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Overview and Scrutiny Committee

Monday, 24th July, 2017 at 5.30 pm
Conference Room, Parkside, Chart Way, Horsham

Councillors:

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

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. Minutes	3 - 8
To approve as correct the minutes of the meeting held on 5 th June 2017.	
3. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Committee	
4. Announcements	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. Cabinet Member Interview	9 - 10
Councillor Jonathan Chowen – Cabinet Member with responsibility for Leisure and Culture	
6. Corporate Plan Priorities and Finance and Performance Data for Q4 2016/17	11 - 42
7. Task and Finish Groups - Update on progress	

- | | | |
|-----|---------------------------------------|---------|
| 8. | Work Programme 2017-18 | 43 - 46 |
| 9. | Cabinet Forward Plan July 2017 | 47 - 54 |
| 10. | Urgent Business | |

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances

Public Document Pack Agenda Item 2

Overview and Scrutiny Committee 5 JUNE 2017

Present: Councillors: Toni Bradnum, Alan Britten, Peter Burgess, Paul Clarke, David Coldwell, Matthew French, Nigel Jupp, Tim Lloyd, Mike Morgan, Brian O'Connell, Ben Staines, Michael Willett and Tricia Youtan

Apologies: Councillors: Leonard Crosbie and Jonathan Dancer

SO/1 APPOINTMENT OF CHAIRMAN

RESOLVED

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

SO/2 APPOINTMENT OF VICE CHAIRMAN

RESOLVED

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

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

RESOLVED

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

SO/4 MINUTES

The Committee agreed an amendment to the minutes of the meeting held 3rd April 2017 item SO/55 Minutes, it was agreed that a) should be replaced with the following more accurate minute:

“a) The Budget’s proposed expansion of the Council’s real estate investment/non-operational portfolio by £3million per annum from 2017/18 to 2020/21 (detailed in the capital programme in the report to Cabinet on 26th January 2017 Appendix E(i)) would be financed by a combination of cash and other funds, including the sale of Council property.”

SO/5 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

SO/6 **ANNOUNCEMENTS**

There were no announcements.

SO/7 **REVIEW AND APPROVAL OF OF SELF EVALUATION REPORT AND COMMITTEE STRUCTURE FOR 2017/18**

The Committee received the report of the findings of the Overview and Scrutiny Self-Evaluation Group.

The report set out the findings of the self-evaluation and recommended that the structure of the Overview and Scrutiny function be adjusted.

A seminar had taken place as part of the review, to which all Members were invited to discuss the outcome of the review, and the final report and recommendations were presented to the Committee.

The preferred format of the Overview and Scrutiny function going forward was one Overview and Scrutiny Committee and no more than three task and finish groups to be operating at any one time.

The review had looked at the most efficient and effective ways of working, in line with the good practice identified by the Centre of Public Scrutiny.

Some Members were concerned about the timing of data which was currently received by the Finance and Performance Sub Committee, as these reports would, under the proposed system, be considered by the Overview and Scrutiny Committee, the timings and number of meetings may need to be adjusted to ensure that the reports were received at an appropriate point, in order for the Committee to be able to comment before the data became historic.

The Vice Chairman presented the recommendations in the report.

It was suggested that the new structure be reviewed in 12 months time.

RESOLVED

- (i) That 'structural model B' as described in 3.7 of the Report of the Findings of the Overview and Scrutiny Self-Evaluation Group, be adopted.
- (ii) That the existing work programme be adjusted to discharge the function according to the structural model agreed.

REASON

To enable the Overview and Scrutiny function to be more effective and aligned to the good practice identified by the Centre of Public Scrutiny.

SO/8 **APPOINTMENT OF MEMBERS TO ANY SUB-COMMITTEES OR TASK AND FINISH GROUPS**

Following the decision to dissolve the four current sub-committees, three new suggestions for the Overview and Scrutiny Work Programme were made and the following Members volunteered to sit on the task and finish groups:

1) Traffic Problems at Primary Schools in the District

Councillors David Coldwell, Mike Morgan and Tricia Youtan

2) S106 and further investigations into the appropriate ways to fund parishes and wards and unparished areas with no planned development

Councillors Paul Clarke, Nigel Jupp, Tim Lloyd and Michael Willett

3) CenSus Revenues and Benefits Service

Councillors Nigel Jupp, Tim Lloyd, Brian O'Connell and Michael Willett

An invitation to join these three task and finish groups would be sent to all Councillors.

SO/9 **APPOINTMENT OF A MEMBER TO THE WSCC HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE**

Councillor David Coldwell was nominated by the Committee to represent Horsham District Council on the West Sussex County Council Health and Adult Social Care Select Committee.

SO/10 **CALL-IN PROCEDURE**

The Head of Legal and Democratic Services provided a briefing note, following a request from the Chairman of the Overview and Scrutiny Committee, on Call-in.

The note would be formalised and should be used to help define the Call-in rules as set out in the Constitution.

The Committee accepted the note.

SO/11 **REPORT FROM THE BUSINESS IMPROVEMENT SUB-COMMITTEE ON S106 FUNDING REVIEW**

The Committee received the report by the Business Improvement Sub-Committee on the S106 Funding Review which followed on from an earlier review on the S106 process.

There was still some confusion around how the S106 process worked and requested that a short note be provided including details of what triggers S106 funding. Although it was noted that the process would soon change with the introduction of the Community Infrastructure Levy (CIL).

The Committee welcomed the report and the recommendations. It was suggested that the first and second recommendation in the report could form a further review under a task and finish group.

RESOLVED

- (i) That the possibilities for an appropriate way to fund parishes and wards with no planned development, be investigated.
- (ii) That an appropriate way to fund unparished areas that will have community projects but no developments, be investigated
- (iii) That the ward members and parish councils continue to receive the S106 reports, to allow them to stay updated and work better with the parish councils on S106 monies.

SO/12 **OVERVIEW AND SCRUTINY WORK PROGRAMME AND PROPOSALS**

The Committee noted the current Overview and Scrutiny Work Programme.

Following the Committee's earlier decision to dissolve the sub-committees, the Vice Chairman welcomed any suggestions for reviews by task and finish groups.

Three suggestions had been made at the meeting, the first formed part of the agenda which suggested a review into the traffic problems and issues at primary schools in the District. Members welcomed this review but agreed that consideration should be given to the work which was currently being done on this subject by West Sussex County Council as they were the Highways Authority and also the North Horsham CLC.

The second suggestion was to combine recommendation one and two in the S106 Funding Review Report and undertake a review within a task and finish group to investigate appropriate ways to fund parishes, wards and unparished areas, with no planned developments.

The third suggestion was to review the CenSus Revenues and Benefits Services, work had already begun on this under the Finance and Performance

Sub-Committee, however since the decision to dissolve the sub-committees it was suggested that this could be picked up through a task and finish group.

The Members also noted the terms of reference which had been circulated at the meeting for an officer report on the Business Transformation programme.

The Work Programme would be revised to reflect the decisions made at the meeting.

Members of the Committee were encouraged to look at the Cabinet Forward Plan and if they wished look at decisions before they were made, Members could do so through the Committee, although it was advised that Overview and Scrutiny should be careful not to duplicate the role of the Cabinet Members Policy Development Advisory Groups.

The Overview and Scrutiny Committee would be given the opportunity to review and comment on the Budget later on in the year.

