



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

Overview and Scrutiny Committee

Monday, 26th November, 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

	Page No.
1. Apologies for absence	
2. Minutes	3 - 12
<p>To approve as correct the minutes of the meeting held on 24th September 2018 (<i>Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to committeeservices@horsham.gov.uk at least 24 hours before the meeting. Where applicable, the audio recording of the meeting will be checked to ensure the accuracy of the proposed amendment.</i>)</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	13 - 14

Cabinet Member for Finance and Assets

6. Medium Term Financial Strategy - Overview and Scrutiny Response
7. Report on the Council's Corporate Plan Priorities, Finance and Performance Q2 2018/19 15 - 46
8. Task and Finish Group Updates
 - a) Final Report of the Census Task and Finish Group 47 - 52
 - b) Final Report of the Engagement of Overview and Scrutiny Task and Finish Group 53 - 58
 - c) Actions arising from the Report of the Engagement of Overview and Scrutiny Task and Finish Group
 - (i) Nominations for the members of the working groups
 - a. Finance and Performance
 - b. Business Improvement
 - c. Community
9. Work Programme 59 - 60
 - a) Suggestions for the Work Programme 61 - 64
 - (i) Running Track
 - (ii) S106 Funds (West Sussex County Council)
10. Cabinet Forward Plan 65 - 72
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 24 SEPTEMBER 2018

Present: Councillors: Leonard Crosbie (Chairman), David Coldwell (Vice-Chairman), Toni Bradnum, Matthew French, Nigel Jupp, Lynn Lambert, Tim Lloyd, Mike Morgan, Brian O'Connell, Kate Rowbottom and Michael Willett

Apologies: Councillors: Paul Clarke, Jonathan Dancer and Billy Greening
Absent: Councillors: Ben Staines

Also Present: Godfrey Newman, David Skipp and Claire Vickers

SO/25 **MINUTES**

The minutes of the Committee held 23rd July 2018 were approved as a correct record of the meeting and signed by the Chairman.

Regarding the recommendation to the Governance Committee (SO/18) there continued to be divided opinions amongst the Committee on whether the Committee should report directly to Council instead of the Cabinet. Therefore the Committee agreed that the Chairman would discuss this outside the meeting with the Chief Executive and the Monitoring Officer and bring a recommendation back to the next meeting

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

There were no declarations of interest.

SO/27 **ANNOUNCEMENTS**

There were no announcements.

SO/28 **CABINET MEMBER INTERVIEW**

The Cabinet Member for Planning and Development was invited to the Overview and Scrutiny Committee as part of the Cabinet Member interviews.

A number of questions had been submitted in advance of the meeting by Members of the Committee and the answers were presented at the meeting.

Question 1.

How many new build homes were completed within Horsham District in 2017?
What percentage of these were affordable homes as a whole? How many

homes within Horsham District currently have the benefit of planning permission but have not been built out?

Answer:

West Sussex County Council provides all districts and boroughs in West Sussex with annual housing completion figures. These figures are provided in September/October each year and cover the period 1 April to 31 March for the preceding year (ie: for the financial year). The housing completion figures are reported by West Sussex local authorities in Authority Monitoring Reports (AMR) each December. The housing completion figures from West Sussex County Council do not include completion dates, so it is not possible to give a housing completion figure for Horsham District for the calendar year of 2017. Horsham District Council's AMR for 2016/17 shows that there were 795 net completions between 1 April 2016 and 31 March 2017, of which 186 (23%) were affordable. HDC has received draft net housing completion figures for 2017/2018 (1 April 2017 to 31 March 2018) and is currently checking these figures but they are likely to be in excess of 1,000 homes. These figures will be reported in the 2018 HDC Authority Monitoring Report at the end of this year.

In terms of sites with existing permissions within the District that have not yet been built out, this totals just under 5,100 dwellings.

Question 2.

Where do Neighbourhood Plans sit within the legal framework of dealing with planning applications? Which takes priority, the National Planning Framework, the Horsham District Planning Framework or the Neighbourhood Plans?

Answer:

Where adopted (or 'made'), any Neighbourhood Plan, like an adopted Local Plan, becomes part of the formal Development Plan for an area. In Horsham we have a number of 'made' neighbourhood plans which sit alongside the Horsham District Planning Framework (our Local Plan), as part of the Council's formal Development Plan for the area. In legal terms, these two types of plan sit alongside one another. Generally, neither plan takes priority over the other.

The difference between the Local Plan and Neighbourhood Plans is that the Local Plan contains strategic policies such as those relating to key policy designations (ie. Green Belt or AONB), the overall development strategy for an area, or policies proposing major new development or infrastructure provision. Neighbourhood Plans only deal with non-strategic 'local' matters. Local Plans can of course, also deal with 'non-strategic' matters.

Conflicts between plans rarely arise because when examining new Neighbourhood Plans, examiners are careful to ensure that those neighbourhood plans 'are in general conformity with the strategic policies' contained within the adopted Local Plan for the area. However, sometimes, where Local Plans do contain policies relating to non-strategic matters, there

can be a lack of clarity about which policy document should take precedence. Where this occurs, case law suggests that generally, the more recently adopted plan may take precedence.

The NPPF is not part of the Development Plan, but its content must be taken into account when preparing both the Local Plan and Neighbourhood Plans. It is also a material consideration when making planning decisions. When examining both Local Plans and Neighbourhood Plans, planning inspectors will look to ensure that plans take full account of the NPPF, as it is in essence, the Government's planning policy.

Planning law requires the Council to make planning decisions in accordance with its Development Plan (ie. the combined policy framework of our Local Plan and if they exist, a local Neighbourhood Plan) unless material considerations indicate otherwise.

Where any member feels that there may be a potential conflict between an adopted Neighbourhood Plan policy and an adopted Horsham District Planning Framework policy, it is worth giving one of our planning officers a call, to talk it through, to enable the officer to provide further clarity.

Question 3.

Neighbourhood Plans were put forward by the government to allow local communities to map out their own future development proposals thereby encouraging more homes in addition to the larger strategic sites. When developers put forward planning applications that very clearly contravene policies in those Neighbourhood Plans, why aren't the Neighbourhood Plans upheld through recommendations to Planning Committees?

Answer:

Windfall sites within Built-Up Area Boundaries that meet all other Development Management criteria such as overlooking, over bearing, access etc, are in accordance with the adopted policies of the HDPF and can therefore come forward for development.

Question 4.

If the secondary settlement proposals become HDC policy, will the smaller communities, particularly in the rural areas, be swamped with new homes even though they may not be part of Neighbourhood Plans.

Answer:

No, the proposed policy in the Local Plan Review Consultation document said that any sites within a Secondary Settlement would only be acceptable if the site is small; the proposal is limited in scale to reflect the existing character of

the settlement and the development does not result in a significant increase in activity including traffic movements on narrow and rural roads.

Question 5.

If Gypsy and Traveller sites are required across the district, why are these not incorporated within the local Neighbourhood Plans.

Answer:

We encourage neighbourhood Plan Steering Groups to look at potential for all land uses in the preparation of their plans. To date, there have been no proposals for Gypsy and Traveller use by any Parish.

Question 6.

a) Over the last three years has there been an increase in the number of complaints to HDC with regard to breaches of planning regulations?

b) For this period what is the percentage of complaints that have been upheld?

c) For this period how many Enforcement Notices have been issued and what percentage have been appealed against and how many have been successful.

Answer:

a)

- In 2016, 569 complaints were received by the Planning Compliance Team;*
- In 2017, 589 complaints were received by the Planning Compliance Team;*
- So far in 2018, 466 complaints have been received by the Planning Compliance Team (the projected overall number of complaints received for 2018 could be 629- based upon the figure of 163 files received between beginning of Sept and end of Dec last year).*

Therefore, yes, there has been an increase in the number of complaints made to Horsham District Council with regard to alleged breaches of planning control over the last three years.

b) For this period what is the percentage of complaints that have been upheld?

- In 2016, 317 of the complaints received were founded ie a breach of planning control was identified, which equates to 56% of the complaints received;*
- In 2017, 334 of the complaints received were founded ie a breach of planning control was identified, which equates to 57% of the complaints received;*
- So far in 2018, 335 of the complaints received were founded ie a breach of planning control was identified, which equates to 72% of the complaints received.*

c)

- *In 2016, 14 enforcement notices were issued, of which 8 were appealed (57% of Notices)- all 8 appeals were dismissed ie were successful from HDC's perspective (100% success);*
- *In 2017, 13 enforcement notices were issued, of which 7 were appealed (54% of Notices)- so far, 4 appeals have been dismissed, and the decision on 3 appeals remains pending (100% success);*
- *So far in 2018, 14 enforcement notices have been issued, of which 9 have been appealed- the decision on all these appeals remains pending.*

Therefore, for the period 2016, 2017 and so far in 2018, 41 enforcement notices have been issued, of which 24 have been appealed (60%)- of the appeals determined, all were dismissed (100% success).

The Committee was invited to submit supplementary questions.
The following questions were asked of the Cabinet Member:

Could the Cabinet Member provide a rough guide of the number of affordable houses that were expected in the excess of 1000 houses being built between April 2017 to March 2018, and could a breakdown of the different types of affordable houses also be provided?

Regarding one particular case, enforcement had not taken place after 18 years which had led to lawful occupation, this had caused frustration for the local Member. The Cabinet Member would follow this up with the compliance team.

Regarding enforcement complaints, in 2016, 317 valid complaints were received and were 14 of those had been issued with enforcement notices, Members questioned what had happened to the outstanding 303 and was there a pattern with regular offenders?

The Cabinet Member noted the questions and answers would be provided following the meeting.

The Chairman thanked the Cabinet Member for attending the meeting and the Cabinet Member invited the Committee to submit any further question outside the meeting.

SO/29 **REPORT ON THE COUNCIL'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE Q1 2018/19**

The Director of Corporate Resources presented the Report on the Council's Corporate Plan Priorities, Finance and Performance in 2018/19 for quarter one.

The Director provided a brief update on the report.

The Committee were informed of a slight projected overspend, which was fairly normal for the first quarter, Members were informed that with the changes resulting from the introduction of the Homelessness Reduction Act numbers of households in Bed and Breakfast had gone up, and were continuing to rise.

Officers would monitor this closely to try and offset any overspend at the year end.

Members noted that West Sussex County Council's proposed cuts to in-house services could have a considerable impact on Horsham District Council. The Council were exploring the best type of homeless accommodation and officers would be making an effort to keep people out of Bed and Breakfast.

As a result of the Act, the Council were having to help house people that previously it would not have had a duty to help. This may have caused a spike in the figures. The changes proposed by the County Council could make more people unintentionally homeless and the District Council had a duty to help these. As a result of the nature of homelessness the officers have to make an estimate in terms of figures and would be unable to know the exact cost until things have settled down.

If the Committee requested further, more detailed explanation, it was suggested that they invite the Head of Housing to a future meeting.

