



Email: [committeeservices@horsham.gov.uk](mailto:committeeservices@horsham.gov.uk)  
Direct line: 01403 215465

# Overview and Scrutiny Committee

Monday, 23rd July, 2018 at 5.30 pm

Conference Room, Parkside, Chart Way, Horsham

Councillors:

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

You are summoned to the meeting to transact the following business

Glen Chipp  
Chief Executive

## Agenda

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	Page No.
1. Apologies for absence	
2. Minutes	3 - 18
<p>To approve as correct the minutes of the meetings held on 26<sup>th</sup> March and 4<sup>th</sup> June 2018. <i>(Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to <a href="mailto:committeeservices@horsham.gov.uk">committeeservices@horsham.gov.uk</a> 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></p>	
3. Declarations of Members' Interests	
<p>To receive any declarations of interest from Members of the Committee</p>	
4. Announcements	
<p>To receive any announcements from the Chairman of the Committee or the Chief Executive</p>	
5. Cabinet Member Interview	

The Leader – Councillor Ray Dawe

- |     |  |         |
|-----|--|---------|
| 6.  | Effectiveness and Transparency of Overview and Scrutiny Committee  | 19 - 20 |
| 7.  | Engagement of the Overview and Scrutiny Committee in Council Activities                                    | 21 - 22 |
| 8.  | Report on the Council's Corporate Plan Priorities, Finance and Performance in 2017/18                      | 23 - 58 |
| 9.  | Task and Finish Group Updates  |         |
| a)  | Census Revenues and Benefits Task and Finish Group   |         |
| b)  | Review of Councillors' Technology Task and Finish Group  |         |
| 10. | Work Programme 2018/19   | 59 - 60 |
| a)  | Suggestion for the Work Programme to review the training of Community Emergency First Responders by SECAMB | 61 - 64 |
| 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

## Overview and Scrutiny Committee 26 MARCH 2018

Present: Councillors: Leonard Crosbie (Chairman), David Coldwell (Vice-Chairman), Toni Bradnum, Peter Burgess, Jonathan Dancer, Matthew French, Nigel Jupp, Tim Lloyd, Mike Morgan, Ben Staines and Michael Willett

Apologies: Councillors: Alan Britten and Paul Clarke  
Absent: Councillors: Billy Greening and Brian O'Connell

### SO/37 MINUTES

The minutes of the Committee held 23<sup>rd</sup> January 2018 were approved as a correct record of the meeting and signed by the Chairman.

### SO/38 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

### SO/39 ANNOUNCEMENTS

The Chairman announced that this was the last meeting of the Committee for municipal year. The Chairman asked that future Members of Overview and Scrutiny be available to support its new work programme over the course of the coming year.

### SO/40 CABINET MEMBER INTERVIEW

The Cabinet Member for Finance and Assets was invited to the meeting of the Overview and Scrutiny Committee to present his portfolio summary and answer any questions arising based on his area of responsibility.

Three questions had been submitted in advance of the meeting and the Cabinet Member provided full responses:

Question 1:

Table 1.	2013/14	2017/18 (five years)	Difference
Gov. Settlement	4,487	2,100	2,387 (decrease)
New Homes Bonus	1,166	4,800	3,634 (increase)
TOTAL: Gov.	5,653	6,900	1,247 (increase)

Funding			
Council Tax	7,581	8,443	862 (increase)

Despite Austerity and Government reduction in Local Government Funding HDC (primarily because the District is a prime target for housing development) remains solvent and effectively untouched by reduced Government Funding. Is this understanding of the above data valid? Councillor Leonard Crosbie

Response from the Cabinet Member:

*“The Council has lost also other government funding in the same period that is not included above. For example, Council Tax support funding was linked to RSG in 2013. As RSG is now zero, the Council has effectively lost this funding by having to now fund this Council Tax support directly. This is running at approximately £200k to £250k a year.*

*More housing over this period means more householders requiring more services from the Council, which has an impact on the costs of the Council.*

*Note that in this time, cost inflation as measured by RPI has increased by about 10% since April 2013. This means the cost of goods and services in this period have increased.*

*If the table was extended back to 2010/11 – the year before austerity started after the May 2010 election, then the changes in funding are comparable as shown: i.e. less.*

Table 2.	2010/11	2017/18 (7 years)	Difference
Gov. Settlement	6,207	2,100	4,107 (decrease)
New Homes Bonus	0	4,800	4,800 (increase)
TOTAL: Gov. Funding	6,207	6,900	693 (increase)
Council Tax	8,084	8,443	359 (increase)

*Over 7 years, inflation as measured by RPI has increased by about 18%.*

*The Cabinet Member added that the Council has been working over the past years to generate additional income.*

Question 2:

In the five years (2013/14 to 2017/18) the New Homes Bonus (NHB) was used to fund Council revenues (Revenue Account) to the total of £5.3 million.

From 2018/19 the NHB funds have been switched to fund capital projects and investment purchases projected at over £10 million.

Why not continue to support the Revenue Account with some of the remaining £4m. of NHB funds, as this decision has directly resulted in forecast deficits on the Revenue Account of some £1m and £2m for 2020 and 2021 respectively?  
Councillor Leonard Crosbie

Response from the Cabinet Member:

*The NHB cannot be regarded as a permanent source of income, until Government confirms that it is. The sharpening of NHB indicates (payments reduced from six years to 4 years and may reduce further) and the introduction of a baseline that is highly likely to increase in the future indicates that the government is delivering on its 2015/16 settlement to reduce the budget envelope for the NHB pot.*

*It would be risky to rely on something that could easily be switched off. This may happen as part of the reorganisation of business rates in the early 2020s. The Council needs to be prepared for that eventuality and use the funding as the bonus name suggests.*

*By directing the funding towards capital expenditure, this could also be more easily switched off, by not spending on something. Not spending on revenue is slower to turn off. The application of NHB reserve against infrastructure assets that would otherwise generate a Minimum Revenue Provision (revenue account) charge means that this approach is contributing to the revenue account. This approach also arguably drives greater efficiencies from the Council.*

Question 3:

Can the Cabinet Member kindly a) identify which capital projects over the Medium Term Financial Strategy (MTFS) period are funded from revenues, reserves, NHB, loans/borrowings and S106/CIL funds, and b) confirm the budgeted revenues from the newly introduced charges from rural car parks in the MTFS together with confirmation that those revenues are ring fenced to cover the costs to HDC of maintaining and improving those running car parks.  
Councillor Nigel Jupp

Response from the Cabinet Member:

*Significant capital projects in 2018/19 and the MTFS:*

- *£12.3m – BBH LC funded by NHB*
- *£8m Piries Car park – funded by borrowing*
- *£3m p.a. property investment currently from borrowing. May be funded by NHB in future once BBH has been built*
- *£3m Rowan Drive and Peary Close temporary accommodation funded by S106*
- *£1m Swan Walk redevelopments – funded by borrowing*

*N.B. borrowing may be internal borrowing or external borrowing, depending on cashflow. The Head of Finance can provide more detailed analysis against the 2018/19 capital programme if required.*

*The 2018/19 budget includes £374k income from rural car parks, which is a combination of season tickets, rural parking disks and pay and display tickets. £50k per year is placed into a sinking fund reserve to fund capital expenditure on these car parks. There are other costs, e.g. from general maintenance, enforcement, business rates.*

*The capital programme in 2018/19 includes capital expenditure funded by the rural car park sinking fund of £161k improving two of busiest car parks in the district at Steyning and Henfield. The works include resurfacing, relining and relocating the bays to maximise the space and improve traffic flow.*

*All the rural car parks are included over the coming years.*

The Chairman invited any supplementary questions.

The Cabinet Member was asked to provide details of all the capital projects that are to be funded from revenues, reserves, NHB, loans/borrowing and S106/CIL funds, as only the significant ones had been identified at the meeting. This more detailed information would be provided following the meeting.

The Committee sought further confirmation that the revenue generated from rural car parks would be ring fenced only for the use of improving and maintaining the car parks. The Cabinet Member confirmed that this was the intended use of the funds.

Members questioned the uptake of the parking discs for the rural car parks along with the revenue generated from the fines issued by enforcement officers in the rural areas. It was agreed that the Director of Community Services would provide a written answer with the details following the meeting.

The Chairman of the Committee thanked the Cabinet Member for attending the meeting and answering the questions presented.

#### SO/41 **TASK AND FINISH GROUPS UPDATES**

The Chairman of the Traffic Around Primary Schools Task and Finish Group updated the Committee. The final report and recommendations of the Group had been presented and accepted by Cabinet and the following responses to each recommendation had been provided:

1. Recommendation to request that West Sussex County Council implement Regulation 10 of The Civil Enforcement of Parking Contraventions (England) General Regulations (appendix 3).

Cabinet response: This work is already underway and WSCC are in the process of adopting Regulation 10. It has been agreed that we will work with WSCC and then implement Regulation 10 across the district. The start date for the use of Regulation 10 will be confirmed as soon as it is agreed.