SO/13 **URGENT BUSINESS**

In light of the new Members of the Committee, it was suggested that some training on the functions of Overview and Scrutiny might be useful. The Committee welcomed this. The Chairman and Vice Chairman would look into the training options available.

The meeting closed at 6.48 pm having commenced at 5.00 pm

CHAIRMAN

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Cabinet Member for Leisure and Culture Portfolio Summary 2016/17

24th July 2017

Responsibilities	Corporate Plan Priorities 2016 -19 (as updated for year Q4) Position at June 2017	Successes and challenges, performance summary	Forthcoming Decisions (Forward Plan)
<p>a) Overall responsibility for the development, implementation and review of policies for the provision and promotion of leisure and recreational facilities and services.</p> <p>b) Overall responsibility for the development, implementation and review of policies for the provision and promotion of the arts, heritage and culture in the District.</p> <p>c) Overall responsibility for the development, implementation and review of policies for community facilities in the District.</p> <p>d) Overall responsibility for the development, implementation and review of policies for burial grounds and crematoria.</p> <p>e) Overall responsibility for the development, management and maintenance of the Council's open spaces.</p> <p>f) Overall responsibility for the development, implementation and review of the Council's grounds maintenance responsibilities.</p>	<p>Communities</p> <p>1. Grow the footfall of HDC's cultural and leisure facilities <i>Although there have been significant increases in use of facilities such as Southwater Country Park (Dinosaur Island), attendances at Leisure Centres and at the Capitol down 4,002. The Leisure Centre performance is almost solely the result of the swimming pools at Pavilions and Billingshurst being closed for repairs for parts of the year. Museum attendances increased by 1,594.</i></p> <p>2. Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget by Spring 2018 <i>Cabinet has agreed Leisure Centre main contract. A value engineering exercise was undertaken to bring the project cost within budget. Works on site to commence early June with UKPN works at the end of June 2017.</i></p> <p>3. Deliver a new sports strategy This is now a 'Sport and Physical Activity Strategy'. Final sign off early Autumn.</p> <p>4. Deliver a new strategy for heritage and culture <i>Following discussions with Arts Council England, Informal Cabinet and PDAG it was decided that this strategy should be developed over a 3 year period using intelligence gathered through the preparations for the 2019 Year of Culture and be delivered in 2020. However, consideration of the impact of new multiplex cinemas on the potential operating cost of the Capitol and potential investment required to improve the functionality of the Drill Hall has resulted in a discussion paper regarding possible options to be explored for the Capitol. Work will now be undertaken in 2017/18 to consider arts and heritage infrastructure requirements for the next 30 years.</i></p>	<p>Portfolio performance summary as reported in Finance and Performance Reports June 2017.</p> <p>LS01a Attendance at Sports Centres LS01b Swimming attendances LS03 Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users LS05 Total attendance at Horsham Museum and Visitor Information Centre</p> <p><i>Full Finance and Performance Report available as part of this agenda.</i></p>	<p>Children's Play Strategy 2017-2027 (PDAG 12th July 2017, Decision 21st September 2017)</p>

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Report to Finance and Performance Sub-Committee

Date of meeting 15 June 2017

By the Head of Finance

INFORMATION REPORT



Horsham
District
Council

Not exempt

REPORT ON THE COUNCIL'S CORPORATE PLAN PRIORITIES, FINANCE AND PERFORMANCE IN 2016/17

Executive Summary

This report shows how successful the Council has been in delivering against identified Corporate Plan Priorities. The Council uses corporate performance indicators; financial reporting and review of progress against key corporate projects to demonstrate progress against corporate priorities.

The key projects where there has been significant progress over the quarter include; plans for the Broadbridge Heath Leisure Centre; the redevelopment of Hop Oast Depot; and the Future Horsham Programme.

The Council delivered a £776k revenue surplus after allowing for budgets that will be carried to 2017/18 to cover essential expenditure which has been unavoidably delayed. Capital expenditure amounted to £9.3m which was 52% of the approved programme.

An analysis of performance demonstrates that to date progress has been made on all Corporate Plan priorities and 8 have been delivered. An analysis of performance indicators demonstrates that – 72.5% (previous year 60%) of indicators met or exceeded targets set; 20% (32.5%) were close to target, and 7.5% (7.5%) fell outside of the target range, and, where comparable – 26 (18) indicators improved over the previous year, 9 (14) worsened and for three there was no change.

Recommendations

Members are recommended to note:

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

Reasons for Recommendations

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

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

Consultation: Senior Leadership Team

Wards affected: All

Contact: Gillian Bloomfield, Group Accountant (Revenue) ext. 5450

Background Papers:

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

Appendix B: Outturn Financial Highlight Report

Appendix C: Outturn Revenue Dashboard

Appendix D: Outturn Capital Budget monitoring

Appendix E: Revenue Budget carried forward into 2017/18

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

Background Information

1. Monitoring of performance

- 1.1 The sub-committee meets on a quarterly basis to deal with the main items of regular business for both finance and performance matters. The sub-committee reviews progress in meeting the Corporate Plan priorities, financial performance and key performance indicators and progress reporting for major projects.

2. Monitoring of Corporate Plan Priorities 2016/17

- 2.1 The Corporate Plan Priorities monitoring report for 2016/17 is appended to this report at Appendix A. The Corporate Plan for the three years 2016-19 was agreed by Cabinet on 28 January 2016 and approved at Council in February 2016.
- 2.2 An analysis of performance demonstrates that to date progress has been made on all Corporate Plan priorities and 8 have been delivered.
- 2.3 The Hop Oast capital building project is due for completion June/July. Broadbridge Heath Leisure Centre, is both complex and high profile with tight deadlines, works will now commence early June. Key tracked projects monitoring is included within Appendix A.

3. Financial performance

- 3.1 The Financial Dashboard is attached at Appendix B. The Council has delivered a £776k revenue surplus which is similar to last year. However, only £88k will be carried forward compared to £391k last year, indicating better delivery in year. See Appendix E. Within the surplus, there are some variances both over and under budget. A large proportion of the surplus is from income that has exceeded budget.
- 3.2 The Revenue Dashboard containing summary comments on the more significant forecast variances is attached at Appendix C.
- 3.3 The detailed capital programme and expenditures from 2016/17 are provided at Appendix D. In 2016/17, £9.3m (52% of the programme) was spent which compares to £7.4m (and only 25%) in 2015/16. Where still required, the unspent capital budget will be re-profiled into later years.

4. Reserves

- 1.1 The Council holds a number of ear marked reserves which may be used in year to fund associated expenditure. Where grants and contributions are received in year but not spent the unused portion may be transferred to ear marked reserves for use in future years. The Council can also chose to move funds from the general fund reserve to ear marked reserves to cover future costs.
- 1.2 The movements between the general fund and ear marked reserves are given in Appendix F. The level of general fund reserves at 31 March 2017 stood at £9.5m and earmarked reserves at £10.5m. The usable reserves total of £20.0m at 31 March 2017 compares to £17.3m at 31 March 2016. This is largely as a result of New Homes Bonus receipts of £4.4m in 2016/17 of which only £1.17m was used to fund revenue.
- 1.3 The Council is currently forecasting a balanced budget from 2017/18 through to 2019/20. This relies on a range of actions being implemented to help deliver further

income generation and efficiency measures. This will require further investment in transformational projects.

