



Overview and Scrutiny Committee

Monday, 20th March, 2023 at 5.30 pm

Conference Room, Parkside, Chart Way, Horsham

Councillors:

Tony Bevis (Chairman)	
Ian Stannard (Vice-Chairman)	
Andrew Baldwin	Tim Lloyd
John Blackall	John Milne
Chris Brown	Bob Platt
Ray Dawe	Jack Saheid
Ruth Fletcher	David Skipp
Billy Greening	Diana van der Klugt
Nigel Jupp	

You are summoned to the meeting to transact the following business

Jane Eaton
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. Minutes	3 - 6
To approve as correct the minutes of the meeting held on 23 January <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>	
3. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Committee	
4. Announcements	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. Report on the Council's Finance and Performance in 2022/23	7 - 26
To receive the report of the Director of Resources	

6. **Local Authority Housing Fund Update**
To receive an update from the Director of Resources.
7. **Final report of the Task & Finish Group on the use of Consultants** 27 - 34
To receive the report from the Chairman of the Task & Finish Group on the use of Consultants.
8. **Overview & Scrutiny Work Programme** 35 - 36
To review the current work programme.
9. **Cabinet Forward Plan** 37 - 40
To consider the Cabinet Forward Plan published on 1 March 2023.
10. **Urgent Business**
Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances

Public Document Pack Agenda Item 2

Overview and Scrutiny Committee 23 JANUARY 2023

Present: Councillors: Tony Bevis (Chairman), Philip Circus, Paul Clarke, Ruth Fletcher, Billy Greening, Nigel Jupp, Richard Landeryou, Bob Platt and David Skipp

Apologies: Councillors: Ian Stannard, Tim Lloyd, John Milne and Jack Saheid

SO/45 MINUTES

SO/46 MINUTES OF 26 SEPTEMBER

The Minutes of the meeting held on 26 September were approved as a true record and signed by the Chairman.

SO/47 MINUTES OF 21 NOVEMBER

The Minutes of the meeting held on 21 November 2022 were approved as a true record and signed by the Chairman.

SO/48 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

SO/49 ANNOUNCEMENTS

The Chairman reminded Members that the Chairman of Overview & Scrutiny, the Leader of the Council and the Cabinet Member for Finance and Parking are authorised to agree minor changes to the budget. The following changes had been approved since the previous meeting:

- Receipt of a £24,000 grant from DEFRA for a particulate matter analyser in Storrington, which would provide valuable air quality data
- Receipt of a £24,500 grant from Government to fund additional work as a result of the implementation of the Elections Act 2022
- Receipt of a £60,700 grant as a winter top up, to provide homelessness support

In addition, a grant for £2.656m from the Government has been made available, to which Horsham District Council would need to supplement an additional £3.21m. This grant was to provide housing for Ukrainian and

Afghan refugees. The decision to accept this funding would be a decision for Full Council. The Director of Resources advised that the short-term aim would be to support those fleeing conflict, however, longer term the housing would be made available to those on the housing register. The Committee were advised that there would be a financial return on investment from rental income. The challenge would be sourcing the stock by the end of November 2023, which was the deadline set by the Government.

SO/50 **UPDATES FROM TASK & FINISH GROUPS**

The Chair of the Task and Finish Group in relation to the use of consultants advised that meetings had taken place with the Economic Development and Development Management teams, and a meeting was scheduled with the Strategic Planning team.

Members were advised that there were a variety of reasons for the use of consultants, however the Group had developed preliminary recommendations as a result of these meetings. The Chair of the Group thanked the Director of Resources for providing the required figures. The report of the Group would be considered at the March meeting of the Overview and Scrutiny Committee.

SO/51 **REVIEW OF THE 2023/24 BUDGET AND MEDIUM-TERM FINANCIAL PLAN**

The Director of Resources introduced the report on the 2023/24 Budget and the Medium Term Financial Plan. The cost impact of inflation currently at 10% was noted. It was highlighted that there was a £1.2m net expenditure increase and a risk that cost pressures could increase. The budget included a 2.99% increase in Council Tax, and fees and charges had been increased. The income from treasury management investments would help to meet the increase in expenditure, however the income was likely to cap at 4.25%. The budget has provision for Council Tax support, however a response was awaited from West Sussex County Council as to whether they could also provide support for the scheme. Of the 2023-24 funding guarantee grant, £1.6m would be retained for the collection of food waste service, as this service will be mandated in the future, at a cost of between £1.3m to £1.6m. The new homes bonus was earmarked to reduce the environmental impact and improve infrastructure. The Medium-Term forecast is a £3m future deficit by 2026/27, and therefore decisions would be required in the coming months to reduce the deficit.

The Cabinet Member for Finance and Parking highlighted the need to produce a balanced budget. It was noted that Horsham District Council charges the lowest rate of Council Tax across East and West Sussex, and delivered an extensive capital works programme alongside this. The support for cost of living and environmental concerns were highlighted as priorities.

The Committee discussed the cost of the implementation of food waste collection, and it was noted that the collection of residual waste on a 3-weekly

basis would cost less than a fortnightly residual waste collection. It was agreed that this should be acceptable to residents, if additional collections took place for other household items that may produce odours.

In relation to providing council tax support, the Cabinet Member for Finance and Parking confirmed that discussions were ongoing with WSCC and the Sussex Police regarding the support they can offer. Members were advised that if WSCC and Sussex Police were not able to support the scheme, the Finance and Parking Policy Development Advisory Group had already considered the possibility of Horsham District Council funding the gap.

Members questioned the income from parking, and it was highlighted that on-street parking fees are lower than off-street parking fees, despite causing more social issues. The Committee were advised that the Parking Manager is undertaking a review of the differentials, in relation to off-street parking and private providers.

The Committee asked whether there were additional costs rising from the delay to the local plan, particularly in relation to defending appeals, cost of officers working on the plan, and planning income. It was confirmed that no budgetary impact was included in the 2023/24 budget.

With regards to the grant for the provision of housing for refugees, Members asked how Horsham District Council would source the funding required. The Director of Resources advised that a decision would be made as to the most efficient and effective strategy at that point. It was likely to come from the general reserve, but may be obtained from capital receipts. It was confirmed that external borrowing would not be required. Members highlighted that the general reserves would be required to fund the budget gap, and that there was a risk that the general reserve level would be low as a result of this. The Director of Resources advised that the intention would be to invest the general reserve, to generate income that would reduce the budget gap and that a minimum general reserve level of £6m would be retained. The Director of Resources agreed to check the minimum CIPFA guideline figure for the general reserve.

Concerns were raised that the current level of general reserves were high, with consideration to households that require support due to the increase in the cost of living. The Committee were advised that the Council has well-funded and resourced community services, which are non-statutory and many local authorities do not provide. The Committee requested that a detailed spending plan for the £1m budgeted to support those would be provided.

The Committee discussed the budget required for capital sums, and the following points were raised:

- The Drill Hall was a key community asset, and any decisions would be made by Full Council

- Broadbridge Heath running track and London Road Car Park, were potential future sites for affordable housing, should it be deemed an appropriate way forward
- Refurbishment work was required for 3 of the leisure centres, and it was proposed that work would take place between contracts
- The Capitol theatre was well loved, and a project was underway to commercialise it
- Billingshurst car park was unable to be restructured under the current lease, but at the point of lease renewal the Council would look to negotiate on more favourable terms to allow work to be undertaken

Members queried the prudence of spending the budget on the museum, due to visitor numbers, and the running track as it is a loss-making asset. The Cabinet Member for Finance and Parking highlighted that these were community assets that it was a priority to retain for residents. The Committee requested further detail on the visitor numbers, against the cost of running the facilities, as well as an update on the 5-year plan for the Horsham Museum. It was noted that the Cabinet Member for Leisure and Culture was due to attend the next meeting of the Overview and Scrutiny Committee.

The Committee asked the Council's position on the collection of council tax debt. The Director of Resources confirmed that each debt was assessed individually and dealt with as appropriate. The write off policy was broadly the same as previously.

SO/52 **WORK PROGRAMME**

The Chairman confirmed that the Cabinet Member for Leisure and Culture would attend the next meeting to discuss Places Leisure and Horsham Museum.

The report of the Task and Finish Group on the Council's use of consultants would be considered by the Committee at its next meeting, as well as report of the Council's Finance and Performance for Quarter.

SO/53 **URGENT BUSINESS**

There was no urgent business.

The meeting closed at 6.51 pm having commenced at 5.30 pm

CHAIRMAN

Report to Overview and Scrutiny Committee

Date of meeting 20 March 2023

By Director of Resources

INFORMATION REPORT

Not exempt



REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2022/23

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. The Council uses corporate performance indicators, financial reporting and review of progress against key corporate projects to show progress.