The Director of Corporate Resources confirmed that the opening of The Bridge at Broadbridge Heath was on time and on budget.

Members questioned the Capital Outturn Forecast, the full year spend was 30% down on the budgeted figure. The Director reassured the Committee that all senior officers have asked their teams again to be accurate about their spend and when it was actually going to happen, to ensure more accurate budgeting.

The Chairman reminded Members to submit their questions based on the information in the Report, in advance of the meeting, for a full answer to be prepared by the officers.

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

SO/31 **FINAL REPORT OF THE REVIEW OF COUNCILLORS' TECHNOLOGY TASK AND FINISH GROUP**

The final report of the Review of Councillor's Technology Task and Finish Group was presented to the Committee.

The Group had been asked to review the technology needs of the Councillors' to enable them to carry out their duties effectively and efficiently.

The Committee noted the report and recommendations.

The recommendations were approved.

RECOMMENDED TO THE CABINET MEMBER FOR FINANCE AND ASSETS

1. That all Councillor held iPads be upgraded or replaced, if applicable, by a more suitable hardware and compatible software, that is appropriate and that allows enhanced functionality, i.e. Office 365.
2. That Councillors should be enabled to use their own equipment i.e. laptops, smart phones, computers, or own iPad, if they wish to do so. The Council will help ensure adherence to GDPR guidelines, and ensure security of Council data by the IT department checking the equipment for suitability. If it is suitable, the equipment will need to be configured by IT to provide access to a corporate 'container'. Council data will then be secure.
3. A training plan should be devised, then delivered soon after the 2019 elections to ensure that all Councillors have an opportunity to get the best out of their Council devices and from any container facility on their own devices. On going training would then be necessary.
4. Further investigation is required into aiding Councillors to be able to print from their iPads within Parkside.

SO/32 **ENGAGEMENT OF SCRUTINY IN COUNCIL ACTIVITIES TASK AND FINISH GROUP**

The Chairman of the Engagement of Overview and Scrutiny Task and Finish Group provided an update following the first meeting.

Discussions at the first meeting had leant towards the reinstatement of three standing working groups or sub-committees to encompass finance and performance, community (to include health and crime and disorder matters) and business improvement. Whilst the task and finish groups would be maintained.

The Group would be meeting again on 25th September and following that, the Group was hoping to produce a final report and recommendations.

SO/33 **ASSESSMENT OF THE LGA EFFECTIVE SCRUTINY TRAINING WORKSHOP FOR COMMITTEE MEMBERS ON 16/08/18**

The Committee received the presentation from the LGA training workshop on Effective Scrutiny.

The Chairman commented that the training session had been positive and Members were reminded of a key point arising from the workshop, that the Committee could look at matters outside of the Council's activities.

SO/34 **ADVICE ON WORK PROGRAMME SUGGESTION ABOUT VIABILITY REPORTS**

Two members of the public spoke in relation to this item.

The Chief Executive presented his report on Advice on Work Programme Suggestion about Viability Reports. The Report was prepared in response to a work programme suggestion on viability reports following concerns raised by a member of the public. The Committee requested technical advice on how to respond to the work programme suggestion from the Chief Executive and the Monitoring Officer. The Chief Executive had provided the facts in order for the Committee to make an informed decision on the suggestion submitted.

The Chief Executive referred the Committee to page 86 of the Report which set out the Information Commissioner's Office (ICO's) conditions for commercial confidentiality to apply. The Commissioner had concluded that the third condition had not been fulfilled and therefore the Council was instructed to release the information.

The Committee was also referred to paragraph 2.8 in the Report which highlighted the Commissioner's key findings.

Section 4.2 provided the Committee with a way forward to address the concerns raised by the member of the public, to enable the Committee to decide what to do with the work programme suggestion.

The Committee heard the concerns of the members of the public.

The Chairman welcomed the comprehensive report and opened the item up for discussion.

Members commented that report had highlighted errors in the way the Council acted and that the senior officers involved had now left the Council, so it was not practicable to ask them why they believed that the exemption applied. Lessons had been learnt and the Members felt nothing more could be achieved at this stage. The Committee felt total openness was guaranteed as a result of this decision.

The new NPPF would provide a template on the information which should be provided by developers in the future. This guidance would be available for Councils in November 2018 and will provide guidelines for officers and Councillors on how to deal with viability rules and planning applications going forward. This framework would also detail any exceptional circumstances.

The Committee noted that the default position going forward would be for public disclosure of information, with the prescribed format, and it would not for the Council to seek advice from the developer on whether or not the information should be disclosed.

The Chairman concluded that the Committee accepted the report.

RESOLVED

That the findings of (1) Information Commissioner's Decision Notice FER0690402 and (2) Planning Policy Guidance published by Ministry of Housing Communities and Local Government on 24th July 2018 in respect of publishing viability assessments, be noted.

SO/35 **UPDATE ON THE VIABILITY FRAMEWORK INCLUDED IN THE REVISED NPPF**

The Committee accepted the update on the Viability Framework included in the Revised NPPF.

SO/36 **WORK PROGRAMME 2018/19**

Two members of the public spoke on this item.

There were two concerns arising from the statements made by the members of the public. A work programme suggestion which had previously been submitted and the subject of this request.

The Committee noted that Councillor O'Connell had previously met with the Director of Planning and the officers from the Strategic Planning team who would provide him with monthly updates on S106 agreements and these were then fed back into the Committee. The Member was keen to see these meetings reinstated.

The Chairman concluded that the Committee agreed to accept the statements made by the members of public and the Chairman would liaise with the Director of Place to provide comments by the next meeting of the Committee.

Secondly, the Chairman hoped that the on going review of S106 would be addressed by the current task and finish group – Engagement of Overview and Scrutiny, the Chairman felt that this was an item which should be brought back onto the Committee's agenda.

The Committee supported the reinstatement of the regular s106 update meetings.

The Committee noted the current work programme.

SO/37 **URGENT BUSINESS**

None.

SO/38 **EXCLUSION OF PRESS AND PUBLIC**

The Chairman excluded the press and public on the following grounds:

Exempt by virtue of Paragraph 1,2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – (1) Information relating to any individual, (2) Information which is likely to reveal the identity of an individual, (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

SO/39 **DRAFT REPORT OF THE CENSUS REVENUES AND BENEFITS TASK AND FINISH GROUP**

The draft report of the Census Revenues and Benefits Task and Finish Group was presented to the Committee.

The Chairman of the Task and Finish Group explained that Group had since received comments on the report by various senior officers, former and present, as well as officers at Mid-Sussex District Council. It had also been sent to the Cabinet Members who were members of the Census Joint Committee.

All comments had been considered and incorporated, where appropriate. An updated version of the report was circulated at the Committee meeting.

The Task and Finish Group would consider (in an informal setting as the Group had been formally closed at the last meeting of the Committee) and approve a final version of the report which would be officially presented to the Committee at its next meeting on 26th November 2018.

The meeting closed at 7.32 pm having commenced at 5.30 pm

CHAIRMAN

Cabinet Member for Finance and Assets Portfolio Summary 2018/19

26th November 2018

Functions of the Cabinet Member	Corporate Plan Priorities 2016 -19 (as updated for year Q2) Position at November 2018	Successes and challenges, performance summary	Forthcoming Decisions (Forward Plan)
<p>a) General supervision and control of the finances of the Council and the auditing of the Council's accounts.</p> <p>b) Overall responsibility for the production of the draft budget and jointly with the Cabinet, its proposal to the Council.</p> <p>c) Overall responsibility for the Council's insurances.</p> <p>d) The determination of requests for transfer of funds within budgets (virements) exceeding £100,000 but not exceeding £250,000.</p> <p>e) The writing off of debts in excess of £5,000.</p> <p>f) Overall responsibility for the administration of benefits.</p> <p>g) Overall responsibility for the development, implementation and review of policies for the procurement of services, supplies and works to the Council.</p> <p>h) Overall responsibility for the proper management of the Council's property assets including authorisation, subject to the key decision framework, of the acquisition, disposal and dealing with any property assets and the development, implementation and review of the Council's Asset Management Plan.</p> <p>i) Overall responsibility for the provision of facilities management to the Council's offices.</p> <p>j) Overall responsibility for risk management throughout the Council.</p> <p>k) The determination of applications for discretionary rate relief.</p> <p>l) Overall responsibility for the development, implementation and review of the Council's Information and Communication Technology Strategy.</p>	<p>Theme: Communities 1. Deliver the new Broadbridge Heath Leisure Centre (The Bridge) and associated sports and cultural facilities on time and within budget and <i>The Bridge was topped out in May 2018 and work progressing well on site. The Multi Use Games Areas (MUGAs) are open for daytime use. The Bridge opened on 20 October 2018. Work on the demolition of the old leisure centre is now underway. It is anticipated that the new car park will be complete in Summer 2019.</i> <i>The Football Club pavilion is now complete and work is commencing on all the other associated works.</i></p> <p>Theme: Efficiency 2. Implement the Medium Term Financial Strategy to deliver a balanced budget over the medium term <i>SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Income and New Businesses, and Service Efficiency and Cost programme. Supported by introduction of new FMS system in Autumn 2017. New FMS went live Sept 2017.</i> <i>The statutory accounts for 17/18 were completed before the end of May 2018 to meet the earlier close deadline.</i></p> <p>3. Grow the council's property portfolio to increase income based on the council's investment strategy <i>Current developments include; Peary Close and Rowan Drive to provide 17 residential units for use as temporary accommodation; the redevelopment of Piries Place carpark to increase the car parking facilities and income generation potential; the construction of The Bridge, leisure centre, to produce an income and eliminate the cost of management of the old leisure centre; and the acquisition of an investment property in Billingshurst with the potential to redevelop the rear garden for additional car parking for the town centre.</i></p>	<p>FS07 % of invoices paid on time</p> <p>FS13 Business Rates: Rateable Value</p> <p>VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied</p> <p>VE01b Income from HDC owned and managed commercial and industrial estate space</p> <p>Full Finance and Performance Report available as part of the O&S agenda.</p>	<p>Medium Term Financial Strategy update PDAG 5 November 2018 Cabinet 22 November and Council 5 December</p> <p>Council Tax Reduction Scheme PDAG 5 November 2018 Cabinet 22 November and Council 5th December</p> <p>Affordable Housing Investment - Creation of a Housing Company Joint Finance and Assets PDAG 7 January 2019 Cabinet 24 January</p> <p>Budget 2019/20 PDAG 7 January 2019 Cabinet 24 Jan 2019 Council 13 Feb 2019</p> <p>Development of industrial units at Oakhurst Phase 4 PDAGs 7 January 2019 Cabinet 24 January</p>

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Report to Overview & Scrutiny Committee

Date of meeting 26 November 2018

By the Director of Corporate Resources

INFORMATION REPORT

Not exempt



**Horsham
District
Council**

REPORT ON HORSHAM DISTRICT COUNCIL'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN 2018/19

Executive Summary

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

Three projects where the Council has made significant progress in the quarter include the build of the Bridge, the replacement for Broadbridge Heath Leisure Centre, which opened for business on 20 October 2018 (Quarter 3); establishing the transition arrangements and IT infrastructure for the transfer of the Revenue and Benefits Service to the new provider, LGSS; and the development of temporary accommodation in Billingshurst.

