



Email: committeeservices@horsham.gov.uk
Direct line: 01403 215465

Overview and Scrutiny Committee

Monday, 26th March, 2018 at 5.30 pm

Conference Room, Parkside, Chart Way, Horsham

Councillors:

Leonard Crosbie (Chairman)	
David Coldwell (Vice-Chairman)	
Toni Bradnum	Nigel Jupp
Alan Britten	Tim Lloyd
Peter Burgess	Mike Morgan
Paul Clarke	Brian O'Connell
Jonathan Dancer	Ben Staines
Matthew French	Michael Willett
Billy Greening	

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. Minutes	3 - 8
<i>To approve as correct the minutes of the meeting held on (Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to committeeservices@horsham.gov.uk at least 24 hours before the meeting. Where applicable, the audio recording of the meeting will be checked to ensure the accuracy of the proposed amendment.)</i>	
3. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Committee	
4. Announcements	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. Cabinet Member Interview	
Cabinet Member for Finance and Assets – Councillor Brian Donnelly	
6. Task and Finish Groups Updates	

a) CenSus Revenues and Benefits Task and Finish Group

7. **To note the Information Commissioners Decision on the Viability Study for the North of Horsham Planning Application**

The Report was in response to a complaint that Horsham District Council refused to release unreacted viability information relating to Liberty's North Horsham Development. The Commissioner found in favour of the complainant.

The release of viability information is particularly topical as the Government has just launched a Consultation programme seeking all council's views on a future practice guidance on viability information.

[Link to Report](#)

8. **To Review the Role of Overview and Scrutiny and Training**

a) Report on the Effectiveness of Local Authority Overview and Scrutiny Committees by the House of Commons Communities and Local Government Committee - For information

[Report](#)

9. **Report on the Corporate Plan Priorities, Finance and Performance in Q3 2017/18**

10. **Work Programme and Suggestions for Review** 9 - 10

a) Suggestion on Redacted Reports for Committees 11 - 12

b) Suggestion for the Review of Councillor's Technology 13 - 14

c) Suggestion for Review of the Health Provision

11. **Urgent Business**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances

Public Document Pack Agenda Item 2

Overview and Scrutiny Committee 23 JANUARY 2018

Present: Councillors: Leonard Crosbie (Chairman), Toni Bradnum, Peter Burgess, Paul Clarke, Matthew French, Billy Greening, Nigel Jupp, Tim Lloyd and Michael Willett

Apologies: Councillors: David Coldwell, Alan Britten, Mike Morgan and Brian O'Connell

Absent: Councillors: Jonathan Dancer and Ben Staines

Also Present: Tricia Youtan

SO/25 **MINUTES**

The minutes of the Committee held 27th November 2017 were approved as a correct record of the meeting and signed by the Chairman.

SO/26 **DECLARATIONS OF MEMBERS' INTERESTS**

There were no declarations of interest.

SO/27 **ANNOUNCEMENTS**

There were no announcements.

The Chairman wished to formally thank the Vice-Chairman Councillor David Coldwell, for acting as Chairman of Overview and Scrutiny in his absence.

SO/28 **CABINET MEMBER INTERVIEW**

The Cabinet Member for Community and Wellbeing was invited to the meeting of the Committee to present and answer questions based on her portfolio.

No questions had been received in advance of the meeting. Therefore the Chairman was invited to present her portfolio summary.

The Committee noted the extensive nature of the portfolio, it covered a wide range of the Council's services including health, community and wellbeing.

Some of the current and recent initiatives included: social prescribing in the District and the expansion of the community warden scheme in villages such as Pulborough and Ashington. Also under this portfolio was the issuing of grants to voluntary organisations, for those who meet the criteria.

The Cabinet Member highlighted some of the successes in terms of crime and disorder, health, social wellbeing, equality and diversity. These were detailed in the summary paper along with some of the challenges.

The Council worked in partnership with a number of organisations for many of the initiatives covered. This also meant that power was often limited as the Council was not the final decision making body.

The Chairman invited the Committee to ask questions based on the portfolio.

Members expressed concerns over the health provision in Horsham, with the increasing population. The Cabinet Member recognised this problem and continued to work with the four CCGs in the area to try and improve the situation.

The Cabinet Member was asked for an update on ambulance response times, including first responders, this would be provided following the meeting.

Mental health was a very relevant topic and Members questioned what the Council did specifically in relation to the services it offered for those with mental health conditions. Members also questioned the mental health support for cancer sufferers and survivors. This was mainly within the remit of West Sussex County Council, although there were a number of voluntary organisations which the District Council supported.

The Members questioned whether the Council had the financial resources to achieve the outcomes sought within this portfolio. It was explained that officers continued to press for more funding from external sources and work within the budget.

The Committee discussed the suicide rates in the District, these remained a concern.

Members questioned whether the Council would work with the leisure centre operators in the District to withdraw the sale of high-sugary drinks. A response would be provided following the meeting.

The local health provision would be added to the agenda for the next meeting of the Committee to consider whether it should be added to the work programme for a potential task and finish group.

The Committee also noted that there had been a recent review of policing in the area which has led to an increase to 10 police officers stationed in Horsham and it was hoped that this would lead to better response times.

The Overview and Scrutiny Committee recognised and supported the positive work under this portfolio and it was suggested that a presentation be made to all Councillors by the lead officers on the work they do with the voluntary associations in this area.

The Chairman thanked the Cabinet Member for attending the meeting.

SO/29 **TO CONSIDER THE PROPOSED 2018/19 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY**

The 2018/19 Budget and the Medium Term Financial Strategy to 2021/22 was available for the Members of the Overview and Scrutiny Committee as part of the agenda for the Cabinet meeting on 25th January 2018.

No questions had been received in advance of the meeting.

The Director of Corporate Resources explained that the Medium Term Financial Strategy had been considered at the meeting of the Committee in November 2017, the Budget supported the Strategy.

It was noted that the Council was able to set a balanced budget for 2018/19 generating a small surplus to help cover the future deficit.

Highlights in the Budget included a suggested increase in Council Tax in 2018/19, an increase in green waste collection charges and an increase car parking charges.

Members questioned whether the New Homes Bonus (NHB) was an integral part of the Budget. The of Head of Finance explained that the Council was not reliant on the NHB, there was no certainty that it would continue into 2020 and it was not included in the revenue budget.

Members questioned the breakdown of the capital expenditure programme over the next few years. This information would be circulated following the meeting.

The officers confirmed that the NHB would not be used to fund the new refuse trucks, the purchase of these would be funded from reserves. However, it was noted that the NHB was not ring-fenced.

The Committee confirmed that it had no objections to the information provided in the 2018/19 Budget Report and the Medium Term Financial Strategy.

SO/30 **CENSUS TASK AND FINISH GROUP**

The Chairman of the CenSus Task and Finish Group updated the Committee, the next meeting of the Group had been organised for 6th February 2018 and the Group would be hearing from the Chief Internal Auditor.

SO/31 **TASK AND FINISH GROUP UPDATES**

SO/32 **TO RECEIVE THE FINAL REPORT OF THE TRAFFIC AROUND PRIMARY SCHOOLS TASK AND FINISH GROUP AND THE RECOMMENDATIONS**

The Committee received the final report of the Traffic Around Primary Schools Task and Finish Group, along with the recommendations.

An additional recommendation had been submitted, since the report was finalised, by the Chairman of the Task and Finish Group.

The Committee recognised the merits of the report on this issue, which was common to many schools in the District.

The Committee congratulated the Group and noted the comprehensive report and approved the recommendations.

RECOMMENDED TO CABINET

- (i) To support the request that West Sussex County Council implement Regulation 10 of The Civil Enforcement of Parking Contraventions (England) General Regulations (appendix 3)
- (ii) That enforcement officer presence is increased during peak times around schools, with a suggested target of visiting each school once per each half term. It is also suggested that the strength of the enforcement team be examined with a view towards increasing numbers
- (iii) That the Waste, Street Scene and Fleet team keep road markings around schools clear and visible, especially schools in rural areas
- (iv) That the Communications team to draft a press release/newsletter/magazine article to increase awareness/educate those that drop off and pick up students and place same article on social media sites
- (v) That it is investigated, and if possible, to empower the neighbourhood wardens, where possible, to enforce traffic regulations.

