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# Overview and Scrutiny Committee

Monday, 5th June, 2023 at 5.30 pm  
Conference Room, Parkside, Chart Way, Horsham

Councillors:

Paul Clarke (Chairman)	
Anthony Frankland (Vice-Chairman)	
Sam Bateman	Alex Jeffery
Tony Bevis	Liz Kitchen
Philip Circus	Dennis Livingstone
Mike Croker	Jonathan Taylor
Malcolm Eastwood	Belinda Walters
Len Ellis-Brown	Mike Wood
Nigel Emery	

You are summoned to the meeting to transact the following business

Jane Eaton  
Chief Executive

## Agenda

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	Page No.
1. <b>Apologies for absence</b>	
2. <b>Minutes</b>	3 - 10
To approve as correct the minutes of the meetings held on Monday 20 March 2023 and Wednesday 24 May 2023 <i>(Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to <a href="mailto:committeeservices@horsham.gov.uk">committeeservices@horsham.gov.uk</a> at least 24 hours before the meeting. Where applicable, the audio recording of the meeting will be checked to ensure the accuracy of the proposed amendment.)</i>	
3. <b>Declarations of Members' Interests</b>	
To receive any declarations of interest from Members of the Committee	
4. <b>Announcements</b>	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. <b>Report on the Council's Finance and Performance</b>	11 - 50
To receive the report of the Director of Resources	

6. **Overview and Scrutiny Annual Report** 51 - 56  
To receive a report from the Chairman of the Committee
7. **Work Programme** 57 - 58  
To review the current Overview & Scrutiny work programme
8. **Cabinet Forward Plan**  
To review the current Forward Plan [as published](#)
9. **Urgent Business**  
Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances

## Overview and Scrutiny Committee 20 MARCH 2023

Present: Councillors: Tony Bevis (Chairman), Ian Stannard (Vice-Chairman), John Blackall, Ray Dawe, Ruth Fletcher, Billy Greening, Nigel Jupp, Jack Saheid and David Skipp

Apologies: Councillors: John Milne and Bob Platt

Absent: Councillors: Andrew Baldwin, Chris Brown, Tim Lloyd and Diana van der Klugt

Also Present: Councillors: Philip Circus, Paul Clarke and Michael Croker

### SO/54 **MINUTES**

The minutes of the meeting held on 23 January 2023 were approved as a true record and signed by the Chairman.

### SO/55 **DECLARATIONS OF MEMBERS' INTERESTS**

Minute SO/57 – Councillor Jupp declared that he was a West Sussex County Councillor.

### SO/56 **ANNOUNCEMENTS**

There were no announcements.

### SO/57 **REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2022/23**

The Director of Resources introduced the report on the Council's finance and performance. The report identified performance as at month nine, the revenue position as at month ten and the capital programme as at month eleven.

With regard to the Council's performance, four performance indicators remained in the red and four had moved from green to red.

Those that remained in the red were:

- Households in temporary accommodation and households in bed and breakfast accommodation: It was reported that both were improving through the Council's work at Roffey Place and Saxon Weald.
- Number of fly tipping incidents: It was reported that the number of fly tipping incidents had reduced slightly in December.
- Collection of business rates arrears: It was reported that there had been delays with the transition to a new firm of enforcement agents. Additionally, staff resources had been diverted to deliver various government funded schemes including the energy rebate scheme.

Those that had moved from green to red were:

- Collection of Council Tax arrears: It was reported that this had moved to red for the same reasons noted above for the collection of business rates arrears.
- Quality assurance on the local authority error: It was reported that the Council's external auditor had uncovered some errors with the 2021/22 housing benefit audit, which was in the process of being finalised. Although the value was 0.26 as against a target of 0.4 at month nine, when extrapolated as part of the audit the lower threshold could be crossed resulting in a loss of government subsidy. The Director of Resources advised that this would be reported to the Audit Committee.
- Community triggers: It was reported that this related to five specific instances of anti-social behaviour - as against a target of two - which had occurred in a residential setting. The Director of Resources advised that an increase in community triggers was not necessarily a negative as it could lead to more help being provided to residents.
- Missed bins: 247 bins had been missed during the relevant period as against a target of 210, equating to 26 missed bins per 100,000 collections. The Committee was advised that the actual figure may have been lower due to some software issues experienced over the Christmas period. Crew changes and catch-up rounds may also have led to more bins being missed than usual. Furthermore, the figure had begun to improve.

With regard to the Council's revenue position as at month eleven, an overspend of £0.2 million was forecasted. This was in the context of high inflation and higher than expected salary increases, although the position had been helped by the rapid increase in interest rates which had not been budgeted for. Departments would be checking whether they had any unspent budget that they hoped to carry forward to the following financial year.

With regard to staff salaries, the Director of Resources informed the Committee of the initial national pay offer that had been made by the government for local authority staff for the 2023/24 financial year. Whilst this was only an initial pay offer, if accepted it was likely to result in the Council being over budget by £300,000 before the financial year had begun.

With regard to the Council's debtors, the Director of Resources advised that the Development Management and Legal Services teams were working through a detailed action plan in relation to overdue Community Infrastructure Levy (CIL) and Section 106 payments. This was being monitored and an update would be provided at the next meeting of the Overview and Scrutiny Committee.

With regard to the Council's capital programme as at month eleven, £4.2 million had been spent from a budget of £12.1 million, which was similar expenditure to that of the 2021/22 financial year. The Director of Resources had undertaken some basic analysis of some of the causes of the level of expenditure which was set out in the agenda report. He explained that in some instances it was

advantageous not to have spent the money that had been budgeted as many of the Council's capital projects did not have a financial return.

Following the report by the Director of Resources, the Head of Property and Facilities gave a presentation on Horsham District Council projects. This included major projects delivered since 2016, the project approval process, post approval processes and risks and examples of project challenges.

The Head of Property and Facilities raised the following discussion points: the budget approval process should recognise that major projects took time to deliver; that it could be beneficial not to deliver a project on time as this meant that the Council could generate a return on the money; and that there was a range of criteria that could be used to determine the success of a project.

With regard to the discussion points, the Director of Resources explained that there were likely to be a number of different solutions and he would be spending time working out what these were. Different approaches such as setting an initial exploratory budget for some of the Council's larger projects would be tried. A timetable for this work would be shared.

Members had an opportunity to make comments and ask questions. Among the matters raised were:

- **Overly optimistic timescales:** The Director of Resources explained that the Council's capital programme was generally only approved one year at a time. A more flexible approach had, however, been taken with the 2023/24 capital programme in that some of the larger projects had been approved in their entirety and would be profiled at a later stage. With regard to a reference made to the Horsham Skatepark project, he advised that lessons had been learnt and the Council's Parks and Countryside team was now much better at factoring in long consultation periods.
- **Constraints on project delivery:** The Director of Resources acknowledged that there was a capacity issue. Officers had consistently delivered up to about £8 million worth of projects in recent years and were being expected to be able to deliver a £12.1 million capital programme. In response to a comment made in relation to increasing project management capacity, the Director of Resources explained that capacity would need to be increased across the Council, not just within the project management team. The Head of Property and Facilities added that not all projects were entirely managed internally. Some projects required someone to manage the process whereas others required technical project management, which was always someone external for the larger construction projects.
- **The ongoing impact of Covid-19:** The Head of Property and Facilities advised that, whilst it was difficult to isolate Covid-19 lockdowns as having an impact on project delivery, in his experience it had been more difficult to get deals documented post-pandemic.
- **Comparison with other local authorities:** The Director of Resources expressed the view that other councils probably lived with a delivery rate of about 70%.

- In response to a question asked in relation to whether the Council's processes could be improved, the Head of Property and Facilities acknowledged that the processes were not perfect, but this was something that he did look at. As projects involved dealing with other organisations and many individuals, they did take time.
- The Head of Property and Facilities provided an update on the Hurst Road residential project.
- With regard to a comment made in relation to the Council's use of external consultants, the Head of Property and Facilities explained that when he had joined the Council, he was responsible for 21 full-time equivalent (FTE) employees but very few projects were being delivered. His current team of only 6 FTE employees was delivering much more with the use of external consultants. He also explained that it was difficult to recruit staff that were suitably experienced.
- A suggestion was made that a RAG (Red-Amber-Green) rating be provided for the various projects referred to in the agenda pack. The Director of Resources advised that he would need to work out how such a rating would be evaluated, as there were a number of factors that could be taken into account including financial, social and environmental factors. He had, however, colour coded the current spend for each project in the document contained within the agenda pack.

SO/58 **LOCAL AUTHORITY HOUSING FUND UPDATE**

The Director of Resources gave a verbal update on the Local Authority Housing Fund. The Council would be receiving £2.6 million in government grant funding, to which it would add £3.2 million of its own resources. A report was going to the Cabinet meeting on 23 March and it was proposed that the Council would purchase the properties and lease them to the Council's housing company. The report recommended that 16 properties be purchased in consultation with the Cabinet member for Housing and Communities and that the shareholders' agreement be amended to include provision for the lease.

With regard to collection of the rental income, the Head of Finance and Performance, who was also one of the directors of the Council's housing company, confirmed that the Council would collect the rent on behalf of the housing company.

The Chairman agreed to provide feedback to the next Cabinet meeting on views expressed by the Committee.

SO/59 **FINAL REPORT OF THE TASK & FINISH GROUP ON THE USE OF CONSULTANTS**

Councillor Skipp, who had been the Chairman of the Task and Finish Group on the use of Consultants, introduced the Group's final report. The Group, which comprised Councillors Circus, Clarke, Milne and Skipp, had considered the use of consultants within the Council's Economic Development, Strategic Planning and Development Management teams and had held discussions with Heads of

Service in each of those teams. Overall, the Group had been quite impressed with how the departments made use of consultants and were satisfied that it represented value for money. The Group's recommendations were detailed in the agenda report.

A member of the Task and Finish Group commented that he wished to see officers taking a more positive approach to sharing services with other local authorities, as this could prevent the need for referrals to external consultants.

Some discussion was had as to who would be regarded as the 'relevant Member(s)' referred to in the first of the Task and Finish Group's recommendations. Concern was raised that a Member may assume authority on a matter that should be determined by officers.