2. Recommendation to Cabinet 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.

Cabinet response: Officers will examine our ability to increase the enforcement presence during peak times at schools. Steps have already been taken to increase the amount of officer time available for enforcement. The council has recruited three new parking attendants. These posts will ensure more enforcement capacity.

3. Recommendation to Cabinet that Waste, Street Scene and Fleet team keep road markings around schools clear and visible, especially schools in rural areas.

Cabinet response: The council already ensures that road markings are swept. This includes around schools. Officers will revisit the schedule for the sweeping of road markings to ensure that they continue to be fit for purpose.

4. 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

Cabinet response: We will ask WSCC and schools to participate in this education and awareness campaign.

5. That it is investigated, and if possible, to empower the neighbourhood wardens where possible to enforce traffic regulations.

Cabinet response: It should be noted that neighbourhood wardens already play an active role in resolving local traffic issues. Experience from existing warden schemes like the one in Pulborough suggests that wardens can achieve significant results through education and awareness raising. The possibility of empowering neighbourhood wardens to enforce traffic regulations will be investigated.

#### SO/42 **CENSUS REVENUES AND BENEFITS TASK AND FINISH GROUP**

The Chairman of the CenSus Revenues and Benefits Task and Finish Group provided the Committee with an update on the review.

The Chief Executive had attended the last meeting of the Group to provide advice and background information on the CenSus Revenues and Benefits partnership. The Group was due to meet again on 28<sup>th</sup> March 2018 and at this meeting the Group was anticipating to conclude the review and prepare its final report which would look at the issues raised in relation to the CenSus partnership arrangements, its efficiency, transparency, governance and responsibilities and the Council's liabilities going forward into other partnerships.

It was anticipated that the final report would be available for the next meeting of the Overview and Scrutiny Committee.

SO/43 **TO NOTE THE INFORMATION COMMISSIONERS DECISION ON THE VIABILITY STUDY FOR THE NORTH OF HORSHAM PLANNING APPLICATION**

The Committee was asked to note the report by the Information Commissioner's Office (ICO) on its decision regarding the Council's refusal to release confidential viability information for the North of Horsham Planning Application. This item also linked to a suggestion from a member of the public, for the Overview and Scrutiny Work Programme (agenda item 10a.)

The ICO had ruled against the Council's decision to refuse to release the unredacted viability information relating to the planning application in question.

The Chairman invited the Committee to comment.

The Committee noted that the Council had not appealed the ICO's decision and the redacted information had been released following the decision. It also noted that the government was undertaking consultation on proposed changes to the National Planning Policy Framework on how councils should manage information regarding viability.

Some Members of the Committee expressed concern over the difficulty that Councillors had in gaining access to the original report. It was also noted that the report was available to all Councillors who had signed a disclosure note and that member briefings had been held.

Members questioned whether external legal advice on the issue had been sought by the Council at the time and the source of the advice, the full details would be provided following the meeting.

The Chairman concluded that the Committee expressed strong views on this matter. Members recognised and accepted the report by the ICO. The Chairman emphasised that there was on going wider national consultation on this matter and the Committee agreed that the Council's robust position should be that it would maximise information for the public and Councillors unless there was strong evidence to support the decision not to.

SO/44 **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

The Chairman explained that the Committee was due to undertake a review of the role of Overview and Scrutiny at Horsham. The review would consider the effectiveness of the new approach and the use of task and finish groups. Alongside this, a report had recently been published by the House of Commons on the effectiveness of Overview and Scrutiny at local authority level which highlighted the need for scrutiny to be more effective and proactive. The report was available as a link from the agenda.

Members supported this review. They expressed the need for scrutiny to be involved in major projects at an earlier stage.

There had since been a response to the House of Commons Report, which mainly supported all the recommendations.

The Vice Chairman encouraged Members to be proactive in suggesting items for the work programme.

The Committee noted that a Scrutiny Guide was available on the Council's website.

The Chairman suggested that a review the role of Scrutiny and Overview at Horsham take place by a task and finish group in the forthcoming weeks, the results of which could be applied from 2018/19. The Committee supported this suggestion.

SO/45 **REPORT ON THE CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN Q3 2017/18**

The Committee received the Report on the Corporate Plan Priorities, Finance and Performance in Quarter 3 for 2017/18.

No questions on the data in the report had been submitted in advance of the meeting.

Members noted that car park income was at an increasing level which was considered to be a positive reflection of the increasing housing in the District and visitors to the town centre.

Members asked for a short note on the variance between the actual and budget figures against staffing costs in the Highlight Report.

The Committee noted the report.

SO/46 **WORK PROGRAMME AND SUGGESTIONS FOR REVIEW**

- a Suggestion on Redacted Reports for Committees  
Two members of the public spoke in support of this item.

This item had been raised as a suggestion from a member of the public regarding concerns about access to information regarding planning and access to viability information.

The Committee noted the suggestion and agreed that this had been covered as part of the discussions held on the earlier agenda item (agenda item 7).

The Committee also noted that it could not review planning matters as they were outside of the remit of Overview and Scrutiny, but agreed that clarification on what was within the remit of Scrutiny would be clearly identified as part of the review of Scrutiny.

Therefore it was concluded that the role of Scrutiny in relation to planning matters would be picked up as part of the overall review of the role of Overview and Scrutiny, which had been agreed under the earlier agenda item (item 8a).

- b Suggestion for the Review of Councillor's Technology  
The suggestion to review the technology needs of the Councillors in order to carry out their duties was raised by the Director of Corporate Resources.

It was agreed by the Committee that this was a suitable item for review by a task and finish group and the following Members volunteered to be on the group: Councillor Paul Clarke, Peter Burgess and Mike Morgan.

- c Suggestion for Review of the Health Provision  
The health provision in the District had been previously raised as a potential item for review, however the Committee noted that the Cabinet Member for Community and Wellbeing was currently looking at various health provision aspects and this suggestion could be revisited by Overview and Scrutiny next year.

It was anticipated that the Crime and Disorder Year End Report would be available at the next meeting of the Overview and Scrutiny Committee.

Training options for Committee Members would also be considered for the next meeting.

SO/47 **URGENT BUSINESS**

None.

*The meeting closed at 7.47 pm having commenced at 5.30 pm*

CHAIRMAN

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**Overview and Scrutiny Committee**  
**4 JUNE 2018**

Present: Councillors: Leonard Crosbie (Chairman), David Coldwell (Vice-Chairman), Toni Bradnum, Paul Clarke, Jonathan Dancer, Matthew French, Billy Greening, Nigel Jupp, Tim Lloyd, Mike Morgan, Kate Rowbottom and Michael Willett

Apologies: Councillors: Lynn Lambert and Ben Staines  
Absent: Councillor: Brian O'Connell

SO/1 **ELECTION OF CHAIRMAN**

RESOLVED

That Councillor Leonard Crosbie be elected as Chairman of the Committee for the ensuing Council year.

SO/2 **APPOINTMENT OF VICE CHAIRMAN**

RESOLVED

That Councillor David Coldwell be elected as Vice Chairman of the Committee for the ensuing Council year.

SO/3 **TO APPROVE THE TIME OF THE MEETINGS OF THE COMMITTEE FOR THE ENSUING YEAR**

RESOLVED

That the meetings of the Committee be held at 5.30pm for the ensuing Council year.

SO/4 **MINUTES**

The minutes of the Committee held 26<sup>th</sup> March 2018 were not approved as a result of a query in relation to minute SO/46a. The transcript from the minute in question would be circulated following the meeting and the full set of minutes from 26<sup>th</sup> March 2018 would be submitted for approval at the next Committee.

SO/5 **DECLARATIONS OF MEMBERS' INTERESTS**

There were no declarations of interest.

SO/6 **ANNOUNCEMENTS**

The Chairman welcomed two new Members to the Committee, Councillors Kate Rowbottom and Lynn Lambert.

SO/7 **CRIME AND DISORDER ANNUAL UPDATE - COMMUNITY SAFETY PARTNERSHIP ACTIVITY SUMMARY 2017/18**

The Community Safety Manager presented an update on behalf of the Community Safety Partnership (CSP) for 2017/18. Since the Crime and Disorder Sub-Committee was dissolved 12 months ago, the monitoring of crime and disorder matters falls within the function of the main Overview and Scrutiny Committee.

The Committee noted that crime was on the increase nationally. There was a 13.4% growth on crimes in the District recorded between March 2017 and February 2018, compared to the same period in the previous year. However, crimes such as anti-social behaviour, criminal damage and theft from a person have shown a decrease.

In 2018/19 the CSP would be focussing on Road Safety, Vulnerable Young People and County Lines Drug Dealing as the three action plans.

The Community Safety Manager provided the activity log for the CSP for 2017/18.

The Committee noted the information provided. The Members raised some concerns related to their own parishes. For example local Members suggested that Steyning Neighbourhood Wardens should be given increased powers. Concerns linked to a recent break-in at the school when the Police did not respond. Also, increasing evidence of drug use in Steyning, which was a serious concern in the community. The Community Safety Manager would feed these concerns back through the CSP.