SO/33 **RESPONSE FROM CABINET TO THE LETTER ON AFFORDABLE HOUSING**

The Vice Chairman of the Committee had written to the Cabinet Members for Planning and Development and Housing and Public Protection following a suggestion made at the last meeting of the Committee, to look at the provision

of affordable housing and the option of the Council creating a housing company.

The Cabinet Member for Housing and Public Protection responded to the letter and the response was noted by the Committee.

SO/34 **REPORT ON THE EFFECTIVENESS OF LOCAL AUTHORITY OVERVIEW AND SCRUTINY COMMITTEES BY THE HOUSE OF COMMONS COMMUNITIES AND LOCAL GOVERNMENT COMMITTEE - FOR INFORMATION**

The Overview and Scrutiny Committee noted the Report on the Effectiveness of local authority overview and scrutiny committees, by the House of Commons Communities and Local Government Committee, which had been circulated by a link on the agenda.

The Chairman suggested that Members read the report and it was agreed that this would be added to the agenda again for the next meeting.

It was also suggested that training for the Overview and Scrutiny Committee be considered, the Chairman would consider the training needs of the Committee.

SO/35 **WORK PROGRAMME**

The Committee noted the Work Programme. The Cabinet Member for Finance and Assets would be invited to the next meeting of the Committee.

SO/36 **URGENT BUSINESS**

None.

The meeting closed at 7.26 pm having commenced at 5.30 pm

CHAIRMAN

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Cabinet Member for Finance and Assets Portfolio Summary 2017/18

26th March 2018

Responsibilities	Corporate Plan Priorities 2016 -19 (as updated for year Q3) Position at March 2018	Successes and challenges, performance summary	Forthcoming Decisions (Forward Plan)
<p>a) General supervision and control of the finances of the Council and the auditing of the Council's accounts.</p> <p>b) Overall responsibility for the production of the draft budget and jointly with the Cabinet, its proposal to the Council.</p> <p>c) Overall responsibility for the Council's insurances.</p> <p>d) The determination of requests for transfer of funds within budgets (virements) exceeding £100,000 but not exceeding £250,000.</p> <p>e) The writing off of debts in excess of £5,000.</p> <p>f) Overall responsibility for the administration of benefits.</p> <p>g) Overall responsibility for the development, implementation and review of policies for the procurement of services, supplies and works to the Council.</p> <p>h) Overall responsibility for the proper management of the Council's property assets including authorisation, subject to the key decision framework, of the acquisition, disposal and dealing with any property assets and the development, implementation and review of the Council's Asset Management Plan.</p> <p>i) Overall responsibility for the provision of facilities management to the Council's offices.</p> <p>j) Overall responsibility for risk management throughout the Council.</p> <p>k) The determination of applications for discretionary rate relief.</p> <p>l) Overall responsibility for the development, implementation and review of the Council's Information and Communication Technology Strategy.</p>	<p>Theme: Communities</p> <p>1. Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget</p> <p><i>Work progressing well on site. Some difficulties experienced due to soil conditions but these have been resolved and the walls and roof of the centre are going up quickly.</i></p> <p><i>The MUGAs are open for daytime use but more work is required on floodlighting etc.</i></p> <p><i>The process for the procurement of the fitness equipment has been agreed. Overall the project remains within budget.</i></p> <p>Theme: Efficiency</p> <p>2. Implement the Medium Term Financial Strategy to deliver a balanced budget over the medium term</p> <p><i>SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Future Horsham Programmes: Income and New Businesses, and Service Efficiency and Cost.</i></p> <p><i>To be supported by introduction of new FMS system in Autumn 2017. New FMS went live on 5th Sept 2017, work is continuing to support users and move historical data across to new system.</i></p> <p><i>The Council's 2016/17 statutory accounts were completed before the end of July, two months earlier than in 2015/16, and received an unqualified audit report. This is on track to meet the brought forward statutory deadline next year.</i></p> <p>3. Grow the council's property portfolio to increase income</p> <p><i>Development of 17 apartments built at the Bishopric, Horsham. The apartments, owned and managed by the Council, for short stay temporary accommodation significantly reducing the need to use bed and breakfast accommodation. This will provide a revenue increase: rental income plus saving on B&B. Funded through Section 106 contributions received by the Council for the provision of affordable housing in the District. Completed summer 2017.</i></p> <p><i>Further development at Peary Close and Rowan Drive to provide 17 further units planned.</i></p> <p><i>Additional investment for purchase of The Forum, Horsham completed in 2017.</i></p>	<p>Portfolio performance summary as reported in the Corporate Plan Priorities and Finance Report March 2018.</p> <p>FS07: % of invoices paid on time</p> <p>FS07a: % of invoices paid within 10 days</p> <p>FS13: Business Rates: Rateable Value</p> <p>R05: % of Council Tax collected in a year</p> <p>R06: Percentage of Non-domestic rates collected in a year</p> <p>R09a: HB -Speed of processing - new HB claims</p> <p>R09b:CTB - Speed of processing - new CTB claims</p> <p>R10a: HB - Speed of processing - changes of circumstances for HB claims</p> <p>R10b: CTB- Speed of processing - changes of circumstances for CTB claims</p> <p>R15: Benefits accuracy rate – check of at least 10% of benefit assessments to establish an accuracy rate of at least 98%</p> <p>VE01a: Percentage of total HDC owned and managed commercial and industrial estate space occupied</p> <p>VE01b: Income from HDC owned and managed commercial and industrial estate space</p> <p><i>Full Finance and Performance Report available as part of the O&S agenda on 26th March 2018.</i></p>	<p>Funding strategy for the Forum maintenance</p> <p><i>Policy Development Advisory Group 12th March 2018</i></p> <p><i>Cabinet 24th May</i></p>

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Report to Overview & Scrutiny Committee

Date of meeting 26 March 2018

By the Director of Corporate Resources

INFORMATION REPORT

Not exempt



Horsham
District
Council

REPORT ON HORSHAM DISTRICT COUNCIL'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN 2017/18

Executive Summary

This report gives the Overview and Scrutiny Committee information to help it carry out its role of monitoring the internal and external delivery of services by detailing how successful the Council has been in delivering against identified Corporate Plan Priorities. The Council uses corporate performance indicators; financial reporting and review of progress against key corporate projects to show progress against corporate priorities.

Three projects where the Council has made significant progress in the quarter include the Broadbridge Heath Leisure Centre; the Future Horsham Programme; and preparation for the introduction of GDPR.

The financial performance is slightly below target at M10 of the 2017/18 financial year. Officers currently forecast a year-end revenue overspend of £40k (0.34% of the £11,860k net budget). Officers are working through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast. In addition, the Council intends to write back two ear-marked balance sheet reserves at year-end that are no longer needed for the specific purpose they were intended for. The two balances total £0.6m. This would result in a surplus of £0.56m in 2018/19, sufficient to fund the transformation programme in 2018/19.

Capital expenditure at month 10 was £25.8m which was 56% of the approved £46.1m capital programme including the £15m supplementary budget agreed by Council in July.

An analysis of performance indicators shows 69% within target and 17% close to target, and 14% below target and with no areas of major concern.

The trend of a decrease in complaints from the year 2016/17 has continued into the third quarter of 2017/18.

Recommendations

It is recommended that having reviewed the data provided, Overview and Scrutiny decide whether there is any further work they would like to add to their work programme.

Reasons for Recommendations

To enable Overview and Scrutiny to carry out its Constitutional role of monitoring the delivery of internal and external services and scrutinise any part of the Council's work.

Consultation: SLT, Cabinet members.

Wards affected: All

Contact: Dominic Bradley, Head of Finance, 01403 215302

Background Papers:

Appendix A: Performance Issues dashboard Q3

Appendix B: 2017/18 Corporate Plan Priorities and Key Tracked Projects reporting
Appendix C: Q3 Monitoring of Key Performance Indicators Report
Appendix D: M10 Financial Highlight report
Appendix E: M10 Revenue Summary
Appendix F: M10 Capital Budget Monitoring

Background Information

1. Reviewing the Internal and External Delivery of the Council's Services

- 1.1. One of the roles of the Overview and Scrutiny Committee is to review the internal and external delivery of the Council's services. The Committee does this by looking at the Council's progress in meeting the Corporate Plan priorities, financial performance, key performance indicators, major projects' progress and complaints and compliments.

