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# Overview and Scrutiny Committee

Monday, 25th March, 2019 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

	<b>Page No.</b>
1. <b>Apologies for absence</b>	
2. <b>Declarations of Members' Interests</b>	
To receive any declarations of interest from Members of the Committee	
3. <b>Announcements</b>	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
4. <b>Corporate Plan Priorities Finance and Performance Report Q3</b>	3 - 32
5. <b>Receive the report of WSCC S106 Task &amp; Finish Group</b>	33 - 46
6. <b>Agree the membership of working groups - Finance and Performance, Business Improvement and Community</b>	
7. <b>Cabinet Forward Plan</b>	47 - 54
8. <b>Overview and Scrutiny Work Programme</b>	55 - 56
9. <b>Urgent Business</b>	
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	



## Report to Overview & Scrutiny Committee

Date of meeting 25 March 2019

By the Director of Corporate Resources

### INFORMATION REPORT

Not exempt



## 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); the transfer of the Revenue and Benefits Service to the new provider, LGSS; the development of temporary accommodation in Billingshurst and Horsham and the Piries Place re development and the launch of Horsham District Year of Culture 2019.

The financial performance is forecast at M10 of the 2018/19 financial year. Officers currently forecast a year-end revenue surplus of £195k. Capital expenditure at month 10 was £11.8m which was 43% of the approved £27.4m capital programme. An outturn of £14.8m or 54% is forecast by officers.

An analysis of performance indicators shows 87% within target and 13% close to target with no areas of major concern. The trend of recording more compliments than complaints has continued into the third quarter of 2018/19.

### Recommendations

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

### Reasons for Recommendations

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

**Consultation:** SLT, Cabinet members.

**Wards affected:** All

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

### Background Papers:

Appendix A: Performance Issues dashboard Q3

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

Appendix C: Q3 Monitoring of Key Performance Indicators Report

Appendix D: M10 Financial Highlight report

Appendix E: M10 Revenue Summary

Appendix F: M10 Capital Budget Monitoring

## **Background Information**

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

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

### **2. Monitoring Corporate Plan priorities 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 development of The Bridge, the replacement for the Broadbridge Heath Leisure Centre opened for business on 20 October 2018 and has been very well received offering modern versatile facilities.
- 2.3 The Council has committed to developing additional units of temporary accommodation at two sites, Billingshurst and Horsham. Both sites are due to come on stream this year.
- 2.4 A managed migration of Service from CenSus partnership into LGSS happened in July 2018 and progress is being made towards the full ICT migration whilst being mindful of the annual billing of Council Tax timetable.
- 2.5 The development of the Piries Place car park and area is progressing and the area taking shape.
- 2.6 The District's Year of Culture was launched at the beginning of January 2019 with visitors gathering in the Horsham Park Sensory Garden to enjoy musicians, dancers and street performers all topped off by a spectacular light show. The unique programme of events are now live for our special year of celebration.

### **3. Performance Monitoring**

- 3.1 Appendix C is a summary of the Council's basket of key performance indicators at the end of the third quarter of the Council's 2018/19 business year (ending 31 December).
- 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 three, 87% of indicators met or exceeded targets set; 13% were close to target and none 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 introduction of the Homeless Reduction Act 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. This had slowed down the decision making process but is now returning to pre introductory levels. The demand and spend is being closely and regularly monitored. The Council has committed to developing additional units of temporary accommodation Peary Close, Horsham and Rowan Drive garages, Billingshurst. It is anticipated the properties will be ready for occupation late summer and winter 2019. Options for additional accommodation are also being explored with Saxon Weald to provide an alternative to relying on bed and breakfast accommodation.
- 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 2018. In this transitional year, management are watching performance to ensure we have optimal performance between quality and speed during the rest of the year. This means the outturn on Benefits processing time is unlikely to be better than Amber at the year end.
- 3.4.3 Fly tipping levels. Increase in number of incidents and clear up costs rising given that modus operandi now sees larger deposits fly tipped on public highways whilst associated vehicles are still moving. The appointment of an Environmental Enforcement Officer has meant more investigations are being undertaken and cases progressed. We are also undertaking some high profile campaigns to raise awareness.
- 3.5 Management reports performance improvement in quarter 3 in:
- Planning processing speeds and quality; Department of Housing, Communities and Local Government (HCLG) key indicators outturn for Quality of Decisions is well within margins. Forecasts for speed of processing, (reporting at September 2019) are well within margins.
  - Number of households in temporary accommodation and B&B; Direction of Travel improving. The Council has committed to developing additional units of temporary accommodation in Horsham and Billingshurst. In addition, the number of prevention cases has increased as new contacts and relationships are developed with the new homelessness advice team and external services.
  - Employee sickness levels – consistent levels of sickness below threshold.
  - Number of compliments across the Council continues to grow.

## 4. Complaints

- 4.1 The trend of recording more compliments than complaints has continued into the third quarter of 2018/19

4.2 In the third quarter of 2018/19 the Council received 50 complaints, (of which 13 were upheld), and the Council's leisure centres received 127. The number of compliments the Council received was 243 and the Council's leisure centres 143.

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

## **5. Financial performance**

5.1 Appendix D is the Council's Financial Dashboard. At M10 the officers forecast a £195k surplus for the full financial year (1.8% of the £10,714k net budget). Within the surplus, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted.

5.2 Appendix E is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget.

5.3 Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £11.8m (43% of the programme) at M10. This compares to £10.5m (and 34%) at the same time last year, excluding the one-off nature of the purchase of the Forum.

5.4 Project Managers currently expect to spend £14.8m or 54% of the total programme by the end of the year. Projects expecting to not complete in the year are the Piries Place Car park, further commercial property investment and a temporary accommodation building. Nearly £3.7m of unspent 2018/19 capital programme will be removed and not rolled forward into 2019/20.

## **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. Section 3.4 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.

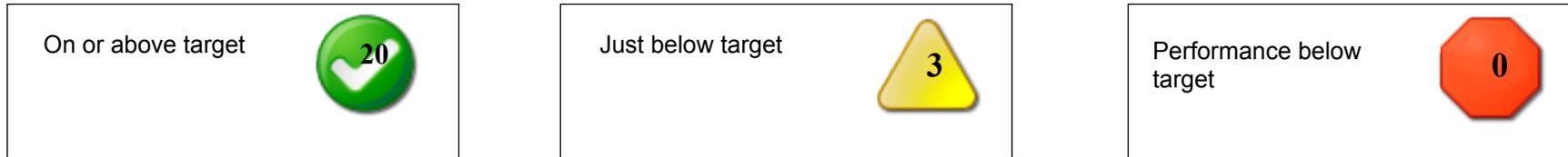
## **9. Consequences of the proposed action**

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.

