preventions	10	15	9	38	34			
HS18	No of households in temporary accommodation	84	81	84	77	83			
HS19	Of which no of households in B & B accommodation	15	20	21	16	19			
HS21	No of households on the Housing Waiting list	Measured quarterly			479	485			
HS22	% of Careline Emergency calls answered within 1 minute	95.82%	97.18%	97.07%	Not reported	97.07%	90%		
NI 155	Number of affordable homes delivered (gross)				Measured annually				

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Parking Service

### Overview:

Parking income is measured cumulatively over the year. Income is 0.5% up on Quarter 2 target.

The new ANPR car parking equipment has now been installed in our Swan Walk and Forum car parks, this has been running for several weeks and has seen over 90k transactions take place. We can now gather improved detailed data from the machines which will enable us to profile the income and usage better, and react to any variations faster.

We will not be installing the ANPR equipment into Piries Place car park until the new year to ensure a smooth Christmas period.

A new PI will also be monitored: parking – capacity -% full. This will be on the 3 main multi-storey car parks





We are now moving into the Christmas and New Year period which is the busiest time, we will be closely monitoring the figures to ensure our estimates reflect the figures in the budget.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
907	57%	(1,873)	49%	(966)	(922)	3

(xxx) denotes underspend or income

Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
FS09	Parking: Total Income	£1,073,962	£1,315,740	£1,615,723	£808,797	£1,615,723	£1,607,807		
TS02	Parking: Total paid car park users	142,848	128,720	126,744	384,769	398,312	335,001		
TS05	Parking - Capacity (% full)	To be reported from Q3 when equipment fitted							

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## Service Area: Street Scene and Fleet

### Overview:

This is a new service area and departmental performance measures are currently under consideration



The cess pit emptying service has a declining customer base and is losing income at about 5% per annum. At present we are £11k down against budget and expect to run out the year at about £108k against a budget of £138k.

### Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
1,507	50%	(72)	42%	1,435	1,399	(4)

(xxx) denotes underspend or income

### Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target	Status
FS19	Cess pit emptying: Total income	£39,316.00	£47,799.00	£58,204.00	£27,117.00	£58,204.00		
SS10	Cess pit emptying: No of customers	Measured quarterly				432		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

## **Service Area: Waste and Recycling**

### **Overview:**

Prior to 2014/15 there were a disproportionate number of waste indicators; these have now been reviewed and four key indicators have been identified for this year covering percentage recycled; number of garden waste customers; trade waste customers and missed collections.

The Quarter 2 2014 recycling/composting figure is very slightly below the 50% target, and similar to figures reported over the previous year. Targets are currently under review.

Nationally waste and recycling performance is down as waste creation is increasing as we come out of recession, and also the weight of materials for recycling is coming down – bottles are made with far less glass; fewer pages in newspapers; far fewer people reading hard copy newspaper and books. Charging for green waste will have an impact on waste for recycling – some material has been diverted to home composting and to the County Council's civic amenity sites.

Green waste income is £908k. Over 30,000 householders are now signed up for this service.











The budget anticipated a reduction in recycling support grant. However the reduction has not proved as great as feared and therefore additional income of £45k is forecast. Green waste income has exceeded budget by £44k. This figure is also included in the forecast. The net spend at Q2 2013/14 is not directly comparable with the 14/15 figure as some contact centre staff have transferred to the Customer Services department

## Finance:

Gross spend (£000's)	Gross spend as % of annual spend budget	Gross income (£000's)	Gross income as % of annual income budget	Net spend (£000s)	Comparison net spend Q2 2013/14 (£000's)	Forecast over/(under) net spend (£000)
1,739	47%	(2,273)	67%	(535)	(413)	(74)

(xxx) denotes underspend or income

## Performance:

Code	Short Name	July 2014	August 2014	September 2014	Q1 2014/15	Q2 2014/15		Status	Performance Data Spark Chart
		Value	Value	Value	Value	Value	Target		
OP14	Acornplus recycling rate % (Tonnage)	45.22%	45.59%	48.88%	49.61%	46.56%	50%		
OP15	Number of garden waste customers (households)	29,880	30,099	30,258	29,472	30,258	28,500		
OP16	Number of trade waste customers	1,088	1,091	1,092	1,086	1,092			
OP17	Number of refuse, recycling and garden waste collections reported as missed	309	234	305	682	848			
FS15	Green waste collection: Income	Measured quarterly			£883,376	£908,520	£862,250		

Spark Chart - A graphical representation of data. The period is defined by the long trend period for the source collection