Members questioned the education programme for the District's schools in relation to drugs. The officer explained that there was a strategy in place to tackle drug use at an early stage and every secondary school in the District had a dedicated module in the syllabus, which the Community Safety Manager could provide for Members.

The Committee was informed that a huge amount of Police resources goes into tackling cyber-crime.

Members asked for the number of successful prosecutions against the 6221 crimes recorded in the District in the period from March 2017 to February 2018. This information would be provided.

A number of Members were concerned about the lack of police presence in their areas.

In reply to a question about Horsham town and Horsham Park, the Community Safety Manager reminded Councillors that the Council was in the process of recruiting two town centre wardens to increase officer presence in the town and the park. Crime in the park continued to be a concern and it was hoped that this would be reduced with the recruitment of these wardens.

The Committee agreed to invite the Police and Crime Commissioner to come and talk to all Councillors and answer questions, for example on resources with the extra funding from the Council Tax increase.

RESOLVED

That the Committee monitors crime and disorder and community safety matters, as set out in the Council's Constitution.

SO/8 **TASK AND FINISH GROUP UPDATES**

- a Review of Councillors' Technology Task and Finish Group  
The Chairman of the Task and Finish Group explained that the Group had met once and questionnaires had been sent to all Councillors on the use of technology. The results would be collated and analysed with the support of the officers and the Group would consider the findings at its next meeting. The Chairman also explained that the Group would consider costs for any proposed scheme which may arise from this review.

The next meeting would be held on 26<sup>th</sup> June 2018.

- b CenSus Revenues and Benefits Task and Finish Group  
The Chairman of the Census Revenues and Benefits Task and Finish Group explained that the final report would be presented to the Committee at its next meeting on 23<sup>rd</sup> July 2018.

SO/9 **PROPOSED REVIEW OF OPERATION AND ENGAGEMENT OF THE COMMITTEE FROM 2018-19**

The Chairman raised this item to consider the priorities for review by the Committee and task and finish groups.

The Committee discussed how it had been agreed that the success of the new structure and format of the Committee and the task and finish groups would be reviewed after 12 months. However, Members agreed that it was too soon as to date only two task and finish groups had completed reviews. It was suggested that it was more appropriate to look at this after 18-21 months of implementation.

However, it was agreed that the following three elements would form the basis of a new task and finish group review to start as soon as possible: 1) How Scrutiny has worked over the past 12 months and confirm whether this formula should be continued until the end of the year, 2) Consider any other options in relation to major items on the Cabinet Forward Plan or work of the Council i.e. the Budget or major schemes such as the Hurst Road development, and 3) Recommendations for a future structure of Overview and Scrutiny for the new Council year.

A suggestion for a future review of staff turnover, was made at the meeting.

The Committee agreed that the Chairman would circulate the draft minutes of the Committee meeting to confirm the range of items that Overview and scrutiny may wish to consider in the coming year.

The Chairman also encouraged Members of the Committee to read the Scrutiny Guide which had been circulated at the meeting.

SO/10 **TRAINING FOR OVERVIEW AND SCRUTINY MEMBERS**

The Committee discussed at length Scrutiny Members' training needs and the options available.

The Committee supported a training programme and agreed that the following four topics, not in order of priority, were the training needs of the Committee: financial scrutiny, added value scrutiny, scrutiny in the general public and assisting Members of Scrutiny to become more effective. The Director of Corporate Services would obtain some quotes from appropriate providers, along with budget approval and bring a proposal to the Chairman in order get a training session in place in the forthcoming period.

SO/11 **COMMUNITY ISSUES: GP/HEALTH FACILITIES IN HORSHAM AND IMPACT OF THE NEW CCG'S AREA RESPONSIBILITIES**

The Chairman of the Committee added this item to the agenda as a result of concerns around the increasing population in Horsham and the current provision of GP services. There was concern that the local CCG had not been proactive in supporting new surgeries.

The Committee discussed whether a review would add value and agreed that instead Members should be encouraged to attend the forthcoming CCG seminar on 26<sup>th</sup> July 2018 to hear its proposals and raise any concerns.

It was concluded that this topic would not be subject to review at this stage.

SO/12 **REVIEW OF WORK PROGRAMME 2018/19**

The Work Programme 2018/19 was noted by the Committee.

Major schemes on the Cabinet Forward Plan, an item raised as a potential subject for review by a task and finish group, would form part of the review previously discussed and agreed earlier in the meeting.

- a Suggestion for the Work Programme on Street Cleaning Operations  
This suggestion was raised for review by the Vice-Chairman of the Committee. However, it was withdrawn at the meeting as the Vice-Chairman had recently met with the Cabinet Member for Waste, Recycling and Cleansing and the Head of Waste, Street Scene and Fleet who explained in depth the street cleaning process in Horsham and he was satisfied that this area was not suitable for review by Scrutiny.

SO/13 **URGENT BUSINESS**

None.

*The meeting closed at 7.56 pm having commenced at 5.30 pm*

CHAIRMAN

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## Agenda item 6

### Effectiveness and Transparency of O&S Committee

#### **(Report of the House of Commons Committee on Effectiveness of local authority overview and scrutiny committees December 2017)**

At the O&S meeting of March 28<sup>th</sup> 2018 (SO/44) the Members were presented with an Executive Summary of the House of Commons Report and the main conclusions were referred to and discussed (an online reference was given for the full Report).

Overall Members “mainly accepted the recommendations” of the Parliamentary Report.

These recommendations included:

1. Scrutiny should play a predominant role in the decision making process (of the Council).
2. Scrutiny to Report to the full Council (not the Executive).
3. Parity of “esteem” between the Executive and the Scrutiny functions.
4. Role of Scrutiny Officer needs to be significantly strengthened.
5. Consider that Scrutiny has a democratic mandate to review any public service in their area.

(All the above recommendations are identified in the Executive Summary of the H of C Report December 2017).

Pending a full discussion on the above item, the Chairman of O&S is proposing that item N02 be approved and the Minutes/Reports of the O&S Committee be presented to Full Council from the Council Meeting of September 20<sup>th</sup> 2018.

Note: Agenda item 7 seeks to address recommendations 1 and 2 above.

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## Agenda item 7

### **Engagement of O&S Committee in Council Activities.**

Arising from the minutes of the O&S Committee of June 4<sup>th</sup> 2018 (S09) relating to aspects of Council business that the Committee could scrutinise to enhance its effectiveness as a Scrutiny Committee, The Members discussed and identified some examples of Council activities, namely the Forward Plan, the Budget and major development schemes.

Subsequently on June 15<sup>th</sup> the Chairman sent a follow up note proposing a more detailed list of Council activities that could be considered by the Committee:

Corporate and Forward Plans; Budget/MTFS Preparations; Major Development Schemes; Transformation Programme (to date).

As there were no objections from Committee Members to this note asking Overview & Scrutiny to consider these aspects of Council business, it is proposed that the meeting approve the list of activities plus the setting up of a T&F Group to prioritise and confirm how the Committee could be engaged bearing in mind that the timetable for the MTF Strategy is November 2018, the Budget January 2019 and the Transformation Programme is ongoing.

The T&F Group could consist of six members, including the Chairman and Vice Chairman as full members with the Group Chairman to be selected from the four remaining Committee members.

It is possible that one meeting of the T&F Group could suffice to complete the programme.

Committee members are asked to endorse this Programme which will enable the O&S Committee to be more effective in undertaking its Scrutiny functions.

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## Report to Overview and Scrutiny Committee

Date of meeting 23 July 2018

By the Head of Finance

### INFORMATION REPORT

Not exempt



## REPORT ON THE 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.

Projects where the Council has made significant progress over the year include the redevelopment and opening of Hop Oast Depot; the completion of the Future Horsham programme; the build of 'The Bridge', the replacement for Broadbridge Heath Leisure Centre, and preparation for the introduction of GDPR.

The Council delivered a £621k revenue surplus after allowing for budgets that will be carried to 2018/19 to cover essential expenditure which has been unavoidably delayed.

Capital expenditure amounted to £28.0m which was 61% of the approved £46.1m capital programme including the £15m supplementary budget agreed by Council in July 2017.

An analysis of performance demonstrates that to date progress has been made on all Corporate Plan priorities and 7 have been delivered.

An analysis of performance indicators shows 69% within target and 11% (4KPIs) close to target, and 20% (7KPIs) below target and with no areas of major concern. The trend of a decrease in complaints from the year 2016/17 has continued.

### Recommendations

Members are recommended to note:

- i) the financial position of the Council as outlined in the report.
- ii) the revenue budgets carried forwards as approved by the Director of Corporate Resources, as outlined in the report.
- iii) the transfers between the general reserves and the earmarked reserves as outlined in the report.

### Reasons for Recommendations

The monitoring of Financial and Service Delivery as part of the duty of Best Value to drive up service improvement:

- i-iii) Monitoring of the Council's budget is essential, so that action can be taken to safeguard the Council's financial position if required.