**APPENDIX A**

**O&S Performance Issues/Concerns Dashboard Q3 (ending 31 December 2018)**

**Performance Indicator Overview**



Any Potential Areas of Concern	Remedy/Action
No Potential Areas of concern at the moment	<b>Benefits – Right time</b> LGSS Management monitoring closely <b>Housing – Homeless Reduction Act</b> – 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 3 2018/19

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

Symbols Used/status				
 0	 25	 0	 0	 2
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. 3 Update	Due Date			
<b>Theme 1: Communities</b> <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 opened on 20 October 2018. Work on the demolition of the old leisure centre is underway. The Multi Use Games Areas (MUGAs) are open for daytime use. Snagging works are being tracked. 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. Options for the Athletics track to be revisited Summer 2019.</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 similar levels to the record year 17/18. The exhibitions are attracting steady numbers and new audiences visiting the museum.</p> <p>Year of Culture – launched and programme established. Early indications are of good attendance and engagement.</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 summer 2018 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>The launch for Year of Culture in Horsham Park Sensory Garden took place on 5 January 2019. 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.</p> <p>The headline sponsor is Gatwick, joining Leonardslee. Alongside there are many other local companies and organisations.</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	<p>The programme for January to June has been launched.</p> <p>Submission to the Arts Council is being prepared.</p>	Calendar Year 2020			
3. Develop the case for potential expansion of community wardens with parishes	<p>New schemes approved by Full Council in February 2018: Town Centre wardens; Southwater; and Billingshurst.</p> <p>For the Town Centre and Billingshurst schemes appointments made and in place.</p> <p>Storrington and Sullington approved new scheme in October 2018.</p>	Ongoing	Cllr Tricia Youtan	<p>Lead Officer. Greg Charman</p> <p>Support. Neil Worth</p>	
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	<p>Lead Officer: Chief Executive</p> <p>Support: Trevor Beadle</p>	
5. Support and deliver initiatives to improve the quality of life of the most vulnerable within the district	<p>Initiatives include - Strategic grants in 2017/18 for support of; older people through AgeUK and Impact Initiative; younger people through Purple Bus and the Y Centre; rural and social isolation through a grant for community transport through Horsham District Community Transport; and for families and communities through Homestart, Relate and West Sussex Mediation Service. Funding is available for smaller community projects through the Community Grants scheme.</p> <p>Service Level agreements are also in place with Citizen Advice, Snack Wagon, Horsham Matters Community Youth work (based in the Horsham Town Centre) and support for the Community and Volunteer sector groups through Horsham and Mid Sussex Voluntary Action.</p> <p>Helping vulnerable people access leisure services to improve their quality of life by managing the Leisure Access Card scheme which enables residents on a low income to receive discounts on leisure activities – this improves both physical and mental wellbeing.</p>	Ongoing	Cllr Tricia Youtan	<p>Lead Officer: Adam Chalmers</p> <p>Support: Trevor Beadle</p>	

	<p>The Health and Wellbeing Service delivered by HDC is totally funded by Public Health WS and is now in its sixth year of operation. 930 clients were supported by the Wellbeing Team in 2017/18, 692 of whom had a Wellbeing MOT and 106 of whom attended a prediabetes intervention session. A further 480 residents accessed the 'Health Wraparound Services' (Weight Management/Physical Activity/Falls Prevention courses).</p> <p>The Think Family project 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>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>The Homeless Reduction Act has been implemented. 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>	Ongoing	Cllr Tricia Youtan	Lead Officer: Adam Chalmers Support: Rob Jarvis	

		The Street Community Task Force has been created. A collaboration between the Housing and Community Safety teams. The aim of the group is to reduce anti-social street community behaviours and rough sleeping. The group will also identify individuals to be considered for housing first accommodation placements and identify the individual support needed to successfully maintain a tenancy.				
6.2 Undertake a review of the strategy for delivery of housing to meet local need being mindful to the changes to government policy	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.	Ongoing	Cllr Claire Vickers	Lead Officer: Adam Chalmers Support: Rob Jarvis		
6.3 Ensure the best use is made of resources to maximise delivery	Two schemes, Peary Close and Rowan Drive, both 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.  The Council is investigating the setting up of an affordable housing company and full business case presented to Cabinet in March 2019.	Ongoing	Cllr Tricia Youtan	Lead Officer: Adam Chalmers Support: Rob Jarvis		
7 Support an expanded effective Technology enabled care service	278 Community Link alarms have been installed and there are 16,992 clients with Community Link alarms. The Immersicare service launched by Community Link won the bronze IESE award in the Innovation category and is now available for hire by residents throughout the District.	Ongoing	Cllr Tricia Youtan	Lead Officer: Adam Chalmers Support: John Batchelor		

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2018/19	Qtr. 3 Update	Due Date			
<b>Theme 2: Economy</b>  <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	<p>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.</p> <p>West St refresh and Shelley tree railings completed. Remaining projects involving partnership agreements are at various stages of development.</p>	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. Inception meeting scheduled</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 12<sup>th</sup> 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 16<sup>th</sup> 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. 3 Update	Due Date			
<b>Theme 3: Efficiency</b> <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.	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 construction of The Bridge, leisure centre, (opened October 2018), 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	
<b>Corporate Plan Theme</b>	<b>Corporate Plan Priorities Strategic Objectives</b>			<b>Portfolio Holder</b>	<b>Lead Officer</b>	<b>Status</b>
	<b>2018/19 - Year 3</b>	<b>Qtr.3 Update</b>	<b>Due Date</b>			
<b>Theme 4: Environment</b> <i>Manage our natural and built environment</i>	1. Horsham District Local Plan (HDPF) – being mindful of emerging government policy  i) monitor and review the local plan requirements and keep up to date;  ii) commence the formal review of the Local Plan	Latest Authority Monitoring Report published January 2019. Local Development Scheme published January 2017 which sets the timetable and key milestones for the preparation of policy documents. Local Development Scheme revision prepared June 2018 – sets timetable and key milestones for the preparation of policy documents. An updated Scheme will be prepared for Cabinet July 2019. Local Plan Review – draft Issues and Options consultation on economic and rural strategies published for consultation 6 April 18 for 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. Other topics, including housing will be subject to consultation at a later date. Consultation on proposed updates to the Strategic Housing Land Availability Assessment undertaken publication due Spring 2019. The Local Plan Review will now consider the need for Gypsy and Traveller and Travelling Showpeople accommodation as an integral part of the Plan. Parking Standards WSCC preparing draft revised guidance based on baseline study.	31 March 2019	Cllr Claire Vickers	Lead Officer: Barbara Childs	