Salaries Monitoring 2014/15 April to September

	TOTAL				Salaries and Wages inc Super		Overtime		Casual Staff		Temporary Staff		Full Year Forecast over/(under) spend. HDC funded	Comments
Department	Actual	Budget	Variance	%	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
CORPORATE MANAGEMENT	285,666	327,930	(42,264)	-13%	285,666	327,930	-	-	-	-	-	-	(10,000)	There is one corporate secretarial vacant post in September . The Director of planning , economic development and property post was vacant until mid August and this has contributed to the salary underspend.
BUSINESS TRANSFORMATION	128,079	104,257	23,822	23%	95,913	104,257	165	-	-	-	32,001	-	(12,000)	The business transformation officer post is vacant due to internal recruitment.The temporary staff costs relate to the Customer Contact Project
COMMUNICATIONS	132,886	136,843	(3,957)	-3%	120,860	136,843	-	-	128	-	11,898	-	(4,000)	One reprographics post is vacant. Some small savings werew achieved as service manager not in place until May. These savings are partially offset by agency costs.
AUDIT	87,126	87,372	(246)	0%	87,126	87,372	-	-	-	-	-	-	-	
COMMISSIONING	96,973	140,357	(43,384)	-31%	96,973	140,357	-	-	-	-	-	-	(13,000)	Of the two vacant posts within Procurement , one is to be deleted , it is hoped to fill the other post in the new calendar year. Procurement is a shared service with Crawley and Mid Sussex Councils. Accordingly Horsham's share of any vacancy saving in this area is limited to 27%. Also included in this service is a two and half month saving on the service manager position.
LEGAL & DEMOCRATIC	418,173	414,414	3,759	1%	410,973	414,414	2,046	-	504	-	4,650	-	27,000	A saving on the service manager salary of around three and a half months together with Principal Solicitor vacancy has been offset by some timing issues such as locally agreed vehicle allowance buy out payments. Some additional costs have been incurred to cover staff absence due to sickness
FINANCE	325,008	356,801	(31,792)	-9%	321,070	355,801	3,938	-	-	1,000	-	-	(42,000)	Of three vacant posts one has been filled. It is anticipated that the other posts will be filled in the next few months. Additional savings have been made following a reduction in hours by the service manager. Overtime has been incurred to cover the vacant positions.
CENSUS ICT	788,351	637,218	151,133	24%	654,374	594,218	1,322	3,000	18	-	132,638	-	4,000	The overspend in Census ICT mostly relates to agency costs. Of the spend to date £64k is covered by budgets held against projects as a whole and not separately allocated to salaries. The remaining £68k is offset by £50k savings due to vacant posts leaving a small operational overspend. Of this HDC's share is 25%. Please notes some of the vacancies are currently being covered by existing staff taking on additional roles
HDC ICT	315,807	321,534	(5,727)	-2%	295,388	321,533	20,418						(5,000)	The figures include £18k of costs which will be invoiced to Mid Sussex.
HUMAN RESOURCES & ORG DEVELOPMENT	186,200	204,905	(18,705)	-9%	180,024	197,405	445	-	-	-	5,731	7,500	(16,000)	Two posts have been vacant in this period and include the Corporate Health and Safety Officer.Agency costs have been incurred to cover the latter role. Some additional savings were made as the service manager role was vacant for the first month of the year
COMMUNITY & CULTURE	1,006,241	1,087,606	(81,365)	-7%	879,955	1,011,880	18,139	1,998	108,147	73,728			(55,000)	Two of the vacant posts are externally funded and as such will have no impact on the bottom line at year end. The service manager has been covering two further vacancies pending a department restructure. Other vacant posts have been covered by overtime and the use of casual staff
STREET SCENE & FLEET	431,033	470,407	(39,374)	-8%	360,455	445,031	25,214	25,376	10,109	-	35,255	-	(33,000)	Three vacant posts lie within the litter and cleansing section and have been covered by agency staff . The other vacancies relate to the transport fleet and have been partially covered by overtime and casual staff. Recruitment is underway
WASTE & RECYLING	1,232,092	1,230,475	1,617	0%	1,088,291	1,146,880	32,706	40,263	7,525	-	103,570	43,332	1,000	The vacant posts comprise of four side loader operators and two tug drivers. These posts are covered by agency staff. The bulk of the overtime payments relate to Saturday trade refuse collections.
PARKING SERVICES	269,724	281,516	(11,792)	-4%	202,182	281,516	923	-	-	-	66,619	-	(10,000)	The parking operational manager was vacant for part of the year and the role covered by agency staff. The other vacant posts lie within civil parking enforcement which HDC undertakes for WSCC and have been mostly covered by the use of agency staff.
ENVIRONMENTAL SERVICES/LICENSING	425,107	446,901	(21,794)	-5%	423,271	446,901	564	-	1,272	-	-	-	(18,000)	Of the three vacant posts two are currently under review
CUSTOMER SERVICES	168,939	189,939	(21,000)	-11%	146,567	185,943	4,366	3,996	2,445	-	15,561	-	(17,000)	Two scanning posts were vacant in September. Some small savings as service manager not in place until May. Some additional overtime was incurred to cover back scanning. Temporary staff have been used to for vacant posts. A department restructure is underway
HOUSING	280,445	300,031	(19,586)	-7%	280,441	300,031	4	-	-	-	-	-	(16,000)	The vacant post is not likely to be filled. A restructure is planned for later in the year
BUILDING CONTROL	304,064	316,488	(12,424)	-4%	299,735	316,488	-	-	4,329	-	-	-	(10,000)	It is intended to fill the two vacant posts. Additional costs have been incurred to cover the vacancies