The financial performance is forecast at Month 10 of the 2022/23 financial year. Officers currently forecast an operational deficit of £0.21m. There are rapidly rising costs resulting in forecast overspends of £0.54m in Waste from the increase in HVO fuel and prices and specialist medical collection costs, £0.55m in Housing overspend due to increased board and lodging costs and £0.35m increase in reactive maintenance costs due to both increased demand and cost of repairs in temporary accommodation and commercial properties. This is mostly offset by forecast surpluses of £1.23m from the impact of increased interest rates on our investment income and £0.63m in parking income as customers return to the town centre car parks, we have also received rate refunds due to changes in rateable values. Debt over 90 days is aging and the risk associated is building, albeit being closely monitored by the finance department and the planning team.

The capital expenditure at Month 11 is provided in Appendix C. Expenditure was £4.24m (35%) of the £12.1m capital programme. By comparison, spend on capital was £4.1m (49%) of the £8.3m programme at same period in 2021/22. An outturn of £5.6m or 46% is forecast by officers. An analysis of the causes of the delays in delivery has been undertaken, which will be used to improve programming in future years.

An analysis of performance indicators at Quarter 3 shows 56% at or above target, 22% close to target and 22% outside of the target. Eight indicators have not met target. This includes the total number of Community Triggers activations which have led to multi-agency reviews of case involvement. The number of households in temporary accommodation and Bed and Breakfast has remained at red though we are seeing the figures coming down through the provision now provided by Roffey Place, we have also secured four additional family sized properties secured through Saxon Weald. The number of missed bins has also increased this quarter and additional reporting has been put in place to identify if there are recurring issues in certain areas. Fly-tipping incidents remains in the red but incidents did decrease during December. There are three red indicators around Revenue and Benefits, collection of arrears for Council Tax and Business Rates, as well as quality assurance on Local Authority error.

Work on the Corporate Projects progressed through quarter 3 of 2022/23. The skate park in Horsham Park is now completed with positive feedback from users. Podback (the collection of coffee pods) has now launched and is proving popular with residents. A new Water Neutrality Project Manager has been appointed and is working on developing an implementation scheme.

Recommendations

It is recommended that Members note the contents of this report.

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: Senior Leadership Team, Cabinet Members.

Wards affected: All

Contact: Dominic Bradley, Director of Resources. 01403 215302

Background Papers:

Appendix A: Key Performance Indicators Q3

Appendix B: Budget Monitoring and Forecast Outturn summary April 2022 to January 2023

Appendix C: Capital Budget monitoring and forecast outturn at M11

Appendix D: Revenue Budget monitoring and forecast outturn at M10

Appendix E: Corporate Projects Update Q3

KPI Report Q3 2022/23



Traffic Light:  Red - 8  Amber - 8  Green - 20  Data only - 1

KPI Movements since Q2

Four remain Red:

HS18 No of households in temporary accommodation, HS19 Of which no of households in B & B accommodation, No. of fly tipping incidents, Arrears Collection: NNDR

2

Four moved from Green to Red:

OD21 Community Triggers, OP17 Missed Bins, R&B05a Arrears collection: Council Tax, R&B03 Quality Assurance: LA Error

6

Four remain Amber

BT1 Percentage of payments made online, FS07 % of invoices paid on time, LS01(a) Attendance at Sports Centres, R&B06a Direct Debit Payers (%)

Three moved from Green to Amber:







R&B01 Customer Assurance, R&B04a In year Council Tax collects and HS19 Health and Wellbeing interventions for working aged residents.










One has moved from Red to Amber







LS05(i) Attendance at the Museum








One moved from Amber to Green




Total sickness (excluding leavers sickness)





PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
BT1(i) Percentage of payments made online		84%	82%	85%		<p>This is consistent with the same period as last year but still below target.</p> <p>Two main areas are being looked at:</p> <ul style="list-style-type: none"> • 100% of bin dispensation applications currently go through the contact centre for operational reasons. We are re-introducing a self-serve option during the next quarter. • 71% of orders for new bins go through the Customer Service team as against self-serve. 45% of bin orders are to replace damaged bins which may be why a high proportion of customers choose to phone in but will talk to Customer Services to investigate further.
CD21 Total number of Community Trigger activations	1	1	5	2		A community trigger is a multi-agency review of case involvement. Despite 5 triggers, 3 of the reviews have made recommendations for partners.
CD23 No of voluntary organisations supported through advice and enablement		63	65	56		
CD24 Number of Volunteers referred via the Voluntary Sector Support Service		30	144	66		
CS03 Less than 5% of incoming calls abandoned	3.4%	2.77%	2.52%	5%		
DM23h Speed of decision - major (Oct 2021 - Sept 2023)			87.2%	60%		



PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
DM24e Quality of decision - major (April 2020-March 2022)			3.49%	10%		Final figure as of end December 2022. There will not be any further updates to this KPI.
DM24f Quality of decision - major (Apr 2021 - Mar 2023)			0%	10%		
DM25h Speed of decision - non-major (Oct 2021 -Sept 2023)			94.9%	70%		
DM26e Quality of decision - non-major (Apr 2020 - Mar 2022)			0.75%	10%		Final figure as of end December 2022. There will not be any further updates to this KPI.
DM26f Quality of decision - non-major (Apr 2021 - Mar 2023)			0.18%	10%		
PS07 % of invoices paid on time	94.50%	95.80%	94.00%	95.00%		A new member of staff started in November in Accounts payable and performance dipped slightly in the handover period.
PS09c Parking Combined Total Income	£1,325,960	£2,503,219	£3,498,255	£2,860,298		
HS18 No of households in temporary accommodation	105	127	154	115		This figure includes B&B numbers which are coming down though the provision of Roffey Place. Target figure to be increased to reflect additional stock secured through Saxon Weald for larger families.
HS19 Of which no of households in B & B accommodation	4	17	38	13		Roffey Place, partnership with Turning Tides opened on 12/12/2022 and phase two is now complete and positively impacting the number of households in bed and breakfast. Four additional family sized properties secured through Saxon Weald to reduce number of families with children being placed in B&B.

PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
HW1 Number of Health & Wellbeing Interventions for working age residents		118	180	195		Traditionally December is a quieter period, but figure is close to target. There has also been a decline in numbers since moving out of the town centre location but these should pick up again when we are in the new location.
HW2 Number of Health & Wellbeing Interventions for over working age residents		42	115	78		
Page 12 S01a Attendance at Sports Centres	0	230,435	239,617	265,000		December attendances in particular, were well below expectations due to a number of factors including the cold weather, potentially people reining in their spending and prioritising other festive activities. Public swimming showed the biggest downturn but there was also reduced take-up of exercise classes and gym usage. Trends will be monitored over the next quarter which is typically when attendances rise as people return to healthier lifestyles.
LS05(i) Total attendance at Horsham Museum	0	2,582	3,848	4,000		The target figures were calculated without taking into account the museum's closed period around Christmas and New Year and would have made up the short deficit of 152 visitors in that time. Horsham Museum visitor numbers do not have a like for like figure from previous years as the counting method is different (automatic versus manual).
LS04 The Capitol overall ticket sales		31,808	28,595	20,750		
OP14a Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%] (Quarter 2 July -Sept 2022)	56.81%	58%	52.8%	50%		

PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
OP17 Number of refuse, recycling and garden waste collections confirmed as missed	192	189	247	210		Although this number represents 26 missed collections per 100,000 collections we are looking into why the number this quarter is higher than usual and will continue to monitor closely. Additional reporting has been put in place which will help identify any areas where there might be regular issues so that this can be rectified.
OP19 Quality of recycling - % contamination rate	8.87%	7.63%	7.75%	8%		
PP09 % of FOI requests responded to within 20 days	98%	98%	97%	85%		Information provided by Information Governance Officer
PS11c Total sickness (excluding leavers sickness)	6.02	5.99	5.97	6		
R&B01 Customer Assurance	100	100	79	80		The service has maintained performance of 100% since this KPI was set up. Unfortunately, during Q3 the service has had to uphold two Stage 2 complaints and incurred a minor data breach that was caused by Capita. The service has put in place additional checks to prevent this happening again.
R&B02 Right Time: Combined Speed of processing for new claims and changes of circumstances	6.84	10.21	8.63	11		The speed of processing has increased over the last few months as work volumes have crept up. However, it remains comfortably under the 11 days and will now decrease as is the normal trend as bulk processing items are pushed through annual billing..
R&B03 Quality Assurance: LA Error	0.23%	0.29%	0.26%	0.4%		The LA Error figure has reduced when compared to Q2 but is higher than at Q1, and also Q3 last year. We continue to find long-standing errors relating to claims assessed under the Census regime, which lead to overpayments that use up the threshold headroom.

PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
						<p>The risk remains red whilst the audit is being undertaken as the service is currently working through the extrapolation of the errors found during the subsidy audit.</p> <p>There is currently an increased risk that the extrapolation will place a significant pressure on whether the service will meet the subsidy threshold. This in turn will impact the subsidy Horsham can claim from central Government.</p>
R&B04a In Year Collection: Council Tax	84.66%	84.88%	84.63%	84.88%		<p>The CT collection rate has dipped slightly when compared to December 2020 and 2021. The service is currently investigating whether this is a result of an increase in 12-monthly instalments, instead of the traditional 10-monthly instalments. If this were the case the collection rate will catch up by the end of March 2023.</p>
R&B04b In Year Collection: Business Rates	80.59%	80.28%	82.46%	80.28%		<p>The Business Rates collection rate continues to outperform the previous two financial years.</p>
R&B05a Arrears Collection: Council Tax	28.03	35.6	30.65	35.6		<p>The arrears collection rate Council Tax and is down when compared to the previous year. The service has experienced delays with a new Enforcement Agent company, which have been out of our control. In addition, the service had to divert recovery resource to deliver the Energy Rebate Scheme (ERS), which would also have impacted recovery activities. The service is also aware that it may be experiencing an impact based on the financial crisis. A full review of the current recovery position is underway, and from this will come various options to rebuild performance in this area now that the ERS has come to an end.</p>

PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
R&B05b Arrears Collection: NNDR	79.95	54.55	35.03	54.55		The arrears collection rate for Business Rates is substantially down when compared to the two preceding years. The service has experienced delays with a new Enforcement Agent company, which have been out of our control. In addition, the service had to divert recovery resource to deliver the Energy Rebate Scheme (ERS), which would also have impacted recovery activities. The service is also aware that it may be experiencing an impact based on the financial crisis. A full review of the current recovery position is underway, and from this will come various options to rebuild performance in this area now that the ERS has come to an end.
R&B06(a) Direct Debit Payers (%)		78.35%	79.05%	80%		The percentage of DD payers continues to remain above 79%, but with a slight decrease in numbers. Ahead of collating data on DD payers as a target it was anticipated that the numbers of customers on DD would fall, as they had been artificially inflated as a result of the requirements of the Energy Rebate Scheme, but we will continue to encourage customers to sign up to direct debit.
SSC9a No. of fly tipping incidents	310	209	276	231		The monthly figure was over target in October and November but was under target in December.
SSC9c No of Fly Tipping Clearances		108	173			The indicator shows the number of incidents of fly tipping reported and then cleared on HDC land. During the first quarter there were 74 fly tipping clearances during quarter 2 there were 134 on HDC land.

PI Code & Short Name	Q3 2020/21	Q3 2021/22	Q3 2022/23			Notes
	Value	Value	Value	Target	Status	
VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.51%	99.06%	95%	95%		There are currently five Voids in <ul style="list-style-type: none"> • 25, Lintot Square • F19b Park House • Park House (1st Floor) F19a • Arun House, Hurst Road • Unit 4 Forum
VE01b Income from HDC owned and managed commercial and industrial estate space	£3,751,374	£3,955,803	£3,931,284	£3,879,196		

Budget Monitoring and Forecast Outturn – April to January 2023

Monthly Summary:

The operational forecast overspend is now a 0.21m overspend for the year (previously £0.50m). During the month there have been forecast savings of £0.14m in strategic planning due to delays with the Local Plan process, £0.04m saving in car parks for rateable value refunds, as well as an additional homeless prevention grant of £0.07m received from DLUHC. Other changes include a £0.04m forecast saving due to recruitment delays on the Wilder Horsham District work with Sussex Wildlife Trust, an additional £0.09m forecast overspend on repairs and maintenance in commercial and temporary accommodation, these additional maintenance costs are offset by better than anticipated investment property income. Despite an operational forecast overspend of £0.21m, after funding there is a net surplus of £0.3m forecast.

Revenue Outturn Forecast:

Outturn Forecast	£000s
Corporate Management	62
Resources * includes parking	(1,755)
Community and Culture	1,445
Place	452
Total overspend / (surplus)	207

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2022/23	M10 snapshot of overall budgetary position
12,188	Net exp set in budget
121	Changes to net budget. Drill Hall, Climate Change Plan, Parking Income
207	forecast overspend
12,516	Forecast net exp
-10,700	Council tax
-2,052	Business rates
-11	Net Collection Fund 'surplus' after using reserve
-141	CTS Government funding
85	CTS £150 scheme
-12,819	Funding
-303	Net (surplus) / deficit before one-off cost / funding

Capital Expenditure:

Spend to date of £4.2m (35%) (M9 £2.9m) of the £12.1m capital budget. This is a similar expenditure to that of 2021/22 when £4.1m was spent in the same period.

Capital outturn forecast:

Budget holders are forecasting a full year spend of £5.6m (46% of budget), down from M9's £6.5m but still doubtful in practical terms. Requires spend of £1.4m in the final month, although some works have been completed and we are just waiting for the invoice - which will be accrued at year end if the invoice has not been received by then.

There are a number of projects where work is still continuing. Some like the works on the Horsham Park Pond are aiming to complete in the 2022/23 financial year. Other projects will now end up straddling the financial year end with ongoing spend in 2023/24.

Monitoring Compliance: 100%

Debtors

The Council was owed £1.8m at 11 February 2023 (£2.21m 12 January 2023) of which £1.4m was >30 days. The table compares a breakdown of the debts vs previous month.

Age Group	11 Feb 2023 £K	12 Jan 2023 £K
Current	213	345
>30 Days	132	532
>60 Days	308	244
>90 Days	1,153	1,085
	1,806	2,206
>90 Days top 7 = £820k (71%)		
Developer CIL due August 2022	261	174
Developer CIL due August 2022	194	194
Developer S106 due in 2016 and 2017, (Nov 2020 £134k now paid)	116	116
* Entertainment and £13.5k current	85	85
Developer CIL due May 2022	67	67
Developer CIL due May 2022	55	55
Developer £37k CIL due Jan 2019, £3k CIL due July 2019	42	42

* Commercial rent. Payment plan currently on hold.

Actions being taken by development management and legal services to chase debt on CIL / S106.