	National Planning Guidance Policy (NPPF) consultation response submitted May 2018. Awaiting publication of Government's response.				
2. Ensure that the plans for the new community and business park at North Horsham are delivered with all necessary infrastructure and services	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 Q3 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 is now complete and has been implemented	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	31 March 2019	Cllr Philip Circus	Lead Officer: Adam Chalmers	

		within County's and Partner portfolios are being considered along with a new build site.				
	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 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 3 Summary

KEY:  = Below target  = Slightly below target  = on target or better

 Red (below target) - **None** for this quarter

 Amber (slightly below target +/- 10%) - 3 Listed below (13%)

PI reference	Description	Notes from service
FS07	<p><b>% of invoices paid on time</b></p> <p>At 90.69% against target of 96%</p>	<p>Budget holders, who are responsible for the authorisation of the invoices, are regularly encouraged to check and authorise them earlier</p> <p>Direction of travel improving, however, end of year forecast is Amber</p>
Page 19 FS03	<p><b>Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users</b></p> <p>At 57,301 against a target of 58,277</p>	<p>2% short of target for Q3 however income at the Capitol did well over Christmas, always a critical period for the budget.</p>
LGSS02	<p><b>Benefits: Right Time</b></p> <p>Combined Speed of processing for new claims and changes of circumstances</p> <p>At 14.36 days against target of 14 days</p>	<p>The Speed of Processing has increased upon last quarter, however, this has now peaked and data from the beginning of January 2019 has confirmed a downward trend.</p> <p>Forecast is amber at year end</p>

# KPI Monitoring Report Q3 2018/19

Generated on: 25 February 2019



Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	7,472	7,362			9% increase on same period last year High is good Cabinet Member: Cllr Dawe
CS03	Less than 5% of incoming calls abandoned	5.7%	4.9%	5%		Meeting the abandon rate target which is encouraging as we come in to the busiest quarter with renewals including Garden waste Direction of travel improving Low is good
DM24a	Quality of decisions - Majors (April 16 - March 18)	0.94% (Forecast)	0.71%	<10%		Dept of Housing, Community and Local Government (HCLG)
DM26a	Quality of decisions - non majors (April 2016 - March 2018)	1.42% (Forecast)	1.47%	<10%		This is the <b>final</b> position – December 2018 reporting (9 month time lag for appeals to be decided). Very positive and well within margins. <b>Low is good</b>
DM23d	Speed of decision - majors (Oct 2017 to September 2019)	98.35%	98.36% (Forecast)	60%		High is good
DM24b	Quality of decisions - Majors (April 17 - March 19)	0% (Forecast)	<1% (Forecast)	<10%		Low is good
DM25d	Speed of decisions - non majors (Oct 17 - Sept 19)	96.75 (Forecast)	97.07% (Forecast)	>70%		High is good
DM26b	Quality of decisions - non majors (April 2017 - March 2019)	1.42% (Forecast)	0.72% (Forecast)	<10%		Low is good

Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
FS07	% of invoices paid on time	89.31%	90.69%	96.00%		Predicted to be amber at year end High is good Cabinet Member: Cllr Donnelly
FS13	Business Rates: Rateable Value	£113,281,766	£112,973,901			High is good Cabinet Member: Cllr Donnelly
HS01b	Homelessness: Decisions	25	42			The introduction of the HRA slowed down the decision making process through the implementation of a 56 prevention period and a 56 day relief period and now returning to pre introductory level.  Volumetric Cabinet Member: Cllr Youtan
Page 21 HS17	No of Homelessness Preventions	32	61			The number of prevention cases has increased as new contacts and relationships are developed with the new homeless advice team and external services.  High is good Cabinet Member: Cllr Youtan
HS18	No of households in temporary accommodation	111	100			The Council has committed to developing additional units of temporary accommodation site at Peary Close, Horsham and Rowan Drive, Billingshurst. It is anticipated the properties will be ready for occupation summer and winter 2019. Other options being explored with Saxon Weald as alternative to B&B accommodation.
HS19	Of which no of households in B & B accommodation	30	27			Low is good Cabinet Member: Cllr Youtan
HS21	No of households on the Housing Waiting list	677	514			Further new build schemes for rent completed across the district with 76 units nominated to. These schemes

Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
						<p>directly assist households from the housing register to secure appropriate accommodation as the Council has 100% nomination rights of the initial lets.</p> <p>Low is good Cabinet Member: Cllr Rowbottom</p>
LS01a	Attendance at Sports Centres	256,837	249,401	235,730		<p>Despite competition from new Horsham based gyms attendance has increased since the opening of the new leisure centre, The Bridge.</p> <p>High is good Cabinet Member: Cllr Chowen</p>
LS01b	Swimming attendances	116,311	98,574	96,192		<p>High is good Cabinet Member: Cllr Chowen</p>
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	43,423	57,301	58,277		<p>Income at The Capitol did well over Christmas, always a critical period for the budget</p> <p>High is good Cabinet Member: Cllr Chowen</p>
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	23,113	34,847	33,008		<p>High is good Cabinet Member: Cllr Chowen</p>
OP14a	Recycling rate % (Tonnage) [2020 European Target is 50%]	54.94%	53.43%	52%		<p>Figures may be revised as new data comes in</p> <p>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 therefore 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</p>

Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
						High is good Cabinet Member:
OP17	Number of refuse, recycling and garden waste collections reported as missed	676	445			A litmus test for quality. Although well within the Annual Target of <2% missed the methodology is to be reviewed following introduction of waste collection changes and technology. Missed bins has dropped off significantly which now sits at around 140 per month which is below the project target set by the HoS at 150 post roll out.  Low is good Cabinet Member: Cllr Circus
Page 19 23	Quality of recycling - % contamination rate	6.84%	9.16%	10%		Areas of high contamination levels will be separately targeted.  Low is good Cabinet Member: Cllr Circus
PP08	Number of FOI requests received	260	205			Cabinet Member: Cllr Dawe
PP09	% of FOI requests responded to within 20 days	94%	94%	85%		High is good Cabinet Member: Cllr Dawe
PP10	Number of complaints received	76	50			The levels are returning to normal range following the bedding in of the changes to waste collection service.  Low is good Cabinet Member: Cllr Dawe
PS11c	Total sickness (excluding leavers sickness)	6.65	6.57	8		The staff well-being offer was further improved, including 120 flu jabs over quarters 2 and 3. Low is good SLT

Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
SSC9a	No. of fly tipping incidents	225	295			Low is good Cabinet Member: Cllr Circus
SSC9b	No. of fly tipping enforcement notices	50	140			Appointment of Environmental Enforcement Officer and more investigations being undertaken and cases progressed. Cabinet Member: Cllr Circus
TS05	Town Centre Parking - utilisation (% full)	63%	74%	50%		High is good Cabinet Member: Cllr Lindsay
TS08a	utilisation in peak hours - Swan Walk	60%	87%			For context
TS08b	Utilisation in peak hours - Forum	68%	81%			High is good Cabinet Member:
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.83%	99.68%	95%		High is good Cabinet Member: Cllr Donnelly
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,625,115	£3,690,562	£2,837,418		High is good Cabinet Member: Cllr Donnelly
<b>LGSS KPI's</b>						
LGSS02	<b>Right Time:</b> Combined Speed of processing for new claims and changes of circumstances	12.97	14.36	14		Low is good  The SoP has increased upon last quarter, however, this has now peaked and data from the beginning of January 2019 has confirmed a downward trend.  Forecast is amber at year end
LGSS03	<b>Quality Assurance:</b> LA Error The YTD value of HB paid in error as a % of the total YTD HB paid	0.27%	0.34%	<0.4%		Low is good To reduce risk of Qualification of the subsidy claim.  The LA error rate has held at 0.34% in December after a rise in November 2018. The service will continue to manage this closely.

Code	Short Name	Q2 2018/19	Q3 2018/19			Notes
		Value	Value	Target	Status	
						<b>DoT Worsening</b>
LGSS04a	<b>Collection:</b> Council Tax The YTD collection rate as a % of payments received against total outstanding liability	58.37%	86.66%	86.25%		High is good
LGSS04b	<b>Collection:</b> NNDR The YTD collection rate as a % of payments received against total outstanding liability	59.73%	84.64	84.64		High is good

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## Budget Monitoring and Forecast Outturn – April to January 2019

Highlight report – 26th February

### Monthly Summary:

The forecast outturn has moved from a £177k surplus in Period 9 to a surplus of £195k in Period 10. This movement of £18k though is made up of some significant re-forecasts. Waste and recycling have added a net overspend on staff costs of £117k. The tenancy deposit income is now forecast to match the expenditure, an adjustment of £62k, reducing Housing's forecast overspend. The corporate redundancy budget is expected to underspend by £50k. Property have submitted forecasts this month and include £90k additional investment property income, although offset by additional maintenance costs. Strategic planning have also identified potential budget slippage of £100k. This figure is not included in the forecast, as it is delayed expenditure rather than a saving.

### Revenue Outturn Forecast: Compliance 68 %

Outturn Forecast	£000s
Chief Executive	(67)
Resources	(66)
Community and Culture	261
Place	(323)
Total overspend / (surplus)	(195)

2017/18 M10 forecast was a £40k deficit; full year outturn was £621k surplus]

### Capital Outturn Forecast:

Officers are projecting a full year spend of £14.8m (54%) of the £27.4m budget. This has shaded down from £15.4m as further slippage of spend into 2019/20 is acknowledged.

### Capital Expenditure:

£11.8m (43%) of the programme; including £5.3m on BBHLC, £2.4m on Pirie's Place car park, £1.1m DFG, £0.9m on temporary housing and £0.5m each on an investment property and affordable rented homes south of Broadbridge Heath.

Main areas of the £12.6m slippage are £4.2m Piries car park, £2.5m property investment; £1.6m temp housing projects £1.1m Swan Walk, £0.9m BBHLC, £0.5m vehicles.

### Staffing costs

Staff costs are behind the profiled budget and £79k ahead of the 2017/18 P10 position. An overspend is forecast in this area of £204k

£000 April to Jan	Actual	Budget to M10	Variance
Salaries & Wages	13,069	14,038	(885)
Overtime	213	102	111
Casual Staff	404	173	231
Temporary Staff	668	341	327
Redundancy	93	208	(115)
Vacancy saving	0	(84)	84
<b>Total</b>	<b>14,447</b>	<b>14,778</b>	<b>(332)</b>

### Sundry Debtors

The outstanding balance stood at £1.12m at 31 January 2019. Four owe 46% of debt. Only one large long term debtor made a payment this month, the balance now £159k. Other balances of £138k, £119k, and £98k. One local authority briefly owed a balance of £108k but quickly settled the amount due.

### Transformation reserve - update

2018/19 opening balance	594,865	
	Anticipated	M10 Actual
Changes to waste collection service	(8,400)	(8,400)
Implementation new HR system	(73,780)	(63,472)
Coaching courses	(13,000)	(6,357)
External review of Capitol options	(12,000)	(12,800)
Income transformation officer	(36,000)	(35,998)
Museum index system	(13,175)	(3,952)
Growing our own staff	(29,000)	(17,298)
Legal case management system	(27,000)	(27,000)
Housing allocations/rent system	(17,000)	(17,000)
Affordable Housing Company	(50,000)	(15,102)
Website framework	(35,000)	(30,188)
Staff survey	(5,000)	(4,900)
Staff efficiency costs	(100,000)	(0)
<b>Total expenditure in year</b>	<b>(419,355)</b>	<b>(242,467)</b>
<b>Balance carried forward</b>	<b>175,610</b>	<b>352,398</b>

### Revenue Spend and Income (exc. Benefits)

The net revenue spend of £5,423k, at the close of January is 54% of the equivalent annual budget figure. Whilst gross expenditure totals £26,326k and amounts to 84% of the annual budget, gross income stands at 97% or £20,902k. Income is likely to exceed budget this year with additional income generated from rent reviews (some of which are back dated), planning fees and trade waste income. Unbudgeted grants have been received from central government but for the most part these are to offset the costs of new burdens.