Salaries Monitoring 2014/15 April to September														
	TOTAL				Salaries and Wages inc Super		Overtime		Casual Staff		Temporary Staff		Full Year Forecast over/(under) spend. HDC funded	Comments
Department	Actual	Budget	Variance	%	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
DEVELOPMENT	795,174	788,433	6,741	1%	538,644	788,433	3,029	-	-	-	253,501	-	7,000	By early November it anticipated that five of the vacant posts will have been filled, however another two vacancies will have arisen. Temporary staff have been used to cover the vacant posts. Two Land Charge Officer posts have been approved and will be added to the budget next month . One of these roles has been filled.
SPATIAL PLANNING	271,512	237,040	34,472	15%	259,947	237,040	6,662	-	-	-	4,903	-	43,000	Additional staffing costs have been incurred in the first half of the year .
PROPERTIES & FACILITIES	322,059	419,937	(97,878)	-23%	312,976	409,941	2,640	-	-	-	6,443	9,996	(136,000)	Service manager is reviewing the department's requirements and some of the vacant posts may not be required.
ECONOMIC DEVELOPMENT	166,706	141,443	25,263	18%	160,787	140,795	3,676	-	2,243	648		-	(24,000)	The service manager role is vacant. The overall figures include the salary for the Director of Rural West Sussex Partnership which is unbudgeted but is funded from an earmarked reserve.
OBSOLETE	33,806	-	33,806		33,805	-	-	-	1	-	-	-	34,000	Residual costs - old structure
CORPORATE FINANCE - NON DEPARTMENT	6,455	16,292	(9,837)	-60%	6,455	16,292	-	-	-	-	-	-		
	8,477,626	8,658,139	(180,514)	-2%	7,541,878	8,407,302	126,257	74,633	136,721	75,376	672,770	60,828	(305,000)	

**CAPITAL BUDGET MONITORING Periods 1-6**

capital projects	dept	net expenditure	budget	spend as % of budget
Existing Leisure Centres	Community and Culture	112,068	911,442	12%
Broadbridge Heath Leisure Centre - new build	Community and Culture	-	1,150,000	0%
Other Community and Culture projects	Community and Culture	26,062	443,121	6%
Waste and Recycling projects	Waste & Recycling	-	107,000	0%
Hop Oast depot development	Waste and Recycling	-	1,022,788	0%
Vehicle Fleet	Street scene and fleet	25,450	1,128,000	2%
Grants - Environmental health	Environmental Health	305,792	838,000	36%
Housing Enabling Grants	Housing	700,000	1,500,000	47%
ICT projects - Horsham DC	ICT	51,027	571,360	9%
ICT projects - Census	ICT	588,218	914,593	64%
Car Parks Fabric and Equipment	Parking Services	250	617,697	0%
New Parking payment system	Parking Services	170,384	225,000	76%
Asset Management	Property and Facilities	-	200,000	0%
Town centre improvements	Property and Facilities	32,033	358,171	9%
Miscellaneous properties spend	Property and Facilities	605,198	1,165,674	52%
Warnham Millpond	Property and Facilities	1,488	648,420	0%
<b>Total</b>		<b>2,617,970</b>	<b>11,801,266</b>	<b>22%</b>

**Appendix A (iii)**

Forecast outturn	comment
676,000	Some of the centres' works will be slipped to next year
50,000	Cost in this year will be feasibility work only
404,677	Number of projects - spend expected to pick up
65,000	Two projects, waste pods budget (£42k) will now be included in vehicle replacement
26,500	Major works reprofiled into future years
770,000	New estimates of replacement programme £770K
770,000	Grants expected to be under budget
1,500,000	Spend expected on budget
332,600	Some projects will slip
807,000	Most projects will complete
35,000	Preliminary work done but major spend in next year
270,000	Extra spend due to additional pay stations and unforeseen engineering costs
36,000	Only spend expected is Piries Place Car Park entrance
158,500	This will progress over this and next year
748,337	A number of projects will slip
648,400	Work to be completed in second half of year
7,298,014	