2. Monitoring Corporate Plan priorities 2017/18

- 2.1. Appendix A is a dashboard of our Corporate Plan and Performance Monitoring and Appendix B give more detail on the Corporate Plan Priorities monitoring. Council approved the Corporate Plan in February 2016 and updated it for Year 2 in December 2016.
- 2.2. The Hop Oast Depot has been completed on time and on budget and is in use. The change of waste collection arrangements were introduced in February and the roll out to isolated properties, zones 1 and 2 went well. The Future Horsham programme made significant progress in the quarter and the Chief Executive presented to staff and Members in recent weeks. The Broadbridge Heath Leisure Centre, The Bridge, build is underway and the structural steel frame completed cladding to elevations and roof works continue, and the outdoor Multi Use Games Areas opened for daytime use. Progress is being made across the organisation for the introduction of the new General Data Protection Regulations (GDPR) in May 2018.

3. Performance Monitoring

- 3.1. Appendix C is a summary of the Council's key performance indicators at the end of the third quarter of the Council's 2017/18 business year (ending 31 December).
- 3.2. The key performance indicators support the Corporate Plan Priorities 2016-19. Where possible, we measure performance in numbers against set targets. Where we have no control of volume, for example the number of cases or enquiries we receive, we just report the number. This allows management, Cabinet and the Committee to look out for early patterns that might indicate we need more or less resource in the service.
- 3.3. We updated the list of key performance indicators and targets as part of the development of the departmental service plans. We published [Service plans for 2017/18](#) on the Council's website in April 2017 and work is in progress to finalise Service Plans for 2018/19.
- 3.4. In quarter three 69% of indicators met or exceeded targets set; 17% were close to target and 14% fell outside of the target range.
- 3.5. Services management are focusing on at present are:
- 3.5.1. Cost of planning appeals. To improve performance, the Head of Development Management is undertaking a thorough review of all of the appeal decisions received from the Planning Inspectorate to see whether there are any recurring

themes. Council agreed that the Director can require cases which represent such a potential risk to be referred from the Planning Committee to full Council for determination. The Council had no planning appeal cost awarded this quarter.

- 3.5.2. Processing Housing and Council Tax Benefits. Following losses of housing benefit subsidy in previous years the CenSus Joint Committee advised the Benefits Service to focus on quality above speed at their meeting in December 2016. In quarter 3 processing performance of Housing and Council tax benefits remained below target, although the direction of travel in most areas is improving. Management are watching this performance to ensure we have optimal performance between quality and speed during the rest of the year.
- 3.5.3. Planning Income. The down turn in planning fee income continues. The Head of Service has commented that the budget 17/18 has been set against 16/17, a high income year; before the HDPF there were many speculative applications for development and that the one very large site (North Horsham) for £125,000 in 16/17; now the Plan is in place there are no more significant sites to come forward; applications are stable at the moment so fee generation is down.
- 3.5.4. Contamination levels – recycling. Launching a contamination project in Spring 2018 following the changes to bin collections and will involve more messaging, face-to-face contact and crew training. Areas of high contamination will also be targeted.

3.6. Management reports performance improvement in quarter 3 in:

- Number of households in temporary accommodation and B&B;
- employee sickness levels
- number of complaints.

4. Complaints

4.1. In the third quarter of 2017/18 the Council received 31 complaints and the Council's leisure centres received 119.

The trend of a decrease in complaints from the year 2016/17 has continued into the third quarter of 2017/18. The number of complaints received for this period has decreased by 6 complaints from the last period. The total number of compliments (excluding leisure centres) has also decreased, by 28 this quarter, to 166. This is however more than double the number received in the same quarter last year when only 75 were received.

4.2. The Council uses this feedback to prevent recurrence of the same problems, improve Council services and promote good practice.

5. Financial performance

5.1. Appendix D is the Council's Financial Dashboard. At M10 the officers forecast a £40k overspend for the full financial year (0.34% of the £11,860k net budget). Within the overspend, there are services spending more than their budget and

others spending less or where the Council is collecting more money than budgeted. Officers are working through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast.

- 5.2. Appendix E is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget.
- 5.3. Following a detailed balance sheet review in preparation for the year-end closedown, two balances have been identified, totalling £0.6m that we expect to write back at year end. This is because they are no longer needed for the purpose that they were intended for. One is made up of very old Council Tax appropriations. The second is a provision set up in 2014 when there was a significant change in the NDR system and methodology. If these are written back at year-end, there would be a £0.56m surplus based on the Month 10 forecast. This would be sufficient to fund the transformation programme of £0.5m in 2018/19.
- 5.4. Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £25.8m (56% of the programme) at M10, which compares to £7m (and 28%) at the same time last year. However, the total includes buying the Forum in July 2017. The remainder of the programme had spent £10.5m to the end of M10, which is £3.5m more than the same time last year.
- 5.5. Project Managers currently expect to spend £30.2m or 65% of the total programme by the end of the year. The expenditure percentage is already higher than achieved in previous years (52% in 2016/17) but may be over optimistic with only two months to go. Projects expecting to not complete in the year are the Broadbridge Heath Leisure Centre build, further commercial property investment and two temporary accommodation opportunities.

6. Outcome of consultations

- 6.1. The Chief Executive and Directors together with the individual Cabinet Members have reviewed the reports contained in the appendices to this reports. Sections 3.5 and 5 tell Committee where officers are taking action on points of concern. Action on lesser issues is mentioned in the appendices.

7. Other courses of action considered but rejected

- 7.1. None. The Council must monitor its performance and take corrective action where appropriate.

8. Resource consequences

- 8.1. There are no staffing or direct financial consequences from the Overview and Scrutiny Committee reviewing this report.

9. Consequences of the proposed action

- 9.1. This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity and Sustainability matters. Overview and Scrutiny reviewing this report

and raising any concerns they have reduces the risk that management or Cabinet have missed any performance or financial trends they need to address.

DRAFT- O&S Performance Issues/Concerns Dashboard Q3 (ending 31 December 2017)

Performance Indicator Overview

On or above target 

Just below target 

Performance below target 

Any Potential Areas of Concern

Remedy/Action

No Potential Areas of concern at the moment

Level of planning income being closely monitored
 Recycled Waste contamination levels awareness programme in place
 Revs & Bens – increased level of quality control checking

Corporate Plan Review Overview -

Ongoing/
On Track 

Completed 

Under Senior
Management Review 

Senior Management
Action 

Any Potential Areas of Concern

Remedy/Action

Status

No Potential Areas of concern at the moment

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APPENDIX B: Corporate Plan Priorities & Key Tracked Projects Reporting

Qtr 3 ending 31 December 2017/18

050318

Progress against the **Corporate Plan (Year 2)** priorities reported across 4 themes: Communities, Economy, Efficiency and Environment

Symbols Used/status				
 0	 22	 0	 0	 4
Not Started	On going/ On Track	Under Senior Management Review	Senior Management Action	Completed