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Cabinet Member for:	Detailed Description	Period 11 Ytd	Budget	% of Budget	P11 Forecast Outturn	Start date (estimate for spend. Project work commences before this)	Internal	External	Financial Impact only: Income / Savings foregone or Benefit from not spending
Property & the Local Economy	HIGHWOOD COMMUNITY CENTRE	133,877	750,000	18%	170,000	Started	Time for consultation and design took much longer than allowed for. Scheme plans amended during consultation.		Benefit by not spending
Leisure and Culture	WARHAM NATURE RESERVE IMPROVEMENTS	0	4,100	0%	4,100	Retention		Awaiting invoice from contractor	Benefit in delayed payment
Leisure and Culture	ROFFEY RECREATION GROUND REGENERATION PROJECT	0	80,000	0%	50,000	Feb-23			Benefit by not spending
Leisure and Culture	HORSHAM SKATE PARK	261,349	270,000	97%	261,349	Retention	Time for consultation took longer than allowed for. Scheme plans amended during consultation. Equipment to be purchased in 22/23 and works completed in 23/24.	Project complete - retention amount held	-
Environment & Rural Affairs	BILLINGSHURST BYPASS REC PATH IMPROVEMENTS	39,028	75,000	52%	73,125	Oct-22			-
Leisure and Culture	RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	30,000	0%	0	Apr-23	Structural engineer required; not anticipated during project planning.		Benefit by not spending
Leisure and Culture	BLUEBELL PARK ADVENTURE TRAIL	15,000	15,000	100%	15,000	Complete			-
Property & the Local Economy	SECURITY ENTRANCE DEFENCES	25,037	25,037	100%	25,037	Complete			-
Horsham Town Centre	HORSHAM PARK POND - BEACH & FENCE	13,497	64,745	21%	64,745	Started	As programmed towards end of year.		-
Leisure and Culture	CAPITOL - LED LIGHTING (TO IMPROVE ENERGY EFFICIENCY)	6,944	205,000	3%	6,944	Feb-23	Tender exercise took longer than expected - now at standstill and works will start in March 2023 but not be completed by 31 March.	Long lead times expected.	E32k p.a. energy savings foregone
Leisure and Culture	HOLBROOK EAST PLAY IMPROVEMENTS (NORTH HORSHAM PLAY)	0	15,000	0%	15,000	Mar-23	Time for consultation not included in programme		Benefit by not spending
Leisure and Culture	CHESWORTH FARM PATH IMPROVEMENTS	0	16,283	0%	15,876	Jan-23	Project underway		-
Leisure and Culture	HAMMER CAGE REPLACEMENT AT THE BRIDGE	17,711	35,500	50%	35,422	Started	Project underway		-
Community Matters	PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	30,561	0%	0	Cancelled	Works no longer required in 2022/23		Benefit by not spending
	Other Community and Culture projects	378,565	866,226	44%	566,598				
Recycling & Waste	VEHICLES - NEW	118,594	1,200,000	10%	315,000	Feb-23	We could have been quicker to place orders, but time spent assessing options and strategy.	Vehicle lead time increased from 6-12 to 18 months. E845k of vehicles on order awaiting delivery. Expected delivery dates Q1 & Q2 2023/24	Benefit in delayed spending
Recycling & Waste	VEHICLES - NEW - GOING GREEN ADDITIONAL COSTS	0	300,000	0%	40,000	Feb-23	This was additional budget to explore green options when replacing vehicles, the market is still developing and we have re-used rather than bought new.		Benefit by not spending
	Vehicle Fleet	118,594	1,500,000	8%	355,000				
Recycling & Waste	BIN WEIGHING TECHNOLOGY & EQUIPMENT	0	32,810	0%	0	Jan-23	Business case approved Jan 2023. Vehicle was on-hold with the supplier but purchase fell through. A new vehicle has been secured and expected to be delivered in Q2 2023/24.		Business case being revisited
Property & the Local Economy	HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	0	Feb-23	No spend this year as the future of the website is still under discussion		Benefit by not spending
Property & the Local Economy	INITIATIVES TO IMPROVE LOCAL BUSINESSES Economic Development Initiatives	0	120,000	0%	0	Feb-23		Investment plans approved, delays due to lack of bids from contractors, exploring other options for works to be completed - awaiting income from Shared Prosperity Fund	Benefit by not spending
Community Matters	96 ACT-DISABLED FACILITY GRANT	1,104,179	1,250,000	88%	1,250,000	Started	As programmed - throughout year	Demand led	-
Community Matters	ACT-HOME REPAIR ASSIST. GRANT	41,194	60,000	69%	56,000	Started	As programmed - throughout year	Demand led	-
	Grants - Environmental health	1,145,372	1,310,000	87%	1,306,000				
Housing and Public Protection	HOUSING ENABLING GRANTS	915,000	1,427,400	64%	1,015,000	Jan-23		Third Party slow. Payments to be made: £180k s106 to Saxon Weald for Cobblers, £100k to Turning Tides.	Benefit in delayed spending
Final Parking	EQUITY FUNDING - PROPERTY DEV CO	275,000	280,000	98%	275,000	Complete			-
Final Parking	LOANS - PROPERTY DEV CO	273,000	350,000	78%	273,000	Complete			-
Planning and Development	S106 / CIL INFRASTRUCTURE SPEND	246,863	250,000	99%	250,000	Started		Demand led	-
	Other Grants & loans	1,709,863	2,307,400	74%	1,813,000				
Environment & Rural Affairs	RURAL CAR PARK - HENFIELD (LIBRARY)	5,528	5,530	100%	5,530	Retention		Retention, awaiting invoice from contractor	Benefit in delayed spending
Environment & Rural Affairs	STORRINGTON MILL LANE - RURAL CAR PARK IMPROVEMENTS	198,989	202,987	98%	201,215	Complete			-
Environment & Rural Affairs	RURAL CAR PARK IMPROV - STORRINGTON LIBRARY NORTH ST	0	15,000	0%	15,000	Complete		Awaiting invoice from supplier	Benefit by not spending
Environment & Rural Affairs	RURAL CAR PARK IMPROV - STEYNING NEWMANS GARDENS	0	126,266	0%	0		Capacity issues in completing 2 rural car parks per year. Programme reviewed and updated going forward		-
Environment & Rural Affairs	EV CHARGING POINTS	0	100,000	0%	60,000	Complete		Works completed - waiting to be invoiced - have chased supplier	Benefit by not spending
	Car Parks Fabric and Equipment	204,517	449,783	45%	281,745				
Horsham Town Centre	ALBION WAY CONNECTIVITY - WORTHING ROAD	7,783	170,000	5%	30,383	Jan-23	Procuring multi-disciplinary services and delivery contractor via the SCAPE Framework for public realm improvements to Bishopric and Worthing Road and a design scheme for Carfax. Project linked to Public Realm strategy stage 2 below.		Benefit by not spending
Horsham Town Centre	LOCAL CYCLING AND WALKING INFRASTRUCTURE	0	18,507	0%	0	Feb-23		Not heard from WSCC. £18,507 to be added to the Bishopric to cover cycling requirements in this project.	Benefit by not spending
Horsham Town Centre	HORSHAM TOWN CENTRE CYCLING STUDY	15,911	30,000	53%	0	Feb-23		£3,366 to be added to the Bishopric to cover cycling requirements in this project.	Benefit by not spending
Horsham Town Centre	PUBLIC REALM PROJECTS - TOWN CENTRE VISION	250	31,049	1%	250	Mar-23	£75k budget trf to Property for West Walk works currently on site.		Benefit by not spending
Horsham Town Centre	PUBLIC REALM STRATEGY STAGE 2 - DESIGN DEVELOPMENT DELIVERY	0	958,000	0%	20,000	Jan-23	Start delayed to due capacity constraints in the project team. Service Request cost estimate received and under review and to be submitted to Horsham Town PDAG in March for Cabinet decision on 8 June as contract value is over £500k.		Benefit by not spending
	Strategic Planning projects	23,944	1,207,556	2%	50,633				
Property & the Local Economy	OAKHURST BP EXTENSION (UNITS 20 & 15)	0	1,000,000	0%	0	Pending more info		Scheme no longer going ahead. Change in ownership	Loss of additional yield 6%+
Property & the Local Economy	CORPORATE PROVISION - ASSET ENHANCEMENT	49,097	100,000	49%	100,000	Started			-
Property & the Local Economy	COMMERCIAL ESTATES - GENERAL	7,250	63,669	11%	63,669	Started			-
Environment & Rural Affairs	BILLINGSHURST CAR PARK DEVELOPMENT	0	164,580	0%	0	Pending more info	Optimism that tenant lease would be quickly resolved.	Works on hold until tenants lease is renewed 2025	Benefit by not spending
Property & the Local Economy	FORUM PIAZZA AND FOUNTAIN UPGRADE	163,127	188,957	86%	188,957	Complete			-
Property & the Local Economy	MILLSTREAM EXTENSION	116,274	329,544	35%	229,544	Started	Works started - due to be completed June 2023		Loss of additional yield 6%+
Property & the Local Economy	ST PETERS HALL & RAFA IMPROVEMENTS	4,962	30,857	16%	20,857	Retention		Retention, awaiting invoice from contractor	Benefit in delayed spending
Property & the Local Economy	7 WEST STREET - WORKS TO FACILITATE LETTING	125,254	126,331	99%	126,331	Complete			-
Property & the Local Economy	PARK BARN - ENERGY EFFICIENCY IMPROVEMENTS	9,348	35,000	27%	35,000	Feb-23	Order ready to be placed for £23.5k + contingency. Any underspend to be spent on boiler		Reduction in energy bills
Property & the Local Economy	BUS STATION - REPLACE 4 DOORS	6,093	40,000	15%	30,000	Jan-23		Awaiting invoice from contractor	Benefit in delayed spending and lower than budget
Property & the Local Economy	SWAN WALK - REPLACE TOP DECK MEMBRANE	6,000	250,000	2%	150,000	Feb-23			Benefit by not spending
Property & the Local Economy	HOUSING NET CARBON RESIDUAL PORTFOLIO - HOUSE FOR DECANT	9,592	450,000	2%	25,000	Pending more info	Moved to Hills Cemetery Lodge works. Awaiting Planning		Benefit by not spending
Property & the Local Economy	HOUSING NET CARBON ZERO (3 HOUSES PER YEAR + 1)	4,750	150,000	3%	4,750	Started	Slide to next year. Complex scope to be defined		Benefit by not spending
Property & the Local Economy	GRANARY - UPGRADE WINDOWS TO IMPROVE ENERGY EFFICIENCY	6,260	20,000	31%	20,000	Dec-22	Order ready to be placed for £16k + contingency		Benefit in delayed spending
Property & the Local Economy	ARUN HOUSE - PREPARE FOR FUTURE USE	490	100,000	0%	490			Awaiting HoTs with WSCC may be required as capital contribution	£40k p.a. rental income
Property & the Local Economy	OAKHURST - SUB STATION UPGRADE TO GIVE POWER HEADROOM	0	200,000	0%	0	Dependant on UKPN		Awaiting timing information from contractor. May need to pay UKPN up front	Benefit by not spending
Property & the Local Economy	BLATCHFORD IND ESTATE - IMPROVE DRAINAGE & ENERGY ISSUES	7,600	70,000	11%	20,000	Jan-23	£50k to be slid into next year for drains		Benefit by not spending
Property & the Local Economy	FORUM FOUNTAIN UPGRADE	0	120,000	0%	0		Re-specified and out to tender February. Start date next financial year		Benefit by not spending
Property & the Local Economy	BURTON COURT BIN STORE	6,767	100,000	7%	40,000	Mar-23	Awaiting planning and going to tender January		Benefit by not spending
	Miscellaneous properties spend	522,865.79	2,528,937.85	21%	1,054,598.61				
		4,237,598	12,097,712	35.0%	5,597,574	46.3%			