## Appendix A(iv) Summary of Key Income areas P1-6





2013/14 P1-12




	Actual P1-6	Annual Budget	Gross income as % of Annual Budget	Actual	Budget
Development Control & Enforcement	(552,481)	(975,000)	57%	(1,124,139)	(900,000)
Building Control	(285,369)	(530,000)	54%	(459,055)	(530,000)
Land Charges	(140,226)	(124,500)	113%	(256,308)	(120,000)
Garden Waste Collection	(908,520)	(862,250)	105%	(853,964)	(589,400)
Trade Refuse Bins	(746,455)	(775,304)	96%	(773,068)	(768,152)
Car Parks Pay & Display	(1,335,451)	(2,800,100)	48%	(2,874,554)	(2,980,190)
Car Parks Season Tickets	(280,272)	(454,470)	62%	(416,989)	(439,260)
Town Centre Rents	(386,660)	(388,000)	100%	(508,202)	(473,250)
Misc Comm & Dom Props Rents	(115,307)	(169,180)	68%	(408,139)	(399,250)
Interest on Investments	(92,070)	(177,000)	52%	(175,857)	(189,000)
<b>Total</b>	<b>(4,842,811)</b>	<b>(7,255,804)</b>	<b>67%</b>	<b>(7,850,276)</b>	<b>(7,388,502)</b>












## Appendix B: Q2 2014/15 Tracked Projects List Summary Report



Symbols Used				
				
Not Started	On Track	Keep eye on	Major Issues	Completed

Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT01	Warnham Mill Pond	<p><b>STAGE 2</b> The works are led by the Environment Agency National Capital Programme Management Service (ncpms), with funding shared between them and HDC. The adopted scheme will retain the mill pond and strengthen the dam wall.</p> <p><b>Q2 Progress Update</b> Planning permission for the final scheme has been agreed and construction started on site in September 2014. Anticipated completion March 2015. Ecological damage is currently being assessed as a result of sluice gate failure while carrying out works.</p> <p><b>Issues / Concerns</b>  Reputation risk – ecological damage currently being assessed</p>	£650,000.00 (Total cost £1.1m)	£260,161	<p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Martin Brightwell</p> <p><b>Member(s)</b> Jonathon Chowen</p>	
SLT02	Leisure Management Provision	<p><b>Progress Update 13/10/14</b> Billingshurst Pool: roof repairs have been completed. Survey to determine extent of pool tiling works is to be undertaken; cost is expected to be less than contingency figure allocated in the budget.</p> <p>Steyning Pool: works to install the new ventilation system works is currently out to tender. It is anticipated that the pool will be closed for a period of time between February and April 2015 with an associated loss of income.</p> <p>Pavilions Pool: Urgent high priority works continue to be progressed by “Places for People”. The pool will be closed in December and January to enable remedial works to be undertaken on the pool tiling. Additional remedial works are needed at the Pavilions to remedy roof defects.</p> <p><b>Issues / Concerns:</b>  The Pavilions budget may be exceeded. Swimming pool closures may result in adverse publicity for the Council / loss of income.</p> <p><b>Budget Update:</b> (Spread over 2012/13-2014/15) Pavilion Swimming Pool: Budget £858k, spend £241k Steyning Swimming Pool: Budget £226k, spend £ 33k</p>	£1,608,000.00	£482,000	<p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Steve Hawker/Tony Appleby</p> <p><b>Member(s)</b> Jonathan Chowen</p>	

Code	Action Title	Project	Budget	Spend	Ownership	Status
		Billingshurst Swimming Pool: Budget £247k, spend £ 66k Broadbridge Heath Leisure Centre Budget £277k, spend £ 142k				
SLT03	<b>Broadbridge Heath Quadrant</b>	<p><b>Background:</b> Project includes: overall programme; new leisure centre, incorporating medical centre; decommissioning redundant leisure centre; new athletics track; land disposal for residential/retail use.</p> <p><b>Q2 Progress Update</b> SPD adopted by Council on 22/10/14 A Feasibility Study leading to a full business case is being developed to ensure that the most viable and sustainable use is made of the land. This will consider site layout and use, customer and service access and a commercial development appraisal. It is expected that the business case will provide a more accurate assessment of the redevelopment potential of the current site, detailing land and property values. Work is on-going with a number of stakeholders groups to scope the leisure services provided with a co-located health facility. Progress on this project is dependent upon achieving a number of associated enabling projects Regarding the athletics track and changing facilities, a detailed legal/management agreement and management and maintenance responsibilities are currently being developed. 28<sup>th</sup> Jan 2015 - BHQ Business Case to Full Council</p> <p><b>Issues/Concerns</b>  Achieving appropriate unfettered access to the site and taking steps to mitigate this.</p>	Original budget for Leisure Centre and Athletics Track £8,387,134		<p><b>Programme Sponsor</b> <i>Tom Crowley</i> <b>Programme Manager</b> <i>Graham Cook</i> <b>Member(s)</b> <i>Jonathan Chowen</i></p>	
SLT04	<b>Horsham District Planning Framework</b>	<p><b>Background:</b> The HDPF must be in place before the CIL scheme can be adopted. Key decision influencing the timetable is agreement to the number of houses over the next 20 years and identification of sites. The report on housing numbers and sites, the Preferred Strategy was agreed by Council on 25th July 2013, Following consultation, over 2,500 comments were received.</p> <p><b>Q2 Progress Update</b> The HDPF Submission document was submitted to the Planning Inspectorate 8th Aug 2014. 4th-14th Nov 2014 - Examination Hearings take place at HDC offices April 2015 - Due date for adoption of HDPF</p> <p><b>Issues/Concerns:</b> No major concerns</p>			<p><b>Project Sponsor</b> <i>Chris Lyons</i> <b>Project Manager</b> <i>Barbara Childs</i> <b>Member(s)</b> <i>Claire Vickers</i></p>	