**Consultation:** Senior Leadership Team, Cabinet Members.

**Wards affected:** All

**Contact:** Dominic Bradley, Head of Finance, 01403 215302

**Background Papers:**

Appendix A: Outturn Performance Highlight Report (Corporate Plan Priorities/Key Tracked Projects and KPIs reporting)

Appendix B: Outturn Financial Highlight Report

Appendix C: Outturn Revenue Dashboard

Appendix D: Outturn Capital Budget monitoring

Appendix E: Revenue Budget carried forward into 2018/19

Appendix F: Movement between GF and ear-marked reserves including transformation fund

## **Background Information**

### **1. Monitoring of performance**

- 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 of Corporate Plan Priorities 2017/18**

- 2.1** Appendix A is a dashboard of our Corporate Plan and Performance Monitoring. Council approved the Corporate Plan in February 2016 and updated it for Year 3 in December 2017.
- 2.2** An analysis of performance demonstrates that to date progress has been made on all Corporate Plan priorities and 7 have been delivered.
- 2.3** Priorities where there has been significant progress over the year include; the redevelopment and opening of Hop Oast Depot; the completion of the Future Horsham programme; the build of 'The Bridge' the replacement for Broadbridge Heath Leisure Centre; preparation for the introduction of GDPR and the delivery of 249 affordable homes.
- 2.4** The Hop Oast Depot project was completed on time and on budget and is in full use. The change of waste collection arrangements were introduced in February 2018 and the roll out to isolated properties and all Zones went well. The Broadbridge Health Leisure Centre build is well underway, topping out in May 2018. The outdoor Multi Use Games Areas have opened for daytime use.
- 2.5** Progress has been made across the organisation for the introduction of the new General Data Protection Regulations (GDPR) in May 2018.

### **3. Performance monitoring**

- 3.1** Appendix A is a summary of the Council's key performance indicators at the end of the Council's 2017/18 business year (ending 31 March 2018) compared where possible with the previous year.
- 3.2** The Key Performance Basket of Indicators form part of the measures to demonstrate delivery of 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 has just finished and published the Service Plans for 2018/19.

- 3.4** An analysis of performance demonstrates that to date – 69% of indicators met or exceeded targets set; 11% were close to target, and 20% fell outside of the target range, and, where comparable – 15 indicators improved over the previous year, 16 worsened and for four there was no change.
- 3.5** Positive improvement over the previous year was seen in levels of income across, parking, trade waste as part of MTFs; the processing of major, minor and other planning applications; complaints about our services have reduced further and compliments increased; sickness levels at below 7 days continue to improve; the number of affordable housing units delivered.
- 3.6** Services management are focusing on at present are:
- The Year of Culture 2019, which launches on 1 January 2019 and will feature a key event for each month to celebrate the many facets of culture, as well as an extensive programme of fringe events which will be promoted and celebrated.
  - Delivery of 'The Bridge' Leisure Centre at Broadbridge Heath. Internal works are underway and is due to open in Autumn 2018.
  - The transition of the Revenue and Benefits service to LGSS. The disentangling of the technology is complex and involves a number of organisations.
  - The demolition and rebuild of Piries Place carpark.
- 3.7** A review of the Corporate Plan priorities 2016-19 has been undertaken by SLT and Cabinet as we approached the end of the second year. Some adjustments and redefining of priorities has been undertaken. The Service Planning 2018/19 and budget setting process has taken the refinements into consideration. Service Plans for service areas have been produced for 2018/19 and were published on the website in April 2018.

#### **4. Financial performance**

- 4.1** Appendix B is the Council's Financial Dashboard. The Council has delivered a £621k revenue surplus which is less than the £776k surplus last year. However, £158k will be carried forward compared to £88k last year, indicating a small slippage in delivery in year. See appendix E. Within the surplus, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted. A large proportion of the surplus is from income that has exceeded budget from additional grants, investments and trade waste income.
- 4.2** Appendix C is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget.
- 4.3** Appendix D is the detailed capital programme and expenditures from 2017/18. Projects spent £28.0m (61% of the £46.1m programme) which compares to £9.3m (52% of £17.9m) in 2016/17.
- 4.4** The capital programme in 2017/18 though includes the supplementary £15m capital expenditure agreed by Cabinet for the purchase of the Forum in July 2017. If capitalised expenditure on the Forum was removed from the analysis, the Council would have spent £12.7m or 41% of the £31.1m programme. This performance

reflects officer ambition and optimism in the capital programme against the reality of large capital projects often with third parties being difficult to deliver.

- 4.5** The Broadbridge Heath Leisure Centre build, further commercial property investment and two temporary accommodation opportunities were three projects that did not progress as originally planned in the year. The Council also underspent on disabled facilities, housing enabling and home repairs grants. Where this and other capital expenditure is still required, the unspent capital budgets will be re-profiled into later years.
- 5.1** The Council holds a number of ear marked reserves which may be used in year to fund associated expenditure. Where grants and contributions are received in year but not spent the unused portion may be transferred to ear marked reserves for use in future years. The Council can also chose to move funds from the general fund reserve to ear marked reserves to cover future costs.
- 5.2** Appendix F sets out the movements between the general fund and ear marked reserves. The level of general fund reserves at 31 March 2018 stood at £11.7m and earmarked reserves at £9.2m. The usable reserves total of £20.9m at 31 March 2018 compares to £20.0m at 31 March 2017. The receipt of £4.8m of NHB in 2017/18 has contributed to the increase, albeit £0.7m of this was used to fund general revenue.
- 5.3** The Council is currently forecasting a budget surplus in 2018/19 and 2019/20. This relies on a range of actions being implemented to help deliver further income generation and efficiency measures. This will require further investment in transformational projects to help tackle the predicted budget deficits in the 2020s.
- 5.4** The next phase of this transformation will focus on how we ensure that services are designed to meet customer's needs and done in the most efficient way. Projects to facilitate transformation include areas such as ICT to help unlock further digital change and enhancing the website to improve customer self-service, and investment under the wider "Future Horsham" business transformation project.
- 5.5** Subject to Cabinet approval, £0.5m will again be transferred from the General Fund reserve balance to an earmarked transformation reserve for this purpose during 2018/19. This will help to set aside a balance to help transform the Council in the future; effectively being funded using the budget surplus from 2017/18. Expenditure from this transformation reserve will follow the normal financial authorisation and budget process procedures. Appendix F also contains a snapshot of the transformation fund at 31 March 2018 with anticipated estimated future expenditure.
- 5.6** This 'policy' would be revisited each year should a surplus be made in future years.

## **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. Resources 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.

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

### End of Year 2017/18

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

Symbols Used/status				
 0	 19	 0	 0	 7
Not Started	On going/ On Track	Under Senior Management Review	Senior Management Action	Completed

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder 2017/18	Lead Officer	Status
	2017/18 Year 2	Qtr. 4 Update	Due Date			
<b>Theme 1: Communities</b> <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	The Bridge was topped out in May 2018 and work progressing well on site. The MUGAs are open for daytime use with floodlighting to be completed shortly. The Football Club pavilion is close to completion and additional work to secure relocation of the athletics track is continuing.	2018	Cllr Jonathan Chowen  Cllr Brian Donnelly	Lead Officer: Adam Chalmers  Support: Trevor Beadle	
	1.2 Grow the footfall of HDC's cultural and leisure facilities	Museum attendances are showing 9% increase on 2016/17 and another record year. The exhibition by international fashion brand 'Irregular Choice' attracted significant numbers and saw a new audience visit the museum.  Attendances at The Capitol are marginally down. The reduction relates solely to film attendances and reflects a year in which there was a general absence of blockbuster films and in which there were few strong national releases until after Christmas. Live performances were strong.  Attendances at Leisure Centres and swimming are up against last year. Footfall at the Council's major outdoor sites is not routinely counted but increased revenue from catering franchise, particularly Southwater Country Park, suggests further increase in use.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle  Support: Section Heads	
	2.Work with community stakeholders to put in place arrangements to deliver a Year of Culture	Year of Culture launch was a success.  We received 150 bids from organisations to run events as part of YoC. The headline sponsor is Gatwick, joining Leonardslee. Alongside there are many other local companies and organisations. An exciting programme of events is being developed and an awareness marketing campaign beginning in April 2018. The launch is 1 January 2019.	Calendar Year 2019	Cllr Jonathan Chowen	Lead Officer: Trevor Beadle  Support: Section Heads	

	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.</p> <p>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	<p>Lead Officer: Chief Executive</p> <p>Support: Trevor Beadle</p>	
	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>Initiatives include - Strategic grants in 2017/18 for support of; older people through AgeUk and Impact Initiative; younger people through Purple Bus and the Y Centre; rural and social isolation through a grant for community transport through Horsham District Community Transport; and 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>The Health and Wellbeing Service delivered by HDC is totally funded by Public Health WS and is now in its sixth year of operation. 930 clients were supported by the Wellbeing Team in 2017/18, 692 of whom had a Wellbeing MOT and 106 of whom attended a prediabetes intervention session. A further 480 residents accessed the 'Health Wraparound Services' (Weight Management/Physical Activity/Falls Prevention courses).</p> <p>The Think Family project has been rebranded over the year. A transitional year with the introduction of the new Integrated</p>		Cllr Tricia Youtan	<p>Lead Officer: Adam Chalmers</p> <p>Support: Trevor Beadle</p>	