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 Year 2	Qtr. 3 Update	Due Date			
Theme 1: Communities <i>Support our communities</i>	1.1 Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget	<p>Work progressing well on site. Some difficulties experienced due to soil conditions but these have been resolved and the walls and roof of the centre are going up quickly. The MUGAs are open for daytime use but more work is required on floodlighting etc. The process for the procurement of the fitness equipment has been agreed. Overall the project remains within budget.</p>	2018	<p>Cllr Jonathan Chowen</p> <p>Cllr Brian Donnelly</p>	<p>Lead Officer: Adam Chalmers</p> <p>Support: Trevor Beadle</p>	
	1.2 Grow the footfall of HDC's cultural and leisure facilities	<p>Museum attendances are on target to break previous records for the year but attendances at The Capitol are marginally down. Whilst this is due to a weak national cinema offer in the early part of the year the strong releases in recent months look set to redress this. Attendances at Leisure Centres are marginally up with swimming 3.3% against last year. Footfall at the Councils major outdoor sites is not accurately counted but increased revenue from catering franchise, particularly Southwater Country Park, suggests further increase in use.</p>		Cllr Jonathan Chowen	<p>Lead Officer: Trevor Beadle</p> <p>Support: Section Heads</p>	
	2. Work with community stakeholders to put in place arrangements to deliver a Year of Culture	<p>Year of Culture launch was a success. We received 150 bids from organisations to run events as part of YoC. These will be shortlisted shortly. The first external sponsor has been secured. The first draft programme for 2019 will be published in April.</p>		Cllr Jonathan Chowen	<p>Lead Officer: Trevor Beadle</p> <p>Support: Section Heads</p>	
	3. Develop the case for potential expansion of community wardens with parishes	<p>New schemes approved by Full Council in February 2018: Town Centre wardens; Southwater; and Billingshurst. A further scheme is being explored by Storrington and Sullington.</p>		Cllr Kate Rowbottom	<p>Lead Officer. Greg Charman</p> <p>Support. Neil Worth</p>	

	4.Press the NHS to encourage delivery of improved health facilities and outcomes with strategy prepared	Continuing work with the two CCGs and NHS England and local health practitioners to secure appropriate primary health care for the District.		Cllr Tricia Youtan	Lead Officer: Support: Trevor Beadle	
	5. Support and deliver initiatives to improve the quality of life of the most vulnerable within the district and deliver Phase 2 of the Think Family programme	<p>Funding of grants to organisations that support vulnerable people across the district. Strategic grants in 2017/18 include for support of older people through AgeUk and Impact Initiative, support for younger people through Purple Bus and the Y Centre, support for rural and social isolation through a grant for community transport through Horsham District Community Transport and support for families and communities through Homestart, Relate and West Sussex Mediation Service. Funding is available for smaller community projects through the Community Grants scheme.</p> <p>Service Level agreements are also in place with Citizen Advice, Snack Wagon, Horsham Matters Community Youth work (based in the Horsham Town Centre) and support for the Community and Volunteer sector groups through Horsham and Mid Sussex Voluntary Action.</p> <p>Helping vulnerable people access leisure services to improve their quality of life by managing the Leisure Access Card scheme which enables residents on a low income to receive discounts on leisure activities – this improves both physical and mental wellbeing.</p> <p>A number of initiatives have been delivered including</p> <ul style="list-style-type: none"> • Reaching Higher sports and arts weekly programmes including new Wheels for All cycling programme (including £20K for purchase of adapted bikes) • Satellite club funding to support promotion of softball at Millais School • Young carers sessions at Horsham Youth Club • Alternative sports days targeting primary pupils with special educational needs and those with less active disposition • New Age Kurling and Indoor Bowls festivals targeting less sporty/active/confident children • Support of young sports leaders with disabilities 		Cllr Tricia Youtan	Lead Officer: Support: Trevor Beadle	

		<ul style="list-style-type: none"> Falls Prevention Programme HeartSafe Men's Sheds Programme, Horsham and Shipley Pre-diabetes Programme <p>At 1st January 2018 there had been 293 completed Think Family interventions in the Horsham District with an 88% success rate in terms of reduced vulnerability or improved behaviours. Another 150 family cases were still open (ie. Support programmes still live). HCLG Think Family attachment and successful intervention targets had been exceeded across West Sussex and whilst HDC leads on only a limited number of attachments, the district bucks national trends in that challenges such as childhood obesity or ASB have decreased.</p>				
	6.1 Endeavour to prevent homelessness throughout the District	<p>Housing Services has been restructured in preparation for the Homelessness Reduction Act. There continues to be an emphasis on prevention and early intervention. A recent visit by the Ministry of Housing, Communities and Local Government has confirmed that the Council has prepared well for the implications of the new Act.</p> <p>The Housing Service and the Community Safety Team are working with partners to prevent homelessness and a member briefing has been organised for all Town Centre members.</p>		Cllr Kate Rowbottom	Lead Officer: Adam Chalmers Support: Rob Jarvis	
	6.2 Undertake an annual review of Housing Strategy (revised following Cabinet/PDAG May 2017)	<p>The Housing and Planning Act received Royal Assent on 13 May 2016. Late 2016/17 the Government's Housing White Paper was published, the details of this are being digested and required changes to Housing and Planning Strategies will be consulted upon and implemented where necessary.</p> <p>NI154 - 2016/17 monitoring period delivery, the net increase in dwelling stock over the year was 795 which is below the annual target although 5 year land supply with strategic sites will deliver significant numbers in the future.. The level of social and affordable rented units delivered 154, and 70 shared ownership homes completed.</p>		Cllr Claire Vickers	Lead Officer: Adam Chalmers Support: Rob Jarvis	

	7 Support an expanded effective telecare and tele-healthcare service	<p>Work is underway to consider if West Sussex Telecare will submit a bid for the WSCC Telecare contract.</p> <p>The Immersicare service launched by Community Link has been shortlisted for an IESE award in the Innovation category.</p>	Ongoing	Cllr Kate Rowbottom	<p>Lead Officer: Adam Chalmers</p> <p>Support:</p>	
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Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18	Qtr. 3 Update	Due Date			
Theme 2: Economy <i>Improve and support the local economy</i>	1.1 Develop and progress a master plan for Horsham Town Centre	<p>1.1 A project to produce an imaginative, innovative and dynamic vision for Horsham town centre. Updated Vision report completed, All Member briefing held on 12 September, Stakeholders and the general public consultation closed 16 Oct with results analysis reported to Board and subsequently to Cabinet Nov 17. Formally approved Town Centre Vision Statement for publication early 2018. Next stage is to commence delivery of the action plan of projects.</p> <p>1.2 Develop and deliver a combined, comprehensive Public Sector development solution for Hurst Road to include re-provisioning of existing services and maximising development potential. The Council is working with landowners on options to relocate them so the site can be freed up for comprehensive redevelopment.</p>	Ongoing	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	1.2 Develop and progress a master plan for Hurst Road, Horsham by June 2016		Ongoing	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	2. Implement the Economic Development strategy to support the local economy	<p>The Economic Development Strategy was adopted by Cabinet on 12th January 2017.</p> <p>An action plan to support the delivery of the strategy in place.</p>	March 2017	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	3. Implement strategies for the management of car parks across the district	<p>Rural car parking strategy now in place and proposals for charging for rural car parks were adopted by Cabinet in Nov 2016 and are live. Annual discs launched Feb/March 2017. Adjustments to machines to include cash payments have been completed.</p> <p>Within Horsham town work has been undertaken in</p>	Ongoing	Cllr Gordon Lindsay	Lead Officer: Ben Golds	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18	Qtr. 3 Update	Due Date			
		<p>conjunction with Strategic Planning and Horsham Vision to set a baseline for growth and future use of our car parks. A town centre parking strategy has been developed which is to inform pricing, car park usage, season ticket allocation, etc. Extending ANPR to Hurst Rd planned Spring 2018. Options report on adding additional levels to the Forum, Piries and Swan Walk has been considered and preferred option to proceed with disposal and rebuild agreed for Piries September 2017. Overall Town and Rural Car Park Strategy to Cabinet January 2018. .</p>				