## RESOLVED

To note the findings of the review and ask the Chief Executive:

- (a) 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 the decision or request; and
- (b) to support the Heads of Service to continue their current good practice in seeking opportunities for:
  - (i) joint recruitment of specialists with other authorities with a view to reducing reliance on consultants;
  - (ii) joint recruitment between Horsham District Council services that cover similar technical areas;
  - (iii) introducing further professional training in key skill areas where the Council currently appoints consultants; and
  - (iv) following recommendations (i) and (iii) above, ask the Heads of Service to report to a future meeting of the Overview and Scrutiny Committee within 2 years of the date of this meeting on matters looked into and decisions made.

## SO/60 **OVERVIEW & SCRUTINY WORK PROGRAMME**

It was noted that a report on the Council's financial performance would be received at the meeting on 5 June.

A Member expressed their disappointment that the Portfolio Holder for Leisure and Culture had not been in attendance at the meeting to take questions on Horsham Museum and the District's leisure centres.

SO/61 **CABINET FORWARD PLAN**

The Chairman advised that a report on the draft Climate Action Strategy would be considered at the Cabinet meeting that week. It was suggested by a Committee member and agreed by the Chairman that, as a number of Committee members had not read the report, it would be considered at a future meeting.

The Cabinet item on local listed buildings adoption was noted.

SO/62 **URGENT BUSINESS**

There was no urgent business.

*The meeting closed at 7.12 pm having commenced at 5.30 pm*

CHAIRMAN



**Overview and Scrutiny Committee**  
**24 MAY 2023**

Present: Councillors: Sam Bateman, Philip Circus, Paul Clarke, Mike Croker, Malcolm Eastwood, Len Ellis-Brown, Nigel Emery, Alex Jeffery, Liz Kitchen, Dennis Livingstone, Jonathan Taylor, Belinda Walters and Mike Wood

Apologies: Councillors: Tony Bevis and Anthony Frankland

SO/1 **ELECTION OF CHAIRMAN**

RESOLVED

That Councillor Paul Clarke be elected Chairman of the Committee for the ensuing Municipal Year.

SO/2 **ELECTION OF VICE CHAIRMAN**

RESOLVED

That Councillor Anthony Frankland be elected Vice-Chairman of the Committee for the ensuing Municipal Year.

SO/3 **TIMES OF MEETINGS FOR THE MUNICIPAL YEAR**

RESOLVED

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

*The meeting closed at 6.51 pm having commenced at 6.49 pm*

**CHAIRMAN**

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## Report to Overview and Scrutiny Committee

5 June 2023

By the Director of Resources

### INFORMATION REPORT



**Horsham  
District  
Council**

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 by detailing how successful the Council has been in delivering against the budget.

The Council delivered a £0.26m revenue surplus after allowing for budgets of £0.15m that will be carried over from 2022/23 relating to work in leisure, property and recycling that will now take place in the first quarter of 2023/24. Throughout the year the rising inflation rates affected expenditure of £0.89m in Recycling and Waste through increased HVO fuel prices, staffing and specialist medical collection costs, £0.59m in housing due to increased utility and maintenance costs as well as increased demand for board and lodging from the residents. The increases in costs have been offset by surpluses of £1.35m from the impact of increased interest rates on our investment income and £0.57m in parking income as customers return to the town centre car parks, Debt over 90 days is aging and the risk associated with recovery is increasing, albeit being closely monitored by the finance department and the planning team.

Capital expenditure amounted to £5.2m which was 43% of the approved £12.1m capital programme. A table of actions to address issues and improve performance during 2023/24 has been included within the report.

The Key Performance Indicators (KPIs) report includes data for both quarter 4 and the end of year for 2022/23. There are 8 red KPIs in Q4 and 9 annual red KPIs. The areas of most concern are in Housing and Revenues & Benefits. These are the areas have been impacted the most over the last three years by Covid-19 and now cost of living, with increased demand and higher workloads for the services.

There are two red Housing indicators for households in temporary and Bed & Breakfast accommodation and three red Revenues and Benefits indicators in Local Authority subsidy error, and collection of C-tax and NDR arrears indicators.

Work on the Corporate Plan actions continued through 2022/23. Seven actions completed including the delivery of a new skate park at Horsham Park, the completion of a golf supply and demand assessment, celebration events for the Platinum Jubilee and Coronation, Horsham Markets review, a residents survey, upgrading of the West Walk paving and the introduction of Podback to collect coffee pods for recycling.

Other projects are progressing including work funded by the England Prosperity Fund, delivery of a business training programme and support with Hospital discharge programme, installation of electric vehicle charging points as part of the internal carbon reduction programme and a review and changes to the Housing register.

There are currently four Corporate Plan actions still paused; three relating to the Local Plan and one relating to the cultural strategy, which should start progressing during 2023/24.

## **Recommendations**

Members are recommended to note:

- i) the financial position of the Council as outlined in the report.
- ii) the revenue budgets carried forwards as approved by the Director of Resources, as outlined in the report in paragraph 2.2
- iii) the transfers between the general reserves and the earmarked reserves as outlined in the report.
- iv) To note the key performance and corporate plan action reports

## **Reasons for Recommendations**

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

- i-iii) Monitoring of the Council's budget is essential, so that action can be taken to safeguard the Council's financial position if required.
- iv ) 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 215300

## **Background Papers:**

- Appendix A: Financial highlight outturn report
- Appendix B: Revenue dashboard outturn
- Appendix C: Capital outturn
- Appendix D: Useable reserves; movement between GF and ear-marked reserves
- Appendix E: Transformation fund at 31 March 2023
- Appendix F: Key performance indicators end of year report 2022/23
- Appendix G: Corporate Plan update end of year report 2022/23

## **Background Information**

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

- 1.1 One of the roles of the Overview and Scrutiny Committee is to review the internal and external delivery of the Council's services. The Committee does this by looking at the Council's progress in financial performance.

### **2 Financial performance**

- 2.1 Appendix A is the Council's Financial Dashboard. The Council delivered a £0.4m surplus in 2022/23 before carry forwards.

- 2.2 The Director of Resources has approved following budget carry forwards

- £25,000 to enable Recycling and Waste to continue with their analysis into food waste collection which was delayed.
- £21,875 in the Legal department to allow transformation to their software and to continue working with consultants resolving parish issues which have taken longer than expected to implement.
- £30,000 to allow for health and safety repairs to car park ramps in Swan Walk. This work was delayed in the procurement process.
- £30,000 to provide electrical boxes in the Carfax – which was delayed during option appraisal.
- £20,000 to allow the consultants complete their report on The Capitol refurbishment.
- £25,000 to enable the consultants to complete their further work at Southwater Country Park

- 2.3 Appendix B is the Council's Revenue Dashboard containing managers' high-level comments on the causes of the more significant differences from budget.

- 2.4 Appendix C is the detailed capital programme and expenditures from 2022/23. Projects spent £5.2m (43% of the £12.1m programme) which compares to £4.7m (56% of £8.3m) in 2021/22.

- 2.5 There are multiple and varied reasons for the low performance. It means there is not a one size fits all solution, so improving performance will require several solutions and iterations and the solutions will take time to work through. It reflects the impact of working with third parties on the capital programme, long consultation periods, planning issues, complex legal agreements, value engineering redesign to mitigate sharp cost increases, longer procurement and construction processes and issues, as well as a general optimism in the budget to deliver.

- 2.6 The Council underspent significantly on four of the larger project areas that accounted for nearly 40% of the capital programme. The proposed £1m commercial investment to expand two units at Oakhurst Business Park did not go ahead when the tenant company was sold and the new owners decided against the expansion. The vehicle replacement programme underspent £1.35m as time was taken to analyse the types of vehicles required in line with our environmental strategy of re-use as well as electrifying the fleet. Orders for some new vehicles have been placed but there are 12-month lead times on some vehicles. £1m in the budget for the public realm scheme to design and develop the Bishopric / Worthing Road and Carfax areas of Horsham wasn't used. Budget setting ambition exceeded capacity, and these will now be designed and delivered during 2023 through to 2025 as part of a wider

£2.64m procurement process. £1.2m was not spent on energy efficiency improvements during the year. The largest underspend occurred because we were unable to find a suitable property at the right price in which to decant residents in temporary accommodation into to free up the existing properties for decarbonisation work. The options were re-assessed and the strategy changed to redevelop an out of use existing property, which was better value for money but a longer process.

2.7 Where capital expenditures are still required, the unspent capital budgets will be re-profiled into later years.

2.8 Overview and Scrutiny repeatedly discussed the weak performance during 2022/23. A number of actions are being implemented by the Director of Resources to try to improve the deliverability of the capital programme in 2023/24 and in future years as summarised below.

Action	Requires / notes	Timeframe
Approving project across years	Known spend at point of project approval. e.g. if capped expenditure as Government grant.	Any new project for 2023/24 and for whole 2024/25 capital programme.
Profiling	Approved projects first 'profiled' at reporting period (M3) – allowing greater flexibility.	M3 of 2023/24 budget
Split budget (largest projects only)	Early stage enabling budget, then full budget requested later when information is hardened.	When adding anything to the 2023/24 capital programme
Capacity	Review capacity to increase outputs	2024/25 capital programme or when adding anything to the 2023/24 capital programme
Capacity	Review capacity to decrease ambition	2024/25 capital programme
Building in time	More realistic assumptions on consultation, planning, Budget holder challenge by portfolio holders.	2024/25 process
RAG rating	Based on delivery in financial year	2022/23 outturn will be reported with RAG status
Increased scrutiny	O&SC discussing with portfolio holders	During 2023/24

### 3 Key Performance areas

3.1 There are nine red KPIs at the end of the year. The impact of Covid-19 and then the cost of living has had a significant, cumulative impact on the performance of the Council over the last 12 months in two key areas of Housing and Revenue & Benefits.

#### Housing

3.2 The number of Households in temporary and B&B accommodation are above target. Demands on housing have significantly increased, colleagues across all other local district and boroughs are also reporting similar or higher increase in service demand. Locally the Council has been working hard to improve the options, including the opening of Roffey Place in partnership with Turning Tides supporting single homeless

households and securing additional family sized accommodation with Saxon Weald. Two further properties have been secured in Q4 taking the total additional family homes to six since September 2022. However, the publicity of Roffey Place has also brought out new approaches from former 'sofa surfers'.