The financial performance at Month 6 in 2018/19 is behind target. Officers currently forecast a year-end revenue overspend of £96k. Officers are working through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast. The forecast overspend has decreased by around £50k since Month 4, despite further spending pressures in housing. Capital expenditure at Month 6 was £6.8m which was 25% of the approved £27.4m capital programme.

An analysis of performance indicators shows 75% within target and 15% close to target, and 10% below target and with no areas of major concern.

The number of complaints received has increased over the quarter and the same period last year, some attributable to the waste bins collections and the delayed delivery of the 240 litre bins due to stock control issues.

Recommendations

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

Reasons for Recommendations

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

Consultation: SLT, Cabinet members.

Wards affected: All

Contact: Dominic Bradley, Head of Finance, 01403 215302

Background Papers:

Appendix A: Performance Issues dashboard Month 6

Appendix B: 2018/19 Corporate Plan Priorities and Key Tracked Projects reporting

Appendix C: Monitoring of Key Performance Indicators Report Month 6

Appendix D: Financial Highlight report Month 6

Appendix E: Revenue Dashboard Summary Month 6

Appendix F: Capital Budget Monitoring Month 6

Background Information

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

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

2. Monitoring Corporate Plan priorities 2018/19

- 2.1. Appendix A is a dashboard of our Corporate Plan and Performance Monitoring and Appendix B give more detail on the Corporate Plan Priorities monitoring. Council approved the Corporate Plan in February 2016 and updated it for Year 3 in Autumn 2017.
- 2.2. The phased change of waste collection arrangements were introduced in February and is now completed. Initial data indicates that recycling contamination levels are lower than projected and are reducing. Recycling rates fluctuate throughout the year and we have, at peak, seen over 60% at kerbside rate. Full year figures suggest that 54% is likely to be achieved.
- 2.3. The development of The Bridge, the replacement for the Broadbridge Heath Leisure Centre is underway and progressing well for opening in October 2018.
- 2.4. The transition of the Revenues & Benefits service and systems handover to LGSS in July, with ICT migration scheduled for December 2018.

3. Performance Monitoring

- 3.1. Appendix C is a summary of the Council's basket of key performance indicators at the end of the second quarter of the Council's 2018/19 business year.
- 3.2. The revised basket of key performance indicators support the 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. A review of these Data Only KPIs is being undertaken to establish targets where possible to enable closer management.
- 3.3. In quarter two 75% of indicators met or exceeded targets set; 15% were close to target and 10% fell outside of the target range.
- 3.4. Services management are focusing on at present are:
 - 3.4.1 Housing Service, homelessness support and costs of B&B – The increased spend is due to the increased demand for homeless services, which is being felt by districts across the County. In addition the Homeless Reduction Act has introduced a period of homelessness "relief" (56 days) and complex homelessness cases are having to be placed in bed and breakfast accommodation for extended periods of time. The demand and spend is being closely and regularly monitored.

The Council has committed to developing additional units of temporary accommodation and during quarter two successfully obtained planning permission for the temporary accommodation site at Rowan Drive garages, Billingshurst. It is anticipated the properties will be ready for occupation late 2019. Options for additional accommodation are also being explored with Saxon Weald to provide an alternative to relying on bed and breakfast accommodation. In addition agreement to progress the new housing allocations IT system that meets the ICT strategy and enables customer self-service has been given.

- 3.4.2 Processing Housing and Council Tax Benefits. A managed migration of the service as it moved away from the CenSus partnership and into LGSS happened in July. In this transitional year management are watching performance to ensure we have optimal performance between quality and speed during the rest of the year.
- 3.4.3 Recycling Contamination levels – Initial data indicates that contamination levels are lower than projected and are showing improvement in Q2, high contamination areas will be separately targeted. The contamination project launched in Spring 2018, following the changes to waste collections, will involve more messaging, face-to-face contact and crew training.
- 3.5. Management reports performance improvement in quarter 2 in:
- Planning processing; Department of Housing, Communities and Local Government (HCLG) outturn and forecasts for speed of processing and quality are within margins and Planning Appeals allowed at 11% against 33.63% at the 17/18 year end. We have been successful at defending all appeals within this quarter with the exception of one householder application. This demonstrates the continued learning that is being achieved through a continual review of past appeal decisions.
 - Recycling rates fluctuate throughout the year and we have, at peak, seen over 60% at kerbside. Figures suggest that 54% is likely to be achieved.

4. Complaints

- 4.1. In the second quarter of 2018/19 the Council received 76 complaints and the Council's leisure centres are awaited.
- 4.2. When the results of Q2 for 2018/19 are compared with the same period last year (37) there has been a significant increase. It is also higher than the 52 complaints recorded for Q1. Some of the complaints were attributed to missed waste collections and for Q2 may be impacted by a temporary increase of complaints due to the stock control issue experienced for 240l bins.
- 4.3. An analysis of the complaints received and the level of complaints that are valid and upheld is being undertaken to ensure that improvement can be recorded.
- 4.4. The total number of compliments (excluding leisure centres) has decreased slightly from the previous quarter, to 195.
- 4.5. The Council uses this feedback to prevent recurrence of the same problems, improve Council services and promote good practice.

5. Financial performance

- 5.1. Appendix D is the Council's Financial Dashboard. At Month 6, the officers are forecasting a £96k overspend for the full financial year. Within the overspend, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted. Officers are working through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast. The forecast overspend has decreased by around £50k since it was last reported at Month 4.
- 5.2. Appendix E is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget. The largest impact is being seen in Housing, and the forecast overspend for this has worsened since Month 4. The increase in demand for bed and breakfast and the introduction of the Homeless Reduction Act has significantly increased housing costs in particular. This increase in demand is being seen across the country in all District and Borough authorities.
- 5.3. Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £6.8m (25% of the revised £27.4m programme; increased by the £0.175m supplementary budget on temporary accommodation in Billingshurst) at Month 6. This compares to £3.8m (12%) spend of the £31.1m programme at Month 6 in 2017/18 (excluding the one-off purchase of the Forum).
- 5.4. Project Managers currently expect to spend £18.7m or 68% of the total programme by the end of the year. Projects which are not expected to fully complete in the year are Piries Place car park and further commercial property investment. Much of one of the two temporary accommodation builds will not now be delivered until 2019/20, following late changes in the design of the building. Part of the completion of the demolition and carpark phase of the Broadbridge Heath Leisure Centre build may also be re-profiled into 2019/20. Several smaller projects are also behind schedule, so the overall delivery forecast may be optimistic.

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 3.4 and 5 tell Committee where officers are taking action on points of concern. Action on lesser issues is mentioned in the appendices.

7. Other courses of action considered but rejected

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

8. Resource consequences

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

9. Consequences of the proposed action

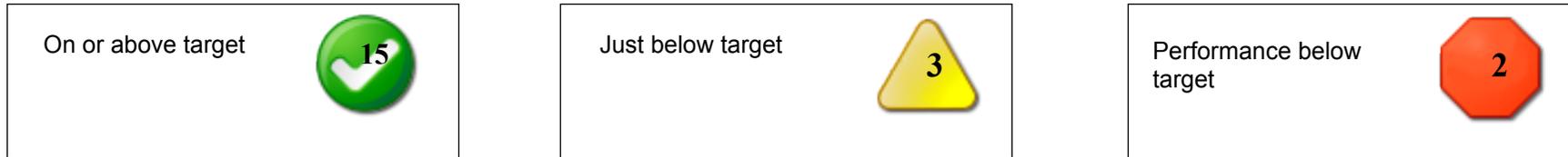
- 9.1. This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity and Sustainability matters. Overview and Scrutiny reviewing this report and raising any concerns they have reduces the risk that management or Cabinet have missed any performance or financial trends they need to address.

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APPENDIX A

O&S Performance Issues/Concerns Dashboard Q2 (ending 30 September 2018)

Performance Indicator Overview



Any Potential Areas of Concern	Remedy/Action
No Potential Areas of concern at the moment	Benefits – Right time Additional resource to ensure progress Housing – Homeless Reduction Act – additional burden – property investment and proposals to reduce reliance on Bed & Breakfast in progress

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Corporate Plan Review Overview -



Any Potential Areas of Concern	Remedy/Action	Status
No Potential Areas of concern at the moment		

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APPENDIX B: Corporate Plan Priorities & Key Tracked Projects Reporting

Quarter 2 2018/19

Progress against the **Corporate Plan (Year 3)** priorities reported across 4 themes: Communities, Economy, Efficiency and Environment

Symbols Used/status				
 0	 26	 0	 0	
Not Started	On going/ On Track	Under Senior Management Review	Senior Management Action	Completed

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2018/19 Year 3	Qtr. 2 Update	Due Date			
Theme 1: Communities <i>Support our communities</i>	1.1 Deliver the new Broadbridge Heath Leisure Centre (The Bridge) and associated sports and cultural facilities on time and within budget and	<p>The Bridge was topped out in May 2018 and work progressing well on site. The Multi Use Games Areas (MUGAs) are open for daytime use. The Bridge opened on 20 October 2018. Work on the demolition of the old leisure centre is now underway. It is anticipated that the new car park will be complete in Summer 2019.</p> <p>The Football Club pavilion is now complete and work is commencing on all the other associated works.</p>	October 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	<p>Museum attendances are showing 9% increase on 2016/17 and another record year in 17/18. The exhibition by international fashion brand 'Irregular Choice' attracted significant numbers and saw a new audience visit the museum.</p> <p>Options for maximising the potential of The Capitol are under consideration.</p> <p>Footfall at the Council's major outdoor sites is not routinely counted but the good weather and increased revenue from catering franchise, particularly Southwater Country Park, suggests further increase in use.</p>	Ongoing	Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Section Heads	
	2.1 Work with community stakeholders to put in place arrangements to deliver a Year of Culture in 2019 which will celebrate the District's rich culture and heritage and support the visitor economy;	<p>An exciting programme of events is planned to take place across the year, with a different theme planned for every month – across different genres including literary, heritage, digital and arts. Four large scale events now confirmed. The headline sponsor is Gatwick, joining Leonardslee. Alongside there are many other local companies and organisations.</p> <p>The programme for January to June has been launched. The launch for Year of Culture will take place on 5 January 2019.</p>	Calendar Year 2019	Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Section Heads	