Code	Action Title	Project	Budget	Spend	Ownership	Status
SLT05	Community Infrastructure Levy Scheme	<p><b>Background:</b> The Community Infrastructure Levy is a new levy that local authorities in England and Wales can choose to charge on new developments in their area. The money can be used to support development by funding larger scale infrastructure projects, joining forces with WSCC where appropriate. Adopting CIL is dependent on the Horsham District Planning Framework being in place.</p> <p><b>Q2 Progress Update</b> It had been intended that the Draft Charging Schedule be reported to PPAG on 17th September 2014 before it is considered by Council on 22nd October, but this has been delayed due to HDPF Planning Hearing. Apr/May 2015 - Due date for Adoption of CIL (Follows date of adoption of HDPF)</p> <p><b>Issues/Concerns</b> No serious concerns</p>			<p><b>Project Sponsor</b> Chris Lyons <b>Project Manager</b> Barbara Childs <b>Member(s)</b> Claire Vickers</p>	
SLT06	Community Infrastructure Levy (CIL) Procedures	<p><b>Background</b> This project is running alongside work and production stages of the Horsham District Planning Framework and development of the CIL Scheme This is the second stage of CIL - implementation of the CIL scheme through HDC policies (see PACT Project 12) (Development Management's role)</p> <p><b>Q2 Progress Update</b> Consideration is currently being given to resource requirements for the development of systems and procedures and their ongoing operation.</p> <p><b>Issues / Concerns</b>  Concerns about ensuring sufficient lead time is allowed to resource setting up of IT/Finance systems.</p>			<p><b>Project Sponsor</b> Chris Lyons <b>Project Manager</b> Howard Cheadle <b>Member(s)</b> Claire Vickers</p>	
SLT07	HORSHAM TOWN VISION: West Street Improvement Plan & Signage	<p><b>Background</b> The West Street enhancement scheme has been funded through West Sussex County Council's 'Kick-Start' Programme and will deliver improvements to hard and soft landscaping, street furniture, signage and lighting, including community safety improvements. Phase 1 works are complete.</p> <p><b>Q2 Progress Update</b> Phase 2: Lighting – starting Autumn - includes upgrading works, building uplighting and event lighting (£70k) Planting (£40k), currently trialling different placements of planting and different plants Wayfinding – (£152,500) - design and locations of monoliths has been agreed and are currently on order WiFi 4G – work with stakeholders ongoing to agree the right solution for Horsham Shop frontage upgrades — offering match funding to encourage landlords to improve frontages under development.</p>	£697,000.00	£372,762.00	<p><b>Project Sponsor</b> Natalie Brahma-Pearl <b>Project Manager</b> Nigel Weston <b>Member(s)</b> Helena Croft</p>	