### **Revenues and Benefits - R&B03 Quality Assurance LA error**

- 3.3 Pressure on the Revenues and Benefits service has been building since the outbreak of Covid-19. The findings from the 2021/22 Housing Benefit Subsidy audit were reported to the Audit Committee on 29 March 2023. The report can be found here:

[https://horsham.moderngov.co.uk/documents/s23678/2021\\_22%20Housing%20Benefit%20audit%20report.pdf](https://horsham.moderngov.co.uk/documents/s23678/2021_22%20Housing%20Benefit%20audit%20report.pdf)

- 3.4 The report set out the background and context over the last three years, as well as the loss of subsidy for breaching the Local Authority error lower threshold during 2021/22 and the likelihood of things getting worse before they get better due to the audit discovery time lag.
- 3.5 In 2022/23, a 0.58% Local Authority error rate has breached the upper threshold of 0.54%. This means that the pre-audit position is at a cost of £122,925.
- 3.6 As part of a commitment to continued service improvement, including staff development, 2022/23 has seen an increased amount of quality assurance measures in year. These increased measures have also been a result of the issues identified in the 2021/22 audit.
- 3.7 This has resulted in the increased identification of error at the pre-audit stage in 2022/23. Around 60% of the LA error identified in 2022/23 was legacy error carried forward from the CenSus partnership.
- 3.8 Where the service has identified areas that require specific focus, additional training and checking will continue to be undertaken in 2023/24 to reduce the risk of subsidy loss going forward.
- 3.9 The 2022/23 Housing Benefit subsidy audit will take place later this calendar year and the results will be reported to the Audit Committee. Overview and Scrutiny Committee will continue to receive quarterly monitoring reports on the in-year LA error rate during 2023/24. The issue continues to be flagged as a red risk on the Corporate risk register.

## **4 Reserves**

- 4.1 The Council holds several ear-marked reserves which may be used in year to fund associated expenditure. Where grants and contributions are received in year but not spent the unused portion may be transferred to earmarked reserves for use in future years. The Council can also choose to move funds from the general fund reserve to earmarked reserves to cover future costs.
- 4.2 Appendix D sets out the movements between the general fund and earmarked reserves. The unaudited usable reserves total of £49.0m at 31 March 2023 compared to £46.9m at 31 March 2022. This splits into general fund reserves of £26.4m (£23.2m at 31 March 2022) and earmarked reserves at £22.6m (£23.7m at 31 March 2022).

- 4.3 The reduction in earmarked reserves is due to the releasing the timing difference of business rate reliefs that were held by the Council at 31 March 2022. This £2.9m reduction is offset by the receipt of £2.1m of New Homes Bonus transferred into the environment and infrastructure reserve. The Council had sufficient capital receipts to cover the funding for infrastructure and investment assets without needing to draw on the environment and infrastructure reserve in the year.
- 4.4 Although the timings are uncertain, The Council is forecasting budget deficits in future years due to continued high levels of inflation, the likelihood that cost of living will remain high, the impact of Government funding reforms reducing grant income and the likely implementation and therefore cost of food waste collection. It therefore remains important to invest in transformational projects that may help to deliver further income generation and efficiency measures.
- 4.5 The next phase of this transformation will focus on how we ensure that services are designed to meet customer's needs and done in the most efficient way, which in its simplest form means without officers re-keying data. The project to implement the first part of the new Planning and Regulatory system to facilitate transformation went live in April 2022 with the environmental health and licensing service. There will be further period of dual running and implementation costs for the next phases of Building Control and then Development. Other ICT investments will also help unlock digital change and improve customer self-service, as will investment in staff to help drive cultural change.
- 4.6 Subject to Cabinet approval, £221,511 will be transferred from the General Fund reserve balance to top up the existing balance of £278,489 at 31 March 2023 in the earmarked transformation reserve to £0.5m for this purpose during 2023/24. This will help to set aside a balance to help transform the Council in the future; effectively being funded using the budget surplus. Expenditure from this transformation reserve will follow the normal financial authorisation and budget process procedures. Appendix E contains a snapshot of the transformation fund at 31 March 2023 with early anticipated estimated future expenditure.

## **5 Outcome of consultations**

- 5.1 The Chief Executive and Directors together with the individual Cabinet Members have reviewed the reports contained in the appendices to this report. Sections 1 to 3 tell Committee where officers are taking action on points of concern. Action on lesser issues is mentioned in the appendices.

## **6. Other courses of action considered but rejected**

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

## **7. Resources consequences**

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

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

- 8.1 This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity, Environmental or Sustainability matters. Overview and Scrutiny reviewing



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

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## Budget Outturn – April 2022 to March 2023

**Summary:** The final operational outturn is a £0.26m surplus for the year after carry forwards of £0.15m. Rising inflation rates have driven up utility and maintenance costs in housing, there is also an increase in housing need throughout the district, resulting in the service spending £0.59m more than originally budgeted. Significant increases in the cost of HVO fuel and vehicle parts as well as increased staffing costs and medical collection caused a £0.88m overspend in Recycling, Waste and Fleet. These overspends and salary pressures were offset by additional income of £1.35m from our investment activities from higher interest rates and £0.58m additional income from town centre parking.

### Revenue Outturn:

Outturn	£000s
Corporate Management	68
Resources	(2,057)
Community and Culture	1,677
Place	54
<b>Total overspend / (surplus)</b>	<b>(258)</b>

### Capital Expenditure:

Spend was £5.19m (43%) of the £12.1m capital budget. £0.95m (7%) was spent in M12.

A total 14 of the 56 projects did not start, the largest being Oakhurst extension £1m. Other notable underspends of £1.3m new vehicles, £1.2m on energy efficiency improvements and £1m on public realm.

### Debtors

The Council was owed £2.2m at 20 April 2023 of which £1.3m was >30 days. The table compares a breakdown of the oldest debts to the previous month.

Age Group	9 Mar 2023 £k	20 April 2023 £k
<b>current</b>	201	864
<b>&gt;30 Days</b>	204	222
<b>&gt;60 Days</b>	115	13
<b>&gt;90 Days</b>	1,178	1,138
	<b>1,698</b>	<b>2,237</b>
<b>Developer CIL due August 2022 – application being reviewed for affordable housing allocation</b>	261	261
<b>Developer CIL due August 2022 – payment plan agreed May 2023</b>	194	194
<b>Developer S106 due in 2016 and 2017 – with legal</b>	116	116
<b>* Commercial rent. [Likely write-off]</b>	85	98
<b>Developer CIL due May 2022 – with legal</b>	67	70
<b>Developer CIL due May 2022 [received 28 March 2023].</b>	55	0
<b>Developer £37k CIL due Jan 2019, £3k CIL due July 2019. [Likely write-off]</b>	42	42
<b>* Commercial rent - £6k received since 31 March</b>	0	41
<b>Percentage of &gt;90 day debt</b>	<b>69.6%</b>	<b>72.2%</b>

### Expenditure and Income

Excluding the additional £1.35m investment income over the budget from the increase in Bank of England base rate, the operational outturn position from the inflationary pressures is a £0.9m deficit.

Customers returning to the town centre car parks increased our parking revenues during the year. However, rising inflation rates meant that repair and maintenance costs on Council owned buildings increased, as well as the cost of utilities and fuel.

### Risks:

Commercial debt invoices present a risk of non-payment that Property and Facilities are actively monitoring and legal are actively pursuing CIL and S106 debts.

### Overall funding position at M12

2022/23	M12 snapshot of overall budgetary position
12,188	Net exp set in budget
	Changes to net budget. Drill Hall,
121	Climate Change Plan, Parking Income
-258	Surplus
<b>12,051</b>	<b>Forecast net exp</b>
-10,700	Council tax
-2,052	Business rates
-11	Net Collection Fund 'surplus' after using reserve
-141	CTS Government funding
85	CTS £150 scheme
<b>-12,819</b>	<b>Funding</b>
<b>-768</b>	<b>Net (surplus) / deficit before one-off cost / funding</b>

Current debt at 20 April 2023 increased by £663k largely due to a £568k invoice raised to a developer on 30 March 2023. The invoice has been settled.

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## Revenue Outturn 2022/23

Service Area Table in £000's	Exp	Annual Exp Budget	Spend Variance	Income	Annual Income Budget	Income Variance	Net Spend	Net Budget	Over spend / (surplus)	Comments
HOUSING	2,860	2,234	626	-2,295	-2,257	-38	565	-23	588	Increase electricity, maintenance and B&B costs offset by receipt of more homeless prevention grant
STREET SCENE & FLEET	3,481	3,117	364	-128	-306	179	3,353	2,810	543	Significant increases in fuel, agency and medical collection costs. Reduced income due to delays in Podback service and savings from traffic management programme
WASTE & RECYCLING	4,858	4,737	121	-3,824	-4,042	218	1,034	695	339	Increased staffing costs, lower than anticipated trade waste income and reduced contributions from WSCC
COMMUNITY DEVELOPMENT	1,020	1,130	-110	-430	-656	225	590	474	116	Increased spend on project support, including cost of living initiatives.
CAPITOL	2,279	1,829	450	-1,814	-1,468	-345	466	361	105	Lack of blockbuster films during the year has impacted cinema income. Slightly offset by better than anticipated bar sales. Reactive maintenance costs high too.
DEVELOPMENT	1,908	2,002	-94	-1,658	-1,825	167	251	177	73	Large schemes have stalled but income picked up in Q4, pre-app workload has reduced. Agency spend up due to vacancies. Reduction in consultancy work
CORPORATE MANAGEMENT	1,270	1,223	47	-4	-26	22	1,266	1,197	69	Audit fees (HB and accounts audit) more than expected
COMMUNITY SAFETY	784	789	-5	-537	-601	64	247	188	59	Mis-budget on use of earmarked reserves income to fund town centre wardens
OPERATIONAL PROPERTIES	1,394	1,269	126	-157	-67	-90	1,237	1,202	35	Parkside service charges from WSCC increased
ECONOMIC DEVELOPMENT	763	723	40	-294	-280	-14	469	443	26	Additional maintenance charges in the town centre
MUSEUMS	224	226	-1	-23	-46	23	201	179	22	Increase in electricity costs
REVS & BENS ADMIN	1,779	1,515	264	-905	-660	-245	875	855	20	Increase in contract costs (staffing)
HEALTH AND WELLBEING	417	479	-62	-346	-426	79	70	53	17	No significant movement compared to budget
HUMAN RESOURCES & ORG DEVELOPMENT	592	569	22	-6	0	-6	586	569	17	
CUSTOMER SERVICES	376	349	26	-13	0	-13	363	349	14	
LEISURE SERVICES	410	397	12	-877	-875	-1	-467	-478	11	
PROPERTIES & FACILITIES	552	539	13	-24	-19	-5	529	520	8	
ENVIRONMENTAL SERVICES/LICENSING	1,773	1,879	-106	-839	-946	107	933	932	1	
BUILDING CONTROL	760	775	-15	-802	-813	10	-42	-37	-5	
INVESTMENT PROPERTIES	469	421	48	-4,211	-4,157	-55	-3,743	-3,736	-7	
FINANCE ACCOUNTANCY	778	801	-22	-9	-13	4	769	788	-19	
LEGAL & DEMOCRATIC	1,349	1,348	1	-161	-141	-20	1,188	1,207	-19	
COMMUNICATIONS	348	397	-48	-18	-15	-3	330	382	-51	Savings from technology contract, staff vacancies and reduction from 4 to 3 residents magazine publications
PARKS & COUNTRYSIDE SERVICES	1,748	1,787	-39	-418	-405	-13	1,330	1,382	-52	Increased use of volunteers has meant that spend on salaries has not been required
LEISURE & CULTURE	211	282	-71	0	0	0	211	282	-71	Delays to events officer starting
STRATEGIC PLANNING	1,221	1,481	-261	-94	-277	183	1,127	1,205	-78	Local Plan delayed + CIL review on hold due to Government consultation on NPPF.
TECHNOLOGY	2,085	2,163	-78	-242	-226	-16	1,843	1,937	-94	Savings from vacant posts throughout the year
PERFORMANCE AND PROJECT ASSURANCE	372	492	-120	-77	-94	17	295	398	-103	Delays to new climate change post and panel
PARKING SERVICES	2,426	2,162	265	-5,566	-4,724	-842	-3,140	-2,562	-578	Increase in car park usage in town centre car parks