- 1.4 The next phase of this transformation will focus on how we ensure that services are designed to meet customer's needs and done in the most efficient way. Projects to facilitate transformation include areas such as ICT to help unlock further digital change and enhancing the website to improve customer self-service, and investment under the wider "Future Horsham" business transformation project.
- 1.5 Subject to Cabinet approval, £0.5m will again be transferred from the General Fund reserve balance to an earmarked transformation reserve for this purpose during 2017/18. This will help to set aside a balance to help transform the Council in the future; effectively being funded using the budget surplus from 2016/17. Expenditure from this transformation reserve will follow the normal financial authorisation and budget process procedures. A snapshot of the transformation fund at 31 March 2017 with anticipated estimated future expenditure is also available at Appendix F.
- 1.6 This 'policy' would be revisited each year should a surplus be made in future years.

5. Performance monitoring

- 5.1 A Dashboard of Key Performance data are provided for discussion at this meeting at Appendix A(i), covering the 2016/17 year-end figures compared with the previous year. The Key Performance Basket of Indicators form part of the measures to demonstrate delivery of the [Corporate Plan Priorities 2016-19](#).
- 5.2 Where possible, performance is measured against set targets. A target is not appropriate for a small number of volumetric (ie data only) performance indicators which identify the number of cases/enquiries.
- 5.3 An analysis of performance demonstrates that to date – 72.5% (previous year 60%) of indicators met or exceeded targets set; 20% (32.5%) were close to target, and 7.5% (7.5%) fell outside of the target range, and, where comparable – 26 (18) indicators improved over the previous year, 9 (14) worsened and for three there was no change.
- 5.4 Positive improvement over the previous year was seen in levels of income across planning, parking, trade waste and local land charges as part of MTFs; the processing of major and other planning applications; complaints about our services have reduced further and compliments increased; sickness levels at below 7 days continue to improve; the number of planning appeals costs awarded have reduced and the number of planning appeals allowed with the adoption of the HDLP.
- 5.5 A review of the Corporate Plan priorities 2016-19 has been undertaken by SLT and Cabinet as we approached the end of the first year. Some adjustments and redefining of priorities has been undertaken. The Service Planning 2017/18 and budget setting process has taken the refinements into consideration. Service Plans for service areas have been produced for 2017/18 and were published on the website in April 2017.

6 Outcome of consultations

6.1 SLT has considered the review of Financial Monitoring and Key Performance Indicators; the Corporate Plan Priorities and Tracked Key Projects Outturn Report in 2016/17.

7. Other courses of action considered but rejected

7.1 Not appropriate; Council needs to be seen to effectively monitor its performance.

8. Resources consequences

8.1 There are no direct financial or staffing consequences associated with this report.

9. Consequences of the proposed action

9.1 This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity and Sustainability matters and there are no risks associated.

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APPENDIX A(i): Corporate Plan Priorities & Key Tracked Projects Reporting**Qtr 4/ End of Year 2016/17**

Progress against the Corporate Plan is reported across 4 themes: Communities, Economy, Efficiency and Environment

Symbols Used/status				
 0	 21	 2	 0	 8
Not Started	On going/ On Track	Under Senior Management Review	Senior Management Action	Completed

Corporate Plan Theme	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 4 Update	Due Date			
Theme 1: Communities <i>Support our communities</i>	Grow the footfall of HDC's cultural and leisure facilities	Although there have been significant increases in use of facilities such as Southwater Country Park (Dinosaur Island), attendances at Leisure Centres and at the Capitol down 4,002. The Leisure Centre performance is almost solely the result of the swimming pools at Pavilions and Billingshurst being closed for repairs for parts of the year. Museum attendances increased by 1,594.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Section Heads	
	Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget by Spring 2018	Cabinet has agreed Leisure Centre main contract. A value engineering exercise was undertaken to bring the project cost within budget. Works on site to commence early June with UKPN works at the end of June 2017.		Cllr Jonathan Chowen Cllr Brian Donnelly	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Deliver a new sports strategy	This is now a 'Sport and Physical Activity Strategy'. Final sign off early Autumn.		Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Steve Hawker	
	Deliver a new strategy for heritage and culture	Following discussions with Arts Council England, Informal Cabinet and PDAG it was decided that this strategy should be developed over a 3 year period using intelligence gathered through the preparations for the 2019 Year of Culture and be delivered in 2020. However, consideration of the impact of new multiplex cinemas on the potential operating cost of the Capitol and potential investment required to improve the functionality of the Drill Hall has resulted in a discussion paper regarding possible options to be explored for the Capitol. Work will now be undertaken in 2017/18 to consider arts and heritage	2020	Cllr Jonathan Chowen	Lead Officer: Trevor Beadle Support: Nick Mowat/Jeremy Knight	

		infrastructure requirements for the next 30 years.				
	Develop the case for potential expansion of community wardens with parishes	New scheme now launched at Pulborough but no further schemes anticipated this year		Cllr Kate Rowbottom	Lead Officer. Greg Charman Support. Neil Worth	
	Work with local health providers to encourage delivery of improved health facilities and outcomes with strategy prepared by October 2016	Continuing work with the two CCGs and NHS England and local health practitioners to secure appropriate primary health care for the District.		Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Support and deliver initiatives to improve the quality of life of the most vulnerable within the district and deliver Phase 2 of the Think Family programme	<p>£1.342m of funding was secured from external sources to deliver Council or partnership services and community projects. This includes £328k for the Health and Wellbeing Programme, £242k for the Community Safety Programme (including warden schemes).</p> <p>A number of initiatives have been delivered in this respect including</p> <ul style="list-style-type: none"> • Reaching Higher sports and arts weekly programmes including new Wheels for All cycling programme • Young carers sessions at Horsham Youth Club • Alternative sports days targeting primary pupils with special educational needs and those with less active disposition • New Age Kurling and Indoor Bowls festivals targeting less sporty/active/confident children • Support of young sports leaders with disabilities • Falls Prevention Programme • HeartSafe • Men's Sheds Programme • Pre-diabetes Programme 	31 Mar 2016	Cllr Kate Rowbottom	Lead Officer: Natalie Brahma-Pearl Support: Trevor Beadle	
	Develop a new strategy for delivery of housing to meet local need	The Housing and Planning Act received Royal Assent on 13 May 2016. Awaiting secondary legislation. Late 2016/17 the Governments Housing White Paper was published, the details of this are being digested and required changes to	Autumn 2016	Cllr Claire Vickers	Lead Officer: Natalie Brahma-Pearl Support: Rob Jarvis	