	<p>Prevention and Earliest Help Service, organised through WSCC in partnership.</p> <p>Interventions in the Horsham District with 387 open Early Help Plans with 278 being attached across a range of organisations. HDC leads on 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>A restructured team was implemented March 2018 in preparation for the introduction of the Homeless Reduction Act. There continues to be an emphasis on prevention and early intervention.</p> <p>A new Homeless Reduction Act case management system has been implemented which enables the reporting and creation of households personalised housing plans to be carried out efficiently.</p> <p>The Street Community Task Force has been created. The aim of the group is to reduce anti-social street community behaviours and rough sleeping. The group will also identify individuals to be considered for housing first accommodation placements and identify the individual support needed to successfully maintain a tenancy.</p> <p>An all members briefing was held Spring 2018 to advise members on the actions being taken collaboratively between the Housing and Community Safety teams in respect of the above.</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>Following the annual review of the Housing Strategy, work is underway to establish additional options to increase delivery of affordable housing and ensure essential support services are maintained against financial pressures. A new Housing Strategy is being considered in light of the changes surrounding the Homeless Reduction Act and Housing and Planning Act once the full effect of the legislative changes is known.</p>		Cllr Claire Vickers	Lead Officer: Adam Chalmers Support: Rob Jarvis	

	7 Support an expanded effective telecare and tele-healthcare service	278 Community Link alarms have been installed and there are 16,992 clients with Community Link alarms. The Immersicare service launched by Community Link won the bronze IESE award in the Innovation category and is now available for hire by residents throughout the District.	Ongoing	Cllr Kate Rowbottom	Lead Officer: Adam Chalmers Support: John Batchelor	
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Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18	Qtr. 4 Update	Due Date			
<b>Theme 2: Economy</b> <i>Improve and support the local economy</i>	1.1 Develop and progress a master plan for Horsham Town Centre	1.1 The Town Centre Vision Statement was approved in November 2017 and contained a draft programme of 10 projects to be implemented over the next five to ten years. The projects have been prioritised for delivery, subject to resources and capacity, with the development of a Public Realm Strategy and a Local Walking and Cycling Strategy in 2018/19.  1.2 Develop and deliver a comprehensive redevelopment solution for Hurst Road. A One Public Estate bid was approved by the Cabinet Office to support the development of a detailed Masterplan to include feasibility and viability analysis in 2018/19.	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	The Economic Development Strategy was adopted by Cabinet on 12 <sup>th</sup> January 2017.  An action plan to support the delivery of the strategy is in place including; a new Art Trail in Pulborough, from the Station to the RSPB at Pulborough Brooks in partnership with the Pulborough Community Partnership, RSPB, Pulborough Parish Council and the South Downs National Park (SDNP) Authority with funding from European Union's Agricultural Fund for Rural Development Programme (EAFRD), and Business Breakfast with largest employers to develop networking.	March 2017	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	



Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 4 Update	Due Date			
	balanced budget over the medium term	<p>been consolidated into the Future Horsham Programmes: Income and New Businesses, and Service Efficiency and Cost.</p> <p>Supported by introduction of new FMS system in Autumn 2017. New FMS went live Sept 2017.</p> <p>The Council's 2016/17 statutory accounts were completed before the end of July 2017, two months earlier than in 2015/16, and received an unqualified audit report.</p> <p>The statutory accounts for 17/18 were completed before the end of May 2018 to meet the earlier close deadline.</p>				
	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 is providing a revenue increase: rental income plus saving on B&amp;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 also the rebuild of Piries Place carpark and build of The Bridge, leisure centre.</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. 4 Update	Due Date			

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2017/18 - Year 2	Qtr. 4 Update	Due Date			
<b>Theme 4: Environment</b>  <i>Manage our natural and built environment</i>	1. Horsham District Local Plan (HDPF) – 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; and Employment identifying sites.</p> <p>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.</p> <p>Planning permission given following extensive pre-application and S106 negotiations.</p>	TBA	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	3. Support delivery of Neighbourhood Plans	<p>Significant progress has been made over the year 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 has now been successfully completed.</p> <p>The delivery of additional recycling bins plus additional residual waste dispensation bins was finalised in May. A review of the isolated properties collection rounds has started. The review at present captures around 1100 properties.</p> <p>A full review of the new service will be completed after implementation.</p>	<p>July 2017 (Incab)</p> <p>Mar 2018 (2 wkly collections)</p>	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. 4 Update	Due Date			
	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.</p> <p>Local data is indicating a recycling rate of 47% at the 17/18 year end – the official DEFRA ‘Waste data flow’ figures are published at calendar year end when comparable data will be available.</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. Formal handover on 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 two successful prosecutions under Failure to ensure Duty of Care. A new dedicated Enforcement Officer post to investigate and deal with environmental crimes. Correspondingly, this has meant an increase in the number of enforcement notices being issued 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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# 2017/18 Full Year Key Performance Indicators Report Dashboard

## Appendix A(ii)



Generated on: 19 June 2018

69% (24/35) 11% (4/35) 20% (7/35) 2 KPIs reporting later in the year

15 improved over year 16 reduced performance = 4 no change

Note: The 'year on year' performance is compared to previous year outturn and not the target figure

KEY:

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<u>Volumetric Indicators</u>	
Volumetric indicator – more cases	Volumetric indicator – fewer cases
<u>Performance against target indicators</u>	
Improved over previous year	worsened over previous year
= no change/not comparable	N/A not applicable/not collected

# 2017/18 Full Year Key Performance Indicators Report



## Description 2017/18 KEY PERFORMANCE INDICATORS

Code	Short Name	2016/17	2017/18			Year on year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			
BT1	Number of self service (eform and web based) payments	44,615	54,725			↑	Cabinet Member: Cllr Dawe	A 22% increase in customer self serve using the website. Excludes telephone payments
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	5,237	6,001	5,957		↑	Cabinet Member: Cllr Dawe	14.5% increase in number of followers over the year
CD19	Total hours of voluntary support for Community & Culture Services	51,896	58,004	50,000		↑	Cabinet Member: Cllr Youtan	Hours given by volunteers in support of directly delivered Community and Culture services equates to a value approaching £600k. This is delivered in the form of health walk leaders, office workers, 'community clean-up day' helpers, museum volunteers, ushers at the Capitol, assistant sports coaches, friends of Warnham Nature Reserve and a host of others (but excludes the additional value through services delivered by independent voluntary groups)
CS01	Contact Centre: % of incoming calls answered within 20 seconds	96.9%	95.5%	93%		↓	Cabinet Member: Cllr Dawe	High level of performance maintained during a very busy period due to the change to AWC, Garden Waste and Parking renewals.
CS04	Valid complaint decisions upheld by the LGO over the year	2	Awaited				Cabinet Member: Cllr Dawe	The Annual letter from LGSCO is expected in July 2018
DM07	Planning appeals - number of cost awards	2	2	0		=	Cabinet Member: Cllr Vickers	Reduction in the amount of appeals heard by Hearing and Public Inquiry which demonstrates the Council's robust five year housing land supply position. This reduction is also

Code	Short Name	2016/17	2017/18			Year on Year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			
								reflected in the costs associated with specialist advice, consultant fees and costs awarded by PINS. This has resulted in lower appeal cost cases being awarded since 2015/16 (11 cases) 2017/18 – 2 cases Springlands Barn and Park House North
DM09	Percentage of planning appeals allowed	32.5%	33.63%	30%			<b>Low is good</b> Cabinet Member: Cllr Vickers	Appeal decisions are reviewed to ensure we learn from them and a number of step changes have been made in our approach to certain application types to ensure we are consistent with appeal decisions.
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	80.36%	97.05%	65%			Cabinet Member: Cllr Vickers	Service and performance remains high. The Department considered over 3170 applications within this period.  Strong performance across the process
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	91.83%	97.63%	80%			Cabinet Member: Cllr Vickers	
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	94.74%	100%	80%			Cabinet Member: Cllr Vickers	
DM20	Number of major planning applications determined subject to voluntary extension	47	45				Volumetric Cabinet Member: Cllr Vickers	
DM22	Planning appeals – adverse costs awarded - committee overturns £	£85,595	£20,308				Volumetric Cabinet Member: Cllr Vickers	3 cases
FS01	Planning: Fee income	£1,269,880	£929,000	£1,200,000			Cumulative Cabinet Member: Cllr Vickers	The previous year saw a significant payment relating to the North Horsham planning application and a number of amendments to major schemes which were permitted when the Council did not have a 5 year housing land supply. The Government delayed the 20% fee increase until after the summer recess 2017 which affects full year budget. Application and pre-application income will be closely monitored and CIL income.