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Revenue Budget 2022 23

Month 10 : April 2022 to January 2023

Service Area Table in £000's	Spend	Annual Budget	Spend % Budget	Income	Annual Budget	Income % Budget	Net Spend	Forecast Over / (under) Spend	Comments	Change to Previous Month	Previous Month Forecast
HOUSING	2,293	2,234	103%	-2,004	-2,257	89%	289	559	Increase electricity, maintenance and B&B costs offset by increased homeless prevention grant	-66	625
STREET SCENE & FLEET	2,883	3,117	92%	-136	-306	45%	2,746	538	Increased Fuel, Agency and Medical collection costs. Reduced income due to delays in Podback service and savings from traffic management programme	-11	550
OPERATIONAL PROPERTIES	699	1,269	55%	-27	-67	40%	672	345	Reactive maintenance workload and costs have increased prices. Increased Parkside service charges	27	318
WASTE & RECYCLING	3,950	4,762	83%	-5,215	-4,042	129%	-1,265	318	Lower bulk bin & trade recycling income, offset by greater than expected contribution from WSCC. Staffing costs for Queens funeral and pay award.	26	292
DEVELOPMENT	1,629	2,002	81%	-1,303	-1,825	71%	326	287	Large schemes have stalled, pre-app workload has reduced. Agency spend up due to vacancies. Reduction in consultancy work	7	280
REVS & BENS ADMIN	-11	1,515	-1%	-642	-660	97%	-653	175	Increased contract charges offset by income from legal expenses reclaimed	-20	195
TECHNOLOGY	1,891	2,163	87%	-4	-226	2%	1,887	89	Increased cost on IT maintenance contracts, offset by savings on course fees and use of consultants	-21	110
ENVIRONMENTAL SERVICES/L	1,481	1,855	80%	-656	-922	71%	825	52		0	52
COMMUNITY SAFETY	605	789	77%	-33	-601	6%	572	46		0	46
FINANCE ACCOUNTANCY	714	801	89%	9	-13	-67%	722	31		-1	33
COMMUNITY DEVELOPMENT	682	1,130	60%	-184	-656	28%	498	17		0	17
PROPERTIES & FACILITIES	426	539	79%	3	-19	-15%	429	16		0	16
CAPITOL	1,820	1,849	98%	-1,741	-1,468	119%	79	16		5	11
CUSTOMER SERVICES	322	349	92%	-1	0	0%	321	14		0	14
MUSEUMS	177	226	78%	-19	-46	42%	157	13		0	12
LEISURE SERVICES	306	397	77%	-368	-875	42%	-61	10	No significant change / Effect of the pay award	2	8
PARKS & COUNTRYSIDE SERV	1,260	1,812	70%	-321	-405	79%	938	7		-7	14
ECONOMIC DEVELOPMENT	537	753	71%	-68	-280	24%	470	5		0	5
HUMAN RESOURCES & ORG D	476	569	84%	-4	0	0%	472	3		-20	23
BENEFIT PAYMENTS	18,780	23,600	80%	-18,224	-23,850	76%	556	0		0	0
COMMUNICATIONS	288	397	73%	-13	-15	85%	275	-0		0	-1
CORPORATE MANAGEMENT	945	1,223	77%	6	-26	-23%	951	-8		3	-9
HEALTH AND WELLBEING	378	479	79%	-260	-426	61%	118	-26		-24	-1
INVESTMENT PROPERTIES	347	421	83%	-4,221	-4,157	102%	-3,874	-26		21	-47
LEGAL & DEMOCRATIC	1,080	1,370	79%	-88	-141	62%	992	-48	Staff vacancies and lower Counsel costs in legal, Increased spend on mail distributions, casual canvass staff, agency staff and courses in Elections	3	-51
LEISURE & CULTURE	174	282	62%	0	0	0%	174	-63	Delays to events officer starting	0	-63
BUILDING CONTROL	647	775	83%	-684	-813	84%	-37	-79	Increased number of applications & savings from vacant posts	-3	-76
PERFORMANCE AND PROJECT	277	492	56%	0	-94	0%	277	-92	Continued delays to new climate change post and panel	-35	-57
STRATEGIC PLANNING	949	1,454	65%	-48	-250	19%	901	-96	Local Plan delayed + CIL review on hold due to gov't consult on NPPF.	-143	47
PARKING SERVICES	1,855	2,192	85%	-4,545	-4,724	96%	-2,690	-634	Refund received due to change of rateable values in car parks.	-43	-590
FINANCE CORPORATE	915	794	115%	-2,052	-954	215%	-1,137	-1,266	Interest Rates still rising, increasing investment income	7	-1,273
Grand Total	48,770	61,611		-42,839	-50,118		5,931	207		-294	500

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Corporate Management	62
Resources	-1,755
Community and Culture	1,445
Place	455
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CP theme	Service Area	Project Name	Project Description	Proposed date of work	Update -for Sept O&S	Update for Nov O&S	Update for March O&S
A great place to live	Leisure and culture	Horsham Park Skate Park.	New skate park in Horsham Park	Project has received detailed consultation feedback and will be underway in summer 2022, due to be completed in December 2022.	The trail road in for the heavy machinery has been laid and fenced off in the Park. Work on the skate park now commencing. It is aiming to be finished by Christmas with a soft opening in January 2023 and then hold a Skate Jam and celebration in the spring.	Installation work is ongoing. Aiming for completion at Christmas still.	Skate park is complete and open, with positive feedback from users. A skate jam is planned for the summer. Project delivered within approved budget and agreed timings.
A great place to live	Leisure and culture	LED lighting at The Capitol.	Replacement of stage lighting with energy efficient and lower carbon LEDs	Prep work with procurement already underway.	Specialist consultants are contracted. Lighting tender is out at the moment looking to award in November and the project installed and complete by the end of March 2023.	Tender process is complete. Cabinet Member report to be written and circulated for sign-off. Completion date still before end of March 2023.	Cabinet Member report signed off in February 2023 and the suppliers are being appointed.
A great place to live	Leisure and culture	The Capitol - long-term investment.	Consultancy work underway looking at feasibility of improvements to seating, customer experience, carbon reduction and reduction of subsidy.	Work is underway with the aim to complete during 2022.	Team have met with various specialist consultants, looking to appoint in September. Business case and options to be developed ready for early 2023. Report to Cabinet/Council early 2023	Specialist consultants are appointed and working on the various options for the business case proposal. Aiming for March Cabinet but will be able to confirm beginning of December once details around options and financial implications are worked up.	Consultancy work is ongoing. Complexity of assessing the available options has pushed backed the report and the initial draft reports are likely to be with officers by end of March for review and feedback.
A great place to live	Leisure and culture	Southwater Country Park engagement.	Consultancy looking at long term options for Southwater Country Park.	Work is underway an engagement exercise is due to complete in 2022.	Have your say at Southwater public feedback consultation launched in summer 2022 and finishing at the end of September. The report is due in November. The review outcomes and the next steps is due at the end of 22/23.	Engagement was successful with almost 1,500 responses to the online survey plus multiple focus groups and individual conversations with all stakeholder groups. Awaiting draft report from consultants in November.	Officers have received initial draft report and have provided feedback, awaiting updated draft report.
A great place to live	Leisure and culture	Rookwood golf course	Completion of a golf study and prepare plan for further consultation in 2023.	Work will be undertaken during 2022.	Members have publicly committed to a consultation regarding the future of the golf course at that time	The completion of the golf study is with Strategic Planning.	Work on the completion of the golf study is still on going.
A great place to live	Leisure and culture	Platinum Jubilee	Multiple events to celebrate 70 years, including bandstand refurbishment.	Completed in June 2022	Successfully completed.	Complete. Now looking ahead to the Coronation and plan of events for 2023.	Work on events for the Coronation have started.
A great place to live	Property	Forum Fountain	Renewal of the contract	2022/23	A performance specification is being prepared for tender	The technical solutions are still being resolved	Awaiting specification for solutions. This is being constantly monitored, recognising the passage of time.
A great place to live	Strategic Planning	Local Plan	Completion of the local plan	Ongoing. Work on water neutrality underway. Project manager recruitment advertised.	Water Neutrality continues to delay Local Plan production. Initial Part C draft of the mitigation strategy received and officer feedback provided. Meeting with Planning Inspectorate held. Officers currently reviewing implications, but clear outcome is that timescales remain tight to progress the Local Plan to Cabinet and Council in 2022.	Water Neutrality Part C documentation close to finalisation and publication. This allows the Local Plan work to proceed. It is proposed to consider the revised documentation at Cabinet in December and full Council in January. This timetable is still subject to external risks arising from joint working requirements but is being closely managed.	The Part C document is now finalised and published. At the request of the Acting Lead a decision was taken to delay the Local Plan until later in the year. The planned meetings of Cabinet and Full Council on 18 January were therefore cancelled. The Local Plan timetable will be updated in due course. In the meantime work is progressing, led by the newly appointing Water Neutrality Project Manager on developing an implementation scheme. This will further support the Local Plan and the development management process when operational.
A great place to live	Public Realm	Highwood Community Centre	Provide new community centre at Highwood.	2022-2023	The design process is progressing and an informal Pre-App has been completed. It is expected that a formal planning application will be made shortly after all surveys have been completed. A main contractor has been appointed under Scape, who is on board and has undertaken an initial feasibility study and provided an indicative cost plan.	A 6% projected budget over run has been identified and a report was taken to the F&P PDAG on the 7th November and a budget increase was recommended.	Planning application submitted. Awaiting validation. Expectation is 4-5 months for planning. Water Neutrality expected to be challenging.