	2.2 Produce a Cultural and Heritage Strategy for the District as part of the Year of Culture	Submission to the Arts Council is being prepared.	Calendar Year 2020			
	3. Develop the case for potential expansion of community wardens with parishes	New schemes approved by Full Council in February 2018: Town Centre wardens; Southwater; and Billingshurst. For the Town Centre and Billingshurst schemes appointments made and in place. Storrington and Sullington approved new scheme in October 2018.	Ongoing	Cllr Tricia Youtan	Lead Officer. Greg Charman Support. Neil Worth	
	4. Ensure NHS England and the other health partners are fully informed re the shortcomings regarding health care needs in the district and are encouraged to deliver improved provision.	Continuing work with the two CCGs and NHS England and local health practitioners to secure appropriate primary health care for the District.	Ongoing	Cllr Tricia Youtan	Lead Officer: Chief Executive Support: Trevor Beadle	
	5. Support and deliver initiatives to improve the quality of life of the most vulnerable within the district	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. 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. 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. The Health and Wellbeing Service delivered by HDC is totally funded by Public Health WS and is now in its sixth year of	Ongoing	Cllr Tricia Youtan	Lead Officer: Adam Chalmers Support: Trevor Beadle	

	<p>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 was rebranded over the year. A transitional year with the introduction of the new Integrated Prevention and Earliest Help Service, organised through WSCC in partnership.</p> <p>Last year, 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> <p>Last year the Horsham District Sports Development team delivered over 100 low intensity games sessions for older people at residential homes and sheltered housing units across the Horsham district which included a 104 year old playing New Age Kurling in Rudgwick.</p> <p>Over 400 hours of sport and art activities for more than 100 children and young people with additional needs have been delivered in the last 12 months as part of the Reaching Higher Project managed by the Horsham District Sports Development team which have allowed parent/carers to take a much needed short break.</p>				
6.1 Continue to work 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</p>	Ongoing	Cllr Tricia Youtan	Lead Officer: Adam Chalmers Support: Rob Jarvis	

	<p>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>				
6.2 Undertake a review of the strategy for delivery of housing to meet local need being mindful to the changes to government policy	<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>	Ongoing	Cllr Claire Vickers	<p>Lead Officer: Adam Chalmers</p> <p>Support: Rob Jarvis</p>	
6.3 Ensure the best use is made of resources to maximise delivery	<p>Two schemes, Peary Close and Rowan Drive, in development with a total 17 residential units for temporary accommodation. The apartments will be owned and managed by the Council for short stay temporary accommodation, which will reduce the need for bed and breakfast. Funding with s106 commuted sums.</p> <p>The Council is investigating the setting up of an affordable housing company and it is anticipated the full business case will be presented to SLT at the end of November.</p>	Ongoing	Cllr Tricia Youtan	<p>Lead Officer: Adam Chalmers</p> <p>Support: Rob Jarvis</p>	
7 Support an expanded effective Technology enabled care service	<p>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.</p>	Ongoing	Cllr Tricia Youtan	<p>Lead Officer: Adam Chalmers</p> <p>Support: John Batchelor</p>	

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2018/19	Qtr. 2 Update	Due Date			
Theme 2: Economy <i>Improve and support the local economy</i>	1. Deliver the Horsham Town Centre Vision Statement priorities through an action plan incorporating a programme of projects	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 in 2018/19.	Ongoing	Cllr Ray Dawe	Lead Officer: Barbara Childs	
	2. Develop and progress a master plan for Hurst Road, Horsham	<p>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.</p> <p>SLT briefed on the development opportunities for the whole, and parts, of the Hurst Road site and plans to move forwards with a development brief.</p>	Ongoing	Cllr Ray Dawe Cllr Gordon Lindsay Cllr Claire Vickers	Lead Officer: Barbara Childs/Brian Elliott	
	3. Implement the Economic Development strategy to support the local economy	<p>The Economic Development Strategy was adopted by Cabinet on 12th January 2017.</p> <p>An action plan to support the delivery of the strategy 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 £200,000 funding from the Rural Development Programme for England (RDPE), and Business Breakfast with largest employers to develop networking and many events across the District delivered and planned for 2019 and beyond..</p> <p>Journey to Work programme and the Jobs and Skills Fair held in September with 500 vacancies and 400 visitors on the day support the strategy.</p> <p>Start Up rates continue to be high and the last recorded figures show that the District's business survival rates were 16th highest out of the 326 local authority areas in the country, which is a good reflection of positive economic support.</p>	Ongoing	Cllr Gordon Lindsay	Lead Officer: Barbara Childs/Clare Mangan	

	4.1 Implement strategies for the management of car parks across the district	Rural car parking strategy now in place and Annual discs launched Feb/March 2017 with successful renewals in 2018. The Parking Attendant Team have been in place since April 2018 and have made significant improvement in the reliability of the pay machines, reporting on defects and improving overall customer services. The Parking Strategy is being incorporated into the Town Centre Project with its own work stream. It has been agreed with the Town Centre Vision Board that the Parking Strategy will be reviewed during the next financial year (2019/20) following WSCC's road space audit as the on-street and off-street parking needs are better considered together. This will include; pricing, future parking demands, management/ operation/ functionality, maintenance and cleanliness, review of individual car park purpose and future provision.	Ongoing	Cllr Gordon Lindsay	Lead Officer: Ben Golds	
	4.2 Develop and implement a strategy to increase parking capacity in Horsham Town Centre	The Piries Place Car Park redevelopment is underway and is due to be completed September 2019. The Car Park is being redeveloped to create additional spaces and a more user-friendly experience on the ground and four upper floors.	Ongoing	Cllr Gordon Lindsay	Lead Officer: Ben Golds	

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2018/19 - Year 3	Qtr. 2 Update	Due Date			
Theme 3: Efficiency <i>Great value services</i>	1. Work with partner councils to secure schemes to address the infrastructure deficit that will be of benefit to the residents of our district	Council Leaders in West Sussex agreed that previous efforts to secure Government support to tackle the infrastructure deficit through the proposed devolution bid should be refocussed. The emphasis is now on joint work within West Sussex to develop a long term vision for economic growth, housing and infrastructure in order to achieve a coherent strategic planning framework and to strengthen the case for investment in infrastructure	Ongoing	Cllr Dawe	Lead Officer: Chief Executive	
	2. Implement the Medium Term Financial Strategy to deliver a balanced budget over the medium term	SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Income and New Businesses, and Service Efficiency and Cost programme. Supported by introduction of new FMS system in Autumn 2017. New FMS went live Sept 2017.	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	

		The statutory accounts for 17/18 were completed before the end of May 2018 to meet the earlier close deadline.					
	3. Grow the council's property portfolio to increase income based on the council's investment strategy	Current developments include; Peary Close and Rowan Drive to provide 17 residential units for use as temporary accommodation; the redevelopment of Piries Place carpark to increase the car parking facilities and income generation potential; the construction of The Bridge, leisure centre, to produce an income and eliminate the cost of management of the old leisure centre; and the acquisition of an investment property in Billingshurst with the potential to redevelop the rear garden for additional car parking for the town centre.		Cllr Brian Donnelly	Lead Officer: Brian Elliott		
	Corporate Plan Themes Strategic Objectives						
	Corporate Plan Theme	2018/19 - Year 3	Qtr.2 Update	Due Date	Portfolio Holder	Lead Officer	Status
<p>Page 29</p> <p>Theme 4: Environment <i>Manage our natural and built environment</i></p>	<p>1. Horsham District Local Plan (HDPF) – being mindful of emerging government policy</p> <p>i) monitor and review the local plan requirements and keep up to date;</p> <p>ii) commence the formal review of the Local Plan</p>	<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>Local Development Scheme revision prepared June 2018 – sets timetable and key milestones for the preparation of policy documents.</p> <p>Local Plan Review – draft Issues and Options consultation on economic and rural strategies published for consultation 6 April for 7 week period of public consultation. A new report was submitted to Cabinet late September which sets out a summary of responses together with an outline of the proposed next steps. Responses will inform and assist in the preparation of a new Horsham District Local Plan, which will run from 2018 to 2036.</p> <p>Other topics, including housing will be subject to consultation at a later date.</p> <p>Consultation on Site Allocation document ended January 2018—to establish the needs of Gypsy and Traveller and Travelling Showpeople and identifying suitable sites for allocation.</p> <p>Parking Standards baseline draft document prepared for WSCC and all Districts and Boroughs in County; District Deal</p>	31 March 2019	Cllr Claire Vickers	Lead Officer: Barbara Childs		

	being progressed with WSCC to agree infrastructure projects and governance; National Planning Guidance Policy (NPPF) consultation response submitted May 2018.				
2. Ensure that the plans for the new community and business park at North Horsham are delivered with all necessary infrastructure and services	Planning application considered at Planning Committee North on 28 April 2017 and referred to full Council for decision. Planning permission given following extensive pre-application and S106 negotiations. Works to begin on site March 2019.	ongoing	Cllr Gordon Lindsay	Lead Officer: Barbara Childs	
3. By working with Parish Councils and communities, support the delivery of sound Neighbourhood Plans that meet the requirements in the light of recent appeal decisions	Significant progress has been made over the years in relation to neighbourhood planning. In 2017/18 some de-clustering has occurred and at Q2 there is over 80% coverage.	31 March 2019	Cllr Claire Vickers	Lead Officer: Barbara Childs	
4.1 Implement the new bin collection service plan; and	New Service commenced on 5 February 2018. The roll out has now been successfully completed. The delivery of additional recycling bins plus additional residual waste dispensation bins was finalised in May 2018. A review of the isolated properties collection rounds has started. The review at present captures around 1100 properties. A full review of the new service will be completed after implementation.	Mar 2018 (2 wkly collections)	Cllr Philip Circus	Lead Officer: Adam Chalmers	
4.2 To reach 50% recycling of household waste by 2020	The introduction of new bin service collection aims to increase the recycling rate. 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. Contaminated recycling materials have reduced over the last 3 years. 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. Recycling rates fluctuate throughout the year and we have at peak seen over 60% a kerbside rate. Projections suggest that 54% is likely to be achieved.	2020	Cllr Philip Circus	Lead Officer: Adam Chalmers	

	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 County's and Partner portfolios are being considered along with a new build site.	31 March 2019	Cllr Philip Circus	Lead Officer: Adam Chalmers	
	6. Adopt a low tolerance approach to environmental crime	<p>Enforcement action to be taken where viable cases exist. Now deploying covert cameras in known hot spots. A dedicated Enforcement Officer post to investigate and deal with environmental crimes has been created. This has meant an increase in the number of enforcement notices being issued. A new anti - litter campaign is planned, issuing Fixed Penalty Notices to the registered keepers of vehicles that are involved in littering incidents.</p> <p>Fly tipping incidents have dropped slightly in total however clear up costs have risen given that modus operandi now sees larger deposits fly tipped on public highways whilst associated vehicles are still moving.</p>	31 March 2019	Cllr Philip Circus	Lead Officer: Adam Chalmers	

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Appendix C

S&O KPI Monitoring Report Quarter 2 Summary

Data awaited 1 KPI



Red (below target) – 2 Listed below (10%)