		<p>Housing and Planning Strategies will be consulted upon and implemented where necessary.</p> <p>Focus of priority shifted for Year 2 to undertake annual review of Strategy.</p> <p>NI154 - 2015/16 monitoring period delivery was 1,201 and that this is the most the authority has accommodated since such records began; it is also higher than all other local authorities in West Sussex last year.</p>				
	Endeavour to prevent homelessness throughout the District	<p>Following the Housing Services restructure a renewed emphasis being placed upon early intervention for homelessness prevention and joint working with other professionals. The Council places great emphasis on homelessness prevention and the issuing of robust, fair homeless decisions that withstand legal challenge. The Housing Homelessness team have supported 205 households to prevent the loss of their home or secure alternative accommodation to prevent homelessness. This is an increase from 122 households supported over the previous year.</p>		Cllr Philip Circus	Lead Officer: Natalie Brahma-Pearl Support: Rob Jarvis	
	Support an expanded effective telecare and tele-healthcare service	<p>The Community Link Team moved from the Housing Department to Environmental Health and Licensing in June this year.</p> <p>Work in partnership with West Sussex Telecare providers to prepare and submit a bid for the WSCC telecare tender during 17/18.</p> <p>Deliver training to all relevant organisations including HDC, WSCC, The Mental Health Teams, GP practices and the Voluntary Sector.</p> <p>At 1st April 2017 the service had 1702 Units installed.</p>	Ongoing	Cllr Philip Circus	Lead Officer: Natalie Brahma-Pearl Support: Lisa Boydell	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17	Qtr. 4 Update	Due Date			
Theme 2: Economy <i>Improve and support the local economy</i>	Develop and progress a master plan for Horsham Town Centre	A project to produce an imaginative, innovative and dynamic vision for Horsham town centre. Delays have been experienced progressing this project but new architects are now in place and are working with us to prepare plans for the way Horsham town centre will evolve over the coming years. Town Centre and all Member briefings have been held followed by public consultation in May 2017 – in advance of preparing a Town Centre Vision Statement for Horsham	31 Dec 2016	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	Develop and progress a master plan for Hurst Road, Horsham by June 2016		Ongoing	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
Page 20	Deliver and subsequently implement a new Economic Development strategy to promote the district as a first choice business and visitor destination	The Economic Development Strategy was adopted by Cabinet on 12 th January 2017.	March 2017	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	 
	Finalise and progress plans for Billingshurst Village Centre by April 2016	Initially adopted by Cabinet on 21 st July 2016, but was resubmitted following further consultation and adopted April 2017. Key projects are now to be worked up in detail, consulted on, procured and delivered according to the timing and receipt of future and existing S106 funds.	Ongoing	Cllr Lindsay	Lead Officer: Chris Lyons	
	Produce and implement a strategy for the management of off street car parks across the district	Rural car parking strategy now in place and proposals for charging for rural car parks were adopted by Cabinet 24 Nov 2016 and has now gone live. Within Horsham town work has been undertaken in conjunction with Strategic Planning and Horsham Vision to set a baseline for growth and future use of our car parks. A town centre parking strategy has been developed which is to inform pricing, car park usage, season ticket allocation, etc.	Ongoing	Cllr Lindsay	Lead Officer: Ben Golds	 

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 4 Update	Due Date			
Theme 3: Efficiency <i>Great value services</i>	Continue development and delivery of Business Transformation: Future Horsham	<p>Now branded under the Future Horsham Programme. This provides the vision to enable us to meet our budget challenges and embrace the opportunities arising from the digital revolution. Programmes include:</p> <ul style="list-style-type: none"> i) ICT Strategy ii) Organisational development iii) Productivity Reviews iv) Service Efficiencies (MTFS) v) Income & New Business vi) Shared Services <p>Technology strategy has been approved by Cabinet and other projects are progressing well. Member seminar to be held 19th July 2017.</p>	Ongoing – Future Horsham	Cllr Dawe	Lead Officer:	
	Develop and implement process to ensure that commissioning principles are applied to all council services to ensure quality and value are optimised by April 2016	An annual review of all commissioning and project activity has been completed. This covered completed projects over the year, progress with current projects and additional commissioning opportunities going forward.	Ongoing – Future Horsham	Cllr Dawe	Lead Officer: Jane Eaton	
	Work with partner councils across Sussex and Surrey to secure a devolution settlement that will be of benefit to the residents of our district by May 2016	Further activity on this matter has been suspended pending the outcome of the General Election and clarification of new Governments priorities in this area.	Ongoing	Cllr Dawe	Lead Officer:	
	Deliver a balanced budget over the medium term	SLT working with Cabinet and service managers to identify potential ways to increase income and reduce costs. This has been consolidated into the Future Horsham Programmes: Income and New Businesses, and Service Efficiency and Cost.	Ongoing	Cllr Brian Donnelly	Lead Officer: Jane Eaton	
	Grow the council's property portfolio to increase income	Development of 17 apartments being built at the Bishopric, Horsham, adjacent to the new John Lewis shop. The apartments will be owned and managed by the Council for short stay temporary accommodation significantly reducing the need to use bed and breakfast accommodation. This will provide a revenue increase: rental income plus saving on B&B. Funded through Section 106 contributions received by the Council for the provision of affordable housing in the District.	May 2017	Cllr Donnelly	Lead Officer: Chris Lyons	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 4 Update	Due Date			
		Project is on site, for completion May 2017.				

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 4 Update	Due Date			
Theme 4: Environment <i>Manage our natural and built environment</i>	Implement the Horsham District Local Plan and ensure it remains up to date	<p>The Planning Inspector's Final Report (dated 8 October 2015) on the examination into the Council's Horsham District Planning Framework concludes that the Plan, together with the modifications, is sound.</p> <p>HDC's CIL proposals are acceptable to the Examiner, and a report was taken first to Cabinet 30 March 2017 and to Full Council April 26 for adoption of the CIL Charging Schedule. It is expected that CIL governance will be in place by 1 Oct 17</p>	31 March 2017	Cllr Vickers	Lead Officer: Chris Lyons	 
	Ensure that the new community and business park at North Horsham is delivered with all necessary infrastructure and services	Planning application has been received. Briefings for Members ongoing. Consultation with developer and statutory bodies are continuing. Considered at Planning Committee North on 28 April 2017 and referred to full Council for decision. Approved subject to legal S106 agreement.	TBA	Cllr Gordon Lindsay	Lead Officer: Chris Lyons	
	Support delivery of Neighbourhood Plans	Significant progress has been made over the last year in relation to neighbourhood planning. The District has over 90% coverage of Parishes progressing.	31 March 2017	Cllr Vickers	Lead Officer: Chris Lyons	
	Review waste services to maximise the efficiency of the service by June 2016	<p>Recommendation to adopt proposals for two weekly collections was agreed Cabinet/Council 24 Nov 2016. Full implementation Mar 2018.</p> <p>Implementation of 'Incab' digital solution, agreed by Cabinet 26 May 2016. is almost complete, currently being tested in the field, with full integration by July 2017.</p> <p>Fleet procurement, route optimisation and the alternate weekly collection launch are being coordinated to ensure a successful roll out.</p>	Mar 2018 (2 wkly collections) July 2017 (Incab)	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	
	Work with WSCC to secure appropriate waste transfer arrangements	Consultation with WSCC has taken place. WSCC will produce a business case to support the construction of a transfer station in a location that gives a logistical benefit; existing sites within Counties and Partner portfolios are being considered along with a new build site	31 March 2017	Cllr Cornell	Lead Officer: Natalie Brahma-Pearl	