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Cumulative Revenue figures for April 20178 to January 2019	Expenditure			Income			Total Net Exp			Comments
	Gross spend £000	Annual Budget £000	Gross spend as % of annual spend budget	Gross income £000	Annual Budget £000	Gross income as % of annual income budget	Net Spend £000	Annual budget £000	Forecast Over / (under) Spend £000 *	
Housing	1,181	866	136%	(905)	(878)	103%	276	(11)	272	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 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. The forecast overspend has reduced by £50k since M6 as actions are taken.
Technology Services	1,575	1,908	83%	(148)	(155)	95%	1,427	1,752	76	Central telephone contract is being retendered, but favourable contract ended. Some additional other costs to help enable technological change.
Street Scene & Fleet	2,067	2,498	83%	(35)	(47)	73%	2,032	2,451	71	Derv price has increased.
Finance Accountancy	747	786	95%	(1)	0	0%	746	786	67	Finance system (T1) development including consultancy
Human Resources & Org Development	540	497	109%	(0)	0	0%	540	497	56	Recruitment and qualification and training costs.
Parking Services	1,726	1,779	97%	(3,803)	(4,729)	80%	(2,077)	(2,950)	55	Net urban car park income lower due to impact of Piries car park and delays to Hurst Road car park improvements. Note rural car park income up.
Building Control	754	836	90%	(709)	(873)	81%	45	(37)	52	Reduction in income but higher staffing costs.
Waste & Recycling	3,562	3,885	92%	(3,816)	(3,767)	101%	(254)	118	42	
Properties & Facilities	513	647	79%	(0)	(1)	36%	513	647	10	These will continue to be monitored and action taken to reduce. No significant individual items highlighted
Museums	235	284	83%	(63)	(42)	149%	172	241	1	
Operational Properties	759	704	108%	(159)	(219)	73%	600	485	1	
Community Development	694	864	80%	(96)	(67)	144%	598	797	0	
Community Safety	463	575	81%	(46)	(234)	19%	417	341	0	
Health and Wellbeing	200	277	72%	(281)	(307)	92%	(81)	(30)	0	
Customer Services	315	381	83%	(9)	(5)	174%	306	375	(3)	
Policy and Performance	166	218	76%	(0)	0	0%	166	218	(12)	
Environmental Services/Licensing	1,043	1,249	83%	(574)	(591)	97%	469	658	(17)	
Spatial Planning	851	1,109	77%	(160)	(68)	236%	691	1,041	(17)	
Parks & Countryside Services	1,232	1,494	82%	(358)	(432)	83%	873	1,062	(18)	
Investment Properties	279	509	55%	(4,217)	(3,850)	110%	(3,939)	(3,340)	(20)	
Revs And Bens Admin	63	1,063	6%	(700)	(509)	137%	(637)	554	(20)	
Legal & Democratic	950	1,184	80%	(86)	(108)	80%	863	1,076	(26)	
Communications	357	481	74%	(11)	(15)	72%	347	466	(30)	
Leisure Services	538	703	77%	(608)	(859)	71%	(70)	(156)	(34)	
Economic Development	596	485	123%	(153)	(50)	306%	443	435	(51)	External funding of journey to work.
Capitol	1,889	1,773	107%	(1,903)	(1,467)	130%	(14)	306	(57)	Room hire and production income up, partly offset by some additional running costs.
Corporate Management	898	1,193	75%	0	0	0%	898	1,193	(60)	Director of Place vacancy savings and reduction in external audit fees.
Finance Corporate	571	1,241	46%	(631)	(709)	89%	(60)	532	(259)	Higher interest from deposits due to capital programme slippage and interest rate increase. Lower than anticipated borrowing interest costs. Lower costs of redundancy across the Council.
Development	1,566	2,001	78%	(1,432)	(1,524)	94%	134	477	(276)	Planning income up and staff cost savings.
<b>Total</b>	<b>26,326</b>	<b>31,487</b>	<b>84%</b>	<b>(20,902)</b>	<b>(21,506)</b>	<b>97%</b>	<b>5,423</b>	<b>9,981</b>	<b>(195)</b>	Surplus.
Benefit Payments	24,184	31,740	76%	(23,551)	(31,530)	75%	632	210	0	
<b>Grand Total</b>	<b>50,509</b>	<b>63,227</b>	<b>80%</b>	<b>(44,454)</b>	<b>(53,036)</b>	<b>84%</b>	<b>6,056</b>	<b>10,191</b>	<b>(195)</b>	<b>Surplus</b>

\* note forecasts exclude any requests for budget slippage

N.B. comments on values over £50k

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Capital projects	Department	Net expenditure	Budget	Spend as % of budget	Forecast outturn	comment
Broadbridge Heath Leisure Centre - new build	Property & Facilities	5,337,188	6,642,330	80%	5,742,330	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 and retention phase re-profiled into 2019/20. <b>2016/17 spend: £0.6m; 2017/18 budget £4.9m; 2019/20 budget £0.2m</b> for minor costs and retention.
Other Community and Culture projects	Comm and Culture	300,532	818,018	37%	561,515	Spend to date includes: Bennets fields play area improvements (£3k); Warnham nature reserve improvements (£27k); Horsham Park Tennis Court improvements (£2k); St Mary's garden of remembrance (£43k), Riverside walk project (£4k); Redklyn Way play area (£28k), Roffey play area (£106k), West Street planting (£6k) and the Capitol Theatre Sound desk (£35k) and Capitol screen replacement (£46k).
Hop Oast depot development	Waste & Recycling	39,055	121,643	32%	63,452	Hop Oast retention from project budget of £4.55m.
Vehicle Fleet	Streetscene & Fleet	103,965	743,000	14%	280,000	Budget based on estimate of spend on vehicles and is part of the ongoing replacement programme.
Grants - Environmental health	Envir Health & LM	1,154,023	838,000	138%	1,325,000	Spend mostly demand led on disabled facilities and home repair grant. This is grant funded.
Housing Enabling Grants	Housing	509,000	1,000,000	51%	509,000	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	39,696	232,110	17%	82,110	Spend to date is for Windows 10 roll-out which is behind schedule.
Car Parks Fabric and Equipment	Property & Facilities	2,718,570	8,311,750	33%	3,972,681	Work to improve Pavillions (Hurst Road) car park and new Piries Place car park build. Planned phased opening of the new Piries car park from July 2019.
Town centre improvements	Property & Facilities	2,000	360,000	1%	-	The budget is for Albion Way connectivity and Horsham to Southwater cycling and walking route.
Commercial Property Investment Fund	Property & Facilities	523,884	3,000,000	17%	523,884	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	1,084,616	5,296,849	20%	1,739,022	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.
<b>Total</b>		<b>11,812,529</b>	<b>27,363,701</b>	<b>43.2%</b>	<b>14,798,996</b>	

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

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## Final Report for S106 T&F Group

The S106 Task & Finish group was formed at the direction of the Overview & Scrutiny Committee to look into the operating procedures used between HDC & WSCC in monitoring the funds held by HDC and the management of these funds.

At the first meeting the terms of reference were agreed as follows;-

- 1) Establish what S106 funds are held by HDC on behalf of WSCC, with a breakdown of the allocation of these funds, ie highway, infrastructure, education, fire service & libraries.
- 2) Consider a breakdown of the allocation of funds by Ward & Parishes
- 3) Examine how HC monitor what funds are held and when they are spent with a view to identifying improvements to HDC's current procedures.
- 4) Examine the current Policy & processes between the District & County Council with a view to identifying any potential improvements.
- 5) Identify funds which are time sensitive.
- 6) Recommend a best practice to ensure Parishes take a proactive role in monitoring available funds and in applying for them from WSCC.