FINANCE CORPORATE	1,023	794	228	-2,757	-954	-1,803	-1,734	-160	-1,574	Increased investment income from Bank of England base rate rises, redundancy provision not required
<b>Total</b>	<b>39,531</b>	<b>37,910</b>	<b>1,621</b>	<b>-28,529</b>	<b>-26,319</b>	<b>-2,210</b>	<b>11,002</b>	<b>11,590</b>	<b>-589</b>	
BENEFIT PAYMENTS	22,794	23,600	-806	-22,713	-23,850	1,137	81	-250	331	HB subsidy loss and proportionally larger reduction in income from claims than expenditure.
<b>Grand Total</b>	<b>62,324</b>	<b>61,510</b>	<b>815</b>	<b>-51,242</b>	<b>-50,169</b>	<b>-1,072</b>	<b>11,083</b>	<b>11,340</b>	<b>-258</b>	

APPENDIX C - Capital expenditure in 2022/23						
2022/23 Cabinet Member for:	Detailed Description	M12 £	Budget £	% Budget	Spend (more) / less than Budget	Commentary
Property & the Local Economy	HIGHWOOD COMMUNITY CENTRE	172,011	750,000	23%	577,989	Project delayed - at consultation and planning stage.
Leisure and Culture	WARNHAM NATURE RESERVE IMPROVEMENTS	4,082	4,100	100%	17	Spend in year was retention
Leisure and Culture	ROFFEY RECREATION GROUND REGENERATION PROJECT	32,357	80,000	40%	47,643	Ball Court equipment delayed at manufacturing stage due to availability of steel. Estimated delivery Q1 2023/24
Leisure and Culture	HORSHAM SKATE PARK	261,349	270,000	97%	8,651	Project complete. Remaining budget reprofiled to 2023/24 to cover retention.
Environment & Rural Affairs	BILLINGSHURST BYPASS REC PATH IMPROVEMENTS	75,000	75,000	100%	0	Project complete.
Leisure and Culture	RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	30,000	0%	30,000	Project more complex and required structural engineer. Will be delivered Q1 in 2023/24.
Leisure and Culture	BLUEBELL PARK ADVENTURE TRAIL	15,000	15,000	100%	0	Project complete.
Property & the Local Economy	SECURITY ENTRANCE DEFENCES	25,737	25,737	100%	0	Project complete.
Horsham Town Centre	HORSHAM PARK POND - BEACH & FENCE	30,560	64,745	47%	34,186	Project delayed due to very wet ground conditions in Jan/Feb & technical issue with pond wall. Now resolved and work will be completed in Q1 2023/24
Leisure and Culture	CAPITOL - LED LIGHTING (TO IMPROVE ENERGY EFFICIENCY)	6,944	220,000	3%	213,056	Project underway. Contract signed. Autumn installation.
Leisure and Culture	HOLBROOK EAST PLAY IMPROVEMENTS (NORTH HORSHAM PLAY)	0	15,000	0%	15,000	Project is out for consultation with residents.
Leisure and Culture	CHESWORTH FARM PATH IMPROVEMENTS	18,330	18,330	100%	0	Project complete.
Leisure and Culture	BENNETTS ROAD FOOTBALL PITCH DRAINAGE IMPROVEMENTS	0	n/a		0	
Leisure and Culture	HAMMER CAGE REPLACEMENT AT THE BRIDGE	35,422	35,500	100%	78	Project complete - funded £25k HDC £10 External
Community Matters	PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	30,561	0%	30,561	For upgrading the CCTV system cameras however on reflection these have been more robust and capable than we thought
	<b>Other Community and Culture projects</b>	<b>504,781</b>	<b>866,226</b>	<b>58%</b>	<b>379,192</b>	
Recycling & Waste	VEHICLES - NEW	147,902	1,200,000	12%	1,052,098	£900k of vehicles on order, very long lead times has meant that vehicles are yet to be delivered. Vehicles continue to be maintained beyond their 'set' useful life
Recycling & Waste	VEHICLES - NEW - GOING GREEN ADDITIONAL COSTS	0	300,000	0%	300,000	
	<b>Vehicle Fleet</b>	<b>147,902</b>	<b>1,500,000</b>	<b>10%</b>	<b>1,352,098</b>	
Recycling & Waste	BIN WEIGHING TECHNOLOGY & EQUIPMENT	0	32,810	0%	32,810	New vehicle being purchased - delayed by lead times
Property & the Local Economy	HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	25,000	Use of Discover Horsham website being reviewed whilst options for Experience West Sussex website is researched.
Property & the Local Economy	INITIATIVES TO IMPROVE LOCAL BUSINESSES	0	120,000	0%	120,000	Shared Prosperity Fund investment plan had to be prepared and approved by Govt prior to spend. Now approved. Reprofiled to 2023/24.
	<b>Economic Development initiatives</b>	<b>0</b>	<b>145,000</b>	<b>0%</b>	<b>145,000</b>	
Community Matters	96 ACT-DISABLED FACILITY GRANT	1,183,588	1,250,000	95%	66,412	Spend is demand led on disabled facilities and home repair grant. This is grant funded.
Community Matters	ACT-HOME REPAIR ASSIST. GRANT	42,564	60,000	71%	17,436	
	<b>Grants - Environmental health</b>	<b>1,226,152</b>	<b>1,310,000</b>	<b>94%</b>	<b>83,848</b>	
Housing and Public Protection	HOUSING ENABLING GRANTS	915,000	1,477,400	62%	562,400	Development of 2 sites by Registered Provider has fallen behind schedule.
Finance & Parking	EQUITY FUNDING - PROPERTY DEV CO	275,000	280,000	98%	5,000	Project complete.
Finance & Parking	LOANS - PROPERTY DEV CO	273,000	350,000	78%	77,000	Housing Company took less in loans than planned.
Planning and Development	S106 / CIL INFRASTRUCTURE SPEND	292,509	292,509	100%	0	The budget is an estimate and all spend is funded by S106 receipts. The spend is the total used by Parishes for S106 projects plus S106 developer contributions passed to Parishes for their usage.
	<b>Other Grants &amp; loans</b>	<b>1,755,509</b>	<b>2,307,400</b>	<b>76%</b>	<b>644,400</b>	
Environment & Rural Affairs	RURAL CAR PARK - HENFIELD (LIBRARY)	5,528	5,530	100%	2	Spend was retention.
Property & the Local Economy	WELCOME ZONES IN MULTI-STORY CAR PARKS	0	0	0%	0	
Environment & Rural Affairs	STORRINGTON MILL LANE - RURAL CAR PARK IMPROVEMENTS	198,989	202,987	98%	3,997	Work complete - remaining budget to be used to cover retention due in 2023/24.
Environment & Rural Affairs	RURAL CAR PARK IMPROV - STORRINGTON LIBRARY NORTH ST	7,988	15,000	53%	7,012	Lighting work completed. Cost was less than budgeted
Environment & Rural Affairs	RURAL CAR PARK IMPROV - STEYNING NEWMANS GARDENS	10,176	126,266	8%	116,090	Project delayed due to capacity constraints in the team and to be completed in 2023/24.
Environment & Rural Affairs	EV CHARGING POINTS	45,000	100,000	45%	55,000	£60k grant income received. Further £15k will be spent in 2023/24. Remaining budget not required.
	<b>Car Parks Fabric and Equipment</b>	<b>267,681</b>	<b>449,783</b>	<b>60%</b>	<b>182,102</b>	
Horsham Town Centre	ALBION WAY CONNECTIVITY - WORTHING ROAD	22,777	170,000	13%	147,223	Decision making process linked to Highway Authority and approval from WSCC. Project reviewed and is to be combined with Bishopric part of Public Realm Strategy as schemes will be built as one.
Horsham Town Centre	LOCAL CYCLING AND WALKING INFRASTRUCTURE	0	18,507	0%	18,507	
Horsham Town Centre	HORSHAM TOWN CENTRE CYCLING STUDY	26,590	30,000	89%	3,410	
Horsham Town Centre	PUBLIC REALM PROJECTS - TOWN CENTRE VISION	2,695	31,049	9%	28,354	Retention payments for Forum Piazza upgrade
Horsham Town Centre	PUBLIC REALM STRATEGY STAGE 2 - DESIGN DEVELOPMENT DELIVERY	0	958,000	0%	958,000	Project start delayed due to resource commitments. Now progressing with initial Service Request documentation for Bishopric/Worthing Rd and Carfax designs & delivery received from SCAPE. Appointment of SCAPE consultant & contractor report to be considered by Cabinet 8 June 2023.
	<b>Strategic Planning projects</b>	<b>52,062</b>	<b>1,207,556</b>	<b>4%</b>	<b>1,155,494</b>	
Property & the Local Economy	OAKHURST BP EXTENSION (UNITS 20 & 15)	0	1,000,000	0%	1,000,000	Project was delayed as Business changed ownership. Decision made not to carry out extension so budget no longer required.
Property & the Local Economy	LAND AT OAKHURST BUSINESS PARK - PHASE 4	0	n/a		0	
	<b>Oakhurst Business Park</b>	<b>0</b>	<b>1,000,000</b>	<b>0%</b>	<b>1,000,000</b>	
Property & the Local Economy	CORPORATE PROVISION - ASSET ENHANCEMENT	125,528	125,528	100%	0	Project complete.
Property & the Local Economy	COMMERCIAL ESTATES - GENERAL	8,255	28,639	29%	20,384	Not all the general enhancement budget required this year.
Environment & Rural Affairs	BILLINGSHURST CAR PARK DEVELOPMENT	0	164,580	0%	164,580	Planning delays and other legal issues on the lease need to be resolved before this can go ahead. Reprofiled to later year.
Property & the Local Economy	FORUM PIAZZA AND FOUNTAIN UPGRADE	188,877	188,957	100%	80	Project complete.
Property & the Local Economy	MILLSTREAM EXTENSION	229,447	329,544	70%	100,096	Project start was delayed because the tender returns were over budget and the deal was restructured, requiring a new agreement with the tenant and a revised scope of works to bring it in on budget.
Property & the Local Economy	ST PETERS HALL & RAFA IMPROVEMENTS	20,962	20,962	100%	0	Improvement work completed. Project part grant funded.
Property & the Local Economy	7 WEST STREET - WORKS TO FACILITATE LETTING	125,254	126,331	99%	1,077	Complete.
Property & the Local Economy	PARK BARN - ENERGY EFFICIENCY IMPROVEMENTS	23,370	35,000	67%	11,630	Work part-completed. Boiler improvements to be undertaken in 2023/24.
Property & the Local Economy	BUS STATION - REPLACE 4 DOORS	21,477	40,000	54%	18,523	Work complete & remaining budget to be released.
Property & the Local Economy	SWAN WALK - REPLACE TOP DECK MEMBRANE	256,000	256,000	100%	0	Materials purchased prior to year end ready for work to be completed.
Property & the Local Economy	HOUSING NET CARBON RESIDUAL PORTFOLIO - HOUSE FOR DECANT	15,913	342,491	5%	326,578	Decision taken to upgrade an existing property rather than purchase one. Estimated saving of £225k. Fees incurred 2022/23 with majority of improvement work (currently in procurement spec stage) in 2023/24.
Property & the Local Economy	HOUSING NET CARBON ZERO (3 HOUSES PER YEAR + 1)	4,750	150,000	3%	145,250	Decant required first. Reprofiled to 2023/24.
Property & the Local Economy	GRANARY - UPGRADE WINDOWS TO IMPROVE ENERGY EFFICIENCY	20,650	20,650	100%	0	Complete.
Property & the Local Economy	ARUN HOUSE - PREPARE FOR FUTURE USE	2,689	100,000	3%	97,311	Lengthy discussions with WSCC on future of building. Plan now for a tenant to move in once improvement work undertaken in 2023/24.
Property & the Local Economy	OAKHURST - SUB STATION UPGRADE TO GIVE POWER HEADROOM	0	200,000	0%	200,000	Awaiting quote and timing information from contractor.
Property & the Local Economy	BLATCHFORD IND ESTATE - IMPROVE DRAINAGE & ENERGY ISSUES	7,600	70,000	11%	62,400	Work underway with drainage work to be completed in 2023/24
Property & the Local Economy	FORUM FOUNTAIN UPGRADE	0	120,000	0%	120,000	Solution complex. Re-specified and out to tender Feb 2023.
Property & the Local Economy	BURTON COURT BIN STORE	6,767	100,000	7%	93,233	Awaiting planning and then out to tender. Reprofiled into 2023/24.
	<b>Miscellaneous properties spend</b>	<b>1,057,540.39</b>	<b>2,528,937.85</b>	<b>42%</b>	<b>1,361,141.46</b>	
		<b>5,875,638</b>	<b>12,097,711</b>	<b>42.8%</b>	<b>6,914,075</b>	