Code	Action Title	Project	Budget	Spend	Ownership	Status
		<u>Issues / Concerns</u> None at this stage				
SLT08	<b>HORSHAM TOWN VISION: Car Parking Equipment Replacement</b>	<p><b>Background</b> Project covers Car Parking Equipment Replacement in Horsham Town Car Parks and NOT rural Car Parks, and NOT any potential changes to Controlled Parking Zones</p> <p><b>Q2 Progress Update</b> New parking system for Swan Walk went live on 26th August and The Forum went live on 10th September. Piries Place deferred to new year whilst Swan Walk and Forum bed in. Debit/Credit Card payment is now possible at pay machines. Additional machines have been installed in Swan Walk to alleviate queues.</p> <p><b>Issues / Concerns</b>  Completion of digital on line payment system has been delayed but works progressing and should be live in January. Additional machines and unforeseen engineering complications have increased capital budget by £45k</p>	£225,000	£270,000	<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Project Manager</b> <i>Ben Golds</i></p> <p><b>Member(s)</b> <i>Helena Croft</i></p>	
SLT09	<b>ONLINE PARKING IMPROVEMENTS - CPZ permits</b>	<p><b>Background</b> Refers to Controlled Parking Zone (CPZ) online payments</p> <p><b>Q2 Progress Update</b> No progress. – WSCC are looking to move the entire parking admin system across the county to a hosted solution in 2015/16. Parking do not want to progress with EasiPermits until this move has taken place.</p> <p><b>Issues / Concerns</b>  Project on Hold until WSCC position is resolved</p>	£5,250.00		<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Project Manager</b> <i>Ben Golds</i></p> <p><b>Member(s)</b> <i>Roger Paterson</i></p>	
SLT10	<b>BUSINESS TRANSFORMATION PROJECTS</b>	<p><b>Business Transformation includes 5 separate projects</b> Budget is subject to approved business case, £200k allocated each year 2014/15-2017/18</p>				
SLT10a	<b>BUSINESS TRANSFORMATION: Customer Contact Project (Delivery)</b>	<p><b>Background</b> The Customer Contact project aims to create a new customer services team and temporary customer services centre to improve flow and reduce standing waiting times engage employees in developing a customer focused culture, redesign processes to improve the customer journey, reduce unnecessary demand and enable self-serve with the use of technology (resulting in business savings)</p> <p><b>Q2 Progress Update</b> Phase 1 complete: telephony room and reception revamp took place 31st May-</p>		£32,063	<p><b>Project Sponsor</b> <i>Natalie Brahma-Pearl</i></p> <p><b>Senior User</b> <i>David Plank</i></p> <p><b>Project Manager</b> <i>Raymond Warren</i></p> <p><b>Member(s)</b></p>	









Code	Action Title	Project	Budget	Spend	Ownership	Status
		<p>1st June 2014 with switchover and team moved 2nd June. Phase 2 has begun: Waste &amp; Recycling scripts/processes went live 2<sup>nd</sup> June; Capitol Theatre overflow calls are to be deployed in contact centre planned for Nov 2014; Parking Services to be deployed in contact centre end Dec 2014</p> <p><b><u>Concerns/Issues</u></b> No concerns at this stage.</p>			Helena Croft	
SLT10b	<b>BUSINESS TRANSFORMATION: Office Relocation and EDRMS</b>	<p><b><u>Background</u></b> Project to investigate, develop and implement the relocation of HDC staff and operations from our North Point, Park North, Park House and Stables offices, into an agreed space in Parkside (County Hall North). EDRMS roll-out will link in with the other business process changes that will be delivered with the Customer Contact Project (telephone and face-to-face) and also Digital Horsham project.</p> <p><b><u>Q2 Progress Update</u></b> Council gave the go-ahead on 9<sup>th</sup> Oct for HDC to move to the County Council's North Street building next year. Work now starts in earnest on 'The Big Move' to put in place all the necessary steps to move operations. A team of Move Makers has been set up to work with HDC staff. Disposal Days have started and will continue with a rolling schedule. Staff continue to work on reducing paperwork and storage. Retention training delivered.</p> <p><b><u>Issues/Concerns</u></b> None at this stage</p>			<p><b><u>Project Sponsor</u></b> Katharine Eberhart <b><u>Project Manager</u></b> Raymond Warren <b><u>Member(s)</u></b> Gordon Lindsay</p>	
SLT11	<b>Improvements to Hop Oast Depot</b>	<p><b><u>Background</u></b> The Hop Oast Depot site is to be reconfigured, enhanced and extended to ensure 'fit for purpose' requirements are met.</p> <p><b><u>Q2 Progress Update</u></b> Business case approved and budget approved by full Council February 2014. Tree survey completed. Land transfer of current depot site (WSCC to HDC) has now been completed. Ongoing discussions are taking place with WSCC regarding new access to site to ascertain feasibility, cost, and timescale. The planning application for the reconfiguration of the Hop Oast depot will be submitted by HDC by the end of Jan 2015 with construction anticipated to commence Summer 2015.</p> <p><b><u>Issues/Concerns</u></b> None at this stage</p>	£3,500,000		<p><b><u>Project Sponsor</u></b> Natalie Brahma-Pearl <b><u>Project Manager</u></b> David Robertson <b><u>Member(s)</u></b> Andrew Baldwin</p>	