The first issue that group had to deal with is the common misconception that S106 belong to the parishes. It does not. It belongs to the relevant Council until such time that funds are applied for and released to the applicant.

The group discussed the process employed with regard to S106 monies from negotiation with the Developer through to the spending of the funds. **See "Summary of Process chart" Addendum 1**

The group then clarified the fact that S106 funds held will be a diminishing fund as a result of the introduction of CIL. (Community Infrastructure Levy). S106 charges generally now cannot be applied as previously to developments as there is now agreed charging schedule (CIL) for new developments. However, this does not mean that S106 is completely finished as it is now used alongside CIL charges on major developments or developments of a size and scale with large infrastructure costs, but when collected in future it will be directly attributable to that particular project.

The group then explored the existing **protocol that exists between HDC & WSCC**. This document/agreement was reviewed and signed in 2016. **See Addendum 2**. The protocol describes effective practice in the transfer of payments to WSCC and sets out the steps to be followed by HDC and WSCC, how the steps will be put into practice and reference to the planning policy and guidance. The group was also issued with "WSCC Developer Contributions Policy and Processes document" for discussion and points were raised which would be taken up at following meetings.

The group found the protocol to be detailed but in need of updating with regard to the reference to the "Blue Book" and to reflect the new legislation and policies.

Members of the group and some parishes expressed concerns as to the validity of the data held and used for the purpose of monitoring S106 funds. The group requested all the data of the different funds, analysed to show where the funds had come from, where it was to be spent, when the timeline expires, any restrictions/conditions on spending the funding etc. The group was then furnished with all the data requested and I must take this opportunity to express the thanks of the

working group to Suzanne Shaw for her hard work in assembling this data for the group. The group then analysed the data and found it to be extensive, detailed and accurate.

The group invited an officer from WSCC to attend the next meeting to go through the report and to discuss the processes employed by WSCC in monitoring the information within the report. The WSCC Team Manger attended the meeting and was kind enough to go through WSCC procedures in detail.

The group raised some points of concern namely

- a) The WSCC Developer Contributions Policy and Processes document has not been reviewed since 2016 and was in need updating to reflect the changes in CIL legislation. The WSCC Team Leader agreed that she would ensure that this was reviewed in conjunction with HDC officers.
- b) Some Parish Clerks found it difficult to interpret the very detailed S106 reports and it was agreed that a future training seminar for Parish Clerks might be appropriate.
- c) That the data held by WSCC has not always been supplied in a timely fashion to HDC. The Team Manager agreed to look into this and ensure the data was readily available to HDC in future.

The Team Manager also confirmed that WSCC have never had to return any S106 contributions due to expiry of time. The group was provided with data detailing all funds returned to Developers between Jan 2017 & Dec 2018 and this detailed 3 schemes where the S106 contributions were returned due to the Developments never being implemented.

The group would also like to express their thanks to the Team Manager who attended the meeting.

### **Conclusion.**

The systems and processes employed between HDC and WSCC in the collection, monitoring and spending of S106 contributions are well detailed, documented and generally operated efficiently. The system works well and the officers involved in the execution and operation of this system are to be applauded for their hard work. The collating and monitoring of this complex and very detailed data is strenuous and time consuming. But the review by this T&F group has verified that the data is all in place and readily available. The group also found that current systems, procedures and protocols (although in need of updating) are being followed and are fit for purpose. It is understandable with the complexity of the reports that some may find it difficult to interpret correctly and this should be addressed by providing appropriate training to those who use these reports.

The T&F group has the following recommendations for the Overview & Scrutiny Committee to consider and implement.

- 1) That the current protocol agreed between WSCC and HDC be reviewed and updated as required, as agreed by WSCC Team Manager in conjunction with HDC.
- 2) That this protocol be reviewed by the Business Improvement Working group on an annual basis.
- 3) That the WSCC Team Manger be invited to attend the BIWG annually to update members and talk through current procedures employed and review effectiveness.
- 4) That a training seminar be offered to parish clerks and members on the S106 procedure and how to interpret the monthly reports issued to parishes.

- 5) That the annual report produced by WSCC be distributed to all Members and Parish Councils.

I would like to thank all the members of the Task & Finish Group along with other members who attended the meetings for their input and patience in analysing all the data provided, asking searching well researched questions and giving valuable input to allow this group to make the recommendations above.

Brian O'Connell  
Chairman.

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**SUMMARY OF PROCESS RELATING TO SECTION 106 CONTRIBUTIONS FOR USE BY WEST SUSSEX COUNTY COUNCIL**

**COLLECTION OF WSCC S106 CONTRIBUTIONS**

HDC negotiates the legal agreement with the developer with input from WSCC.



WSCC advises of sums required and puts forward projects.



WSCC justifies the need for the contributions / projects.



WSCC are a party to the legal agreement (signatory) if they have obligations to fulfil.



Triggers for payment of contributions are monitored by HDC.



Usually, all contributions are paid to HDC, including WSCC sums.



HDC holds the WSCC sums.

**SPENDING OF WSCC S106 CONTRIBUTIONS**

Education, Fire and Libraries contributions

Transport contributions

WSCC invoices HDC (usually in bulk). HDC's Planning Obligations Officer checks the request (that the amounts are correct, that the relevant development has commenced and that the use accords with the terms of the relevant legal agreement).

WSCC advises project identified and suggests appropriate contributions. HDC's Planning Obligations Officer checks the request (amounts, relevant development commenced and that use accords with the terms of the relevant legal agreement).

For schemes identified through WSCC's Community Highways Scheme, (and are therefore included in WSCC's Integrated Works Programme for delivery), WSCC are required to provide copies of the minutes of the meeting where the project was agreed, or evidence / confirmation of authorisation of the scheme.

HDC REQUESTS A REPORT OF THE STATUS OF ALL WSCC CONTRIBUTIONS (e.g. allocations, spends etc.)

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## **SECTION 106 PROCEDURE – COUNTY AND DISTRICT REVIEW - IMPROVING THE PROCESS**

During recent months on going discussion has taken place between officers at Horsham District Council and West Sussex County Council to improve the process of managing and monitoring the receipt and expenditure of contributions secured by the District through s106 agreements (otherwise known as planning obligations), for a range of county functions and services. The agreements are legally binding and are used to secure funds or works and for essential elements of schemes such as the provision of affordable housing, public transport services and new infrastructure such as roads or a community centre. Although Horsham District Council is not responsible for all services, it collects and remains accountable for the spending of contributions. In assessing planning applications the District Council will consult with the County and seek contributions towards County Services and functions, i.e. towards highways and transport, education, libraries, the fire service and waste.