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**NOTE TO THE CORE STATEMENTS 2022/23**

**Appendix D**

**TRANSFERS TO/FROM EARMARKED RESERVES**

[Unaudited]

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

	Balance at 31.03.21 £000	(Income) / Expenditure 2021/22 £000	Transfer (to) / from other reserves 2021/22 £000	Balance at 31.03.22 £000	(Income) / Expenditure 2022/23 £000	Transfer (to) / from other reserves 2022/23 £000	Balance at 31.03.23 £000
<b>Useable Revenue Reserves</b>							
<b>General Fund Balance</b>	<b>(24,896)</b>	<b>(3,614)</b>	<b>5,277</b>	<b>(23,233)</b>	<b>(2,770)</b>	<b>(441)</b>	<b>(26,444)</b>
Environment & Infrastructure Reserve	(9,502)		(3,083)	(12,586)	0	(2,097)	(14,683)
Health and Wellbeing	(308)	0	(27)	(335)	0	0	(335)
Council tax localism	(293)	0	0	(293)	0	0	(293)
Neighbourhood Planning Grant	(267)	0	0	(268)	0	0	(268)
s106 Reserves	(776)	(142)	0	(918)	(7)	0	(925)
NNDR Provision	(1,435)	0	(2,796)	(4,231)	0	2,975	(1,256)
Transformation fund	(389)	0	(4)	(394)	0	115	(278)
Homelessness Prevention	(142)	0	(95)	(237)	0	47	(189)
Revenues and Benefits	(618)	0	(302)	(920)	0	0	(920)
Covid 19 Discretionary Grants	(2,815)	356	1,699	(760)	643	0	(117)
HDC Green Reserve	(695)	0	129	(564)	0	121	(443)
Journey to Work	(289)	0	(75)	(364)	0	138	(225)
Covid 19 Outbreak Management Fund	0	0	(446)	(446)	0	169	(277)
IT Security	0	0	(100)	(100)	0	0	(100)
Leisure	(212)	0	212	0	0	0	0
Community Fund	0	0	(250)	(250)	0	100	(150)
Inflation Reserve	0	0	0	0	0	(1,000)	(1,000)
Other	(856)	0	(139)	(995)	0	(128)	(1,123)
<b>Other Earmarked Reserves</b>	<b>(18,596)</b>	<b>214</b>	<b>(5,277)</b>	<b>(23,659)</b>	<b>636</b>	<b>441</b>	<b>(22,582)</b>
<b>Total Useable Revenue Reserves</b>	<b>(43,492)</b>			<b>(46,892)</b>			<b>(49,026)</b>

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## Appendix E – Transformation Fund as 31 March 2023

<b>2022/23</b>		<b>2023/24</b>	
393,501	<i>balance brought forward</i>	278,489	<i>balance brought forward</i>
106,499	<i>In year addition</i>	221,511	<i>In year addition</i>
<b>500,000</b>		<b>500,000</b>	
-44,683	Backfill for the digitalisation project	-45,000	Backfill for the digitalisation project
-32,805	Licence and implementation tech costs for the PRS digitalisation project.	-50,000	Licence and implementation tech costs for the PRS digitalisation project.
-32,365	PRS Project – The transfer of staff member working on the Project from Environmental Health to Technology Services so can continue working on the wider project.	-44,000	Systems support in Building Control and Development for the PRS digitalisation project
-11,383	Re-furb and improvement to HDC reception desk in Parkside		
-100,275	Technology Strategy and Communications laptops		
	Docking station replacement		
<b>-221,511</b>	<i>indicative spend in year</i>	<b>-139,000</b>	<i>indicative spend in year</i>
<b>278,489</b>	<i>balance</i>	<b>361,000</b>	<i>balance</i>
			<i>* 2023/24 costs are indicative estimates only.</i>
			<i>Appropriate additional items may be added as required</i>
			<i>via SLT and Leader and Cabinet Member for Finance and Parking approval</i>

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# Key Performance Indicator Report Quarter 4 and End of Year 2022/2023



## Performance against target indicators

at or above target 
 near target 
 below target 
 data only 
 Improved over previous years 
 Worsened over previous years

### Quarter 4 (in White)

35 KPIs      34 with a target      1 Data only

Of the 34 KPI's with a target:

59% (20/34) 
 18% (6/34) 
 23% (8/34)







### End of Year 2022/2023 including annual only KPIs (in orange)

40 KPIs      37 with a target      3 Data only














Of the 37 KPI's with a target:

52% (19/37) 
 16% (6/37) 
 24% (9/37) 
 8% (3/37) Awaiting confirmation and will be reported in quarter 1 report 2023







PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes
	Value	Value	Value	Target		
<b>Quarter 4</b> BT1(i) Percentage of payments made online		82%	86.6%	85%		
<b>Annual</b> BT1(i) Percentage of payments made		82.67%	83.7%	85%		Performance has improved over the last 12 months with both quarter 1 and












PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
online							quarter 4 reaching target.  Further work is in progress to introduce a self-service option for bin dispensation and to increase the number of people who use self-serve to order new bins or replace damage bins.
<b>Quarter 4</b> CD21 Total number of Community Trigger activations	1	3	2	2			
<b>Annual</b> CD21 Total number of Community Trigger activations	4	7	14	8			There was an increase in community triggers activated in quarter 3. This has now returned to the expected level.
<b>Quarter 4</b> CD23 No of voluntary organisations supported through advice and enablement		86	108	56			
<b>Annual</b> CD23 No of voluntary organisations supported through advice and enablement		247	355	224			Note there has been an increase in the number of Volunteer organisations supported and volunteers placed. Since the summer of 2022 we have utilised funding through West Sussex Voluntary Community Sector Infrastructure Alliance to bolster the team with two full time officers and software to better match and track volunteering opportunities. The additional staff have fixed term contracts through to the end of March 2025 in line with the duration of funding.







PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes
	Value	Value	Value	Target		
<b>Quarter 4</b> CD24 Number of Volunteers referred via the Voluntary Sector Support Service		19	191	66		
<b>Annual</b> CD24 Number of Volunteers referred via the Voluntary Sector Support Service		366	614	264		
<b>Quarter 4</b> CS03 Less than 5% of incoming calls abandoned	3.93%	2.79%	6.47%	5%		Over the 5% abandonment rate due to being 4 members of staff down in comparison to this time last year. Garden waste renewal calls increased the call volume considerably. New staff are on board now going through the process of training.
<b>Annual</b> CS03 Less than 5% of incoming calls abandoned	6.49%	3.7%	4.39%	5%		
<b>Quarter 4</b> DM23h Speed of decision - major (Oct 2021 - Sept 2023)		100%	88.7%	60%		
<b>Annual</b> DM23h Speed of decision - major (Oct 2021 - Sept 2023)		100%	84.35%	60%		
<b>Quarter 4</b> DM24f Quality of decision - major (Apr 2021 - Mar 2023)		0%	1.2%	10%		
<b>Annual</b> DM24f Quality of decision - major (Apr 2021 - Mar 2023)		0%	0.3%	10%		












PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes	
	Value	Value	Value	Target			Status
2021 - Mar 2023)							
<b>Quarter 4</b> DM25h Speed of decision - non-major (Oct 2021 -Sept 2023)		94.3%	94.8%	70%			
<b>Annual</b> DM25h Speed of decision - non-major (Oct 2021 -Sept 2023)		94.3%	94.88%	70%			
<b>Quarter 4</b> DM26f Quality of decision - non-major (Apr 2021 - Mar 2023)		0.07%	0.24%	10%			
<b>Annual</b> DM26f Quality of decision - non-major (Apr 2021 - Mar 2023)		0.07%	0.2%	10%			
<b>Quarter 4</b> FS07 % of invoices paid on time	89.50%	93.60%	94.00%	95.00%		Payment KPI dipped in Q4 due to invoices that were in dispute but approved in February 2023.	
<b>Annual</b> FS07 % of invoices paid on time	89.80%	92.40%	94.30%	95.00%			Payment KPI has improved from previous years.
<b>Quarter 4</b> FS09c Parking Combined Total Income	£1,561, 225	£3,365, 418	£3,620, 605	£2,966, 116			
<b>Annual</b> FS09c Parking Combined Total Income	£1,561, 225	£3,365, 418	£3,620, 605	£2,966, 116			
<b>Quarter 4</b> HS18 No of households in temporary accommodation	117	154	153	115		Roffey Place, partnership with Turning Tides is open, some former "sofa surfers" are approaching wanting to be referred to the scheme given the	
















PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes	
	Value	Value	Value	Target			Status
						<p>amount of publicity it has received.</p> <p>We have received surge funding from DLUHC for households that have been accommodated on a discretionary basis through extended SWEP (Severe Weather Emergency Provision).</p> <p>Two more additional family sized properties secured through Saxon Weald to reduce number of families with children being placed in B&amp;B.</p>	
<b>Annual</b> HS18 No of households in temporary accommodation	1,378	1,519	1,856	1,380			As per Q4 commentary.
<b>Quarter 4</b> HS19 Of which no of households in B & B accommodation	14	42	37	13			<p>Roffey Place, partnership with Turning Tides is open , some former "sofa surfers" are approaching wanting to be referred to the scheme given the amount of publicity it has received.</p> <p>We have received surge funding from DLUHC for households that have been accommodated on a discretionary basis through extended SWEP (Severe Weather Emergency Provision).</p>
<b>Annual</b> HS19 Of which no of households in B & B accommodation	155	216	456	156			As per Q4 commentary.
<b>Quarter 4</b>		308	197	195			






PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes
	Value	Value	Value	Target		
HW1 Number of Health & Wellbeing Interventions for working age residents						
<b>Annual</b> HW1 Number of Health & Wellbeing Interventions for working age residents		964	791	780		
<b>Quarter 4</b> HW2 Number of Health & Wellbeing Interventions for over working age residents		181	140	78		
<b>Annual</b> HW2 Number of Health & Wellbeing Interventions for over working age residents		466	560	312		
<b>Quarter 4</b> LS01a Attendance at Sports Centres	0	271,441	291,670	280,000		
<b>Annual</b> LS01a Attendance at Sports Centres	50,460	901,483	1,085,418	1,070,000		
<b>Quarter 4</b> LS05(i) Total attendance at Horsham Museum	0	2,164	3,830	3,500		
<b>Annual</b> LS05(i) Total attendance at Horsham Museum	0	4,746	16,786	20,000		  Museum yearly figures were below forecast as this was the first year post-pandemic and where we introduced a new manual counter rather than the automatic one that had previously been used. There has also been a trend for significant decrease in small museum visitor numbers since the pandemic.








PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
<b>Quarter 4</b> LS04 The Capitol overall ticket sales		22,399	26,003	20,750			
<b>Annual</b> LS04 The Capitol overall ticket sales		79,923	103,860	83,000			
<b>Quarter 4</b> OP14a Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%] <b>Quarter 3 figures Oct- Dec 2022</b>	55.44%	51%	51.1%	50%			These figures are unverified and will not be confirmed by Waste Data Flow for around 12 months.
<b>Annual</b> OP14a Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	55.28%	53%		50%			Annual figures for 2022/23 will be available at the end of quarter 1 2023.
<b>Quarter 4</b> OP17 Number of refuse, recycling and garden waste collections confirmed as missed	242	175	257	210			<p>We have had several crew changes over the last few months due to changing crew dynamics, new drivers coming on and other crew members leaving. In January we had to catch up from Christmas collections using crews which don't normally collect from those rounds which would increase missed bins.</p> <p>Numbers since January have fallen, but we have set up a spreadsheet to show number of missed bins per crew. We are able to target those rounds who have the highest numbers to establish the reasons to reduce it further - via some friendly inter crew competition.</p>

PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes	
	Value	Value	Value	Target			Status
<b>Annual</b> OP17 Number of refuse, recycling and garden waste collections confirmed as missed	947	752	869	840			The effects over Christmas and New Year caused us to just miss the target.
<b>Quarter 4</b> OP19 Quality of recycling - % contamination rate	9.97%	8.2%	8.39%	8%			Reports from crews indicate that residual waste in the recycling was an issue especially in communal bin stores. Service managers are inspecting properties that are divided into flats to verify waste and recycling capacity, this information is being checked against recommended levels. The main contamination has come from wet paper, general household waste, hard plastics and plastic bags.
<b>Annual</b> OP19 Quality of recycling - % contamination rate	8.4%	7.53%	7.09%	8%			
<b>Quarter 4</b> PP09 % of FOI requests responded to within 20 days	96%	97%	98%	85%			
<b>Annual</b> PP09 % of FOI requests responded to within 20 days	97%	96.5%	96.5%	85%			
<b>Quarter 4</b> PS11c Total sickness (excluding leavers sickness)	5.86	5.99	5.19	6			
<b>Annual</b>	6.05	5.92	5.78	6			

PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes
	Value	Value	Value	Target		
PS11c Total sickness (excluding leavers sickness)						
<b>Quarter 4</b> R&B01 Customer Assurance	100	100	94.75	80		
<b>Annual</b> R&B01 Customer Assurance	100	100	93.44	80		
<b>Quarter 4</b> R&B02 Right Time: Combined Speed of processing for new claims and changes of circumstances	7.55	10.54	8.25	11		
<b>Annual</b> R&B02 Right Time: Combined Speed of processing for new claims and changes of circumstances	6.6	9.28	8.13	11		
37  <b>Quarter 4</b> R&B03 Quality Assurance: LA Error	0.36%	0.26%	0.58%	0.4%		<p>The LA error at 0.58% has breached the upper threshold of 0.54%. This means that the pre-audit position is at a cost of £122, 925.</p> <p>As part of a commitment to continued service improvement, including staff development, 2022/23 has seen an increased amount of quality assurance measures in year. These increased measures have also been a result of the issues identified in the 2021/22 audit.</p> <p>This has resulted in the increased identification of error. Around 60% of</p>









PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
							<p>the LA error identified in 2022/23 was legacy error carried forward from the CenSus partnership.</p> <p>Where the service has identified areas that require specific focus, additional training and checking will continue to be undertaken in 2023/24 to reduce the risk of subsidy loss going forward.</p>
<b>Annual</b> R&B03 Quality Assurance: LA Error	0.36%	0.26%	0.58%	0.4%			Commentary as per Q4.
<b>Quarter 4</b> R&B04a In Year Collection: Council Tax	98.31%	98.48%	98.31%	98.48%			<p>There has been a slight dip in the YTD collection when compared to 2021/22. However, the collection rate itself remains high and is higher than our neighbouring West Sussex authorities.</p> <p>The collection rate has been impacted a little by the financial crisis, but also the impact of problems with setting up our second enforcement agent.</p>
<b>Annual</b> R&B04a In Year Collection: Council Tax	98.31%	98.48%	98.31%	98.48%			Commentary as per Q4.
<b>Quarter 4</b> R&B04b In Year Collection: Business Rates	94.97%	97.43%	96.7%	97.43%			<p>The service has retained a reasonable collection rate for Business Rates, although this has dipped when compared to 2021/22 (97.43%)</p> <p>The service has experienced reduced</p>

PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
							<p>recovery resource during this year, with the need to allocate additional resource to the Energy Rebate Scheme.</p> <p>Further factors impacting the collection rate are the cost of living crisis, along with delays in setting up our second enforcement agency.</p> <p>The service will carry out a more in depth review of the collection for this year, and will bring forward proposal for recovery improvements in 2023/24.</p>
<b>Annual</b> R&B04b In Year Collection: Business Rates	94.97%	97.43%	96.7%	97.43%			Commentary as per Q4.
<b>Quarter 4</b> R&B05a Arrears Collection: Council Tax	33.84	40.3	35.69	40.3			<p>The service has experienced delays with a new Enforcement Agent company. In addition, the service had to divert recovery resource to deliver the Energy Rebate Scheme, which impacted recovery activities. The service is also aware 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>
<b>Annual</b> R&B05a Arrears Collection: Council	23.42	30.59	26.99	30.59			Commentary as per Q4.