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 3 Update	Due Date			
Theme 3: Efficiency <i>Great value services</i>	1. Continue development and delivery of next phase in our Business Transformation Programme: Future Horsham	<p>Branded under the Future Horsham Programme. This provides the vision to enable us to meet our budget challenges and embrace the opportunities arising from the digital revolution. Programmes include:</p> <ul style="list-style-type: none"> i) Technology Strategy ii) Organisational development iii) Productivity Reviews iv) Service Efficiencies (MTFS) v) Income & New Business vi) Shared Services <p>Technology strategy has been approved by Cabinet and other projects are progressing well. A number of sub-projects are either completed or close to completion. A seminar for members giving an update on the programme is being arranged.</p>	Ongoing – Future Horsham	Cllr Dawe	Lead Officer: Jane Eaton	
	2. Work with partner councils across Sussex and Surrey to secure schemes to address the infrastructure deficit that will be of benefit to the	<p>Council Leaders in West Sussex recently agreed that previous efforts to secure Government support to tackle the infrastructure deficit through the proposed 3SC devolution bid should now be refocussed. The emphasis will now be on joint</p>	Ongoing	Cllr Dawe	Lead Officer: Tom Crowley	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 3 Update	Due Date			
	residents of our district	work within West Sussex to develop a long term vision for economic growth, housing and infrastructure in order to achieve a coherent strategic planning framework and to strengthen the case for investment in infrastructure. Since the Brexit vote and the General Election it has become clear that the Government is not prioritising any further non metropolitan devolution.				
	3. Implement the Medium Term Financial Strategy to deliver a balanced budget over the medium term	<p>SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Future Horsham Programmes: Income and New Businesses, and Service Efficiency and Cost.</p> <p>To be supported by introduction of new FMS system in Autumn 2017. New FMS went live on 5th Sept 2017, work is continuing to support users and move historical data across to new system.</p> <p>The Council's 2016/17 statutory accounts were completed before the end of July, two months earlier than in 2015/16, and received an unqualified audit report. This is on track to meet the brought forward statutory deadline next year.</p>	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	
	4. Grow the council's property portfolio to increase income	<p>Development of 17 apartments built at the Bishopric, Horsham. The apartments, owned and managed by the Council, for short stay temporary accommodation significantly reducing the need to use bed and breakfast accommodation. This will provide a revenue increase: rental income plus saving on B&B. Funded through Section 106 contributions received by the Council for the provision of affordable housing in the District. Completed summer 2017.</p> <p>Further development at Peary Close and Rowan Drive to provide 17 further units planned.</p> <p>Additional investment for purchase of The Forum, Horsham completed in 2017.</p>		Cllr Donnelly	Lead Officer: Chris Lyons	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 3 Update	Due Date			
Theme 4: Environment <i>Manage our natural and built environment</i>	1. Horsham District Local Plan – monitor and review the local plan requirements and keep up to date	<p>Authority Monitoring Report published December 2017. Local Development Scheme published January 2017 which sets the timetable and key milestones for the preparation of policy documents.</p> <p>Commenced evidence base for HDPF review – Housing Mix Report Nov 2016; Starter Homes Report Nov 2016; Employment Floorspace Review June 2016; Hotel and Visitor Accommodation Study July 2016; Horsham Town Retail and Leisure Study March 2017</p> <p>Commenced Site Allocation document – evidence base complete to establish the needs of Gypsy and Traveller and Travelling Showpeople and identifying suitable sites for allocation, March 2017</p> <p>HDC’s CIL proposals are acceptable to the Examiner, and a report taken to Cabinet March 2017 and to Full Council April 26 for adoption of the CIL Charging Schedule. CIL in place from 1 Oct 17</p>	31 March 2018	Cllr Vickers	Lead Officer: Chris Lyons	
	2. Ensure that the plans for the new community and business park at North Horsham are delivered with all necessary infrastructure and services	<p>Planning application considered at Planning Committee North on 28 April 2017 and referred to full Council for decision. At meeting 22 May 2017 approval for outline planning given subject to completion of s106 agreement. This has now been completed except for the ecological issue, review of impact of the development on Ashdown Forest.</p>	TBA	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	3. Support delivery of Neighbourhood Plans	<p>Significant progress has been made over the in relation to neighbourhood planning. In 2016/17 the District had over 90% coverage of Parishes progressing plans.</p> <p>In 2017/18 some de -clustering has occurred and 80% are progressing.</p>	31 March 2018	Cllr Claire Vickers	Lead Officer: Chris Lyons	
	4.1 Implement the review of waste services to maximise efficiency	<p>New Service commenced on 5 February. The roll out to isolated properties, zones 1 and 2 went well. The roll out continues throughout March to early April.</p>	July 2017 (Incab)	Cllr Philip Circus	Lead Officer: Adam Chalmers	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 3 Update	Due Date			
		<p>The delivery of additional recycling bins is continuing and almost 5,000 households took up this offer.</p> <p>A full review of the new service will be completed after implementation.</p>	Mar 2018 (2 wkly collections)			
	4.2 To reach 50% recycling of household waste by 2020	<p>Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce waste going to landfill under the waste hierarchy. This externally funded project has been running 2015/16 and onwards. Contaminated recycling materials have reduced over the last 3 years. Introduction of new bin service collection aims to increase the recycling rate.</p> <p>With targets enshrined in UK legislation we will remain committed to a range of waste reduction measures raising awareness and promoting the value of recycling whilst remaining below the 6% threshold included in the new Memorandum of Understanding (MOU) Schedule 6.</p> <p>Achieved 46.97% recycling rate 2016/17.</p>		Cllr Philip Circus	Lead Officer: Adam Chalmers	
	4.3 Deliver the new waste depot by March 2018	Hurston Lane depot facilities consolidated into a single site at Hop Oast. Move into the new offices and workshop at the end of June 17 completed. Offices and workshop completed and existing offices and workshop now demolished. Formal handover 24 October 2017, on time and on budget.	Completion March 2018	Cllr Philip Circus	Lead Officer: Adam Chalmers Support: Brian Elliott	
	5. Work with WSCC to secure appropriate waste transfer arrangements	Consultation with WSCC has taken place. WSCC will produce a business case to support the construction of a transfer station in a location that gives a logistical benefit; existing sites within Counties and Partner portfolios are being considered along with a new build site.	31 March 2018	Cllr Philip Circus	Lead Officer: Adam Chalmers	
	6. Adopt a low tolerance approach to environmental crime	Enforcement action to be taken where viable cases exist and record number of incidents and resultant actions where appropriate- currently measured on DEFRA's waste data flow. Now deploying covert cameras in known hot spots and there are two cases pending for prosecution. In addition to this there will be a new anti - litter campaign issuing Fixed Penalty Notices to the registered keepers of vehicles that are involved in littering incidents.	31 March 2018	Cllr Philip Circus	Lead Officer: Adam Chalmers	

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APPENDIX C KPI Monitoring Report Q3 2017/18

Generated on: 5 March 2018



2017/18 KEY PERFORMANCE INDICATORS

Code	Short Name	Q2 2017/18	Q3 2017/18	Notes		
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments)	6,381	6,752			Measures channel shift. 5058 Q3 16/17 - 32% increase Cabinet Member: Cllr Dawe
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	5,556	5,732	3,907		Cabinet Member: Cllr Dawe
CS01	Contact Centre: % of incoming calls answered within 20 seconds	92.08%	98%	93%		Average of 98% of calls answered within 20 seconds year to date. Preparing for Waste collection changes and associated customer calls. Cabinet Member: Cllr Dawe
DM07	Planning appeals - number of cost awards	1	0			HDPF adoption has reduced challenges. Cabinet Member: Cllr Vickers
DM22	Planning appeals – adverse costs awarded £	£0	£0			Volumetric No financial settlements finalised this quarter. There is often a long lead in as negotiations for a settlement take place. Cabinet Member: Cllr Vickers
DM09	Percentage of planning appeals allowed	16.67%	50%	30%		Low is good In order to improve performance, the Service is undertaking a thorough review of all of the appeal decisions received from the Planning Inspectorate over the last 15 months to see whether there are any recurring themes. Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	97.22%	96.43%	65.00%		Cabinet Member: Cllr Vickers
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	97.12%	97.05%	80.00%		Cabinet Member: Cllr Vickers
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	100%	100%	80%		Cabinet Member: Cllr Vickers
DM20	Number of major planning applications	18	6			Volumetric