Full details of the background to planning obligations, the liaison with different service providers in assessment of planning applications and the methodology and key principles is set out in the Horsham District Council Supplementary Planning Document on Planning Obligations. This may be viewed through the website at [www.horsham.gov.uk](http://www.horsham.gov.uk). If you require more advice on this matter please contact Peter Home, Senior Planning Officer at Horsham District Council on 01403 215575.

The planning policy framework is therefore in place and a draft protocol has now been agreed to help improve the way in which transfers from the District to the County are made and to ensure that there are sufficient opportunities for local communities and local members to have an input and secure transparency and accountability for the spending of the s106 funds. As part of this process the following steps have been taken:

- The District has transferred just under £1 million of education, libraries and the fire service contributions to County.
- The District has transferred just under £1 million of transport and highway contributions to the County for a range of schemes identified in the integrated works programme as approved at the Chanctonbury and North Horsham County Local Committee, having regard to the responses received from the District Council and the relevant Parish and Neighbourhood Councils.

In addition the County Council has given a commitment to:

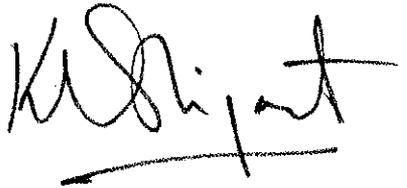
- Provide on going monitoring and annual reports to demonstrate that the allocation or use of highways, transport, education, libraries and fire service contributions towards projects or schemes within Horsham District.
- To work closely with the District, Parish and Neighbourhood Councils to identify future highway and transport schemes for inclusion in the integrated works programme.

The draft protocol will be updated in the light of experience and use and reviewed annually but it provides the building blocks for closer liaison between the County Council, the District Council and the Parish and Neighbourhood Councils. The information supplied by the County regarding the expenditure or allocation of funds towards projects will be reported to the Planning Obligations Panel at Horsham District Council and through this process circulated to the Parishes and Neighbourhoods of the District.

Parishes and Neighbourhoods can have direct input in ensuring that that the highway and transport schemes in the district reflect local needs. The County Council currently consults Parish and Neighbourhood Councils on priorities as part of the Blue Book Schemes (Schemes to be progressed if developer funding is provided). The feed back on the Blue Book schemes is important and the County Council would be pleased to hear from any Parish or Neighbourhood Council that would like to highlight highways and transport priorities in their area. If you have any suggestions please contact Duncan Barratt, Group Manager Development Planning - 01243 777559 or David Lambert, Senior Engineer 01243 777407.



Tom Crowley  
Chief Executive  
Horsham District Council



Kieran Stigant  
Director for Environment and Development  
West Sussex County Council

## THE PROTOCOL

### TRANSFER OF SECTION 106 CONTRIBUTIONS TO WEST SUSSEX COUNTY COUNCIL

This protocol, which describes effective practice in the transfer of payments to West Sussex County Council secured through planning obligations (otherwise known as s106 agreements), is designed to complement the Councils policy on planning obligations as set out in the Supplementary Planning Document. It aims to help improve the way in which transfers to County are made and to ensure that there are sufficient opportunities for local communities and local members to have an input and secure transparency and accountability for the spending of the s106 funds.

The protocol sets out the steps to be followed by Horsham District Council and West Sussex County Council, how the steps will be put into practice and the reference to planning policy and guidance.

The protocol will be updated in the light of experience and use and reviewed annually.

**1. Payment of Education, Fire Service and Library Contributions**

<b>Responsibility</b>	<b>Action</b>	<b>Note</b>	<b>Guidance/Regulation</b>
i. Horsham District Council	Will, as the Local Planning Authority, be the co-ordinating authority for the collection of education, fire service and library contributions	The negotiation of contributions to be the responsibility of the local planning authority in the assessing of each planning application on its own merits having regard to the advice set out in the Supplementary Planning Document on Planning obligations	Town and Country Planning Act 1990 (As Amended); Circular 1/97 Planning Obligations; West Sussex County Council Structure Plan 2001 – 2006, Horsham District Council Local Development Framework Core Strategy and Supplementary Planning Document on Planning Obligations.
ii. Horsham District Council	Will pay the contributions secured in respect of education, fire service and library contributions as they are received.	The payment of education, fire service and library contributions to be paid to WSCC as the sole service provider.	As above
iii. West Sussex County Council	Will provide an annual report to Horsham District Council to demonstrate of the allocation of expenditure or use towards a project within the District.	On going monitoring is required to ensure a clear audit route between the planning application and expenditure on key scheme or project to maintain transparency in the system.	As above

## 2. Payment of Transport Contributions

Responsibility	Action	Note	Guidance/Regulation
<p>i. Horsham District Council</p>	<p>Will, as the Local Planning Authority, be the co-ordinating authority for the collection of transport contributions</p>	<p>The negotiation of contributions to be the responsibility of the local planning authority in the assessing of each planning application on its own merits having regard to the advice set out in the Supplementary Planning Document on Planning obligations and the advice of WSCC as Highway Authority</p>	<p>Town and Country Planning Act 1990 (As Amended); Circular 1/97 Planning Obligations; West Sussex County Council Structure Plan 2001 - 2016, Horsham District Council Local Development Framework Core Strategy and Supplementary Planning Document on Planning Obligations. Supplementary Planning Guidance – Revised County Parking Standards and Transport Contributions Methodology (November 2003)</p>
<p>ii. Horsham District Council</p>	<p>Will hold the contribution until:</p> <ul style="list-style-type: none"> <li>- a scheme has been identified by WSCC having regard to the 'Blue Book' – Schemes to be Progressed in the event of Developer Funding being received';</li> <li>- it has been demonstrated that consultation has taken place with the Parish/Neighbourhood Council;</li> <li>- the scheme has been checked for compliance with the originating agreement;</li> <li>- the scheme along with the consultation responses received from the District, Parish and Neighbourhood has been presented to and agreed by the County Local Committee.</li> </ul>	<p>The negotiations of contributions is the responsibility of the Local Planning Authority subject to the advice by the County as Highway and Transport Authority.</p>	<p>As above</p>