PI reference	Description	Notes from service
LGSS02	<p>Benefits: Right Time</p> <p>Combined Speed of processing for New and changes of circumstances</p> <p>At 12.97 days against target of 11 days</p>	<p>Low is good</p> <p>Service improvements have been implemented to improve the speed of processing and ongoing Quality Control data will allow better support to staff to improve productivity rates.</p> <p>End of Year outturn forecast is Amber.</p>
FS07	<p>% of Invoices paid on time</p> <p>At 88.37% against target of 95%</p>	<p>KPI established to ensure that businesses are not penalised by late payments. Work is being done to encourage budget holders to check and authorise earlier.</p>

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Amber (slightly below target +/- 10%) - 3 Listed below (15%)

PI reference	Description	Notes from service
CS03	<p>Call Centre: Less than 5% calls abandoned</p> <p>5.7% against target of 5%</p>	<p>Analysis shows that it is only a few calls that have affected smaller volume areas and is not representative of overall performance. Residual waste related calls. Skill sets and resources will be reviewed to ensure all areas are covered.</p>
LS01a	<p>Attendance at Sports Centres</p> <p>246,436 (tbc) against target of 270,535</p>	<p>Competition from new Horsham based gyms and the planned closure of Broadbridge Heath Leisure Centre a factor in reduced attendance levels</p>
LGSS04b	<p>Collection: NNDR Collection</p> <p>59.73% against target of 60.39%</p>	<p>Performance is down on target and the service is continuing to implement a robust recovery timetable and working proactively to increase collection activities</p>

KPI Monitoring Report Q2 2018/19



Generated on: 7 November 2018

Code	Short Name	Q1 2018/19	Q2 2018/19			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments	12,243	7,472			17% increase over the same period last year Cabinet Member: Cllr Dawe
FS03	Call centre: Less than 5% of incoming calls abandoned	6.1%	5.7%	5%		Analysis shows that it is only a few calls that have affected smaller volume areas and is not representative of overall performance. Residual waste related calls. Skill sets and resources will be reviewed to ensure all areas are covered. Direction of Travel - improving Cabinet Member: Cllr Dawe
DM23c	Speed of decision - majors (Oct 2016 to September 2018)	>90% (Forecast)	98.35%	>60%		Final position for Dept of Housing, Community and Local Government (HCLG) reporting
DM25c	Speed of decisions - non majors (Oct 16 - Sept 18)	90% (Forecast)	96.75%	>70%		
DM24a	Quality of decisions - Majors (April 16 - March 18)	<1% (Forecast)	0.94% (Forecast)	<10%		Forecast position for HCLG reporting December 2018 – 9 month lag for appeal process Cabinet Member: Cllr Vickers
DM26a	Quality of decisions - non majors (April 2016 - March 18)	<2% (Forecast)	1.42% (Forecast)	<10%		
FS07	% of invoices paid on time	90.65%	88.37%	96.00%		Cabinet Member: Cllr Donnelly
FS13	Business Rates: Rateable Value	£113,148,400	£113,281,766			Cabinet Member: Cllr Donnelly
HS01b	Homelessness: Decisions	5	25			Increase in demand for homelessness services and the Homeless Reduction Act has
HS17	No. of Homelessness Preventions	18	32			

Code	Short Name	Q1 2018/19	Q2 2018/19			Notes
		Value	Value	Target	Status	
HS18	No of households in temporary accommodation	107	111			made changes to the burden on the service.
HS19	Of which no of households in B & B accommodation	24	30			<p>The Council has committed to developing additional units of temporary accommodation and successfully obtained planning permission for the temporary accommodation site at Rowan Drive garages, Billingshurst. It is anticipated the properties will be ready for occupation late 2019. Other options being explored with Saxon Weald as alternative to B&B accommodation.</p> <p>DoT worsening</p> <p>Volumetric Cabinet Member: Cllr Youtan</p>
HS21	No of households on the Housing Waiting list	662	677			<p>A number of new build schemes finished across the district. Schemes include a local connection scheme in Coldwaltham with Stonewater and affordable rented properties in Broadbridge Heath, Rusper, Henfield, Storrington and Southwater with Saxon Weald, Moat, Orbitt, Hyde and Clarion. These schemes directly assist households from the housing register to secure appropriate accommodation as the Council has 100% nomination rights of the initial lets.</p> <p>Cabinet Member: Cllr Rowbottom</p>

Code	Short Name	Q1 2018/19	Q2 2018/19			Notes
		Value	Value	Target	Status	
LS01a	Attendance at Sports Centres	280,024	246,436 To be confirmed- some data awaited for Sept	270,535		Competition from new Horsham based gyms and the planned closure of Broadbridge Heath Leisure Centre a factor in reduced attendance levels Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	116,399	116,311	116,299		Cabinet Member: Cllr Chowen
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	40,544	43,423	36,831		Cabinet Member: Cllr Chowen
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	18,754	23,113 tbc	19,731		Cabinet Member: Cllr Chowen
OP14a	Recycling rate % (Tonnage) [2020 European Target is 50%]	60.2%	Awaiting Sept figures	Quarter 2 target 57%		Now profiling targets across the year and revisions have been made to the formula to more closely mirror WSCC methodology for consistent reporting of data. Not directly comparable to previous year. Recycling rates fluctuate throughout the year and we have at peak seen over 60% a kerbside rate. Full year figures suggest that 54% is likely to be achieved High is good. Annual target of 54% Cabinet Member: Cllr Circus
OP17	Number of refuse, recycling and garden waste collections reported as missed	2,134	676	<2% collections annually (From 3.4 million lifts <68,000 pa)		A litmus test for quality. Although well within the Annual Target of <2% missed the methodology is to be reviewed following introduction of waste

Code	Short Name	Q1 2018/19	Q2 2018/19			Notes
		Value	Value	Target	Status	
						collection changes and technology. Missed bins has dropped off significantly which now sits at around 138 per month which is below the project target set by the HoS at 150 post roll out. DoT Improving Cabinet Member: Cllr Circus
OP19	Quality of recycling - % contamination rate	7.3%	6.84%	<8%		Following the waste collection changes improvement are showing for Q2, high contamination areas will be separately targeted. Cabinet Member: Cllr Circus
PP8	Number of FOI requests received	283	260			Cabinet Member: Cllr Dawe
PP9	% of FOI requests responded to within 20 days	93%	94%	85%		Cabinet Member: Cllr Dawe
PP10	Number of complaints received	52	76			Aim to minimise The increase was expected because of changes to the waste collection service and delayed delivery of 240 litre bins. We are expecting the levels to return to normal range. Cabinet Member: Cllr Dawe
PS11c	Total sickness (excluding leavers sickness) Average Days	6.49	6.65	8		Low is good The staff well-being offer was further improved, including 120 flu jabs over quarters 2 and 3. Short term at 1.96 days SLT

Code	Short Name	Q1 2018/19		Q2 2018/19		Notes
		Value	Value	Target	Status	
SSC9a	No. of fly tipping incidents	275	225			Cabinet Member: Cllr Circus
SSC9b	No. of fly tipping enforcement notices	63	50			Cabinet Member: Cllr Circus
TS05	Town Centre Parking - utilisation (% full)	67%	63%	50%		Swan Walk and The Forum Only – detail for context Cabinet Member: Cllr Lindsay
TS08a	Utilisation in peak hours - Swan Walk	65%	65%			
TS08b	Utilisation in peak hours - Forum	76%	62%			
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.85%	99.83%	95%		Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,449,039	£2,625,115	£1,891,610		Cabinet Member: Cllr Donnelly
	LGSS Revs & Bens KPIs					
LGSS02	Right Time: Combined Speed of processing for new claims and changes of circumstances	12.67	12.97	11		Low is good Service improvements have been implemented to improve the speed of processing and ongoing QC data will allow better support to staff to improve productivity rates
LGSS03	Quality Assurance: LA Error - The YTD value of HB paid in error as a % of the total YTD HB paid	0.4%	0.27%	<0.40%		Low is good. To reduce risk of Qualification of the subsidy claim. DoT Improving
LGSS04a	Collection: Council Tax - The YTD collection rate as a % of payments received against total outstanding liability	30.08%	58.37%	58.18%		
LGSS04b	Collection: NNDR – The YTD collection rate as a % of payments received against total	30.03%	59.73%	60.39%		

Code	Short Name	Q1 2018/19	Q2 2018/19			Notes
		Value	Value	Target	Status	
	outstanding liability					

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Budget Monitoring and Forecast Outturn – April to September 2018

Highlight report – 22 October 2018

Monthly Summary: The outturn forecast has reduced to £96k at Month 6. The projected over spend in Housing has increased a little again to £321k masking a forecast underspend by other departments of £225k. Savings and increased income identified in Month 6 include Audit Fees (£20k), Capitol productions (£35k), domestic bin sales (£39k), external legal costs (£30k), interest on investments (£44k), and rural car park income (£30k). Additionally a review of consultant costs has pulled back the previous forecast overspend in Spatial Planning. Adverse forecasts though include Derv which has increased from an over spend of £30k last month to £77k. This figure reflects increased prices and additional vehicles and action is being taken to reduce vehicle usage.

Revenue Outturn Forecast:

Compliance 90 %

Outturn Forecast	£000s
Chief Executive	(56)
Resources	(3)
Community and Culture	285
Place	(130)
Total overspend / (surplus)	96

2017/18 M6 forecast was a £256k surplus, full year outturn was £621k surplus]

Capital Outturn Forecast:

Based on current assumptions, an optimistic full year spend of £18.7m (68%) of the amended £27.4m budget is still being projected by officers.

Capital Expenditure:

Spent £6.8m (25%) of the programme; including £3.7m on BBH leisure centre, £0.7m on DFG, and £0.5m on each of: affordable rented homes south of BBH; Billingshurst investment property; and Pirie's car park replacement.

Of major projects the two temporary housing projects (£2.8m) are yet to get going and a number of smaller projects are likely to slip into the next financial year.

Staffing costs

M1-6 £000	2018/19	2017/18	Yr on Yr	2018/19 budget	Variance
Salaries	7,863	7,846	17	8,423	(560)
Overtime	141	122	19	61	80
Casual	211	185	26	107	104
Agency	401	368	33	127	274
Redundancy	81	106	(25)	125	(44)
	8,698	8,627	71	8,844	(147)

Council Tax and Business Rates Collection Rates

	Council Tax	NDR
Annual Target	98.80%	98.00%
Periods 1-6		
Target	58.20%	60.14%
Actual	58.37%	59.73%
% Difference	0.17%	-0.41%
£ Difference	£176,418	-£183,518

Sundry debtors

Sundry debts total £1,570k an increase of £690k from last month. The balances on the largest two accounts have also grown by £68k to £230k and by £23k to £147k, the latter being in payment plan and £42.5k has been subsequently paid.