Corporate Plan Themes	Corporate Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2016/17 - Year 1	Qtr. 4 Update	Due Date			
	Deliver the new waste depot by March 2018	Hurston Lane depot will be closed and facilities are being consolidated into a single site at Hop Oast. The build programme was on track for completion Autumn 2017, but work is likely to be delayed by four weeks due to an issue with UKPN (UK Power Networks). Preparation for the move into the new offices and workshop at the end of June 17 is well underway.	Completion Autumn 17	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl Support: Brian Elliott	
	Adopt a low tolerance approach to environmental crime	Enforcement action to be taken where viable cases exist and record number of incidents and resultant actions where appropriate- currently measured on DEFRA's waste data flow. We are now deploying covert cameras in known hot spots and we have two cases pending for prosecution. In addition to this we will be running a new anti - litter campaign issuing Fixed Penalty Notices to the registered keepers of vehicles that are involved in littering incidents.	31 March 2017	Cllr Cornell	Lead Officer: Natalie Brahma-Pearl	
	Plan to reach 50% recycling of household waste by 2020	Deliver a marketing and educational programme to increase the recycling rate, improve the quality of recycled material collected and reduce waste going to landfill under the waste hierarchy. This externally funded project has been running 2015/16 and onwards. Contaminated recycling materials have reduced over the last 3 years. With targets enshrined in UK legislation we will remain committed to a range of waste reduction measures raising awareness and promoting the value of recycling whilst remaining below the 6% threshold included in the new Memorandum of Understanding (MOU) Schedule 6. Achieved 46.97% Acorn recycling 2016/17.	2015/16 and onwards	Cllr Roy Cornell	Lead Officer: Natalie Brahma-Pearl	

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Appendix A(ii) 2016/17 Full Year Key Performance Indicators Report

Generated on: 5 June 2017

Dashboard

 72.5% (29/40)
  20% (8/40)
  7.5% (3/40)

To be confirmed - 1 RAG PI, 1 Volumetric PI

 26 (18) improved over year
  9 (14) reduced performance
 = 3 (2) comparable
 (Previous year in brackets)

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

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Volumetric Indicators

 Volumetric indicator – more cases/cost

 Volumetric indicator – fewer cases/cost

Performance against target indicators

 improved over previous year

 worsened over previous year

= no change/comparable

n/a not applicable/not collected

201617 Full Year Key Performance Indicators Report

Generated on: 31 May 2017



Description 2016/17 KEY PERFORMANCE INDICATORS

Code	Short Name	2015/16	2016/17		Year on year performance arrow	Description	Notes
		Value	Value	Target			
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	30,809	44,615			↑	Volumetric Cabinet Member: Cllr Dawe 43% increase in self - serve over the previous year. Excludes telephone payments
CC05	No of followers of @HorshamDC Twitter feed (not including Twitter feeds for The Capitol, Piazza Italia, etc.)	4,272	5,237	3,907		↑	Cabinet Member: Cllr Dawe 22% increase in number of followers
CD19	Total hours of voluntary support for Community & Culture Services	54,000	51,896	50,000		↓	Cabinet Member: Cllr Rowbottom
CS01	Contact Centre: % of incoming calls answered within 20 seconds	97.4%	96.9%	80%		↓	Cabinet Member: Cllr Dawe Target met during a very busy time for the contact centre (6000 more calls received due to garden waste renewals and annual parking discs).
CS02	More than 95% of customers surveyed, satisfied with the service they received (Complaints process)	53%	n/a	95%	n/a	n/a	Cabinet Member: Cllr Dawe Regarding the complaints process specifically. Improvements in place and further survey planned. Customer compliments have increased.
CS04	Valid complaint decisions upheld by the LGO over the year	3	2	12		↑	Low is good Cabinet Member: Cllr Dawe Reduction in the number of referrals to LGO and in the number of complaints upheld.
DM07	Planning appeals - number of cost awards	11	2	0		↑	Low is good Cabinet Member: Cllr Vickers Successfully defended a number of high profile appeals, which has been assisted by the stronger policy position with the adoption of the HDLP in November 2015. This has resulted in lower appeal costs being awarded against us, the lowest since 2012/13
DM09	Percentage of planning appeals allowed	35.39%	32.5%	30%		↑	Low is good Cabinet Member: Cllr Vickers Improvement over previous year. Outcome primarily due to the timescale of appeals meaning these are applications determined over 12 months ago, since then we have altered our procedures

Code	Short Name	2015/16	2016/17			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
								and thus we should see a further reduction in 2017/18
DM17	Processing of planning applications: Minor applications (or subject to voluntary extension)	81.34%	80.36%	65.00%			Cabinet Member: Cllr Vickers	Strong performance across the process.
DM18	Processing of planning applications: Other applications (or subject to voluntary extension)	83.63%	91.83%	80.00%			Cabinet Member: Cllr Vickers	
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	83.15%	94.74%	80%			Cabinet Member: Cllr Vickers	
DM20	Number of major planning applications determined subject to voluntary extension	48	47				Volumetric Cabinet Member: Cllr Vickers	
DM21d	Percentage of all major applications allowed at appeal within the assessment period (01.01.15 to 31.12.16)	4.26%	Forecast <5%	<20%	Due October 2017		Cabinet Member: Cllr Vickers	To be reported in October 2017 once appeal process timings expired. New indicators established by DCLG for future reporting
DM22	Planning appeals – adverse costs awarded £	£253,524	£ tbc				Volumetric Cabinet Member: Cllr Vickers	Low is good 2 cost awards over the year.
FS01	Planning: Fee income	£1,204,394	£1,269,880	£1,200,000			Cumulative Cabinet Member: Cllr Vickers	
FS02	Local Land Charges: Fee income	£266,365	£276,123	£235,000			Cumulative Cabinet Member: Cllr Vickers	
FS07	% of invoices paid on time	93.79%	97.19%	96.00%			Cabinet Member: Cllr Donnelly	This indicator measures undisputed invoices paid against mutually agreed terms or, if there are not any, against the 30 day standard. Time is calculated in calendar days.
FS07a	% of invoices paid within 10 days	73.62%	83.97%	75%			Cabinet Member: Cllr Donnelly	Locally set indicator for SME
FS09	Parking: Total Income	£3,495,155	£3,627,032	£3,490,595			Cumulative Cabinet Member: Cllr Lindsay	
FS13	Business Rates: Rateable Value	£103,714,225	£104,020,729				Cabinet Member: Cllr Donnelly	Business now paying over 12 rather than 10 months

Code	Short Name	2015/16	2016/17			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
FS20	Trade Waste Income	£919,831	£1,000,667	£905,984			Cabinet Member: Cllr Cornell	7% growth
FS21	Effectiveness of commercial debt recovery: The value of commercial debts aged over 30 days past their due date should not exceed 5% of the total value of debts raised in the previous rolling 12 months	N/A	1.74%	<5%		n/a	Cabinet Member: Cllr Cornell	
HS01b	Homelessness: Decisions	189	191				Volumetric Cabinet Member: Cllr Circus	
HS17	No of Homelessness Preventions	122	205				Volumetric Cabinet Member: Cllr Circus	The Council places great emphasis on homelessness prevention and the issuing of robust, fair homeless decisions that withstand legal challenge. The Housing Homelessness team support households to prevent the loss of the home or secure alternative accommodation to prevent homelessness
HS18	No of households in temporary accommodation	71	83				Cabinet Member: Cllr Circus	
HS19	Of which no of households in B & B accommodation	10	20				The Annual figure is shown as the average of months. Cabinet Member: Cllr Circus	Bishopric units of temporary accommodation due summer 2017 and will improve this situation
HS21	No of households on the Housing Waiting list (Register)	520	656				Cabinet Member: Cllr Circus	26% increase Changes to policy and e form applications has seen a rise.
LS01a	Attendance at Sports Centres	1,023,524	999,335	1,010,000			Cabinet Member: Cllr Chowen	Closure of Billingshurst pool for repairs reflects on numbers
LS01b	Swimming attendances	432,103	412,293	466,500			Cabinet Member: Cllr Chowen	Closure of Billingshurst pool for repairs reflects on numbers
LS03	Overall attendance at The Capitol including hirers, art exhibitions, conferences, cafe users	188,114	184,112	181,000			Cabinet Member: Cllr Chowen	Marginally down on the exceptional 2015/16 but above target.
LS05	Total attendance at Horsham Museum and Visitor Information Centre	90,531	92,125	67,200			Cabinet Member: Cllr Chowen	Even better than last year's record year
NI 154	Net additional homes provided	1201	available September			n/a	Cabinet Member: Cllr Vickers	The number of CT properties increased by 978 over the year