A great place to live	Public Realm	UK Shared Prosperity Fund £1m allocation over three years	Submit application in August 2022. Spending approx £111k: on local investment opportunities in 2022/23 and £20k consultant start up	2022/23 Q3 -Q4	An investment plan for the Shared Prosperity Fund has been approval. This includes funding for public realm improvements in Pulborough as well as for business support, community infrastructure, employability support, community link, volunteering, co-working space and the carbon zero agenda	Still waiting for approval of the investment plan. £871,000 awarded from the Rural England Prosperity Fund (23/24 to 24/25) as an addendum to the Shared Prosperity Fund.	The Investment Plan was approved in December 2022. The projects for the first year need to be delivered by 31st March 2023. Addendum for the Rural England Prosperity Fund has been submitted and is waiting for approval. The intention is to have a grant programme open to rural businesses and communities for capital projects.
A great place to live	Public Realm	West Walk / Forum Walk / Blackhorse Way Public Realm	Upgraded paving and crossing	2022/23 Q3 - Q4	West Walk – on site and on programme.	Slightly behind programme because the sub base needed to be replaced. The works will now be completed post New Year. The work will shut down early December to avoid disruption to retailers pre Christmas.	Works done other than crossover works to the pedestrian crossing. Still snagging to be completed. On budget.
A thriving economy	Property	Millstream Extension -	Millstream Extension	Imminent	The new Agreement for lease is in place and the contractor has been appointed and is expected to start on site shortly.	On site and progressing	On site. Ground issues meant foundation redesign. This will have programme and some cost implications. All resolved technically.
A thriving economy	Ec Dev	Horsham Business Initiative (HBI)	Longer term project working to get Horsham Town in a position to become a Business Improvement District (BID)	2022/23 Discussion over the next 6 months	The HBI was awarded £80,000 ARG funding to assist them in progressing towards a Business Improvement District. We are currently working with other Heads of Service on the baseline agreements regarding the level of service to be provided by HDC, in preparation for a BID. The current timetable suggests a ballot in early summer 2023, if successful a BID should be in place in the Autumn 2023.	No change	The HBI is drawing up a programme in the lead up to a BID ballot. Currently the projected timescale places a BID being established by the end of 2023.
A thriving economy	Ec Dev	Horsham Markets	A Consultant is producing a market strategy for Horsham Markets. This will look at the feasibility of an indoor market. The Report will be completed over the next month for the next phase/s	Mid 2022/23	The Horsham markets review report is now completed.	Completed.	Completed.
A strong safe and healthy community	Housing & Communities	Housing Register Review	Changes to the Housing Register and Nominations Policy.	Consultation work underway; aiming for Cabinet and Council decision in the Autumn.	Recommendations due to be considered by Cabinet 29 September and Council 19 October.	Changes approved by Council in October, back office functions being aligned to go live in phases in the coming months. Will all be implemented by end of the financial year.	Majority of recommendations implemented. One offer of accommodation and increasing areas of choice require system work and will be in place for the new financial year.
A strong safe and healthy community	Housing & Communities	Supporting those under pressure from rising costs	Identify and implement HDC support to help people through cost of living crisis	Budget of £0.3m approval 9 June Cabinet and 22 June Council.	£0.3m approved by Council earlier in the year. Interventions being implemented. In addition Community advice drop in sessions are being held throughout the district	Interventions have been added to through additional provision of £250k support approved by Council 19th October. Additional support for Citizens Advice resource, modelling software, Horsham Matters support and directory of services.	Software system (LIFT) has had kick off meeting. Working through getting data from Revenues and Benefits service at Milton Keynes who use Capita systems. Once data is cleansed objectives will be set.
A strong safe and healthy community	Housing company	Residential accommodation at Dukes Square	Residential accommodation at old storage unit at Dukes Square – approx 6 units.	Q2 2022-23 A business case will be produced which will need to be agreed need to be signed off. Use of S106 funds and Cabinet/Council approval	Dukes Square is proposing 8 units. Business case being considered by Cabinet on 29 September 2022.	Business case approved by Cabinet in September. Plans being finalised to submit to planning.	Updated designs being finalised by architects ready for planning application before the end of financial year.
A strong safe and healthy community	Housing company	Residential accommodation at an other potential site.	Residential accommodation - approx 10 - 12 units	Autumn 2022 will need a business case signed off for decommissioning current use, and use of S106 funds and Cabinet/Council approval	Business case to be proposed later in the year.	Decommissioning of the current use approved at Cabinet, business case was presented to Finance and Parking PDAG on 7/11 and Housing & Public Protection PDAG 8/11	Approval of business case to London Road Car Park development secured at Cabinet (24/11/2022) and Council (14/12/2022). Working with architects on designs to be submitted to planning.

A cared-for environment	Climate Change	Internal carbon reduction programme	Three year programme to reduce the councils carbon emissions; working towards the approved carbon neutral targets.	There are a detailed set of projects for 2022/23 which includes the replacement of waste vehicles, work to Council owned properties, staff training and procurement. Progress report and review Sept / Oct 2022	Carbon data for the 2021/22 financial year currently being analysed and will be presented to the Environment and Rural Affairs PDAG in September. Work progressing on all of the workstreams, such as the purchase of electric vehicles for the fleet	Carbon data for 2021/22 was presented to September PDAG. Showed a 52% reduction in carbon emissions, largely due to the use of HVO fuel in diesel fleet vehicles. Some slippage in the programme for the action plan, partly due to supply chain issues for replacement fleet vehicles	EV fleet vehicles still awaited. Fuller audits of flats and houses completed – need to determine next steps. Lighting replacement programme progressing.
A cared-for environment	Climate Change	Electric vehicle charge point network	Collaboration project with most councils across West Sussex and private sector (Connected Kerb) to implement a new EVCP network across the County.	Installations to take place over the next 7 years (up to 2029). These will be placed in Council owned car parks. Priority sites planned installation for June followed by further sites in the autumn of 2022.	The priority sites in Council car parks are all due to be commissioned by end September. Phase one sites in Council car parks (four sites) will be installed in the autumn. Consultation process for proposed on-street locations (9 sites) to commence in September (lead by WSSC)	Priority sites in three car parks now installed and commissioned. Data indicates use of the points is increasing month on month. Slippage for the phase 1 sites, due to changes to the lease for car park sites. Consultation process for on-street locations to commence shortly.	On-street installations commenced; one site in Horsham town to date. Still waiting for lease to be finalised to commence phase 1 car park sites. Likely start Spring 2023 (5 car parks)
A cared-for environment	Climate Change	District wide climate change action plan	Establishment of a Climate Change Panel and consultant facilitator, which will input to the development of a District wide climate change action plan.	Project approval Cabinet 9 June 2022 and Council 22 June 2022. Roll out by 31 March 2023.	Contract with consultants commenced 1 September 2022. Aiming for draft to Cabinet January 2023.	Work with consultants commenced. Current projects identified, as well as gaps and opportunities to create list of potential initiatives during early part of November. On track for January Cabinet	The Climate Change Plan will now go to Cabinet in March 2023.
A cared-for environment	Property	3 house decarbonisation and cemetery lodge decant.	3 house decarbonisation	From April 2022	A technical assessment is still being undertaken to understand the scope of the works required	A scheme has been prepared for the cemetery lodge. Further technical solutions are being explored for the other houses.	No change. Further discussions are taking place on technical solutions and awaiting budget virement on Hills Cemetery Lodge
A cared-for environment	Waste	Pod Back coffee pod recycling	Introducing recycling coffee pods	Sign contract by end Q2 and roll out by end Q3 2022-23.	Podback have delayed this process. Once the contract is signed there is a 12 week mobilisation period before launch. We are pressing to get this all up and running before Christmas.	Podback - The business case for Podback has been approved and we are now in the mobilisation period with a working launch date for the service of 16 January.	Podback – the new service launched on 30 January 2023, with bookings opening on this date and a leaflet sent to all households.
A modern and flexible Council	Customer & Digital	Residents Survey	A survey sent to residents completed online or via post.	Survey sent out in April 22	The final report detailing the results of the survey has been received. It will be analysed and feed in to the new corporate plan 2023 - 2027	Completed.	Completed.
A modern and flexible Council	Waste	Vehicle replacement	Two small electric sweepers, two large roadside sweeper refurbishments and a large vehicle refurbishment	Procure in Q2	Two electric sweepers have been ordered and awaiting a delivery date (likely early 2023). The order for the two sweeper refurbishments is being processed. Refuse collection vehicle refurbs going to tender this Friday with aim to award the contract on 1st December.	<ul style="list-style-type: none"> * Two electric sweepers ordered, still awaiting a firm delivery date. * One electric PCV ordered, delivery date of December 2022 * One electric Walk-behind sweeper Demonstration November 10th, looking to place order after. * The first Highway sweeper is away being refurbished, the second will follow when the first is complete. * We have now carried out our tender process and selected our preferred bidder for the refurbishment of the refuse collection vehicles. We are on target for the contract to start 1st December 2022. * Awaiting procurement to give go-ahead to place order for Four electric powered vans for Zonal Managers, they are currently checking terms and conditions of contract	<ul style="list-style-type: none"> *Two compact electric sweepers still awaiting a confirmed delivery date. *PCV ordered delivery behind due to parts availability should be late January early February. *Awaiting Terms and Conditions of contract to be signed off by legal so that we can place order for Electric walk behind sweeper. *First highway sweeper to be returned refurbished next week, other one will then go for refurbishment. *Refuse Vehicle Solutions have been awarded the contract to refurbish our refuse collection vehicles, first vehicle to be collected next week. *Four electric zonal manager vans have been ordered due around middle of March.
A modern and flexible Council	Development and Building Control	PRS system & HMLR Land Charges Hun Integration.	Environmental Health and Licencing switched to new system in June 2022. Work on installing new system in building Control will take place in Q3 2022/23. Installation for Planning & Land Charges will take place in Q1-Q3 2023/24 and HMLR Q4 2023.	2022/23	Work on this is due to start in October 2022.	Update on this for proposed date of work is still 2022/23 however the project has not yet started due to issues with Environmental Health & Licencing and we are therefore not due to start on this until Dec 2022 – Jan 2023.	Work commenced Dec 2022