Revenue Spend and Income (exc. Benefits)

Net spend at the half year position is £2,546k or 26% of the annual budget and is around 51% of the net position this time last year. Gross expenditure at £16,049k is £900k lower than in 2017/18 period 6. This position partly results from delays in payment for contracted out services such as Audit and Revenue and Benefits administration (£600k). Income for the first half of 2018/19 is £1,540k high than for 2017/18. This mostly results from investment property income (£777k including The Forum), waste and recycling grants and government grants (£178k) for Housing. It is forecast that the latter will be entirely consumed by additional expenditure.

Revenue Reserves

The value of ear marked reserves available for specific revenue use totalled £932k at the close of period 6.

Department	£000
Community and Culture	(496)
Economic Development	(288)
Planning	(70)
Environmental Health	(48)
Housing	(30)
Total	(932)

A review of reserves in underway with relevant budget holders.

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Department. All in £000s	Gross spend	Gross spend as % of annual spend budget	Gross income	Gross income as % of annual income budget	Net Spend	Annual budget	Forecast Over / (Under) Spend	Comment
Housing	661	76%	(639)	73%	22	(11)	321	The increased spend is due to the increase in demand for homeless services, which is being felt by districts all across the County. The overall increase for homeless accommodation provision in the first half of the year is in the region of 40 households when compared to the last four years. In addition the Homeless Reduction Act has introduced a period of homelessness "relief" (56 days) and complex homeless cases are having to be placed in bed and breakfast accommodation for extended periods of time. The demand and spend is being closely and regularly monitored.
Street Scene & Fleet	1,342	54%	(22)	47%	1,319	2,451	102	Higher derv costs and additional vehicle usage, vehicle hire and equipment costs, offset slightly by fewer repairs.
Finance Accountancy	373	47%	(0)	0%	373	786	63	Finance system (T1) development including consultancy
Technology Services	1,079	57%	(121)	78%	958	1,752	35	These will continue to be monitored and action taken to reduce. No significant individual items highlighted
Parking Services	1,219	69%	(2,335)	49%	(1,116)	(2,950)	33	
Building Control	455	54%	(386)	44%	68	(37)	14	
Legal & Democratic	600	40%	(37)	33%	563	1,400	3	
Museums	144	51%	(23)	53%	122	241	2	
Community Development	493	45%	(146)	70%	346	883	0	
Community Safety	263	46%	(45)	19%	218	341	0	
Economic Development	338	70%	(69)	138%	269	435	0	
Operational Properties	480	82%	(26)	42%	454	523	0	
Properties & Facilities	283	44%	0	0%	283	647	0	
Revs And Bens Admin	20	2%	(473)	93%	(453)	554	0	
Health and Wellbeing	122	44%	(141)	46%	(20)	(30)	0	
Investment Properties	251	40%	(2,787)	70%	(2,536)	(3,378)	0	
Capitol	1,002	57%	(1,061)	72%	(59)	306	(2)	
Human Resources & OD	293	59%	(0)	0%	292	497	(3)	
Customer Services	198	52%	(1)	18%	197	375	(3)	
Environmental Services/Licensing	626	50%	(364)	62%	261	658	(14)	
Policy, Performance, Procurement	121	40%	(0)	0%	121	284	(16)	
Leisure Services	278	59%	(278)	39%	0	(242)	(23)	
Spatial Planning	536	48%	(77)	114%	459	1,041	(23)	
Communications	216	45%	(7)	45%	209	466	(25)	
Parks & Countryside Services	720	48%	(231)	53%	489	1,062	(43)	
Waste & Recycling	2,139	55%	(3,126)	83%	(987)	118	(59)	One-off County tipping away allowance and domestic bin sales offsetting higher agency, staff and tipper hire costs.
Corporate Management	513	65%	0	0%	513	785	(64)	Director of Place vacancy savings and reduction in audit fees.
Development	1,009	48%	(790)	52%	219	558	(89)	Income levels ahead of budget and small staffing savings.

Finance Corporate	276	24%	(315)	46%	(39)	466	(115)	Higher interest from deposits due to capital programme slippage and interest rate increase. Lower than anticipated borrowing interest costs.
Total	16,049	51%	(13,503)	52%	2,546	9,981	96	
Benefit Payments	14,417	45%	(13,592)	36%	825	210	0	
Grand Total	30,466	48%	(27,095)	43%	3,372	10,191	96	

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

Capital projects	Department	Net expenditure	Budget	Spend as % of budget	Forecast outturn	Spend as % forecast outturn	comment
Broadbridge Heath Leisure Centre - new build	Property & Facilities	3,700,038	6,642,330	56%	5,942,330	62%	Total project budget £12.3m: the build is progressing well in 2018/19. Due to some delay to the original contract negotiations, some slippage of the final demolition phase is likely to be re-profiled into 2019/20. 2016/17 spend: £0.6m; 2017/18 budget £4.9m; 2019/20 budget £0.2m for minor costs and retention.
Other Community and Culture projects	Comm and Culture	117,625	758,018	16%	531,515	22%	Spend to date includes: Bennets fields play area improvements (£3k); Warnham nature reserve improvements (£6k); Horsham Park Tennis Court improvements (£2k); St Mary's garden of remembrance (£41k), Riverside walk project (£4k); Roffey play area (£20k), West Street planting (£6k) and the Capitol Theatre Sound desk (£35k).
Hop Oast depot development	Waste & Recycling	39,055	121,643	32%	63,452	62%	Hop Oast retention from project budget of £4.55m.
Vehicle Fleet	Streetscene & Fleet	41,071	743,000	6%	280,000	15%	Budget based on estimate of spend on vehicles and is part of the ongoing replacement programme.
Grants - Environmental health	Envir Health & LM	695,111	838,000	83%	838,000	83%	Spend mostly demand led on disabled facilities and home repair grant.
Housing Enabling Grants	Housing	509,000	1,000,000	51%	509,000	100%	The £0.5m spend was granted for the development of 10 affordable rented homes on land south of Broadbridge Heath
ICT projects - HDC	Resources ICT	34,266	232,110	15%	82,110	42%	Spend to date is for Windows 10 roll-out which is behind schedule.
Car Parks Fabric and Equipment	Property & Facilities	820,617	8,311,750	10%	7,741,407	11%	Current spend is for work to improve Pavillions (Hurst Road) car park and start of work on new Piries Place car park build.
Town centre improvements	Property & Facilities	-	360,000	0%	110,000	0%	The budget is for Albion Way connectivity and Horsham to Southwater cycling and walking route.
Commercial Property Investment Fund	Property & Facilities	521,384	3,000,000	17%	521,384	100%	Expansion of the Council's property portfolio to increase the contribution to revenue (anticipated that purchases would normally achieve a 6% return). Spend of £0.5m on Billingshurst investment property.
Miscellaneous properties spend	Property & Facilities	358,286	5,356,849	7%	2,082,882	17%	Spend is primarily on build of 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. £175k Supplementary budget increase agreed at Cabinet 20 Sept 2018 for Rowan Drive, Billingshurst.
Total		6,836,454	27,363,701	25.0%	18,702,081	37%	

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

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Report to Overview and Scrutiny Committee

26 November 2018

By the CenSus Revenues and Benefits Task and Finish Group



Horsham
District
Council

Not Exempt

Final Report of the CenSus Revenues and Benefits Task and Finish Group

Summary

In 2004 Horsham District Council (HDC) entered into a partnership with Mid-Sussex District Council (MSDC) and Arun District Council known as the CenSus Joint Committee (CJC) which would provide for joint technology procurement and shared resources. In 2005 the JCC agreed to add Revenue and Benefits (R&B) services to its remit with MSDC having administrative responsibility for delivering those services for the three authorities.

The partnership was formed to reduce costs for the partners through economies of scale and by sharing management overhead and its costs. Until 2012/13 CJC's Revenues & Benefits operations did not attract any adverse comment from the Department of Work and Pensions (DWP) however since that time DWP has withheld subsidies due to all three authorities because of errors and administrative delays.

In March 2017 HDC gave notice to withdraw from the CJC partnership and between April and July 2018 there was a phased handover of HDC's R&B services from CJC to the specialist contractor LGSS appointed by HDC to carry out this work..

At its 5th June 2017 meeting the Overview and Scrutiny Committee (O&S) decided to set up a Task and Finish Group (T&FG) to continue the work recently commenced by its dissolved Finance and Performance Sub Committee (F&P) in reviewing the circumstances that caused the DWP to withhold subsidies from HDC of circa £475,000 due to the errors by the CJC in dealing with its R&B services between 2013/14 and 2015/16.

The T&FG's members were agreed to be Councillors Nigel Jupp (Chairman) Tim Lloyd, Brian O'Connell, Michael Willett together with Councillors Leonard Crosbie and David Coldwell as ex-officio members.

At the first meeting of the T&FG on the 18th September 2017 the following terms of reference were agreed:

1. to continue the work of the F&P on CenSus Revenues and Benefits from March 2017 on the Housing Subsidy Audit, and
2. review the working practices of CenSus following on from the officers' measures to mitigate the situation.

The T&FG met a further four times between February and July 2018. At those meetings the T&FG received evidence from HDC's former Chief Executive, the Director of Corporate Services and Chief Internal Auditor. The T&FG also had the benefit of the evidence provided at the F&P meeting on the 24th March 2017 by Councillors Gordon Lindsay and Brian Donnelly who were members of the JCC from 2013/14 to 2015/16 and 2014/15 to 2015/16 respectively.

HDC's Director of Corporate Services in March 2018 informed the T&FG that the forecasted cost to HDC for external consultants to "clean up" the R&B database due to errors made by CJC in benefits assessments was £120,000. In addition on 6th April the T&FG received confirmation that even though HDC had withdrawn from the CJC in March 2018 as at April 2018 a total provision of circa £660,000 had then been made for any future loss of subsidies for the years between 2018/19 and 2021/22 due to past errors and suspect database. Those provisions have been reassessed since LGSS's appointment in April and in October the T&FG were advised that the expectation of losses is now around £200,000 which only relates to the uncertainty about the years 2017/18 and 2018/19 following the reduced error rate since LGSS took over.

As the DWP withheld subsidies of £1,100 in relation to 2016/17, the total subsidies withheld over the four years between 2013/14 and 2016/17 are circa £476,100 which when added to the forecasted cost of cleaning the partnership's database of £120,000 results in a cost known to date of circa £600,000 to HDC for errors.

Recommendations

The T&FG's recommendations are:

Due to the potential risks inherent in joint ventures, partnerships etc between HDC and the public and private sector, when HDC enters into such arrangements with third parties there should be provision in the relevant documentation setting out the terms and conditions of the arrangement for monitoring arrangements by HDC.

The Overview and Scrutiny Committee should be mindful of the Forward Plan as it can call in any Cabinet decision and ask for pre-scrutiny which provides the ability to comment on the business cases for any such arrangement before the Council is legally committed.