Code	Short Name	2015/16	2016/17			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
			2017					(31.3.17 1.6%)
NI 155	Number of affordable homes delivered (gross)	150	224	80			Cabinet Member: Cllr Vickers	
OP14	Acornplus recycling rate % (Tonnage) [2020 European Target is 50%]	44.61%	46.97%	48%			High is good. Cabinet Member: Cllr Cornell	Moving toward EU target of 50% by 2020. Recycling levels are dropping nationally – wine bottles are lighter, fewer people read paper newspapers etc. Top contaminants: Household Waste; Black plastic waste/sacks; Wet paper; Hard plastics.
OP15	Number of garden waste customers (households)	31,485	31,796	31,000			Cabinet Member: Cllr Cornell	
OP16	Number of trade waste customers	1143	1099	1133			Cabinet Member: Cllr Cornell	Value of contracts and income is exceeding target - see FS20
OP17	Number of refuse, recycling and garden waste collections reported as missed	268 0.065%	266 0.064%			=	Cabinet Member: Cllr Cornell	Low is good. Number of monthly collections in excess of 412,294 – Av Figure for months over year for all collections - waste (weekly), recycling (fortnightly) and garden (optional fortnightly)
OP19	Quality of recycling - % contamination rate	Not collected	5.07%	< 6%		n/a	Cabinet Member: Cllr Cornell	Low is good
PP08	Number of FOI requests received	709	841				Cabinet Member: Cllr Dawe	18% increase in volume and complexity increasing
PP09	% of FOI requests responded to within 20 days	92%	95%	85%			Cabinet Member: Cllr Dawe	
PP10	Number of complaints received	315	201	364			Cabinet Member: Cllr Dawe	Low is good – 36% reduction in complaints received and 169% increase in compliments over the previous year (*Excludes Leisure)
PS05a	Percentage Staff turnover for 2016	12.42%	11.79%	10-15%		=	SLT	Turnover within optimum target range as a result of natural wastage and management action.
PS11c	Total sickness (excluding leavers sickness) FTE	7.68	6.99	8			SLT	Rolling 12 Months 2016/17 Short term 1.82 Long term 5.16

Code	Short Name	2015/16	2016/17			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
								Lowest level since 2013
R05	% of Council Tax collected in year	98.67%	98.74%	98.80%			Cabinet Member: Cllr Donnelly	High is good
R06	Percentage of Non-domestic Rates collected in year	97.47%	97.46%	98.00%			Cabinet Member: Cllr Donnelly	High is good
R09a	HB -Speed of processing - new HB claims	18.08	19.08	18			Cabinet Member: Cllr Donnelly	Low is good
R09b	CTB - Speed of processing - new CTB claims	19.68	21	20			Cabinet Member: Cllr Donnelly	Low is good
R10a	HB - Speed of processing - changes of circumstances for HB claims	10.33	8.5	10			Cabinet Member: Cllr Donnelly	Low is good
R10b	CTB- Speed of processing - changes of circumstances for CTB claims	10.92	9.25	10			Cabinet Member: Cllr Donnelly	Low is good
SP04	% coverage Neighbourhood Plans in progress	83%	90%	90%			Cabinet Member: Cllr Vickers	
SSC9a	No. of fly tipping incidents	n/a	734			n/a	Cabinet Member: Cllr Cornell	Action taken where viable cases exist and actions where appropriate.
SSC9b	No. of fly tipping enforcement notices	n/a	3			n/a	Cabinet Member: Cllr Cornell	2 prosecutions pending
TS02a	Parking: Total paid car park users (excludes Season Ticket holders from 1.4.15)	1,539,447	1,677,872	1,491,000			Cabinet Member: Cllr Lindsay	
TS05	Town Centre Parking - utilisation (% full)	59%	53%	60%			Cabinet Member: Cllr Lindsay	These occupancy figures represent the average occupancy within the car parks over 7 days a week between the hours 9am to 6pm. Peak periods show around 80% usage in our car parks. Note: Financial targets exceeded
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.86%	98.65%	95%			Cabinet Member: Cllr Donnelly	Occupancy figure in excess of 98.00% over the year- 3 voids at year end
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,508,842	£2,934,530	£2,784,508			Cabinet Member: Cllr Donnelly	

Code	Short Name	2015/16	2016/17			Year on year performance arrow	Description	Notes
		Value	Value	Target	Status			
VE10	Commercial property return on investment	9.06%	tbc	6%			Cabinet Member: Cllr Donnelly	

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Budget Monitoring 2016/17 Outturn

Highlight report –18 May 2017

Progress Summary

Revenue Spend ●
 Revenue Income ●
 Capital Spend ●

Summary.

The revenue outturn of £11,465k is below the adjusted budget* by £776k. This performance compares with a surplus in 2015/16 of £758k and a forecast surplus at Q3 in 2016/17 of £251k.

Revenue Outturn £000s ●

Directorate	Actual	Budget*	Variance
Chief Executive	857	810	47
Resources	5,528	6,139	(611)
Community & Culture	4,639	4,736	(97)
Planning, Property & Econ Dev.	442	557	(115)
Total surplus	11,466	12,242	(776)

*Adjusted for approved £88k carry forward

Capital Outturn ●

£9.3m out of the revised full year programme of £17.9m (52%). This compares to capital expenditure of £7.4m against a £29.9m budget (25%) in 2015/16.

The major budgets being re-profiled to 2017-18 are: Property Investment Fund (£1.7m), Broadbridge Heath LC (£1.4m), Housing Enabling (£1.2m), Vehicles budget (£1.1m), and Hop Oast Depot (£0.8m).

Debtors: ●

At the close of 2016/17 the amount due to HDC totalled £1,481k. Four customers made up 84% (£1,249k) of this amount, with one invoice for S106 contributions for £875k. Currently this invoice is outstanding. Interest on the late payment of S106 amounts is also unpaid (£116k).

Revenue (excluding HB)

Overall expenditure in 2016/17 exceeds the budget by 2% and income is ahead of budget by 6.5%. Net expenditure is lower than in 2015/16 by 6.5% with gross expenditure 1% below 2015/16 levels and gross income 1.5% above.

2016/17 staffing costs include redundancy figures of £400k of which £233k relates to the transformation programme. If the redundancy element is excluded staffing costs were below budget by £156k and last year by £173k.

Items of interest in the 2016/17 accounts include a favourable prior year adjustment in respect of Swan Walk rent of £150k, transformation spend of £387k and the use of earmarked reserves of £132k.

The carry forward of £88k from 2016/17 into 2017/18 compares with a £391k brought forward balance from 2015/16, which indicates better delivery within year.

Creditors: ●

Supplier balances stood at £236k at the end of March. Of this amount £124k was owed to four suppliers. £65k of this balance has been paid, and £39k is under dispute. £20k is yet to be paid.