PI Code & Short Name	2020/21	2021/22	2022/23		Long Tred	Notes
	Value	Value	Value	Target		
Tax						
<b>Quarter 4</b> R&B05b Arrears Collection: NNDR	83.83	62.94	45.71	62.94		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, which impacted recovery activities. The service is also aware 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.
<b>Annual</b> R&B05b Arrears Collection: NNDR	65.38	45.82	30.51	45.82		 Commentary as per Q4.
<b>Quarter 4</b> R&B06(a) Direct Debit Payers (%)		79.07%	79.09%	80%		The percentage of DD payers continues to remain above 79%, 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.
<b>Annual</b> R&B06(a) Direct Debit Payers (%)		79.07%	79.09%	80%		 Commentary as per Q4.
<b>Quarter 4</b> SSC9a No. of fly tipping incidents	358	312	335	231		The Waste Data Flow figures are slightly distorted as on occasion we do








PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
							<p>receive duplicate reports for single fly tips. However, that affects all councils. We also receive fly tip reports for single items where in the main it isn't warranted. This could be for a single black bin bag for example.</p> <p>HDC are proactive in seeking offenders for fly tipping. There is a dedicated camera unit (3 static cameras) at a prolific site north of the district (Ifield Wood) and we now have 10 trail cameras that are used at locations suffering from environmental offences (littering and fly tipping)</p> <p>We have implemented a 'Heat Map' that indicates immediately the areas affected by fly tipping and this is also keenly sought after by other councils within WSCC who are keen to expand the Heat Map for their enforcement.</p> <p>The fine for littering offences has been increased since 1st February 2023. The fine is now £150 (reduced to £110 if paid within 15 days of receipt of FPN)</p> <p>There was an Enforcement Day of Action which took place on 20th March 2023 North of our District. This comprised HDC, Sussex Police,</p>

PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
							Environment Agency and DVSA where numerous trade vehicles will be subjected to in-depth checks regarding their Waste Carrier's Licences and Waste Transfer Notes (to ensure the lawful transporting of non-hazardous waste). It is hoped that this will be a regular event.
<b>Annual</b> SSC9a No. of fly tipping incidents	1,419	1,063	1,163	924			Commentary as per Q4. In addition, 95 separate Fixed Penalties have been issued since October 2021 (47 for fly tipping, and the remaining for littering and fly posting) 129 Warnings have been issued for the same types of offences.
<b>Quarter 4</b> SSC9c No of Fly Tipping Clearances		206	283				The number of fly tipping clearances is linked to the number of fly tips.
<b>Annual</b> SSC9c No of Fly Tipping Clearances		522	783				The number of fly tipping clearances is linked to the number of fly tips.
<b>Quarter 4</b> VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied	96.83%	98.88%	94.94%	95%			5 units not let during Q4. These are: <ul style="list-style-type: none"> <li>• 25, Lintot Square</li> <li>• F19b Park House</li> <li>• Park House (1st Floor) F19a</li> <li>• Arun House, Hurst Road</li> <li>• Unit 4 Forum</li> </ul>
<b>Annual</b> VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.54%	97.93%	96.21%	95%			Slight reduction on previous years, potentially indicating tougher economic times.

PI Code & Short Name	2020/21	2021/22	2022/23			Long Tred	Notes
	Value	Value	Value	Target	Status		
<b>Quarter 4</b> VE01b Income from HDC owned and managed commercial and industrial estate space	£4,258,023	£4,090,234	£4,174,646	£3,879,196			
<b>Annual</b> VE01b Income from HDC owned and managed commercial and industrial estate space	£4,258,023	£4,090,234	£4,174,646	£4,090,234			

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PI Code & Short Name	2020/21	2021/22	2022/23			Long Trend	Notes
	Value	Value	Value	Target	Status		
CD19 Total hours of voluntary support for Leisure & Culture Services	0	17,660	25,300				
DS02 To ensure that Committee minutes are posted on the internet within 10 days of the meeting	100%	95%	86%	100%			There have been vacancies in the team since September, which have recently been recruited to. Therefore we should see an improvement in the figure going forward.
HS21 No of households on the Housing Waiting list	737	758.25	733.75				
NI 154 Net additional homes provided	769	655		911			These figures will not be confirmed until later in the year and will be reported when available.

NI 155 Number of affordable homes delivered (gross)	139	144		200			These figures will not be confirmed until later in the year and will be reported when available.
OP21 Garden Waste sign up (% of total households)	53.03%	53.58%	53.42%	55%			We are reaching saturation point for the number of properties that could use a garden waste service. We are also reaching capacity point with the number of crews we currently operate.
VE10 Commercial property return on investment	7.11%	6.89%	7.52%	6%			

CP theme	Project Name	Project Description	Proposed date of work	Update -for Sept O&S	Update for Nov O&S	Update for March O&S	Update for June O&S
A great place to live	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.	Complete
A great place to live	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.	Winning supplier has been appointed. Order for equipment has been placed. Awaiting confirmation date for installation. There are long lead times in the supply chains across most industries at the moment.
A great place to live	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.	Have received draft reports. Initial comments fed back to consultants and awaiting revised report – due end of May / early June.
A great place to live	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.	Report has been finalised and will be presented to the new Cabinet Member and Cabinet, and local ward Members before being released publicly.
A great place to live	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.	The golf supply and demand assessment was completed in December 2022 and is published on the Council's website. The study shows that there is a good provision of golf courses in Horsham District which is above the national average. This provision caters for a range of different types of golfing demand. Therefore the loss or change to any particular golf course would require further detailed study and potentially need mitigation to ensure that the range of golfing needs is met.
A great place to live	Platinum Jubilee/Coronation	Multiple events to celebrate 70 years, including bandstand refurbishment. Project has been extended to now include the Coronation	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.	Coronation event was successful with good feedback. Plans for events for the remainder of the year are being developed.
A great place to live	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.	The proposed secondary filtration tank requires a location within the carpark. Sainsburys are considering this request. The existing fountain has been made operable in the interim.

A great place to live	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.	No change. Progression on the local plan will pick up following the elections. The change in administration may impact on the plan content and progress.
A great place to live	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.	The estimated contract sum is significantly in excess of budget and recommendations are to be brought forward on how the project is to proceed. THIS will be brought back to Councillors.
A great place to live	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.	The Business Training Programme and Hospital Discharge projects are complete. The end of year report has been submitted and a request to roll forward the funding for the Health and Wellbeing Centre, Co-Working space and Plate Up Local submitted. Work underway with the project leads for Year 2 projects. REPF addendum approved and grant scheme launched on 1st April. Eleven expressions of interest had been submitted by early May.
A great place to live	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.	Completed. Crossing and snagging works completed with practical completion certificate issued. Now in 12 month defects period.
A thriving economy	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.	Works practically complete. The tenant will now commence fit out.
A thriving economy	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.	Work progressing with the HBI to go to a ballot in September/October 2023. We are also working on the baseline agreements and the approvals that will need to be in place in advance of a ballot.
A thriving economy	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.	Completed.

A strong safe and healthy community	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.	All changes now implemented (last ones being start of April 2023). The team will be reviewing effectiveness over the next six months with measures being the number and reasons of refusals for properties being recorded.
A strong safe and healthy community	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.	The first live data transfer was completed at the end of March 2023 and are now run on the last Friday of each month. Kick off session with live data scheduled with Policy in Practice 24 <sup>th</sup> April where initial campaigns will be identified.
A strong safe and healthy community	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 £106 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.	Revised design consulted with SLT and PDAG and local members. All in support. Increase in units to 10. Details of planning application are being finalised before submission.
A strong safe and healthy community	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 £106 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.	Working with architects on the finer design detail in advance of submitting planning application.
A cared-for environment	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.	Fleet – charge points installed in The Forum, for arrival of 2 compact sweepers. Five EV's delivery expected later in 2023 (summer at earliest). Quotes received for charge points at the Depot. Analysing next steps for carbon reduction in flats and houses.
A cared-for environment	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 WSCC)	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)	Phase 1: car park installation to commence soon in 5 Council owned car parks. Phase 1 on-street installed. Phase 2: locations for both on-street and car parks identified (provisional). Government funding secured and survey work to commence. Installations likely to commence Autumn 2023.
A cared-for environment	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.	Draft Climate Change Action Strategy approved for consultation in March 2023. Promotion, consultation and targeted engagement will take place over the summer. Some actions within the Strategy already being progressed.
A cared-for environment	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	Scheme for Hills Cemetery Lodge is in for planning and cost estimates being obtained.
A cared-for environment	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.	Podback integration is now complete with the final element of auto-sequencing for the crew in BARTEC running. Completed.
A modern and flexible Council	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.	Completed.

<p>A modern and flexible Council</p>	<p>Vehicle replacement</p>	<p>Two small electric sweepers, two large roadside sweeper refurbishments and a large vehicle refurbishment</p>	<p>Procure in Q2</p>	<p>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.</p>	<p>* 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</p>	<p>*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.</p>	<p>* Two compact electric sweepers on order still awaiting a confirmed delivery date. Delayed until June 2023.                  * PCV on order but delivery delayed until June 2023 due to parts unavailability.                  * Walk behind sweeper delivered and now in use within the Town Centre.                  * First highway sweeper has been returned refurbished, still awaiting the return of the second sweeper.                  * Refuse Vehicle Solutions have been awarded the contract to refurbish our refuse collection vehicles. First vehicle has been collected. RVS were having trouble sourcing parts but currently ok. This has delayed the schedule, however, a second bay has been opened and a second vehicle will be collected soon, so both can be refurbished bringing the schedule back on track.                  * Four electric Service Delivery manager vans on order have been delayed until the end of June 2023.</p>
<p>A modern and flexible Council</p>	<p>PRS system &amp; HMLR Land Charges Hun Integration.</p>	<p>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 &amp; Land Charges will take place in Q1-Q3 2023/24 and HMLR Q4 2023.</p>	<p>2022/23</p>	<p>Work on this is due to start in October 2022.</p>	<p>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 &amp; Licencing and we are therefore not due to start on this until Dec 2022 – Jan 2023.</p>	<p>Work commenced Dec 2022</p>	<p>Site visits and demonstrations have taken place at other authorities. Project Plan and requirement documents agreed with Agile. Go Live for the system is on schedule for Dec 2023</p>
<p>A modern and flexible Council</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:                  •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>	<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>	<p>The Corporate Plan for 2023/24 to 2026/27 will be developed for the new electoral term in the Autumn.</p>




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## Report to Overview and Scrutiny Committee

Monday 5 June 2023

By the Chairman of the Overview and Scrutiny  
Committee

### INFORMATION REPORT

Not Exempt



**Horsham  
District  
Council**

## Overview and Scrutiny Annual Report 2022/23

### Executive Summary

This report provides a summary of the work of the Overview and Scrutiny Committee during the 2022/23 municipal year.