Terms of Reference

The following terms of reference were agreed at the first meeting of the Task and Finish Group:

1. To continue the work of the Finance and Performance Sub Committee on CenSus Revenues and Benefits from March 2017 on the Housing Subsidy Audit
2. Review the working practices of CenSus following on from the officers measures to mitigate the situation

Report

At its February 2018 meeting T&FG received evidence from HDC's Chief Internal Auditor. Members asked questions on the HDC's internal audit work in relation to the monitoring of the CJC operations. They had noted that the September 2014 internal audit quarterly update report had referred to the risk of the partnership's Revenues & Benefits services being given a qualified audit by the DWP as undertaken by the external auditor. Subsequent quarterly update reports had given a "limited assurance" rating. The T&FG also heard from the Director of Corporate Resources at this meeting.

Some key points which arose at the meeting:

- The figures for subsidy reductions for the period since 2012/13 and that the loss for the 2016/17 claim was considerably lower than in the previous two years.
- The officers were hoping to completely reduce the outstanding amount of lost subsidy from 2016/17.
- Members noted that the exercise to clear up CJC's dirty data in 2016/17 was anticipated to have been successful, however, the figures for 2017/18 would not be available until November 2018 and once the latest figures were available officers could identify whether the clean-up had been completely successful or whether the reduced losses in 2016/17 were due to sampling.
- The CJC services had been audited in turn by the internal audit functions of Horsham, Mid-Sussex and Adur councils.
- Horsham's internal auditors had given "limited assurance" of the Benefits service in March 2017.
- In February 2015 external auditors initially made five recommendations in respect of the 2013/14 grant certification report and by March 2017 HDC was reported to have made progress in implementing those recommendations.
- Transfer of the service over to the LGSS would take place on 1st April 2018. The LGSS would carry out future internal audits of the service.

At its meeting on the 12th March the T&FG sought clarification from HDC's former Chief Executive on a number of matters as until 2014 he had regularly attended the CJC's quarterly meetings.

In relation to those CJC quarterly meetings it was noted that their published minutes did not contain any references to the DWP withholding subsidies from HDC, MSDC or Arun DC due to CJC's errors and administrative delays, nor actions that were to be taken to avoid any future withholding of the DWP's subsidies. .

The T&FG sought the former Chief Executive's view on the reason for CJC's operation continuing to result in the DWP withholding subsidies for the three years following the DWP withholding subsidies in November 2014 following their audit of 2013/14.

He explained that when problems were first identified in November 2014, following the publication of the DWP audit results, MSDC reported to the CJC in March 2015 details of an action plan, outlining the measures they proposed to rectify the problems. Following this, after a more substantial problems emerged in the results of the DWP audit of 2014/15 in November 2015, MSDC's officers and Members attended a meeting with Members of the F&P and HDC's officers on March 22nd 2016 at which they explained the reason for the continuing problems and gave detailed reassurances about the steps they were taking to improve performance. However despite these reassurances, the DWP audit of 2015/16 published in November 2016 revealed that the situation had deteriorated further with a larger financial impact. It was at this point that HDC began researching the process for leaving the CJC.

The former Chief Executive explained that the nature of the problems (errors made by the partnership in the calculation of housing benefit payments and administrative delays) had not manifested themselves during the relevant years and only became evident at the annual DWP audits. On each occasion it had happened he had raised his concerns with MSDC and asked about what steps were being taken to resolve the problem. .

The T&FG was interested in the former Chief Executive's advice that CJC partnership was governed by Local Government legislation and that the partnership agreement did not provide for recovery of losses from MSDC as the authority responsible for administration of the Revenues and Benefits service. .

The Task and Finish Group's comments

MSDC was the lead authority for administrating HDC's Revenues and Benefits services and HDC could reasonably expect that MSDC would provide an efficient operation complying with all relevant regulations and standards.

Despite HDC's Cabinet Members and senior officers attending the CJC's quarterly meetings and receiving reports on the performance of the CJC's work it was not obvious to them that significant errors had been made in processing benefits claims that would result in DWP withholding subsidies.

In this regard it was noted that the minutes of the CJC's quarterly meetings do not record the existence and scale of the errors that occurred between 2013/14 and 2016/17 which has led to HDC losing circa £487,500 in subsidies from the DWP and is anticipated to incur costs of circa £120,000 in cleaning up the partnership's database so as to minimise

the risk of having subsidies withheld in future years. In addition HDC is currently making provisions for £200,000 of lost subsidies for 2017/18 and 2018/19.

The scrutiny of the MSDC's operations on behalf of the CJC for HDC was carried out by a third party, the DWP which withheld subsidies from HDC due to the partnership's errors and administrative delays.

The creation of the CJC may be considered unusual in that the partnership of the three authorities was subject to audits by a third party which had the power to levy fines on HDC if those audits are qualified.

Whilst HDC's former Chief Executive regularly raised concerns about the DWP qualifying its audits of CJC's operations from 2013/14 onwards with MSDC the errors and delays by MSDC's operatives continued.

HDC's Chief Executive and Cabinet Members sitting on the CJC between 2013/14 and 2016/17 consider that the problems experienced were the result of management failings at MSDC.

Councillor Nigel Jupp
Chairman of the CenSus Revenues and Benefits Task and Finish Group

Contact: Daniela Smith, Lead Scrutiny and Committee Support Officer, 01403 215138.

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Report to Overview and Scrutiny Committee



26th November 2018

By the Engagement of Overview and Scrutiny Task and Finish Group

Not Exempt

Final Report of the Engagement of Overview and Scrutiny Task and Finish Group

Summary

At the Overview and Scrutiny Committee on 4th June 2018 the Committee discussed the success of the new structure of Overview and Scrutiny in terms of the introduction of time limited task and finish groups which were set up to review suggestions for the scrutiny work programme as they arose. It was agreed that a task and finish group be established to review the effectiveness of the changes which were implemented in 2017.

The Engagement of Overview and Scrutiny Task and Finish Group was formed with the following Members: Councillors Brian O'Connell (Chairman), Paul Clarke, David Coldwell, Leonard Crosbie, Jonathan Dancer, Nigel Jupp, Lynn Lambert, Michael Willett and met for the first time on 28th August 2018.

Recommendations

1. Introduction of three standing Working Groups.

Terms of Reference

The following Terms of Reference were agreed by Members at the Group's first meeting:

- 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

3) Recommendations for a future structure of Overview and Scrutiny for the new Council year.

A further item was added to the agenda at the request of a member

4) To review S106

Report

The main thrust of the discussions resulted in a general consensus from the group that while the changes implemented last year in respect of Overview and Scrutiny (O&S) groups/procedures has resulted in an agenda for O&S meetings being too extensive to properly discuss and analyse the information provided in any meaningful depth. To this end the O&S committee is not fulfilling its duty properly. It was generally agreed that a meeting of this nature should last no longer than two hours. To this end as directed in recent Scrutiny training the Chairman of the meeting must manage the meeting to achieve this outcome and also cover the business of the meeting.

The net outcome of the discussion that a revised procedure encompassing a mix of Task and Finish (T&F) groups and the resumption of three standing committees that could report to the main O&S Committee and pick out relevant points would be more productive, better engage the main committee, offer an opportunity for greater member involvement and enable the O&S function to be carried out in greater depth and detail.

1) Finance and Performance group

The Finance and Performance Working Group (F&P) traditionally carried out detail examination of the quarterly reports provided by the Finance department. The current report that is now used has evolved as a direct result of many late meetings and many questions and queries raised as to the information provided. It is now widely recognised as an excellent report which provides adequate data for the members to question any particular element which may be of concern.

However, the true function of an F&P group should be far wider than just reviewing historical data. It should be involved in reviewing progress during the year on the Medium Term Financial Strategy. An update could be given to the group at each meeting. It should also be involved in the preparation of the budget. Again this would be via giving a presentation to the group of current progress being made during the year, maybe of things being currently considered or of the current policy objectives of the cabinet. This would give the F&P group an opportunity to have an overview which would give the members an opportunity to have a greater input. A very positive outcome and a change to current practices as all the O&S seminars have advised that O&S is not just to review historical facts or data but to have a positive input to future policy decisions and planning.

The Chairman of this group would be key to its success in managing the work programme. There would probably in reality be six meetings a year. Each meeting at two hours. Each meeting should have a varied agenda to incorporate all of the above terms of reference over the year. The agenda for the first meeting might for example have the first hour reviewing the financial data, the second hour could be used for discussion in respect the ongoing budget work. The next meeting might

have the first hour reviewing data and the second hour on the MTFS. It would be the duty of the Chairman to ensure that the meetings do not last more than two hours but that work programme was covered over the year.

This working group would ideally consist of up to five members but could also be open to all members. The Chairman would report to the main O&S group meeting. A group with this broader remit would encourage better attendance, the meetings would be more interesting as the scope would be broader than just trying to audit data with limited powers.

Within the remit of this group there could also be the opportunity to initiate smaller task and finish groups to deal with or scrutinise any particular queries that may be brought to the attention of the group or deal with any other items that may be brought forward as work suggestion and approved by the main O&S committee.

2) Community

This group would be a new group evolving from social inclusion and health which was clearly very important to the members of the group. It was suggested that this group should now incorporate crime and disorder, health and wellbeing, crime and disorder, leisure and any other community issues which may be relevant. The structure and operation of the group should be as per previous comments made in respect of F&P group.

With the forthcoming possible introduction of a new housing company, the overview function for this project this would fall within the terms of reference of this group.

As with the proposed F&P group there should be circa 6 meeting a year or as dictated by the work programme, with ideally up to five members. Again these group meetings could be open to any member who may have a particular interest in any agenda item. This group would have a very broad scope which should produce very interesting meetings.

3) B.I.W.G. (Business Improvement Working Group)

This working group would be re-instated. The now redundant B.I.W.G had a very broad scope. It looked at practices and procedures employed by the council usually in line with a recent events or actions and thoroughly investigated this and brought its recommendations forward to the main O&S group. It's main purpose was to investigate why decisions were made, if protocols and procedures were followed and if so to scrutinise the particular protocols and procedures to establish if they were fit for purpose or needed updating/amending in line with changes to policies or current situations. These should also include the council's business with external bodies. This function is a crucial part of the role of the Overview and Scrutiny function.

Summary

The review of the Overview and Scrutiny function carried out circa 18 months ago and the changes to the standing working groups have in reality only partly achieved the initial objective. Meetings were being held which went on for hours. Member attendance was intermittent. The new operating procedures introduced last year

were designed to address these issues and to make O&S more effective with specific task and finish groups formed to deal with a specific item in a short period of time.

But what has resulted is that the main O&S Committee meeting now has far too big an agenda and the topics are not covered in the detail that they should be or as used to be the case when there were standing working groups. The benefit of the standing working groups is that they had the time to get into the detail of an issue and then report in summary form to main committee, who could also give direction to the working group. This produced much more detailed and in depth work from the working groups. Also the members of each of the working groups would build an expertise over time on the issues of that group.