<p>A modern and flexible Council</p>	<p>Chief Exec</p>	<p>Corporate Plan</p>	<p>Will be looking at developing a new corporate plan, including gathering information from the residence survey results and the Big Conversation meetings.</p>	<p>2022/23 - aiming for a Corporate Plan to be taken to Cabinet / Council in January / February 2023.</p>	<p>Three big conversations were held in May 2022 and a residents survey has also been undertaken. A joint management / Cabinet away day is organised for 6 October 2022 to help draw together the new corporate plan for 2023/24 to 2026/27 from these and other inputs.</p>	<p>Three big conversations were held in May 2022, a residents survey has also been undertaken and a joint management / Cabinet away day was held in 6 October 2022, feeding in to help draw together the new corporate plan for 2023/24 to 2026/27. The work has identified five themes covering:</p> <ul style="list-style-type: none"> •The environment at the heart of everything we do •The right housing in the right places for our needs •Keeping the district a great place to live •Keeping Council tax low •Supporting people through the cost of living crisis 	<p>During 2022, three big conversations, a residents survey and a joint management / Cabinet away day gathered together some high level themes for the new corporate plan for 2023/24 to 2026/27. However, the new Corporate Plan will now be developed after the elections in May 2023.</p>
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Report to Overview & Scrutiny Committee

Monday 20 March 2023

By the Task & Finish Group on the use of Consultants



DECISION REQUIRED

Not Exempt

Final Report of the Task & Finish Group on the Use of Consultants

Executive Summary

The Task and Finish Group first met in December 2022. This report gives a summary of the work of the Task & Finish Group and includes observations and recommendations arising from the meetings.

The Group took note of the Council's procedure rules for procurement, which include the recruitment of consultants, and are satisfied that these are transparent, fair and consistent. These are publically available on the [HDC website](#). Crawley Borough Council hosts the shared Procurement Service that provides advice on all aspects of procurement and contract management, and we are one of its partner Councils, along with Mid Sussex and Mole Valley District Councils.

Meetings were held with the Heads of Service from the three departments where the spend on external consultants is highest: Economic Development, Development & Building Control and Strategic Planning. Most consultants are used when specialist skills or knowledge, not available in-house, is required. They are also used when there isn't the in-house capacity to undertake work within the required timeframe.

The Group agreed that, in general, consultants are used appropriately and when necessary and the current procurement arrangements work well. They were impressed with the responses they received and recognise that the recruitment of consultants to cover absent staff, supply specialist skills or undertake work within a tight timeframe are appropriately and responsibility undertaken. The Group made some suggestions for management to consider on about how they could recruit or train staff, solely or in partnership to cover some of these roles, potentially at lower cost. The Group also considered a point raised by a Member who feels wording of consultancy briefs arising from Council or statutory committee decisions do not always fully reflect the views of the Councillors involved. The Group makes a suggestion for the Chief Executive of a way forward on this point.

Recommendations

It is recommended the Overview and Scrutiny Committee note the findings of the review and ask the Chief Executive to:

- (i) If appointing a consultant, following a Motion to Full Council or a decision of a statutory Committee, to instruct the Head of Service to discuss the content of the brief with relevant Member(s) to ensure the brief fully captures the intention of decision or request.

Support the Heads of Service to continue their current good practice in seeking opportunities for:

- (ii) joint recruitment of specialists with other authorities with a view to reducing reliance on consultants;
- (iii) joint recruitment between HDC services that cover similar technical areas;
- (iv) introducing further professional training in key skill areas where the Council currently appoints consultants;
- (v) following recommendations (ii) and (iv) above, ask the Heads of Service report to a future meeting of Overview & Scrutiny Committee within 2 years of the date of this meeting on matters looked into and decisions made.

Reasons for Recommendations

- (i) To ensure that Councillors making decisions at Council or in the statutory Committees have their concerns fully captured in any consultancy brief that may be produced.
- (ii) (iii) and (iv) Try to reduce the cost of consultants in areas where they are regularly required by working with colleagues in our Council and beyond by seeking cheaper alternatives.

Background Information

Spend on consultants by HDC department since 2019/20

Spend on consultants by Economic Development Team

Minutes of the meetings of the Task & finish Group [23 December 2022](#) [12 January 2023](#) [2 February 2023](#)

Wards affected:

All

Contact: Councillor David Skipp, Chairman of the Task & Finish Group
david.skipp@horsham.gov.uk.

1 Introduction and Background

- 1.1 The Task and Finish Group on the use of Consultants was formed at the Committee's 26 September 2022 meeting and met four times during the winter to carry out its work.
- 1.2 The Members of the Group were Councillors David Skipp (Chairman), Philip Circus, Paul Clarke and John Milne. The Group was supported by Liz de Pauley from Democratic Services.

1.3 Terms of Reference

The purpose of the Task & Finish Group was to undertake an investigation into the use of external, paid consultancy by Horsham District Council in support of internal resources.

Objectives

To understand the extent and cost of the use of external consultants in all aspects of the Council's Policy formulation (ref. appendices 1 and 2).

To understand the decision-making processes leading to paid consultancy, including scoping internal consultation and benchmarking.

Assessment of in-house expertise available for a proposed project.

Comparison of approach taken by other equivalent local authorities to employment of consultants.

Clarity and consistency on the specific commissioning goals, parameters and constraints on contracts entered into with consultants, to include rigorous outcome measures, monitoring and provision for revision in response to changing demands or unacceptable performance.

Scope

Comparative Review of data from HDC and other authorities

Interviews with HDC Officers most closely involved with Consultancy Assessment of the cost and business effectiveness of alternative options

Assessment of the effectiveness of Consultations undertaken to date

Recommendations for future use of external paid consultancy.

2 Relevant Council policy

Paragraph 5.3 of the Council's Corporate Plan 2019 to 2023 requires the Council to continue to provide the quality, value for money services that people need throughout the 2020s. This review was intended to scrutinise whether the use of consultants provided value for money at the Council.

3 Details

3.1 Discussion with HDC Officers

The Group met on three occasions to ask questions of the three Heads of Service with the highest consultancy spend in the Council. They interviewed the Head of Economic Development, the Head of Development & Building Control and the Head of Strategic Planning. The notes of these meetings are available on the HDC website.

Economic Development: The main trigger for the use of consultants within Economic Development is external funding. Projects funded through grants often need to be completed within a tight timeframe in order to secure the funding. An example of this was the Government's Welcome Back Fund, which supported local authorities by funding initiatives to encourage people back to the high street after the challenges of Covid.