Code	Short Name	2016/17	2017/18		Year on Year performance arrow	Cabinet Member during year	Notes	
		Value	Value	Target				Status
FS02	Local Land Charges: Fee income	£276,123	£249,217	£235,000			Cumulative Cabinet Member: Cllr Vickers	
FS07	% of invoices paid on time	97.19%	96.47%	96%			Cabinet Member: Cllr Donnelly	This indicator measures undisputed invoices paid against mutually agreed terms, or against 30 day standard. A new FMS system introduced mid year and some reduction in performance during transition but final quarter at 97.83%
FS07a	% of invoices paid within 10 days	83.97%	79.07%	75%			Cabinet Member: Cllr Donnelly	A new FMS system introduced mid year and some reduction in performance during transition but final quarter at 81.39%
FS09	Parking: Total Income	£3,627,032	£3,946,261	£3,726,064			Cumulative Cabinet Member: Cllr Lindsay	The first full year of the newly introduced rural car park charges has contributed to the strong financial outturn
FS13	Business Rates: Rateable Value 2010 listing	£104,020,729	£101,945,419				Cabinet Member: Cllr Donnelly	The 2017 listing and 2010 listings have been significantly affected by redevelopments where large buildings have been demolished. Some of these will come back on to the list once redeveloped, but some are being developed for housing.
	Business Rates: Rateable Value 2017 listing	£114,004,262	£112,845,462					
FS20	Trade Waste Income	£1,000,667	£1,177,717	£1,052,885			Cumulative Cabinet Member: Cllr Circus	
HS01b	Homelessness: Decisions	191	183				Volumetric Cabinet Member: Cllr Rowbottom	Confirmed homelessness approaches
HS17	No. of Homelessness Preventions	205	200				Cabinet Member: Cllr Rowbottom	To alleviate homelessness need by finding/preventing homelessness

Code	Short Name	2016/17	2017/18			Year on Year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			
HS18	No. of households in temporary accommodation	83	87.5			↑	Low is Good Average monthly Cabinet Member: Cllr Rowbottom	Households time spent in all forms of temporary accommodation has remained consistent but a renewed focus of supporting residents in temporary accommodation to consider appropriate privately rented accommodation will enable a small number to move on sooner.
HS19	Of which no. of households in B & B accommodation	20	17			↓	Low is Good Cabinet Member: Cllr Rowbottom	
HS21	No. of households on the Housing Waiting list	656	592			↓	Low is Good Cabinet Member: Cllr Rowbottom	
LS01a	Attendance at Sports Centres	999,335	1,057,591	999,335		↑	Cabinet Member: Cllr Chowen	Almost 6% increase in attendance
LS01b	Swimming attendances	412,293	444,932	412,293		↑	Cabinet Member: Cllr Chowen	Almost 8% increase in attendance
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	184,112	173,462	184,112		↓	Cabinet Member: Cllr Chowen	142,898 attended films or live performance. This was a small reduction on 2017/18. The reduction relates solely to film attendances and reflects a year in which there was a general absence of blockbuster films and in which there were few strong national releases until after Christmas.
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	92,125	100,405	92,125		↑	Cabinet Member: Cllr Chowen	A 9% increase on 2016/17 and another record year. Visitor numbers have now increased by 51% in the last 8 years. The exhibition by international fashion brand 'Irregular Choice' attracted significant numbers and saw a new audience visit the museum.
NI 154	Net additional homes provided	795	Not available until Dec 18			n/a	Cabinet Member: Cllr Vickers	The number of CT properties increased by 1981 over the year. 2017/18 data published Dec 18.
NI 155	Number of affordable homes delivered (gross)	224	249			↑	Cabinet Member: Cllr Vickers	Increase against last 5 years figures

Code	Short Name	2016/17	2017/18			Year on Year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			
OP14	Recycling rate % (Tonnage) [2020 European Target is 50%]	46.97%	Forecast 47%	48%		=	High is Good. Cabinet Member: Cllr Circus	A short term fall in quality of recycling following the introduction of rear loading fortnightly collection was expected. Despite this the average over the year has been maintained. Defra final figures are reported at the end of the calendar year.
OP15	Number of garden waste customers (households)	31,796	32,283	31,000			Cabinet Member: Cllr Circus	
OP17	Number of refuse, recycling and garden waste collections reported as missed	266.33	431.66				Low is Good Cabinet Member: Cllr Circus	
PP19	Quality of recycling - % contamination rate	5.07%	7.37%	6%			Low is Good Cabinet Member: Cllr Circus	Indicative rate determined by random sample. A short term increase was expected. This will be mitigated by the contamination awareness project. Showing improvement @5.5% for April 2018
PP08	Number of FOI requests received	841	930				Cabinet Member: Cllr Dawe	Increase of 10.5% over previous year. In 2014/15 628 were received. Over the three years there has been an increase of 48%.
PP09	% of FOI requests responded to within 20 days	95%	95%	85%		=	Cabinet Member: Cllr Dawe	
PP10	Number of complaints received	195	183				Low is Good Cabinet Member: Cllr Dawe	Excludes leisure centres. Decrease of 6% over previous year. The number of compliments received and recorded (590) have increased by 26%
PS05a	Percentage Staff turnover	11.79%	20.24%	12.5%			SLT	Unplanned turnover was just below 10% and within target range. Overall turnover was highest for many years (94 leavers), mainly due to restructuring and TUPE out of Census ICT and Audit staff. For 18/19 only unplanned turnover will be reported.

Code	Short Name	2016/17	2017/18			Year on Year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			
PS11c	Total sickness (excluding leavers sickness) Av days per person	6.99	6.84	8			Low is Good SLT	Sickness absence has fallen for the 4th year to stand comfortably below the target. The staff well-being offer was further improved, including 100+ flu jabs. Short term = 1.96 Long term = 4.88
R05	% of Council Tax collected in year	98.74%	98.83%	98.8%			Cabinet Member: Cllr Donnelly	The last year of Census with uncertainty for employees, it was encouraging to see improvement which is down to the dedication of the staff.
R06	Percentage of Non-domestic Rates collected in year	97.46%	97.47%	98%			Cabinet Member: Cllr Donnelly	
R09a	HB -Speed of processing - new HB claims	19	21	18			Cabinet Member: Cllr Donnelly	The Census Joint Committee December 2017, instructed the service to focus on quality and some loss of speed as a consequence. The upside reduce the losses of subsidy for 16/17 year. LGSS to be the new supplier from July 2018.
R09b	CTB - Speed of processing - new CTB claims	21	23	20			Cabinet Member: Cllr Donnelly	
R09a	HB - Speed of processing - changes of circumstances for HB claims	8.5	10	10			Cabinet Member: Cllr Donnelly	
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	9.25	9.67	10			Cabinet Member: Cllr Donnelly	
SP04	% coverage Neighbourhood Plans in progress	90%	80%	90%			Annual Cabinet Member: Cllr Vickers	Previously 90% but Steyning, Wiston, Ashurst and Bramber (SWAB) have formally de-clustered as a group. The changing requirements for neighbourhood planning continue to be challenging, particular the level of evidence required to support NPs. This has slowed the preparation of some of the more complex NPs.

Code	Short Name	2016/17	2017/18			Year on Year performance arrow	Cabinet Member during year	Notes
		Value	Value	Target	Status			

SSC9a	No. of fly tipping incidents	734	792				Cabinet Member: Cllr Circus	A new dedicated Enforcement Officer post to investigate and deal with environmental crimes. Correspondingly, this has meant an increase in the number of enforcement notices being issued. A successful prosecution for fly tipping has been achieved. The team are also receiving further training in enforcement.
SSC9b	No. of fly tipping enforcement notices	3	18				Cabinet Member: Cllr Circus	
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	1,677,872	1,620,838	1,491,000			Cabinet Member: Cllr Lindsay	
TS05	Town Centre Parking - utilisation (% full)	53%	Not available	50%			Cabinet Member: Cllr Lindsay	Unable to provide data as a result of power outages and Technical issues at Swan Walk and Piries Place
TS07	Rural Car parking strategy, including car park discs	n/a	£369,468			n/a	Cumulative Cabinet Member: Cllr Lindsay	Introduction of Parking discs and rural charging
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.65%	99.2%	95%			Cabinet Member: Cllr Donnelly	One void at Oakhurst Business Park
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,934,530	£3,629,000	£2,913,590			Cabinet Member: Cllr Donnelly	
VE10	Commercial property return on investment	8.26%	7.3%	6%			Cabinet Member: Cllr Donnelly	

## Budget Monitoring Draft Outturn – April 2017 to March 2018

### Highlight report

#### Monthly Summary:

From a M11 forecast £198k surplus, the outturn moved by £423k to an outturn surplus of £621k (£776k surplus in 2016/17) after carry forwards of £158k (£88k) were approved. Apart from the general caution not being realised, more income was received than expected in Revs and Bens government grants and also investment income in March. Earmarked reserve LEAP income for Economic Development and 'weekly collection' money for Waste have also been applied at the end of the year. Budget monitoring compliance was much better this month and all significant / higher risk areas completed their budget monitoring. A number of budget holders raised queries with Finance at year-end, which indicates that earlier review by budget holders during the year might have better informed the in-year forecasting.