Code	Short Name	Q2 2017/18		Q3 2017/18		Notes	
		Value	Value	Target	Status		
	determined subject to voluntary extension						Cabinet Member: Cllr Vickers
DM22	Planning appeals – adverse costs awarded £	£0	£0				Volumetric. No financial settlements finalised this quarter. There is often a long lead in as negotiations for a settlement take place. Cabinet Member: Cllr Vickers
DM23c	Speed of decision – Majors (Oct 16 – Sept 18)	Forecast 80%		>60%		New HCLG Designation criteria Reporting the <u>forecast</u> position at Q3 against target	
DM25c	Speed of decision – non-Majors (Oct 16 – Sept 18)	Forecast 85%		>70%			
DM24	Quality of decisions – Majors (April 15 – March 17) Reporting Dec 17	Final 0.63%		<10%		New HCLG Designation criteria Reporting the <u>final outturn</u> position	
FS01	Planning: Fee income	£497,683	£722,181	£899,640			Cumulative Lower than budget income from planning applications. Now HDPF adopted less speculative applications and no large applications expected. Management will watch this closely Cabinet Member: Cllr Vickers
FS02	Local Land Charges: Fee income	£136,056	£196,004	£176,180			Cumulative Cabinet Member: Cllr Vickers
FS07	% of invoices paid on time	96.11%	98.04%	96%			Cabinet Member: Cllr Donnelly
FS07a	% of invoices paid within 10 days	83.73%	73.48%	75%			The percentage payment of invoices within 10 days for small and medium sized businesses though dipped below the 75% target in October at 70.1%, the only month to do so in the nine months of the year to date. The quarter value is affected by the high volume of October invoices. Cabinet Member: Cllr Donnelly
FS09c	Parking: Combined Income	£1,916,458	£2,999,754	£2,828,754			Cumulative Cabinet Member: Cllr Lindsay
FS13	Business Rates: Rateable Value	£113,459,092	£113,785,567				Cabinet Member: Cllr Donnelly
FS20	Trade Waste Income	£1,000,499	£1,102,237	£1,013,929			Cumulative Cabinet Member: Cllr Circus
HS01b	Homelessness: Decisions	36	32				Volumetric

Code	Short Name	Q2 2017/18	Q3 2017/18	Notes		
		Value	Value	Target	Status	
						Cabinet Member: Cllr Rowbottom
HS17	No of Homelessness Preventions	50	36			Cabinet Member: Cllr Rowbottom
HS18	No of households in temporary accommodation	82	79			Burstow Court temporary accommodation (17 units) completed and reduced the use of bed and breakfast.
HS19	Of which no of households in B & B accommodation	17	7			Cabinet Member: Cllr Rowbottom
HS21	No of households on the Housing Waiting list	613	537			Cabinet Member: Cllr Rowbottom
LS01a	Attendance at Sports Centres	270,535	236,476	235,845		Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	116,299	96,192	93,065		Cabinet Member: Cllr Chowen
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	37,950	57,429	58,204		National film releases in the last month have been strong against an absence of big films in the earlier part of the year Cabinet Member: Cllr Chowen
LS5(i)	Total attendance at Horsham Museum and Visitor Information Centre	22,510	33,008	16,800		Cabinet Member: Cllr Chowen
OP14	Recycling rate % (Tonnage) [2020 European Target is 50%]	55.01%	52.19%	48%		High is good. Cabinet Member: Cllr Circus
OP15	Number of garden waste customers (households)	31,907	32,283			January figure reported Cabinet Member: Cllr Circus
OP17	Number of refuse, recycling and garden waste collections reported as missed	900	1103			Approx 0.2% of quarterly collections Cabinet Member: Cllr Circus
OP19	Quality of recycling - % contamination rate	6.57%	7.96%	6%		Launching a contamination project in the Spring following the changes to bin collections and will involve more messaging, face-to-face contact and crew training. Also targeting high contamination areas. Cabinet Member: Cllr Circus
PP08	Number of FOI requests received	190	227			Cabinet Member: Cllr Dawe
PP09	% of FOI requests responded to within 20 days	97%	94%	85%		Cabinet Member: Cllr Dawe
PP10	Number of complaints received	37	31	91		Cabinet Member: Cllr Dawe

Code	Short Name	Q2 2017/18	Q3 2017/18	Notes		
		Value	Value	Target	Status	
PS05a	Percentage Staff turnover	6.06%	2.33%	3.12%		SLT
	Staff turnover - unplanned	21 out of 65	8 out of 10			Additional detail for indicator PS05a – unplanned (moved to other LA, private sector, personal etc) for period to December 2017
PS11c	Total sickness (excluding leavers sickness)	6.77	6.89	8		Short term 1.9 days per FTE SLT
R05	% of Council Tax collected in year	58.18%	86.25%	86.60%		Cabinet Member: Cllr Donnelly
R06	Percentage of Non-domestic Rates collected in year	60.39%	84.68%	84.64%		Cabinet Member: Cllr Donnelly
R09a	HB -Speed of processing - new HB claims	YTD 21.8	YTD 21.4	18		Increased level of quality control checking. Options for future of the service agreed.
R09b	CTB - Speed of processing - new CTB claims	YTD 24.1	YTD 23.3	20		
R09a	HB - Speed of processing - changes of circumstances for HB claims	YTD 11.1	YTD 11	10		
R09b	CTB- Speed of processing - changes of circumstances for CTB claims	YTD 10.3	YTD 10	10		
R15	Benefits accuracy rate – check of at least 10% of benefit assessments to establish an accuracy rate of at least 98%	95.1%	94.9%	98%		Increased level of quality control checking. Options for future of the service agreed Cabinet Member: Cllr Donnelly
SSC9a	No. of fly tipping incidents	172	191			The waste types vary some of which will include small items as well as larger loads Cabinet Member: Cllr Circus
SSC9b	No. of fly tipping enforcement notices	0	15			Cabinet Member: Cllr Circus
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	399,059	432,267	404,900		Cabinet Member: Cllr Lindsay
TS05	Town Centre Parking - utilisation (% full)	38%	52%	50%		These occupancy figures represent the average occupancy within the car parks over 7 days a week between the hours 9am to 6pm. Peak periods show around 80% usage in our car parks Cabinet Member: Cllr Lindsay
TS07	Rural Car parking strategy, including car park discs	£295,945	£339,320			Statement Cabinet Member: Cllr Lindsay

Code	Short Name	Q2 2017/18	Q3 2017/18	Notes		
		Value	Value	Target	Status	
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99%	100%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,976,179	£2,992,850	£2,559,736		Cabinet Member: Cllr Donnelly

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Budget Monitoring and Forecast Outturn – April 2017 to January 2018

Highlight report – 19 February 2018

Monthly Summary:

The year-end forecast at M10 is a deficit of £40k: an adverse movement of £257k from the M9 forecast surplus. These figures reflect a further reduction in anticipated planning fees of £120k as no major applications this year and estimated Revenues and Benefits service exit and transition net costs of £293k. However, the true overall picture may be masked by only two-thirds of budget holders undertaking their monitoring and forecasting in the month. Writing back two unused balance sheet ear-marked reserves that are no longer required for the purpose they were intended for would change the year-end position to a £0.56m surplus.

Revenue Outturn Forecast:

FR8 – Compliance 63%

Directorate	£000s
Chief Executive	(29)
Resources	(18)
Community and Culture	467
Planning, property and economic development	(380)
Total deficit / (surplus)	40

Capital Outturn Forecast:

£30.2m out of £46m programme (65%)

Capital Expenditure:

Spend of £25.8m, 56% of the capital programme; an increase of £1.5m in the month. Major spending is underway on BBH leisure centre (£10.6m budget in year) and the £3m vehicle replacement spend is very nearly complete.

Debtors:

Debtor accounts stood at £716k at the end of January. Five accounts made up 54% (£388k) of the total outstanding amount. Balances remain unchanged on the top two long term debtors accounts : 1) £137k in payment plan, 2) £121k for S106, 3) £59k service operator, 4) £43k CIL and 5) £28k rent late

Revenue Expenditure and Income (exc. HB):

Net spend for months 1-10 was £8,835k, 80% of the annual budget and in line with the 2016/17 M10 position.

Expected costs associated with the roll out of Alternative Weekly Collection have started to appear in the ledger with staffing costs increasing within the waste and recycling department. Redundancy costs in January included the early settlement of some pension liabilities, saving the Council interest.

Two balance sheet ear-marked reserves totalling £0.6m are no longer required for the purpose first intended and will be written back at year end.

Staffing costs

Staffing costs remain below both the profiled budget but are ahead of those for the same period in 2016/17. Salaries forecasting remains patchy. Redundancy costs have exceeded the annual budget.