## APPENDIX C: District Plan Priorities Qtr 2 2014/15

Symbols Used				
				
Not Started	On Track	Keep eye on	Issues	Completed

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 2 Update	Due Date			
<b>Theme 1: Economic Development</b>  <i>Plan for a successful local economy with high levels of employment</i>	1. Review the Horsham Economic Strategy and implement key actions	The Economic Strategy agreed by Cabinet in Nov 2013, is currently being reviewed. A cross-departmental action plan has been developed and key actions will be delivered by March 2015.	Review Autumn 2014 and key actions delivered by March 2015	Cllr Roger Paterson	Lead Officer: Chris Lyons	
	2. Work with Novartis and other interested parties (eg C2C and Gatwick diamond initiative) to find suitable alternative uses including a significant employment use for the site following closure in July 2014.	Planning application for residential development of northern part of site. Novartis are considering results of marketing exercise to identify suitable "legacy" use for main site.	Agreement by September 2014	Cllr Roger Paterson	Lead Officer: Chris Lyons	
	3. Develop priorities for the rural economy through the Rural West Sussex Partnership.	Specific priorities are being developed, to be actioned moving into 2015/16	Priorities agreed by Autumn 2014	Cllr Roger Paterson	Lead Officer: Chris Lyons	
	4. Develop and deliver the Horsham Town Vision. This will include: <ul style="list-style-type: none"> <li>West Street Phase 2</li> <li>Deliver a Horsham Town Centre Way Finding scheme</li> <li>Work with Horsham Unlimited to implement Business Improvement District for Horsham town.</li> <li>Work with landowners, developers and stakeholders to prepare an integrated set of proposals: the 'Big Picture'</li> <li>Implement the installation of new parking equipment in Horsham Town Centre Multi-Storey Car parks and develop an improvement action plan to cover all HDC Town Centre car parks.</li> <li>Agree a plan and programme for marketing Horsham Town</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 (planting, Way-finding etc) Nov 2014</li> </ul>	Nov 2014	Cllr Helena Croft	Lead Officer: Natalie Brahma-Pearl/Chris Lyons	
		<ul style="list-style-type: none"> <li>Feasibility study currently being procured to identify appropriate BID area</li> </ul>	Mar 2015			
		<ul style="list-style-type: none"> <li>Waitrose/John Lewis: construction started August 2014 for completion May 2015</li> </ul>	Mar 2015			
		<ul style="list-style-type: none"> <li>New Town Centre car parking went live Sept 2014. Piries Place deferred to the New Year whilst Swan Walk and the Forum bed in. Improvement action plan is being developed.</li> </ul>	Sept 2014 for first stage, Piries Place in the New Year			
		<ul style="list-style-type: none"> <li>Development work in 2014/15; project is ongoing into 2015/16</li> </ul>	Mar 2015			