#### Revenue Outturn Surplus :

FR8 – Compliance 92% [3 budget holders didn't]

Directorate	£000s
Chief Executive	(60)
Resources	(1,030)
Community and Culture	529
Planning, property and economic development	(60)
<b>Total deficit / (surplus)</b>	<b>(621)</b>

#### Capital Expenditure:

Spend of £28m, 61% (52% 2016/17) of £46.1m capital programme. [Removing £15m Forum, only 41%].

Significant areas of **£18.1m** slippage against plan:

- £5.7m - BBHLC from (in-year) £10.6m budget.
- £4.4m - commercial property
- £2m - housing enabling / disabled facilities / home repair grants.
- £1.9m - temporary accommodation.

#### Debtors:

Overall debtors stood at £1,851k at the end of March. (£1,481k at 31 March 2017).

Six customers accounted for £693k (37%) of the amounts invoiced. Of this amount £320k was paid in April, but £373k remains outstanding at 10 May from long term debtors; £162k under payment plan, £121k developer's S106 and a debt that has gone over 90 days for £90k.

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

Net spend for 2017/18 monitoring totalled £10,424k, £1,042k lower than that for 2016/17. As in 2016/17 the £0.5m transformation fund has been used to offset transformation spend. Notable income items in the year include the purchase of the Forum which generated unbudgeted income of £525k, additional grants, investments and trade waste income. In contrast planning income was lower and the delay in the Bishopric reduced rental income and increased B&B accommodation costs. Repairs and maintenance codes across the Council were higher by £250k and trade waste disposal costs exceeded budget by £300k.

#### Staffing costs

Staffing costs are below budget. This reflects in part changing partnership arrangements and is offset by charges in partnership contributions.

Outturn	Actuals	Budget	Variance
Salaries and Wages	15,255	17,261	(2,007)
Overtime	232	119	113
Casual Staff	532	233	299
Temporary Staff	855	375	480
Redundancy/termination	268	250	18
	<b>17,141</b>	<b>18,238</b>	<b>(1,097)</b>

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

Projects	Allocation	Outturn
Unlocking the ICT Strategy	34	34
FMS Implementation	180	173
Alternate Weekly Collections	210	187
Learning Pool	16	16
Income feasibility study and i-suggest scheme	9	9
HR T1 module implementation	25	17
Future Horsham Manager	13	0
Staff efficiencies	84	83
	<b>571</b>	<b>519</b>

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2017/18 Outturn	Gross spend	Gross income	Net Spend	Annual Budget less carry fwd requests	Comparison to Budget (Surplus) / overspend	Comments
<b>All figures in £'000s</b>						
Housing	1,218	(796)	422	(26)	448	Delay opening Bishopric temporary accommodation and knock-on effect on rental income and B&B budgeted savings. At the same time an increase of households in B&B has also increased expenditure. 82 households were placed in B&B during 2017/18 compared to 55 households in 2016/17.
Waste & Recycling	4,193	(4,081)	111	(143)	254	Trade waste disposal costs and other operational replacement equipment costs and recycling education.
Development	1,933	(1,437)	495	363	132	Reduction of planning fee income (no major applications), slightly offset by reduction in use of consultants.
Parking Services	1,978	(4,629)	(2,651)	(2,775)	125	Car-parking income delivered against higher budgeted income but higher costs in agency, overtime and casual staffing, and associated printing, postage and cash collection.
Revs And Bens Admin	1,774	(1,052)	723	604	119	Exit and transition costs of Revs and Bens service.
Properties & Facilities	725	(5)	720	619	101	General / corporate maintenance higher than budgeted.
Parks & Countryside Services	1,464	(401)	1,062	996	66	Unrealised rent and retained liabilities as a result of deferring the letting of a farm building; to help resolve storage challenges. This is helping to release additional assets for development - part of the broader property strategy.
Economic Development	603	(148)	454	415	40	Two Piazza Italia events in the 2017/18 financial year, reactive maintenance to town centre, additional Christmas decorations and skating rink signage costs.
Leisure Services	521	(663)	(141)	(170)	28	
Operational Properties	587	(36)	551	530	21	
Community & Culture	204	(15)	189	182	7	
Museums	309	(69)	240	234	5	
Customer Services	356	(12)	344	339	5	
Health and Wellbeing	247	(272)	(25)	(30)	5	
Building Control	830	(847)	(17)	(21)	4	
Capitol	1,902	(1,615)	287	283	4	
Business Transformation	2	0	2	0	2	
Finance Accountancy	1,085	(204)	881	882	(1)	
Human Resources & Org Development	568	(37)	532	537	(6)	
Community Development	732	(194)	538	551	(13)	
Commissioning	307	(11)	296	330	(34)	
Communications	401	(18)	383	422	(38)	
Community Safety	440	(227)	213	257	(44)	
Corporate Management	720	0	720	767	(47)	
Audit	153	(7)	146	196	(50)	Reduced number of audit days and post removed.
Legal & Democratic	1,494	(125)	1,369	1,441	(73)	Staff vacancy savings during the year.
Environmental Services/Licensing	1,264	(665)	600	676	(77)	Demand for licences and therefore income higher than budget, and staff savings.

Spatial Planning	897	(87)	810	887	(77)	Lower use of consultants and some staff savings and higher grant income than anticipated.
Technology Services	2,683	(926)	1,757	1,885	(127)	Restructure of Technology Services following end of Census ICT; staff savings and some projects not going ahead.
Street Scene & Fleet	2,960	(67)	2,893	3,022	(128)	Lower fuel useage due to new vehicles and lower than budgeted price of fuel.
Investment Properties	485	(3,477)	(2,992)	(2,585)	(407)	Rental income; mainly from new Investment Property
Finance Corporate	616	(960)	(343)	167	(510)	Additional interest received from higher yielding deposits and much higher than budgeted level of deposits due to significant slippage on capital programme, and delay in apprenticeship scheme.
<b>Total</b>	<b>33,652</b>	<b>(23,083)</b>	<b>10,569</b>	<b>10,835</b>	<b>(266)</b>	<b>Surplus</b>
Benefit Payments	31,552	(31,698)	(145)	210	(355)	Unexpected grant income and higher recovery of overpayments.
<b>Total</b>	<b>65,205</b>	<b>(54,781)</b>	<b>10,424</b>	<b>11,045</b>	<b>(621)</b>	<b>Surplus</b>

N.B. comments on overspends over £40k and surpluses over £50k

**CAPITAL BUDGET OUTTURN 2017/18**

Appendix D

Capital projects	Department	Net expenditure	Budget	Spend as % of budget	comment
Broadbridge Heath Leisure Centre - new build	Property & Facilities	4,933,246	10,576,139	47%	Total project budget £12.3m: <b>2016/17 spend</b> : £0.6m; <b>2017/18 budget</b> £10.6m and <b>2018/19 budget</b> £1.1m. Following the delays to the contract agreement process, £6.2m from 2017/18 will be re-profiled into 2018/19.
Other Community and Culture projects	Comm and Culture	238,569	914,004	26%	Spend to date includes: Horsham Park Tennis Court improvements (£31k) and Outdoor Gym (£42k); Southwater Country Park car park initiatives (£32k); Capitol Theatre Fly System (£35k); St Mary's Garden of Remembrance (£28k); and Manor fields play area improvements £26k.
Hop Oast depot development	Waste & Recycling	2,244,298	2,365,941	95%	Total project budget of £4.55m, approved by Council: <b>2014/15</b> spend £0.02m; <b>2015/16</b> spend £0.18m; <b>2016/17</b> spend £1.99m and <b>2017/18</b> 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.
Vehicle Fleet	Streetscene & Fleet	3,153,744	3,898,821	81%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme. 19 new vehicles (cost circa £3m) have been acquired to replace the current sideloaders. Net expenditure includes spend on 20 vehicles.
Grants - Environmental health	Envir Health & LM	656,804	838,000	78%	Spend mostly demand led on disabled facilities and home repair grant.
Housing Enabling Grants	Housing	404,000	2,215,000	18%	The £404k spend is for a grant to Hyde Housing Association for a development at Christ's Hospital.
ICT projects - HDC	Resources ICT	65,596	224,721	29%	Spend to date is for Windows 10 roll-out which is behind schedule.
ICT projects - Census	Resources ICT	0	64,145	0%	No expenditure - Census ended.
Car Parks Fabric and Equipment	Property & Facilities	521,917	1,377,354	38%	Current spend is for work on Forum car park lift; start work on new Piries Place car park build; improve Pavillions (Hurst Road) CP; and for Rural car park infrastructure and signage.
Town centre improvements	Property & Facilities	14,371	88,911	16%	Expenditure is for improved street signage in East Street
Commercial Property Investment Fund	Property & Facilities	15,308,657	19,713,873	78%	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.
Miscellaneous properties spend	Property & Facilities	485,087	3,855,737	13%	Spend is build of Temporary Accommodation in Bishopric (£0.29m) 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 following delays to design and redesign and planning permission.
<b>Total</b>		<b>28,026,288</b>	<b>46,132,646</b>	<b>60.8%</b>	

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

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Budget carry forwards from 2017-18 to 2018-19			Appendix E
Department	Code Description	Carry Forward	Comments
Legal	Agency	10,000	Additional agency resource to data cleanse the old case management system before migrating to the new one.
Leisure	Year of culture	33,000	Delivery mechanism and programme has not been evenly spread across the three year programme.
Leisure	Pitch and facilities	7,000	Delivery of report delayed by third party consultant.
Community and Culture	CCTV	65,000	Delay in works relating to Albion Way (wireless solution now found) and infrastructure in Pirie's Place, which is dependent on the build programme.
Community and Culture - Parks and Countryside	Children's playgrounds	43,230	Long lead times on essential health and safety works on the play equipment at Bartholomew Way and Cissbury Play areas
	<b>Total</b>	<b>158,230</b>	

Information only: 88,200 Comparison of budget carried forward into 2017/18 from 2016/17.