It is acknowledged and accepted that there were too many working groups but the new system seems to have relegated the Overview and Scrutiny group to a spectator group as opposed to a group carrying out an Overview Function and Scrutinising the work of the Cabinet and officers. It was introduced with the introduction of the Cabinet system to maintain balances and checks. To do this efficiently it needs to be recognised as the most powerful committee within the council structure. It needs to be consulted when decisions are made before they are finalised and before they go to Cabinet and Council.

The introduction of PDAGS was seen to be the answer to some of the above issues highlighted. However, having consulted with many members outside this T&F group it would appear that there is a consensus that PDAG members feel that at these meetings they are advised of what is happening as if attending a seminar and not that they have any actual input to new policies being brought forward.

It is right and proper for a portfolio holder to have a trusted advisory group, but this advisory group cannot replace the Scrutiny Committee in reviewing policy changes/ new policies as the Scrutiny Committee has a much wider membership which gives it a broader view of the members and it is able to bring forward suggestions or recommendations with much more authority than an advisory group. The authority of O&S Committee is set out in the Constitution of which a few extracts are detailed below to highlight this fact;-

4.1 The Council “is responsible for the determination of the Budget and the Policy Framework and regulatory functions which are not the responsibility of the Cabinet.
The O&S Committee is a “regulatory function” of the Council.

6.1 O&S Committee makes reports or recommendations to the Cabinet or Council in connection with the discharge of any function.

6.3.2 Policy Development & Review by O&S Committee assist the Council and the Cabinet in the development of the Budget and Policy Framework.

6.3.3. The O&S Committee and it’s Sub Committees may subject to the procedure rules in Part 4 of the Constitution “review and scrutinise the performance of the Council in relation to it’s policy objectives and performance targets and/or particular service areas.

This group recognizes that there is a place for task and finish groups but not solely on their own. They should be used alongside the proposed 3 standing working groups, to deal with work suggestions that may arise or as part of a working group as was the case when the BIWG reviewed S106 procedures and the structures of the planning department a few years ago.

The Group briefly discussed S106 monies held by WSCC and the interaction between Horsham District Council and West Sussex County Council. It was concluded that given the extensive scope required to carry out this review, a new task and finish group should be established to do this.

Councillor Brian O'Connell
Chairman of the Engagement of Overview and Scrutiny Task and Finish Group

Contact: Daniela Smith, Lead Scrutiny and Committee Support Officer 01403 215138.

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Overview & Scrutiny Work Programme
May 2018 to May 2019

	Scrutiny & Overview Committee	CenSus Revs and Benefits Service T&F Group	Councillor's Technology T&F Group	Engagement of O&S in Council Activities
April 2018			First meeting to appoint Chairman, agree terms of reference, scope, work programme and timescales	
May				
June	4th June 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	
July	23rd July 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		
August			Final meeting of the Group	1 st Meeting
September	24th September Cabinet Member Interview - Planning and Development Q1 Quarterly Corporate Plan and F&P Report Task and Finish Groups – update on progress	Final Report to O&S (tbc)	FINAL Report to O&S	Update to O&S 25 th September 2 nd Meeting
October		Informal meeting		30 th 3 rd Meeting
November	26th November Cabinet Member Interview Q2 Quarterly Corporate Plan and F&P Report MTFS (TBC)	Final Report to O&S		Final Report to O&S
December				

Overview & Scrutiny Work Programme
May 2018 to May 2019

January 2019	28th January 2019 Cabinet Member Interview Budget (TBC) Q3 Quarterly Corporate Plan and F&P Report			
February				
March	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)			
April				
May	Election of Chairman and Vice Chairman Crime and Disorder End of Year Report (TBC)			
June	Cabinet Member Interview			

Future Potential Items for the work programme:

1. Training for Members of Scrutiny
2. Health Provision

Work Programme Suggestion Form

Work Programme Suggestion Form

Date 07/11/2018

Name PR Clarke

Proposed Scope/Focus of Review Re-provision of athletics track

Your Rationale for Selection The argument is to replace the existing running track by the provision of another either at Tanbridge or Christ Hospital. The question is whether we should replace the facility or not and whether or not HDC should pay for it in part or in whole. In the current economic climate would it be prudent to take on this obligation once more - uncertainty over Brexit /new homes bonus/ other funding.

Evidence The cabinet forward plan desires to bring this to cabinet soon Policy Development Advisory Group 16 January 2019
Decision type: Key
Decision status: For Determination
Wards affected: Broadbridge Heath; Southwater; Notice of proposed decision first published: 03/09/2018 Decision due: 24 Jan 2019 by Cabinet
Lead member: Deputy Leader and Cabinet Member for Leisure and Culture Contact: Adam Chalmers, Director of Community Services

Data provided by HDC shows this to be a poorly used asset with few users so poor value for money. a lot of the users are not local council tax payers

Desired Outcomes/Objectives/Possible Terms of Reference Review the business case linked to this option. Challenge the perceived or established position to see if this is desirable at all.

Other Comments The Bridge is a great and potentially very successful facility (cost £12.3M) but does not depend on a running track etc for success. CH have a legacy of 1M£ to put towards a running track. This cannot be spent on anything else. Possibly they can raise the rest of the funding?

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

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Work Programme Suggestion Form

Work Programme Suggestion Form

Date	09/11/2018
Name	Paul Clarke
Proposed Scope/Focus of Review	HDC holds S106 funds on behalf of WSCC. These funds include funds for schools, libraries and roads etc. The scope of the review is establish what the allocation is, how much is limited in time, how much has been lost and returned to developers. Once this data is established meet with WSCC cabinet members/ senior officers to establish what projects the funds are earmarked for, and what measures are being put in to not loose any more funds.
Your Rationale for Selection	For example 106 funds were lost by WSCC to Gleasons at the Blue coat pond development. HDC held 10M£ in funds for WSCC and still holds more than 5M£ today. WSCC claim to be short of funds and yet these amounts of money are sitting unused and possibly at risk of being reclaimed by developers.
Evidence	(Gleason's Bluecoat Pond, Pulborough railway bridge.) The S106 funds held by HDC for WSCC are seemingly not spent and there seems to be a lack of information flow between the councils. It is not clear that WSCC are aware what the funding was for and the potential is there for less important items to be done versus what the community want.
Desired Outcomes/Objectives/Possible Terms of Reference	Ascertain and gather the evidence on the funds. Discuss with WSCC why funds have not been spent and which ones to stop being lost to developers. Establish communication links with WSCC between officers and members to sort this out especially as with CIL this becomes more of an issue
Other Comments	
What time scale do you perceive to be necessary for this review?	Within six months

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**Parkside, Chart Way, Horsham,
West Sussex RH12 1RL**

FORWARD PLAN

This notice sets out details of key decisions that the Cabinet or a Cabinet Member intend to make, and gives 28 days' notice of the decision under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The notice may also include details of other decisions the Council intends to make.

The reports and any background documents that have been used to inform the decisions will be available on the Council's website (www.horsham.gov.uk) or by contacting Committee Services at the Council Offices.

Whilst the majority of the Council's business will be open to the public, there will be occasions when the business to be considered contains confidential, commercially sensitive or personal information. This is formal notice under the 2012 Regulations that part or all of the reports on the decisions referred to in the schedule may be private because they contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and the public interest in withholding the information outweighs the public interest in disclosing it.

If you wish to make representations about why part or all of the papers should be open to the public, please contact Committee Services at least 10 working days before the date on which the decision is to be taken.

If you wish to make representations to the Cabinet or Cabinet Member about the proposed decisions, please contact Committee Services to make your request.

Please note that the decision date given in this notice may be subject to change.

To contact Committee Services:

E-mail: : committeeservices@horsham.gov.uk

Tel: 01403 215123

Published on 01 November 2018

What is a Key Decision?

A key decision is an executive decision which, is likely –

(i) to involve expenditure or savings of £250,000 or more as well as otherwise being significant having regard to the Council's budget for the service or function to which the decision relates; or

(ii) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
1.	Car parking charges - Hurst Road car park (The Pavilions) Policy Development Advisory Group 31 October 2018	Cabinet	22 Nov 2018	Open	Ben Golds, Head of Parking Services ben.golds@horsham.gov.uk Cabinet Member for Local Economy (Councillor Gordon Lindsay)
2.	Proposal to sell surplus council assets Policy Development Advisory Group 5 November 2018	Cabinet	22 Nov 2018	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
3.	Medium Term Financial Strategy update Policy Development Advisory Group 5 November 2018	Cabinet Council	22 Nov 2018 5 Dec 2018	Open	Dominic Bradley, Head of Finance dominic.bradley@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
4.	Insurance Contract Policy Development Advisory Group 5 November 2018	Cabinet	22 Nov 2018	Part exempt	Dominic Bradley, Head of Finance dominic.bradley@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
5.	Council Tax Reduction Scheme Policy Development Advisory Group 5 November 2018	Cabinet Council	22 Nov 2018 5 Dec 2018	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
6.	Environmental Enforcement Policy Policy Development Advisory Group 19 November 2018	Cabinet	22 Nov 2018	Open	John McArthur, Head of Waste, Recycling, Street Scene & Fleet Services john.mcarthur@horsham.gov.uk Cabinet Member for Waste, Recycling and Cleaving (Councillor Philip Circus)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
7.	Council Lottery Policy Development Advisory Group 14 th November 2018	Cabinet	24 Jan 2019	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk Councillor Tricia Youtan Tricia.Youtan@horsham.gov.uk
8.	Additional Temporary Accommodation options Policy Development Advisory Group 18 December 2018	Cabinet	24 Jan 2019	Open	Rob Jarvis, Head of Housing Services robert.jarvis@horsham.gov.uk Cabinet Member for Community and Wellbeing (Councillor Tricia Youtan)
9.	Funding for BID for Horsham Town Centre Policy Development Advisory Group 19 December 2018	Cabinet	24 Jan 2019	Open	Clare Mangan, Head of Economic Development clare.mangan@horsham.gov.uk Cabinet Member for Local Economy (Councillor Gordon Lindsay)
10.	Affordable Housing Investment - Creation of a Housing Company Joint Finance and Assets Policy Development Advisory Group 7 th January 2019	Cabinet	24 Jan 2019	Open	Rob Jarvis, Head of Housing Services robert.jarvis@horsham.gov.uk Cabinet Member for Community and Wellbeing (Councillor Tricia Youtan)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
11.	Budget 2019/20 Policy Development Advisory Group 7 January 2019	Cabinet Council	24 Jan 2019 13 Feb 2019	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
12.	Development of industrial units at Oakhurst Phase 4 Policy Development Advisory Groups 7 January 2019	Cabinet	24 Jan 2019	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly), Cabinet Member for Local Economy (Councillor Gordon Lindsay)
13.	Re-provision of athletics track Policy Development Advisory Group 16 January 2019	Cabinet	24 Jan 2019	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
14.	Conservation Area Appraisals and Management Plans for Slinfold and Warnham Policy Development Advisory Group 14 March 2019	Cabinet	21 Mar 2019	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

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