<b>Responsibility</b>	<b>Action</b>	<b>Note</b>	<b>Guidance/Regulation</b>
<p>iii. Horsham District Council</p>	<p>Will pay transport contributions to WSCC on the submission of an invoice accompanied by the minutes of the relevant County Local Committee meeting.</p>	<p>The invoice must specify, in full, the planning application reference(s), site address and the scheme(s) to which the contribution would be allocated.</p>	<p>Town and Country Planning Act 1990 (As Amended); Circular 1/97 – Planning Obligations; West Sussex County Council Structure Plan 2001-2016, Horsham District Council Local Development Framework Core Strategy and Supplementary Planning Document on Planning Obligations. Supplementary Planning Guidance – Revised County Parking Standards and Transport Contributions Methodology (November 2003)</p>
<p>iv. West Sussex County Council</p>	<p>Will:</p> <ul style="list-style-type: none"> <li>- Provide details of the priorities for delivering Highway and Transport improvements in the District and demonstrate consultation with the District, Parishes and Neighbourhoods on the improvement schemes.</li> <li>- Consult the District, Parish and Neighbourhood Councils on the schemes to be included within the 'Blue Book' – Schemes to be progressed in the event of Developer Funding being received'.</li> <li>- Consult the District, Parish and Neighbourhood Councils on the schemes to be included within the Integrated Works Programme.</li> <li>- Identify schemes for the allocation of Section 106 Transport Contributions having regard to the 'Blue Book' – Schemes to be progressed in the event of Developer Funding being received' and the integrated works programme.</li> </ul>	<p>West Sussex County Council is the Authority responsible for setting priorities and delivering Highways and Transport improvements but District, Parish and Neighbourhoods should be consulted on the delivery of Highway and Transport schemes.</p> <p>Local communities and members must be given the opportunity to have an input to the schemes identified in the 'Blue Book' and the inclusion of these schemes within the integrated works programme.</p>	<p>As above</p>

Responsibility	Action	Note	Guidance/Regulation
v. West Sussex County Council	<p>Will:</p> <ul style="list-style-type: none"> <li>- Present the schedule of proposed schemes to the County Local Committee and report the responses received from the District and the Parish and Neighbourhood Councils.</li> <li>- Subject to the agreement by the County Local Committee request payment for the approved schemes, the request to be supported by a copy of the minutes of the meeting at which the scheme was agreed.</li> </ul>	<p>It will be necessary to demonstrate a link from the identification of the highway or transport improvement scheme by West Sussex County Council, through the Blue Book and into the Integrated Works Programme.</p>	<p>As above.</p>
vi. West Sussex County Council	<p>Will acknowledge receipt of the contribution and provide an annual report to Horsham District Council and regular reports to the CLC's to demonstrate of the progression of schemes and the allocation of expenditure or use towards a project within the District.</p>	<p>On going monitoring is required to ensure a clear audit route between the planning application and expenditure on key scheme are project to maintain transparency in the system.</p>	<p>As above.</p>



**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](http://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](mailto:committeeservices@horsham.gov.uk)

Tel: 01403 215123

Published on 01 March 2019

**What is a Key Decision?**

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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.

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
1.	<b>Affordable Housing Investment - Creation of a Housing Company</b> Community and Wellbeing Policy Development Advisory Group 25 <sup>th</sup> February 2019	Cabinet	21 Mar 2019	Open	Rob Jarvis, Head of Housing Services robert.jarvis@horsham.gov.uk  Cabinet Member for Community and Wellbeing (Councillor Tricia Youtan)
2.	<b>Proposal to sell surplus council assets</b> Policy Development Advisory Group 11 March 2019	Cabinet	21 Mar 2019	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
3.	<b>Section 106 affordable housing funding for Saxon Weald</b> Policy Development Advisory Group March 2019	Cabinet	21 Mar 2019	Open	Rob Jarvis, Head of Housing Services robert.jarvis@horsham.gov.uk  Cabinet Member for Community and Wellbeing (Councillor Tricia Youtan)
4.	<b>High Weald Management Plan</b> 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)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
5.	<b>Development of industrial units at Oakhurst Phase 4</b> Policy Development Advisory Groups 8 April 2019	Cabinet	6 Jun 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)
9 Page 50	<b>Highwood Community Centre - Development Proposal and Construction Contract Award</b> Policy Development Advisory Group 17 April 2019	Cabinet	6 Jun 2019	Open	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)
7.	<b>Corporate Plan 2019 to 2023</b>	Cabinet  Council	6 Jun 2019  26 Jun 2019	Open	Glen Chipp, Chief Executive glen.chipp@horsham.gov.uk  Leader (Councillor Ray Dawe)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
8.	<b>Re-provision of athletics track</b> Policy Development Advisory Group 17 April 2019	Cabinet	6 Jun 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)
9.	<b>Conservation Area Appraisals and Management Plans for Slinfold and Warnham</b> Policy Development Advisory Group 25 April or 24 May 2019	Cabinet	6 Jun 2019	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Claire Vickers)
10.	<b>Replacement Telephone System</b> Policy Development Advisory Group 8 April 2019	Cabinet	6 Jun 2019	Part exempt	Andrea Curson, Head of Technology Services andrea.curson@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
11.	<b>Renewal of Microsoft licensing</b> Policy Development Advisory Group 8 April 2019	Cabinet	6 Jun 2019	Part exempt	Andrea Curson, Head of Technology Services andrea.curson@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
12.	<b>Contract for replacement ANPR car park system</b> Policy Development Advisory Group 03 April 2019	Cabinet	6 Jun 2019	Part exempt	Ben Golds, Head of Parking Services ben.golds@horsham.gov.uk  Cabinet Member for Local Economy (Councillor Gordon Lindsay)
13.	<b>Contract for Facilities Management Services</b> Policy Development Advisory Group 8 July 2019	Cabinet	25 Jul 2019	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
14.	<b>Medium Term Financial Strategy</b> Policy Development Advisory Group 4 November 2019	Cabinet	28 Nov 2019	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
15.	<b>Budget 2020/21</b> Policy Development Advisory Group 6 January 2020	Cabinet  Council	23 Jan 2020  12 Feb 2020	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
16.	<b>Council Tax Reduction Scheme</b> Policy Development Advisory Group 6 January 2020	Cabinet  Council	23 Jan 2020  12 Feb 2020	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk  Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

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

Work Programme for **2019**

	<b>Overview &amp; Scrutiny Committee</b>	S106 (WSSC) T&F Group	Finance & Performance	Business Improvement	Community
<b>March 2019</b>	March  Q3 Quarterly Corporate Plan and F&P Report  Review of Working Groups and S106 Task & Finish Group to date				
<b>April</b>					
<b>May</b>	Election of Chairman and Vice Chairman  Crime and Disorder End of Year Report (TBC)				
<b>June</b>	Q4 Quarterly Corporate Plan and F&P Report				

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