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## 19 USABLE RESERVES

This note sets out the amounts set aside from the General Fund balance in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2017/18.

Useable Revenue Reserves	Balance at 31.03.16 £000	Income / Expenditure 2016/17 £000	Transfer to / from other reserves 2016/17 £000	Balance at 31.03.17 £000	Income / Expenditure 2017/18 £000	Transfer to / from other reserves 2017/18 £000	Balance at 31.03.18 £000
<b>General Fund Balance</b>	<b>(9,091)</b>	(3,630)	3,241	<b>(9,480)</b>	(6,278)	4,100	<b>(11,658)</b>
New Homes Reserve	(3,701)	0	(1,232)	(4,933)	0	885	(4,048)
NHB - BBH Leisure Centre	0	617	(2,000)	(1,383)	5,001	(5,000)	(1,382)
Health and Wellbeing	(198)	0	21	(177)	0	(20)	(197)
Council tax localism	(278)	0	(15)	(293)	0	0	(293)
Neighbourhood Planning Grant	(318)	0	40	(278)	0	0	(278)
s106 Reserves	(1,393)	209	0	(1,184)	432	0	(752)
NNDR Provision	(1,435)	0	0	(1,435)	0	0	(1,435)
Transformation fund	0	0	(113)	(113)	0	19	(94)
Other	(919)	143	58	(718)	(84)	16	(786)
<b>Other Earmarked Reserves</b>	<b>(8,242)</b>	969	(3,241)	<b>(10,514)</b>	5,349	(4,100)	<b>(9,265)</b>
<b>Sub-total</b>	<b>(17,333)</b>			<b>(19,994)</b>			<b>(20,923)</b>

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Appendix F - transformation fund at 31 March 2018

2016/17		2017/18		2018/19*		Anticipated annual savings / payback when implemented
0	balance brought forward	113,110	balance brought forward	94,865	balance brought forward	
500,000	In year addition	500,000	In year addition	500,000	In year addition	
<b>500,000</b>		<b>613,110</b>		<b>594,865</b>		
-43,600	Unlocking the ICT strategy	-34,000	Unlocking the ICT strategy			part of the £100k in ICT
-68,945	Implementation of new Financial Management System	-172,580	Implementation of new Financial Management System			part of the £100k in Finance
		-186,870	Changes to waste collection service	-48,130	Changes to waste collection service completion in April 2018	£1m in Waste & recycling and Fleet
-2,500	Solace income generation training Feb 2017	-16,910	Implementation of new HR system	-69,000	Implementation of new HR system	part of £100k HR savings
-1,100	E-learning pool system and online appraisal function	-15,600	E-learning pool system and online appraisal function	-13,000	Future Horsham Manager	part of £100k HR savings
-37,625	Future Horsham (Ignite) and other shared services costs.	-4,950	Feasibility study for income generation opportunity	-12,000	External review of a service element	n/a
		-3,910	i-suggest subscription for staff scheme	-225,000	Uniform system replacement and implementation	<i>TBC when business case developed</i>
				-29,000	Growing our own staff - project	<i>staff retention</i>
				-27,000	Implementation of new legal case management system	part of the £100k legal savings
-233,120	Staff efficiency costs	-83,425	Staff efficiency costs	-100,000	Staff efficiency costs	Payback around 12 months
<b>-386,890</b>	Total expenditure in year	<b>-518,245</b>	Total expenditure in year	<b>-523,130</b>	Anticipated expenditure* in forthcoming year	
113,110	Outturn balance carried forward	94,865	Outturn balance carried forward	71,735	Balance to be carried forward	

\* 2018/19 costs are indicative estimates only.  
Appropriate additional items will be added as required via SLT approval

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**Overview & Scrutiny Work Programme**  
**May 2018 to May 2019**

	<b>Scrutiny &amp; Overview Committee</b>	<b>CenSus Revs and Benefits Service T&amp;F Group</b>	<b>Councillor's Technology T&amp;F Group</b>	<b>Review to Consider O&amp;S Work Programme Proposals</b>
<b>April 2018</b>			First meeting to appoint Chairman, agree terms of reference, scope, work programme and timescales	
<b>May</b>				
<b>June</b>	<b>4<sup>th</sup> June</b> Election of Chairman and Vice Chairman CenSus T&FG Final Report Crime and Disorder – Annual Report Task and Finish Groups – update on progress		Second meeting to receive feedback on questionnaire	
<b>July</b>	<b>23<sup>rd</sup> July</b> Cabinet Member interview – the Leader Q4 Quarterly Corporate Plan and F&P Report – End of Year Task and Finish Groups – update on progress	Final Report to O&S		
<b>August</b>				
<b>September</b>	<b>24<sup>th</sup> September</b> Cabinet Member Interview - Planning and Development Q1 Quarterly Corporate Plan and F&P Report Task and Finish Groups – update on progress			
<b>October</b>				
<b>November</b>	<b>26<sup>th</sup> November</b> Cabinet Member Interview Q2 Quarterly Corporate Plan and F&P Report MTFS (TBC)			
<b>December</b>				

**Overview & Scrutiny Work Programme**  
**May 2018 to May 2019**

<b>January 2019</b>	<b>28<sup>th</sup> January 2019</b> Cabinet Member Interview Budget (TBC) Q3 Quarterly Corporate Plan and F&P Report			
<b>February</b>				
<b>March</b>	March Cabinet Member Interview Q4 Quarterly Corporate Plan and F&P Report Review of O&S Structure since the changes introduced in June 2017 (18-21 months after new format with T&FG as agreed at O&S on 4/6/18)			
<b>April</b>				
<b>May</b>	Election of Chairman and Vice Chairman Crime and Disorder End of Year Report (TBC)			
<b>June</b>	Cabinet Member Interview			

Future Potential Items for the work programme:

1. Training for Members of Scrutiny
2. Health Provision

## 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:     Cllr Mike Morgan    

Proposed Scope/focus of review:

To review the training of Community Emergency First Responders by SECAMB (South East Coast Ambulance Service) and other aspects relating to their deployment

Your rationale for selection:

Rural areas of the District suffer by their location in the time Ambulances take to reach them ( it is not unusual for them to take at least 30 mins). For some years now this delay has been compensated for by rural villages forming their own Community Emergency First Responders. These Responders are contacted by the Ambulance Service and are able to attend certain incidences with five minutes and administer vital treatment. *continued on Rider 1*

Evidence:

I have discussed this with Responders in Henfield and elsewhere who have confirmed the situation and would be a happy to attend and explain the problem in more detail

Desired outcomes/objectives/possible terms of reference:

To meet with SECAMB to seek an explanation as to the reason for the present situation and to seek ways for an improvement to the training and use of Responders to enable them to provide an essential service to the health and wellbeing of rural areas throughout the District

Other comments:

This service has until recently been working well and providing an essential service to support the emergency services in rural areas where delays can cause serious if not fatal results. I will be pleased to elaborate on this at O & S

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

Urgent

Within six months

Within 6-12 months

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To review the training of Community Emergency First Responders by SECAMB (South East Coast Ambulance Service) and other aspects relating to their deployment

Suggestion by Councillor Mike Morgan

### **Rider 1**

I know of several cases where First responders have been able to save residents lives by their quick attendance to an emergence by being able to attend an incidence within 5 - 10 minutes. This may not have been the outcome if it had been necessary to wait for the arrival of an ambulance.

First Responders undertake training within their Groups but are also required to take a course of training provided by SECAMB before they can attend incidences. Recently the SECAMB training has been delayed and is taking anywhere between one and two years to arrange and by that time volunteers have become demoralised and leave. In Henfield a year ago they had twelve new volunteers - this has been reduced to 7 now because of the delay and I understand it is the same elsewhere. Henfield used to be able to provide 24 hours cover 7 days a week - but no longer.

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