M1-10	Actuals	Budget	Variance
Salaries and Wages	12,864	14,392	(1,528)
Overtime	198	101	97
Casual Staff	398	193	205
Temporary Staff	623	300	323
Redundancy/termination	275	208	67
	14,358	15,194	(836)

Transformation Fund: £0.5m [+ £113k b/f]

Projects	Allocation	M10
Unlocking the ICT Strategy	34	34
FMS Implementation	180	165
Alternate Weekly Collections	240	240*
Learning Pool	16	16
Income feasibility study	5	5
HR T1 module implementation	94	25
Legal case management IKEN system	27	0
Future Horsham Manager	13	0
	613	485

*Committed

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Cummulative Revenue figures for April 2017 to January 2018	Income			Total Exp			Total Net Exp		Forecast over / (under) spend £000	Comments
	Gross income £000s	Annual Budget £000s	Gross income as % of annual income budget	Gross spend £000s	Annual Budget	Gross exp as % of annual spend budget £000s	Net spend £000s	Comparison to M10 in 2016/17		
Waste & Recycling	(3,497)	(3,421)	102%	3,367	3,279	103%	(130)	(233)	334	Trade waste disposal costs and other operational replacement equipment costs and recycling education.
Revs And Bens Admin	(760)	(892)	85%	1,308	1,446	90%	548	381	293	Exit and transition costs of Revs and Bens service
Housing	(682)	(879)	78%	986	852	116%	304	139	260	Delay opening Bishopric temporary accommodation and knock-on effect on rental income and B&B budgeted savings
Development	(1,215)	(1,709)	71%	1,670	2,065	81%	455	403	188	Reduction of planning fee income (no major applications), slightly offset by reduction in use of consultants.
Finance Accountancy	(12)	(16)	76%	728	842	86%	716	942	94	Agency and redundancy costs
Information Technology	(571)	(2,000)	29%	2,553	3,765	68%	1,982	1,547	30	
Leisure Services	(457)	(784)	58%	380	690	55%	(76)	55	22	
Operational Properties	(36)	(63)	57%	585	593	99%	549	601	18	
Economic Development	(118)	(58)	204%	531	472	112%	413	426	12	These will continue to be monitored and action taken to reduce. No significant individual items highlighted.
Capitol	(1,531)	(1,405)	109%	1,580	1,688	94%	49	33	10	
Spatial Planning	(86)	(34)	254%	704	921	76%	618	775	7	
Building Control	(687)	(854)	81%	679	833	82%	(8)	(22)	5	
Museums	(65)	(36)	179%	256	271	94%	191	253	2	
Community & Culture	0	0	0%	177	215	82%	177	118	(0)	
Community Development	(156)	(65)	240%	636	547	116%	480	450	(0)	
Customer Services	(1)	(5)	21%	295	344	86%	294	320	(0)	
Business Transformation	0	0	0%	77	0	0%	77	152	(0)	
Health and Wellbeing	(220)	(354)	0%	270	324	83%	50	1	(0)	
Human Resources & Org Development	(3)	(8)	36%	517	546	95%	514	414	(0)	
Community Safety	(47)	(226)	21%	331	541	61%	284	325	(7)	
Communications	(12)	(15)	82%	320	437	73%	307	244	(19)	
Environmental Services/Licensing	(607)	(634)	96%	1,038	1,311	79%	431	471	(28)	
Corporate Management	(15)	0	0%	574	767	75%	559	607	(31)	
Commissioning	(13)	(34)	37%	290	365	80%	278	215	(38)	
Legal & Democratic	(74)	(136)	55%	1,193	1,587	75%	1,118	1,199	(41)	
Parks & Countryside Services	(349)	(461)	76%	1,231	1,490	83%	882	915	(43)	
Audit	0	0	0%	128	196	65%	128	162	(53)	Fewer number of audit days and deleted post.
Street Scene & Fleet	(54)	(33)	167%	2,390	3,054	78%	2,336	2,425	(62)	Lower derv useage / price.
Parking Services	(3,803)	(4,591)	83%	1,682	1,816	93%	(2,121)	(2,175)	(124)	Rent reduction on Forum. Higher volume income.
Properties & Facilities	(0)	(1)	49%	584	620	94%	583	374	(127)	Staffing savings from vacancy
Finance Corporate	(651)	(577)	113%	458	993	46%	(193)	(207)	(302)	Additional interest received from higher yielding deposits and delay in apprenticeship scheme
Investment Properties	(3,307)	(3,131)	106%	348	546	64%	(2,959)	(2,460)	(359)	Rental income; mainly from new Investment Property
Total	(19,029)	(22,421)	85%	27,864	33,414	83%	8,835	8,850	40	Overspend. £353k surplus at M10 in 2016/17
Benefit Payments	(25,096)	(31,530)	80%	25,197	31,740	79%	101	629	0	
Total	(44,125)	(53,951)	82%	53,061	65,154	81%	8,936	9,479	40	Overspend

N.B. comments on values over £50k

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CAPITAL BUDGET MONITORING Period 10 in 2017/18

Appendix F

Capital projects	Department	Net expenditure	Budget	Spend as % of budget
Broadbridge Heath Leisure Centre - new build	Property & Facilities	3,158,972	10,576,139	30%
Other Community and Culture projects	Comm and Culture	194,701	914,004	21%
Hop Oast depot development	Waste & Recycling	2,244,298	2,365,941	95%
Vehicle Fleet	Streetscene & Fleet	3,153,744	3,898,821	81%
Grants - Environmental health	Envir Health & LM	501,946	838,000	60%
Housing Enabling Grants	Housing	404,000	2,215,000	18%
ICT projects - HDC	Resources ICT	45,974	224,721	20%
ICT projects - Census	Resources ICT	0	64,145	0%
Car Parks Fabric and Equipment	Property & Facilities	346,556	1,377,354	25%
Town centre improvements	Property & Facilities	7,206	88,911	8%
Commercial Property Investment Fund	Property & Facilities	15,308,657	19,713,873	78%
Miscellaneous properties spend	Property & Facilities	450,366	3,855,737	12%
Total		25,816,419	46,132,646	56%

Forecast outturn	Spend as % forecast outturn	comment
5,733,131	55%	Total project budget £12.3m: 2016/17 spend : £0.6m; 2017/18 budget £10.6m and 2018/19 budget £1.1m. Following the delays to the contract agreement process, it's expected that circa £4.9m from 2017/18 will be re-profiled into 2018/19.
552,820	35%	Spend to date includes: Horsham Park Tennis Court improvements (£31k) and Outdoor Gym (£42k); Southwater Country Park car park initiatives (£32k); and Capitol Theatre Fly System (£35k). Forecast also includes: Play area improvements (multiple sites £199k) and St Mary's Garden of Remembrance (£75k).
2,244,298	100%	Total project budget of £4.55m, approved by Council: 2014/15 spend £0.02m; 2015/16 spend £0.18m; 2016/17 spend £1.99m and 2017/18 budget £2.36m. The budget includes provision for new Depot and workshop facility and for the temporary relocation of services currently based at Hop Oast while the new depot is constructed. The project is now complete with minor costs and retention left to pay. The latter will be paid in the next financial year. Total project spend is expected to be on, or slightly less, than budget.
3,147,844	100%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme. 19 new vehicles (cost circa £3m) are being acquired to replace the current sideloaders. Net expenditure includes spend on 20 vehicles.
613,000	82%	Spend mostly demand led on disabled facilities and home repair grant.
404,000	100%	The £404k spend is for a grant to Hyde Housing Association for a development at Christ's Hospital.
200,000	23%	Spend to date is for Windows 10 roll-out
0	0%	No expenditure to date.
765,107	45%	Current spend is for work on Forum car park lift and Piries place car park. Forecast also includes: work to extend ANPR and improve Pavillions (Hurst Road) CP, improve car park lighting and for Rural car park infrastructure and signage.
20,000	36%	Expenditure is for improved street signage in East Street
15,808,657	97%	To allow the expansion of the Council's property portfolio in order to increase the contribution to revenue (anticipated that purchases would normally achieve a 6% return). The spend is for purchase of a commercial property for which a supplementary budget of £15m was approved in July 2017. The forecast includes £0.5m for Billingshurst acquisition agreed at Cabinet 23 Nov 17.
701,302	64%	Spend is build of Temporary Accommodation in Bishopric (£0.34m) and initial costs to build additional Temporary Accommodation in Billingshurst & Horsham. These will be funded by S106 Affordable Housing receipts, with the majority of the spend on the latter taking place in 2018/19.
30,190,157	86%	