Development Management: There is a statutory duty to supply specialist comments when assessing planning applications. The consistent costs are from the use of Archaeology and Ecology consultants as specialist knowledge in these disciplines is not available in-house. Since the issue of Water Neutrality, additional consultants have been required. Ecology consultancy costs have increased because of the obligations embedded within the Local Plan and the NPPF. An Agricultural consultant is also used from time to time.

There are in-house specialist staff for Landscape, Drainage and Conservation, and measures are taken to upskill current staff to limit the amount of consultants required, for example in Design. Succession planning is important and training is offered to existing staff to help build resilience within the team.

Strategic Planning: Work on the Local Plan required the gathering of evidence in a number of specialist fields and consultants were recruited when specialist knowledge was not available in-house. Of the total consultancy spend approximately 20% of the cost was spent on Neighbourhood Plans to allow these plans to progress through the relevant regulatory stages. Some consultations are already carried out by internal staff including Heritage, Drainage and Arboriculture, and this proves cost effective.

3.2 **Value for money:** The best value element is determined through the procurement process, when bids are compared. Any goods, works or services that fall under the £50k threshold can be managed by individual departments, as advised in the procurement procedures, and there is a rigorous process in place for this. Performance is generally monitored by the Lead Officer with oversight from the Head of Service when required. In Economic Development, where a majority of consultants were funded by external grants, there was stringent monitoring and reporting to ensure efficient use and value for money.

3.3 Sharing Resources with other Councils & Services

Economic Development: There are regular meetings with heads of service from other WSCC local authorities and some pooling of knowledge and joint working. For example, business training programmes are procured jointly. There is good

communication between local authorities and WSCC are undertaking a review of economic baseline data and looking at governance arrangements for delivering across the county, which could lead to joint working.

Development & Building Control: The current arrangement for Ecology consultancy was coming to an end in November 2023, and this is an opportunity to review options. The Head of Strategic Planning is working with the Head of Development to consider whether there is scope or a need to provide ecology services in-house given increasing legislative burdens that are being placed on Local Planning Authorities in the future. Succession training is already taking place within the department. With regard to the potential for sharing posts with other local authorities, this was challenging in cases where the work was site specific.

There could also be a potential for HDC departments to share staff between services, for example, Countryside Management and Development Management. Building Control was a shared service with Crawley Borough Council and it was funding two trainee surveyors as part of succession planning for the service.

Strategic Planning: The Head of Strategic Planning advised she was seeking to bring Sustainability Appraisals in-house for better value. There are occasions when services are shared with another Local Authorities. However, each area's Local Plan has different emphases and are at different stages of development thus making joint working complex and often impractical. There was also officer concern that sharing HDC in-house staff with other Local Authorities could have a detrimental impact on their capacity to deliver against HDC needs.

Comparative review of Data: With regards to a comparison with other equivalent local authorities, a number of local authorities were approached and two responded: Adur & Worthing advised that the appointment of consultants falls within their contract standing orders; and Reigate and Banstead Borough Council stated that longer-term or frequent use of consultants was scrutinised by HR and Finance as part of their budget monitoring and human resources processes. Details of the information provided was considered by members of the Group and helped to inform this report.

3.4 Conclusions

Members of the Task & Finish Group are grateful to the Heads of Service for their time and for giving such comprehensive responses to their questions. They were impressed with the responses they received and recognise that the recruitment of consultants to cover absent staff or supply specialist skills are appropriate and responsibly undertaken.

The Task and Finish Group met for a final time on 21 February 2023 and two matters were discussed at length: (a) whether Councillors should be consulted on consultancy briefs in some occasions; and (b) what scope there was for using shared services with other local authorities to a greater extent than at present.

- (a) The Group agree that the operational use of consultants in a large majority of cases has no need for any Councillor involvement and such involvement would be inappropriate. However, in cases where the officers decide to engage a consultant as a direct result of a Councillor request, such as arising from a

Motion to Council or from a discussion at Planning Committee, the Group consider it would be helpful if there were some Councillor consultation before the brief is finalised. The Group acknowledge that Members do not have the requisite expertise and understanding to know what to ask for and would not expect to draft any brief.

- (b) With regards to sharing in-house expertise with other local authorities, the Group recognise there are some areas where the specificity of work (eg site-specific work in both Strategic Planning and Development Control) make joint working unviable and they also note the capacity implications of sharing HDC staff. However, there would be a benefit to exploring further opportunities for sharing or jointly employing expertise between other local authorities, in particular within Strategic Planning and Development Management if more than one Council needs the same type of resource. The Head of Strategic Planning had taken this approach in recruiting the Water Neutrality Project Manager.

The Group also considered thinking more widely within the Council might allow further opportunities for moving away from the consultancy route. For example, it might be possible to share an ecologist between Countryside Management and Development Management.

The Group also discussed the possibilities of management arranging to train current staff in specialist areas currently provided by consultants. This might allow staff to further their careers and fulfil some aspects of consultant engagement.

4. Next Steps

- 4.1 If the Overview and Scrutiny Committee agree this report the Chief Executive had agreed to discuss the points raised at her Heads of Service meeting at the end of March. The Head of Service will report back to the Overview and Scrutiny Committee within two years.

5 Outcome of Consultations

- 5.1 Consultations with the Chief Executive, Director of Place, Director of Communities, Monitoring Officer and the Director of Resources have taken place. The Chief Executive said she was happy to discuss the suggestions of the Task and Finish Group with her Heads of Service and their meeting on 29 March.

6 Other Courses of Action Considered but Rejected

- 6.1 Not applicable for this report

7 Resource Consequences

- 7.1 The costs of any additional staffing or training the Heads of Service undertook as a result of this report would be offset against the current spend on consultancy. Any budget virements needs would be within the virement limits of the Director of Resources.

8 Legal Considerations and Implications

- 8.1 The legal authority for the provision of staffing or consultancy resource, within budget, sits with the Chief Executive and her staff. The Chief Executive has confirmed with the Chairman of the Task and Finish Group that she is content to look into these suggestions with her management team.

9 Risk Assessment

- 9.1 There are no risks arising from this report because it does not make a change. Should the officer team decide to move the supply of specialist services to in-house options they will assess the risk of the change at the time they make the decision.

10 Procurement implications

- 10.1 There are no procurement implications arising from this report.

11. Equalities and Human Rights implications / Public Sector Equality Duty

- 11.1 There are no negative equalities, human rights or equality duty implications of this report. Should the officers decide to recruit more staff, arising from our recommendations, the recruitment will fall under the full equalities protections included in the Council's recruitment policies.

12 Environmental Implications

- 12.1 Should the suggestions of this report lead to the recruitment of more staff based in Horsham District there could be marginal implications on the use of water and other natural resources in the area that are not used by consultants who are often based elsewhere in the country.

13 Other Considerations

- 13.1 There are no GDPR or crime and disorder implications of this report.

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Agenda Item 8

Scrutiny Work Programme 2022/23 - Updated January 2023

Date of Meeting	Items for Meeting
20 March 2023	<ul style="list-style-type: none">• Report on the Council's Finance & Performance Q3• Leisure Places: to invite the Cabinet Members for Leisure & Culture and Finance & Parking• Horsham Museum: to invite the Cabinet Member for Leisure & Culture• Overview and Scrutiny Work Programme• Update from Task & Finish Groups: Report of the Task & Finish Group on the use of Consultants• Cabinet Forward Plan
5 June 2023	<ul style="list-style-type: none">• Report on the Council's Finance & Performance
Date tbc	<ul style="list-style-type: none">• S106 Contributions – to agree Terms of Reference for Task & Finish Group if required

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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 March 2023

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 and Date of Policy Development Advisory Group for consultation	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.	Draft Low Carbon Plan for the Horsham District	Cabinet	23 Mar 2023	Open	Director of Communities (paul.anderson@horsham.gov.uk) Cabinet Member for the Environment and Rural Affairs (Councillor Josh Potts)
2.	Locally Listed Buildings Adoption	Cabinet	23 Mar 2023	Open	Head of Strategic Planning (catherine.howe@horsham.gov.uk) Cabinet Member for Planning and Development (Councillor Liz Kitchen)
3.	Transformation Fund 2023-24	Cabinet	8 Jun 2023	Open	Head of Finance & Performance (sam.wilson@horsham.gov.uk) Cabinet Member for Finance and Assets (Councillor Paul Clarke)
4.	Pay Policy Statement - Financial Year 2023/24	Council	21 Jun 2023	Open	Head of HR & OD (robert.laban@horsham.gov.uk) Leader of the Council (Councillor Claire Vickers)

	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)
5.	Budget & Medium-Term Financial Strategy Update	Cabinet Council	23 Nov 2023 13 Dec 2023	Open	Director of Resources (dominic.bradley@horsham.gov.uk) Cabinet Member for Finance and Assets (Councillor Paul Clarke)