Salaries and Wages: ●

	2016/17	2015/16	Movement
Salaries and Wages inc Super	16,400	15,856	544
Overtime	177	210	(33)
Casual Staff	417	350	67
Temporary Staff	739	1,489	(750)
Redundancy	400	207	(193)
	18,133	18,113	20

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Figures for 2016/17 Outturn	Gross spend	Gross income	Net Spend	Annual Budget less carry forward requests	2015/16 net spend	Comparison to Budget	Comments
All figures in £'000s							
LEISURE SERVICES	858	(640)	218	(55)	355	273	Includes leisure centre legacy repairs, reduction of income from leisure closures whilst repairs taking place, and rates and repairs at Rookwood.
DEVELOPMENT	2,218	(1,796)	422	172	816	250	Delay in CIL implementation, higher level of public enquiries, higher use of consultants to cover staffing gaps and additional work, and higher staffing costs due to increased volumes, albeit partly offset by higher fee incomes.
HDC ICT	1,079	(5)	1,074	883	922	192	Reduction in income from not providing services to other Councils, redundancy costs, higher ICT maintenance costs, partly offset by a reduction in project spend as some projects halted.
HOUSING	1,073	(773)	300	190	360	110	Bishopric temporary accommodation opening in 2017/18, not last quarter of 2016/17 as anticipated, reducing income and higher B&B costs.
ECONOMIC DEVELOPMENT	760	(209)	551	462	454	89	Higher professional fees and use of consultants than budgeted. Redundancy of staff member in year.
LEGAL & DEMOCRATIC	1,642	(192)	1,450	1,364	1,396	86	Extension of Governance officer post, not recovering legal expenses to the level that we thought we would and redundancy costs.
SPATIAL PLANNING	1,033	(117)	916	832	742	84	Higher than budgeted use of consultants and cost of redundancy.
ADDITIONAL	248	0	248	184	177	64	Loss of income from work not undertaken at another authority and redundancy of staff member in year.
BUSINESS TRANSFORMATION	171	0	171	135	309	36	No significant individual items highlighted
FINANCE ACCOUNTANCY	966	(14)	952	926	939	26	
STREET SCENE & FLEET	2,922	(60)	2,862	2,837	2,739	25	
COMMUNITY & CULTURE	156	0	156	138	110	18	
COMMISSIONING	331	(19)	312	298	227	14	
MUSEUMS	350	(58)	292	281	209	11	
CORPORATE MANAGEMENT	772	(6)	766	757	750	9	
COMMUNICATIONS	315	(15)	300	294	287	6	
COMMUNITY DEVELOPMENT	1,090	(570)	520	514	547	6	
BUILDING CONTROL	792	(831)	(39)	(41)	(42)	2	
PARK & COUNTRYSIDE	1,496	(383)	1,113	1,112	1,099	1	
PROP & FACILITIES - OPERATIONAL PROPERTIES	686	(58)	628	629	534	(1)	
CUSTOMER SERVICES	382	(4)	378	396	338	(18)	
ENVIRONMENTAL SERVICES/LICENSING	1,281	(666)	615	640	593	(25)	
COMMUNITY SAFETY	432	(202)	230	268	200	(38)	
HUMAN RESOURCES & ORG DEVELOPMENT	509	(8)	501	539	482	(38)	
CAPITOL	1,924	(1,703)	221	294	249	(73)	
WASTE & RECYCLING	3,478	(3,348)	130	309	110	(179)	Growths in green waste take up, bin sales income, trade waste income, staffing savings, less some additional vehicle hire costs, materials and waste disposal costs.
CENSUS ICT	2,467	(1,791)	676	856	795	(180)	A reduction in project spend as some projects were halted and a reduction in ICT maintenance.
REVENUES AND BENEFITS	1,328	(1,007)	321	523	327	(202)	Unbudgeted income from central grants, as well as a share of the general Census underspend.

PARKING SERVICES	1,689	(4,212)	(2,523)	(2,314)	(2,333)	(209)	Higher season ticket and parking income volumes.
PROP & FACILITIES - ADMINISTRATION	445	(0)	445	695	716	(250)	Reduction in staffing costs and professional fees. Miscellaneous rents including prior year adjustment for Swan Walk provision release. Corporate repairs and maintenance lower than budgeted.
PROP & FACILITIES - INVESTMENT PROPERTIES	553	(3,158)	(2,605)	(2,317)	(2,350)	(288)	Additional investment interest following change to strategy, plus a prior year adjustment from the residual unused 2014 corporate restructure provision and reduction in bad debt provision.
FINANCE CORPORATE	389	(629)	(240)	267	98	(507)	
Sub-total	33,834	(22,474)	11,360	12,066	12,154	(706)	
BENEFITS	31,781	(31,676)	105	175	166	(70)	Recovery of overpayments which exceeds the increase in provision for clawback of subsidy.
Totals	65,615	(54,150)	11,465	12,241	12,320	(776)	

N.B. Comments on values over £50k overspend and over £100k surplus

Capital projects	Department	net expenditure	budget	spend as % of budget	comment
Existing Leisure Centres	Property & Facilities	128,442	128,442	100%	Spend includes Capitol Arts Centre new Lighting desk & projector and work on Pavillions and Billingshurst Swimming pools
Broadbridge Heath Leisure Centre - new build	Property & Facilities	599,754	2,046,892	29%	Budget £12.3m: 2015/16: £0.2m; 2016/17: £2m; 2017/18 £10.1m. Contract award delayed whilst agreeing contract price and savings required to meet budget.
Other Community and Culture projects	Comm and Culture	478,236	678,758	70%	Spend to date is mainly for Parbrook Landslip Prevention, Bennets Field improvements and Horsham Park Tennis Court improvements. Budget also includes: Warnham Nature Reserve (£50k), Horsham Park Pond (£30k), Play area improvements (£178k) and Southwater Country Park Toilets (£80k).
Hop Oast depot development	Waste & Recycling	1,984,503	2,796,044	71%	Spend to date is for preparatory work & ongoing construction. Total budget of £4.55m, approved by Council: to 2015/16 £0.2m; 2016/17 £2.8m and 2017/18 £1.55m. The budget includes provision for new Depot and workshop facility and for the temporary relocation of services currently based at Hop Oast while the new depot is constructed.
Vehicle Fleet	Streetscene & Fleet	313,158	1,326,504	24%	Budget based on latest estimate of spend on vehicles and is part of the ongoing replacement programme: 2017/18 £4.9m which includes £3m on waste vehicle replacement; 2018/19 £0.6m. Net expenditure includes spend on the Waste Recycling InCab system (covered by Govt Grant)
Grants - Environmental health	Envir Health & LM	660,020	838,000	79%	Spend mostly demand led
Housing Enabling Grants	Housing	100,000	1,315,000	8%	One scheme for affordable housing (funded fully by Section 106 contributions) is under review (circa £404k) but wasn't spent before year end. The £100k spend is for a grant to Stonewall for Silverdale, Coldwaltham development. £7m previously included in the budget for Saxon Weald loan has been removed on the grounds that it was directly linked to Winterton Court which isn't going ahead in the format that was originally planned and Saxon Weald no longer want a loan against Winterton Court.
ICT projects - HDC	Resources ICT	268,765	297,221	90%	Spend on Windows 10 & PC refresh
ICT projects - Census	Resources ICT	98,080	162,224	60%	Includes contribution to a number of projects including: Disaster recovery and Storage area network replacement
Car Parks Fabric and Equipment	Property & Facilities	168,797	1,086,151	16%	Current spend is for work on Forum Car Park lift, Rural car park infrastructure and signage. Budget also includes: work to improve car park lighting, replace Piries Place and Forum lifts and extend ANPR (Hurst and Denne Road).
Town centre improvements	Property & Facilities	70,910	159,821	44%	Expenditure is for West Street improvements
Commercial Property Investment Fund	Property & Facilities	1,534,234	3,248,107	47%	Supplementary estimate agreed at Cabinet meeting (9th Sept 2015). To allow the expansion of the Council's property portfolio in order to increase the contribution to revenue (anticipated that purchases would normally achieve a 6% return). The spend was expected to be: £2m 2015/16 and £3m 2016/17. The remaining £1.7m will be slipped to 2017/18.
Miscellaneous properties spend	Property & Facilities	2,822,791	3,833,974	74%	Spend is mainly purchase of Ambulance Station and build of Temporary Accommodation. Budget includes: £1m for Ambulance Station (£1m) and £1.9m for build of Temporary Accommodation (Bishopric). The latter is funded by S106 Affordable Housing receipts.
Total		9,227,690	17,917,138	52%	