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

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Overview & Scrutiny Work Programme
May 2017 to May 2018

	Scrutiny & Overview Committee	Traffic Around Primary Schools T&F Group	CenSus Revs and Benefits Service T&F Group	
June	S106 Funding report from BISC Call-In Note			
July	24 th July Cabinet Member interview Quarterly Finance and Performance Report from June 2017 12 month follow up on s106review to review outcome and progress (see SO minutes 14/03/16)			
August		1 st meeting to appoint chairman, agree terms of reference, scope review and agree work programme and timescales.		
September	25 th September Cabinet Member Interview Quarterly F&PSC Report		1 st meeting to appoint chairman, agree terms of reference, scope review and agree work programme and timescales.	
October			12 th October 2 nd Meeting (TBC by Group)	
November	27 th November Cabinet Member Interview Quarterly F&PSC Report MTFS	9 th November 2 nd Meeting to consider feedback from school questionnaires		
December		14 th December Final meeting of the Group (TBC if required)		

Overview & Scrutiny Work Programme
May 2017 to May 2018

January 2018	23 rd January 2018 Cabinet Member Interview Budget	Final Report to O&S		
February			6 th February Meeting – to interview Chief Internal Auditor	
March	26 th March Cabinet Member Interview Quarterly F&PSC Report Crime and Disorder End of Year Report (TBC)		12 th March Meeting – to interview Chief Executive	
April				
May				
June	12 month review of new format of O&S with T&F Groups (see minutes of O&S 5/6/17) Cabinet Member Interview			

WORK PROGRAMME SUGGESTION FORM

Ref: 17/Cllr

Please return this form to:

Daniela Smith
Democratic Services
Horsham District Council
Parkside, Chart Way,
Horsham
RH12 1RL

Name: Mr Paul Kornycky 31/1/17

Proposed Scope/focus of review:

The North of Horsham strategic development, with regards to the applicant's viability submissions & the subsequent analysis by Dixon Searle Partnership/Planning Officers of such evidence. In particular how/why some key data was incorrectly classified as 'Commercially Confidential' & thereby consistently & repeatedly wrongly withheld from the public. Even councillor access to the DSP report (assessment of applicant viability submission) was made 'difficult' resulting in only a minority of councillors voting on the application with full knowledge of it.

Your rationale for selection:

This is by far the most important strategic site in the adopted HDPF. The ICO issued a decision notice on 14th December stating that all remaining redacted paragraphs (of the DSP report) should be disclosed & rejecting the Council's evidence in support of EIR Regulation 12 (5) (e). Only revealing this data over 7 months after the planning application determination (DC/16/1677) could have impacted the validity of the process & led to legal challenge. The perceived reputational integrity of the Council is also at risk.

Evidence:

Please see reverse for a chronology of the actions endeavouring to secure public access to the withheld data. The process of and conditions for councillor access to this same data should also be scrutinised, to determine if the democratic process was thereby impaired.

Desired outcomes/objectives/possible terms of reference:

In future, residents will not have information wrongly withheld & only released 'after the event'.
Clarity over the viability assessment process & correct disclosure of data (EIR compliance).
Compliant 'open' planning process thereby minimising risk of call-in &/or judicial review.
Alignment with HDC's own 'Open Book' strategy. Also see 6.1.55 of Planning Obligations SPD.
Direction of Travel – Government White Paper – Fixing the Broken Housing Market.
Consider Impact of Brighton & Hove Council's 'Open Book' Initiative – adopted January 2018.
Aim to restore public confidence in such processes.

Other comments:

It is anticipated that the S106 negotiation completion is imminent. That would appear to be the ideal time to commence the review.

What time scale do you perceive to be necessary for this review?

Urgent

Within six months

Within 6-12 months

Evidence

30/03/2017 – A heavily redacted copy of DSP report is lodged under planning reference DC/16/1677
27/04/2017 – Fol request submitted for an unredacted copy (EIR 1444)
28/04/2017 – Application considered by Planning committee but deferred to full Council
04/05/2017 – Email to HDC Planning director regarding Fol & need to respond
04/05/2017 – A significantly less redacted copy of said report is loaded onto the planning portal
22/05/2017 – Full Council approve outline planning permission DC/16/1677 (with detail delegated)
25/05/2017 – Fol response received from HDC claiming 'commercial confidentiality'
25/05/2017 – Fol review requested to remove most (if not all) remaining redactions
26/05/2017 – Email to HDC Planning Director re concerns over Fol process
29/06/2017 – HDC's Fol review maintains all redactions citing 12 (5) (e) & Public Interest Test failed
11/07/2017 – Appeal to ICO to unredact data in DSP report
11/12/2017 – On request of ICO, HDC review again, but still only agree to unredact partially
14/12/2017 – Key data still withheld, so ICO rule that all remaining paragraphs must be unredacted
16/01/2018 – Unredacted DSP report finally disclosed & loaded onto planning portal

The data finally revealed has a huge impact on the viability calculations, in excess of £75m. This aggravates concerns over the 18% on-site Affordable Homes (v Local Plan policy of 35%) achieved & whether it should have been significantly increased. But, regardless of that, the public (& their councillors) have been denied proper access to data that they should have been allowed to see & comment upon. Arguably this has 'prejudiced' the whole process.

WORK PROGRAMME SUGGESTION FORM

Ref:

Daniela Smith
Democratic Services
Horsham District Council
Parkside, Chart Way,
Horsham
RH12 1RL

Name: Ms Jane Eaton, Director of Corporate Resources, supported by Councillor Paul Clarke

Proposed Scope/focus of review:

To advise Technology Services' about the technology needs of Councillors to carry out their duties for the next Council term (May 2019 to May 2023) to enable them to work efficiently and keep constituents' personal data safe.

Your rationale for selection:

In May 2019 the Council will elect Councillors for the next 4 years. At this time Technology Services propose to replace the technology equipment Councillors use. In May 2018 the General Data Protection Regulations come into force. These make it even more important for Councillors to be careful with personal data they store on technology and keep it safe. Because Councillors are from all sectors of society it is important technology solutions can be used easily by people from all backgrounds. Advice of Councillors on new equipment means it is more likely to meet their needs.

Evidence:

Councillors currently use iPads. These work well in some circumstances, such as in meetings, but cannot store or maintain records securely. Councillor Paul Clarke recently commented in an email to the Head of Technology Services: "I only have an iPad to do what I have to do and often it is not good enough. I often use my home computer to draft letters to officers and electors, draft queries on policy and other things such rarely to run financial numbers. As a result I often forward emails to myself to consider and draft replies etc. Also if email accounts are not the place to store documents or correspondence - practically speaking - where else is one expected to keep them?" Councillors with visual impairments also find Ipads difficult to use and others have broken their iPads multiple times. However alternatives, such a laptops, could be challenging for Councillors with physical disabilities. With Office 365 coming in bring your own device may be a suitable option but may be technically too complex for some of our Councillors. For other Councillors running work and Council diaries separately is difficult at present.

Desired outcomes/objectives/possible terms of reference:

To recommend to the Head of Technology Services the technology needs of Councillors for the 2019-2023 Council by October 2018, to enable her to find the optimal solution and make a capital bid as part of the 2019/20 budget setting process.

Other comments:

The Task and Finish Group will identify needs of Councillors from technology, for example reading papers, writing letters and emails, maintaining diaries, taking notes, analysing figures, and match these to technology solutions.

Technology Services will make available a Service Designer to the proposed Task and Finish Group to help them identify the needs of Councillors and find an optimal solution.

What time scale do you perceive to be necessary for this review?

Urgent

Within six months

Within 6-12 months

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