### Recommendations

The Committee is recommended to refer the report together with the Overview and Scrutiny work programme to Full Council for noting.

### Reasons for Recommendations

The Council's Constitution requires the Committee to report to Full Council on an annual basis with regard to the discharge of the overview and scrutiny function and its future work programme.

### Background Papers

Minutes of the Overview and Scrutiny Committee from June 2022 to March 2023  
Minutes of the February 2022 meeting of Full Council  
Report and minutes of the May 2022 meeting of Full Council  
Decisions of the September 2022 meeting of Cabinet  
Horsham District Council Constitution

**Wards affected:** All

**Contact:** Bradley Daymon, Democratic Services Officer, 01403 215466

## **Background Information**

### **1 Introduction and background**

- 1.1 Councils operating executive governance arrangements are required under the Local Government Act 2000 to have at least one Overview and Scrutiny Committee.
- 1.2 The Overview and Scrutiny Committee provides a check on the actions of the executive (the Cabinet) and has powers to examine and report on policy and areas of concern.
- 1.3 The Council's Constitution requires the Committee to report to Full Council on an annual basis with regard to the discharge of the overview and scrutiny function and its future work programme.

### **2 Relevant Council policy**

- 2.1 Overview and scrutiny contributes to all Council policies.

### **3 Details**

#### **3.1 Role of the Overview and Scrutiny Committee**

- 3.1.1 The role of the Overview and Scrutiny Committee, as set out in paragraph 6.2.1 of Article 6 of the Council's Constitution, is as follows:
  - a) Assist in the strategic development of policy.
  - b) Review issues of local concern.
  - c) Review the policy of others within and outside the Council.
  - d) Call-in Cabinet decisions.
  - e) Scrutinise the Council's decision-making processes.
  - f) Monitor the internal and external delivery of services.
  - g) Review specific services.
  - h) Monitor and scrutinise the activities of outside bodies.

#### **3.2 Committee membership**

- 3.2.1 The following Members were appointed to the Committee at the May 2022 meeting of Full Council: Councillors Tony Bevis, Philip Circus, Paul Clarke, Brian Donnelly, Ruth Fletcher, Billy Greening, Nigel Jupp, Richard Landeryou, Tim Lloyd, John Milne, Bob Platt, Josh Potts, Jack Saheid, David Skipp and Ian Stannard. Councillor Brian Donnelly ceased to be a member of the Committee before the Committee held its first meeting of the 2022/23 municipal year.
- 3.2.2 Councillor Tony Bevis was elected as Chairman of the Committee for the 2022/23 municipal year at the June 2022 meeting of the Committee. Councillor Ian Stannard was appointed as Vice-Chairman of the Committee for the 2022/23 municipal year at the same meeting.
- 3.2.3 A revised membership of the Committee was agreed at the February 2023 meeting of Full Council as follows: Councillors Andrew Baldwin, Tony Bevis (Chairman)

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

### **3.3 Summary of work undertaken by the Committee**

#### **3.3.1 The Council's Finance and Performance**

The Committee received and asked questions on reports from the Director of Resources on the Council's finance and performance. One area that was considered in some detail was the Council's low capital project spend. The Director of Resources has undertaken to identify possible solutions to this.

#### **3.3.2 The Council's Carbon Reduction Programme**

The Committee received an update from the Environmental Coordination Manager and the Cabinet Member for Environment and Rural Affairs on the Council's Carbon Reduction Programme at its June 2022 meeting. It was noted that a three-year action plan for the period April 2022 to March 2025 had been agreed by Cabinet in March 2022.

#### **3.3.3 Overview and Scrutiny Committee Work Programme**

Whilst the Committee regularly considered its work programme, some changes to how it approached this were agreed at its July 2022 meeting:

- Committee members would be provided with copies of Policy Development Advisory Group (PDAG) agendas in order to increase their knowledge of emerging policy activity.
- Cabinet members would routinely be invited to meetings of the Committee.
- Outside of meetings of the Committee, the Chairman and Vice-Chairman would take a lead on identifying potential topics for the Committee to consider.

#### **3.3.4 Annual Crime and Disorder Update**

The Head of Housing and Community Services presented the annual crime and disorder update at the Committee's September 2022 meeting. One of the key messages was the need for residents to report crime in order that the data could be used to determine where police resources needed to be focused.

#### **3.3.5 Task and Finish Group on the Use of Consultants**

The Committee considered a number of possible areas to examine through a Task and Finish Group and decided to set up a Task and Finish Group on the Council's use of consultants. The Task and Finish Group was chaired by Councillor David Skipp with the other Members appointed being Councillors Philip Circus, Paul Clarke and John Milne. The Chairman of the Task and Finish Group reported to the Committee's March 2023 meeting and the Group's recommendations were agreed, which were as follows:

To note the findings of the review and ask the Chief Executive:

(a) 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 the decision or request; and

(b) to support the Heads of Service to continue their current good practice in seeking opportunities for:

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

### 3.3.6 Call-in Request of Cabinet Decision: CIL Governance for the Unparished Area of Horsham Town

The following Cabinet decision was called-in to the Overview and Scrutiny Committee by Councillor Martin Boffey, with the support of Councillors John Milne, Colin Minto, Jon Olson and Belinda Walters:

Topic: CIL Governance for the unparished area of Horsham Town  
Decision: To agree to delegate the Governance arrangements for the prioritisation, allocation and spend of the unparished areas of Horsham Town CIL receipts to the Director of Place in consultation with the Cabinet Member for Planning and the Cabinet Member for Horsham Town.  
Date of decision: 29 September 2022

Having heard from relevant Members and officers and considered the call-in request at a special meeting of the Committee on 20 October 2022, the Committee referred the decision back to Cabinet for reconsideration. The Committee took the view that the decision should specifically refer to Local Ward Members being included in the delegation.

Informal Cabinet met on 20 October 2022 and agreed that the decision be amended as follows:

To agree to delegate the Governance arrangements for the prioritisation, allocation and spend of the unparished areas of Horsham Town CIL receipts to the Director of Place in consultation with the Cabinet Member for Planning and the Cabinet Member for Horsham Town and all local Ward Members of the unparished areas of Horsham Town.

### 3.3.7 Police Performance

It was agreed at the Committee's November 2022 meeting that the Chairman would write to the Cabinet Member for Housing and Public Protection to express the Committee's concerns relating to police performance, in order that these could be relayed to the West Sussex County Council Police and Crime Panel.

### 3.3.8 S106 Contributions

The Committee considered S106 contributions as a possible topic for a Task and Finish Group. It was agreed at the Committee's November 2022 meeting that Councillor Milne would take officer advice on and draft terms of reference for a future Task and Finish Group on this subject. This subject had been examined before (in 2017) but the Committee considered that it was still an area of concern on the basis that S106 agreements did not always achieve the expected results.

### 3.3.9 Review of the 2023/24 Budget and Medium-Term Financial Plan

The Committee received a report from the Director of Resources on the 2023/24 Budget and Medium-Term Financial Plan at its January 2023 meeting. The Committee asked questions of the Director of Resources and the Cabinet Member for Finance and Parking.

### 3.3.10 Local Authority Housing Fund Update

The Committee received a verbal update from the Director of Resources on the Local Authority Housing Fund at its March 2023 meeting. It was proposed that, through a combination of government grant funding and its own resources, the Council would purchase 16 properties and lease them to the Council's housing company.

## **3.4 Summary of training provided to the Committee**

3.4.1 The Committee agreed at its July 2022 meeting that it would be beneficial for more frequent training to be provided to members of the Committee, due in part to changes to Committee and PDAG membership that had taken place.

3.4.2 The Centre for Governance and Scrutiny (CfGS) delivered a training session to Members on 'Scrutiny Essentials' in December 2022. Further scrutiny training is due to be delivered by the CfGS in May 2023 as part of the Council's post-election induction programme and all members of the Committee are encouraged to attend.

## **4 Next steps**

4.1 The Committee is recommended to refer the report together with the Overview and Scrutiny work programme to Full Council for noting.

## **5 Other courses of action considered but rejected**

5.1 The Council's Constitution requires the Committee to report to Full Council on an annual basis. No other course of action is considered appropriate.

## **6 Resource consequences**

6.1 There are no resource consequences.

## **7 Legal considerations and implications**

7.1 The Council is required to have an Overview and Scrutiny Committee under the Local Government Act 2000, as it has a Leader and Cabinet (executive) model of governance.

7.2 The Overview and Scrutiny Committee is required by the Council's Constitution to report annually to Full Council.

## **8 Risk assessment**

8.1 The Overview and Scrutiny Committee provides a check on the actions of the Cabinet.

## **9 Procurement implications**

9.1 There are no procurement implications.

## **10 Equalities and Human Rights implications / Public Sector Equality Duty**

10.1 There are no equalities or human rights implications.

## **11 Environmental implications**

11.1 There are no environmental implications.

## **12 Other considerations**

12.1 There are no apparent GDPR or data protection consequences.

12.2 The Committee receives an annual crime and disorder update as part of its work programme.



## Basic Outline of Annual Scrutiny Work Programme – standard items

Date of Meeting	Items for Meeting
JULY	<ul style="list-style-type: none"> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
SEPTEMBER	<ul style="list-style-type: none"> <li>• <b>Crime and Disorder annual update</b></li> <li>• <b>Report on the Council’s Finance &amp; Performance Q1</b></li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
NOVEMBER	<ul style="list-style-type: none"> <li>• <b>Report on the Council’s Finance &amp; Performance Q2</b></li> <li>• <b>Review of the Council’s Medium-Term Financial Strategy update</b></li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
JANUARY	<ul style="list-style-type: none"> <li>• <b>Review of the Council’s Budget and Medium-Term Financial Strategy</b></li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
MARCH	<ul style="list-style-type: none"> <li>• <b>Report on the Council’s Finance &amp; Performance Q3</b></li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
JUNE	<ul style="list-style-type: none"> <li>• <b>Report on the Council’s Finance &amp; Performance – outturn</b></li> <li>• <b>Overview and Scrutiny Annual Report</b></li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>

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