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 2 Update	Due Date			
<b>Theme 2: Efficiency &amp; Taxation</b>  <i>Delivering excellent value and high performance</i>	1. Develop and deliver the Business Transformation programme: <ul style="list-style-type: none"> <li>Develop and implement Customer First Programme</li> <li>Agree Implementation Plan to relocate HDC offices</li> <li>Develop and implement EDRMS projects</li> <li>Ensure all necessary steps taken to enable HDC to act as a Commissioning Council from 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>Customer Contact project, phase 1 completed June 2014.</li> <li>Plans progressing, decision to move agreed by Council 9<sup>th</sup> Oct 2015</li> <li>Progressing well, with momentum of forthcoming move</li> <li>New Commissioning and Performance Manager appointed; started June 2014. Commissioning Framework currently being developed.</li> </ul>	June 2014  Mar 2015  June 2014  June 2014	Overall: Cllr Ray Dawe  Cllr Helena Croft  Cllr Gordon Lindsay	Lead Officer: Tom Crowley  Support: Natalie Brahma-Pearl	   
	2. Review and refine the Medium Term Financial Strategy (MTFS) for 2013/17 and action plan	Budget for 2014/15 went to Cabinet on 30 <sup>th</sup> January 2014.	Ongoing	Cllr Gordon Lindsay	Lead Officer: Katharine Eberhart	
	3. Review and refresh the Corporate Communications Strategy	Strategy currently being reviewed by new Communications Manager	Dec 2014	Cllr Helena Croft	Lead Officer: Tom Crowley	
<b>Theme 3: Arts, Heritage &amp; Leisure</b>  <i>Build an arts, leisure and culture reputation that also supports our economy</i>	1. Develop and secure adoption of Masterplan and supplementary planning document for Broadbridge Heath Quadrant by July 2014 together with implementation and delivery plan  Athletics track to be re-provided at Tanbridge House School	Broadbridge Heath Quadrant Supplementary Planning Document (SPD) adopted October 22 <sup>nd</sup> .  A full business case is being developed to ensure that the most viable and sustainable location for the new Leisure Centre is achieved. This will consider site layout and use, customer and service access and a commercial development appraisal. Key decisions programmed for special Council Meeting in Jan 2015.	July 2014  Jan 2015	Cllr Jonathon Chowen  Cllr Claire Vickers	Lead Officer: Tom Crowley  Natalie Brahma-Pearl	
	2. Undertake works to the Warnham Mill Reservoir in order to meet Reservoir Act 1975 requirements. Civil engineering works to commence in Autumn 2014	Construction work was deferred until Autumn 2014 to avoid conflict with breeding seasons. Work has now started on site and is expected to be complete by March 2015. Ecological damage is currently being assessed as a result of sluice gate failure while carrying out works.	Start on site Autumn 2014	Cllr Jonathon Chowen	Lead Officer: Chris Lyons	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 2 Update	Due Date			
	3. Strategy for reducing costs of and maximising income from the Capitol to be finalised and implemented.	Initial work undertaken. Discussions to be held at Leisure Advisory Group prior to decisions being made. This project will be ongoing into 2015/16	Ongoing into 2015/16	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl	
	4. Strategy for reducing costs of and maximising income from Horsham Museum to be finalised and implemented	Initial work undertaken. Discussions to be held at Leisure Advisory Group prior to decisions being made. This project will be ongoing into 2015/16	Ongoing into 2015/16	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl	
<b>Theme 4: Living, Working Communities</b> <i>Working together to support the life of local communities</i>	1. Draft Horsham District Planning Framework submission to be agreed by Council April 2014 and submitted to Planning Inspectorate by Summer 2014	The Proposed Draft Submission document was adopted by Council on 30 <sup>th</sup> April 2014, after which representations on the proposed submission to the Planning Inspectors were invited. The Framework was submitted to the Planning Inspector in August 2014, and Examination Hearings are in progress	Submitted Aug 2014  Examination Hearings from 4 <sup>th</sup> Nov 2014	Cllr Claire Vickers	Lead Officer: Tom Crowley  Support: Barbara Childs	
	2. Neighbourhood Plans Programme to be in place by May 2014 and progress maintained thereafter	Governance arrangements for Neighbourhood Plans were agreed by Council on 25 July 2013 and the transfer of £350,000 to a Neighbourhood Planning earmarked reserve, to fund costs to be incurred prior to the receipt of grant funding was approved	Completed May 2014	Cllr Clare Vickers	Lead Officer: Chris Lyons	
	3. Community Infrastructure Levy (CIL) Scheme to be developed and submitted with Horsham District Planning Framework. CIL Procedures and systems in place	The CIL scheme has been delayed to enable responses to the Planning Inspector's queries to be prepared and to support the Examination Hearings in November 2014. This is not expected to have a major impact on the longer term programme for CIL.	Adoption of CIL May 2015	Cllr Claire Vickers	Lead Officer: Tom Crowley  Support: Barbara Childs	
	4. Develop a strategy for enabling the delivery of affordable housing	Housing Policy Statement - Housing to meet local need – future delivery agreed by Cabinet on 24 July 2014	Mar 2015	Cllr Sue Rogers	Lead Officer: Tom Crowley	
<b>Theme 5: Environment</b> <i>A better environment for today and tomorrow</i>	1. Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce litter.	This externally funded project is currently being developed and will run into 2015/16.	Mar 2015	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2014/15 - Year 4	Qtr. 2 Update	Due Date			
	2. Undertake a Waste Service review to ensure that costs are minimised and income maximised.	This is a long term review which will continue into 2015/16	Mar 2015	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	
	3. Work towards the delivery of an improved waste depot at Hop Oast	<p>Business case approved and budget approved by full Council February 2014.</p> <p>Tree survey completed. Land transfer of current depot site (WSCC to HDC) has now been completed. Ongoing discussions are taking place with WSCC regarding new access to site to ascertain feasibility, cost, and timescale.</p> <p>The planning application for the reconfiguration of the Hop Oast depot will be submitted by HDC by the end of Jan 2015 with construction anticipated to commence Summer 2015.</p>	<p>Planning permission by end of Jan 2015</p> <p>Start on site Summer 2015</p>	Cllr Andrew Baldwin	Lead Officer: Natalie Brahma-Pearl	
<b>Theme 6: Safer &amp; Healthier</b> <i>Improving health and well being</i>	1. Co-ordinate the Think Family Programme in Horsham District including leading partner action in the Think Family Neighbourhoods. Deliver via the ASB team, intermediate level of support for target families.	<p>Police and Crime Commissioner (PCC) are supporting the Partnership Plan</p> <p>£40k/year funding received from PCC in support of partnership plan</p> <p>Think Family delivery programme established in the District</p>	Mar 2015	Cllr Sue Rogers	<p>Lead Officer: Natalie Brahma-Pearl</p> <p>Support: Trevor Beadle</p>	
	2. Prepare for the implementation of new community safety legislation	This will be completed by the end of 2014/15	Mar 2015	Cllr Sue Rogers	<p>Lead Officer: Natalie Brahma-Pearl</p> <p>Support: Trevor Beadle</p>	
	3. Work towards making better use of the facilities at Horsham Hospital and best possible health services across the District.	<p>HDC is working towards making better use of the facilities at Horsham Hospital.</p> <p>HDC is working closely with the CCG to ensure HDC Health and Wellbeing hub is fully integrated and managed.</p>	Mar 2015	Cllr Sue Rogers	<p>Lead Officer: Natalie Brahma-Pearl</p> <p>Support: Trevor Beadle</p>	