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Budget carry forwards from 2016-17 to 2017-18			Appendix E
Deaprtment	Code Description	Carry Forward	Comments
Economic Development	Think Horsham website	5,000	Work commenced in January 2017 to review and update the Think Horsham website. Some of the underspend in this budget is required to pay for a new website template, update the photography and graphics.
Community and Culture - Parks and Countryside	Children's playgrounds	24,330	Play equipment at Manor Fields / Earlswood Close Open Play Space. Delay in ordering new play area due to additional consultation.
Community and Culture	CCTV	43,380	Delay in works relating to Bishops Weald re-development and location of new CCTV camera system for Albion Way.
Communications	Public survey	15,000	Public survey postponed into 2017/18.
Total		87,710	

Information only: **390,764** Comparison of budget carried forward into 2016/17 from 2015/16.

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TRANSFERS TO/FROM EARMARKED RESERVES

Appendix F

This note sets out the amounts set aside from the General Fund balance in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2016/17.

Useable Revenue Reserves	Balance at 31.03.15 £000	Income / Expenditure 2015/16 £000	Transfer to / from other reserves 2015/16 £000	Balance at 31.03.16 £000	Income / Expenditure 2016/17 £000	Transfer to / from other reserves 2016/17 £000	Balance at 31.03.17 £000
General Fund Balance	(9,311)	(1,271)	1,491	(9,091)	(3,630)	3,241	(9,480)
New Homes Reserve	(1,924)	0	(1,777)	(3,701)	0	(1,232)	(4,933)
NHB - BBH Leisure Centre	0	0	0	0	617	(2,000)	(1,383)
Health and Wellbeing	(256)	0	58	(198)	0	21	(177)
Council tax localism	(259)	0	(19)	(278)	0	(15)	(293)
Neighbourhood Planning Grant	(318)	0	0	(318)	0	40	(278)
s106 Reserves	(1,502)	109	0	(1,393)	209	0	(1,184)
NNDR Provision	(1,435)	0	0	(1,435)	0	0	(1,435)
Transformation fund	0	0	0	0	0	(113)	(113)
Other	(1,173)	7	247	(919)	143	58	(718)
Other Earmarked Reserves	(6,867)	116	(1,491)	(8,242)	969	(3,241)	(10,514)
Total Useable Revenue Reserves	(16,178)			(17,333)			(19,994)

2016/17		2017/18*		2018/19*	
0	balance brought forward	113,110	balance brought forward	610	balance brought forward
500,000	In year addition	500,000	In year addition	500,000	In year addition
500,000		613,110		500,610	

**Anticipated annual savings /
payback when implemented**

Area						
ICT	-43,600	Unlocking the ICT strategy	-16,800	Unlocking the ICT strategy		£100k
Finance	-68,945	Implementation of new Financial Management System	-180,100	Implementation of new Financial Management System		£100k
Waste and Recycling			-200,000	Alternate weekly collection 80%	-50,000	Alternate weekly collection 20% £1m
HR	-2,500	Solace income generation training Feb 2017				n/a
HR	-1,100	E-learning pool system and online appraisal function	-15,600	E-learning pool system and online appraisal function		n/a
Future Horsham / shared services	-37,625	Future Horsham and other shared services costs.				n/a
Revs and Bens			-100,000	Revs and Bens costs of transfer	-50,000	Revs and Bens costs of transfer no loss of subsidy
Staff efficiencies	-233,120	Staff efficiency costs	-100,000	Staff efficiency costs	-150,000	Staff efficiency costs Payback around 12 months
	<u>-386,890</u>	Total expenditure in year	<u>-612,500</u>	Anticipated expenditure* in year	<u>-250,000</u>	Anticipated expenditure* in year
	<u>113,110</u>	Outturn balance to be carried forward	<u>610</u>	Balance carried forward	<u>250,610</u>	Balance carried forward

* 2017/18 and 2018/19 costs are indicative estimates only. Appropriate additional items will be added as required via SLT approval

Overview & Scrutiny Work Programme
May 2017 to May 2018

	Scrutiny & Overview Committee	Traffic Around Primary Schools T&F Group	S106 T&F Group	CenSus Revs and Benefits Service T&F Group
June	S106 Funding report from BISC Call-In Note			
July	24 th July Cabinet Member interview Quarterly Finance and Performance Report from June 2017 12 month follow up on s106review to review outcome and progress (see SO minutes 14/03/16)			
August		1 st meeting to appoint chairman, agree terms of reference, scope review and agree work programme and timescales.		1 st meeting to appoint chairman, agree terms of reference, scope review and agree work programme and timescales.
September	25 th September Cabinet Member Interview Quarterly F&PSC Report		7 th September 1 st meeting to appoint chairman, agree terms of reference, scope review and agree work programme and timescales.	
October				
November	27 th November Cabinet Member Interview Quarterly F&PSC Report Crime and Disorder Mid-Year Report			
December				
January 2018	23 rd January 2018 Cabinet Member Interview Budget			
February				

Overview & Scrutiny Work Programme
May 2017 to May 2018

March	26 th March Cabinet Member Interview Quarterly F&PSC Report Crime and Disorder End of Year Report			
April				
May				
June	12 month review of new format of O&S with T&F Groups (see minutes of O&S 5/6/17)			

Overview & Scrutiny Work Programme
May 2017 to May 2018

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

FORWARD PLAN

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

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

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

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

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

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

To contact Committee Services:

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

Tel: 01403 215123

Published on 01 July 2017

What is a Key Decision?

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

(i) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

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

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
1.	Consultation Draft Conservation Area Appraisals & Management Plans Policy Development Advisory Group July 2017	Cabinet	20 Jul 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
2.	Pay Policy Statement	Council	6 Sep 2017	Open	Robert Laban, HR & OD Manager robert.laban@horsham.gov.uk
3.	Piries Place car park - potential replacement Policy Development Advisory Group 23 August 2017	Cabinet	21 Sep 2017	Part exempt	Chris Lyons, Director of Planning, Economic Development and Property chris.lyons@horsham.gov.uk Cabinet Member for Local Economy (Councillor Gordon Lindsay)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
4.	Commercial Waste - Skip Hire Service Policy Development Advisory Group 20 September 2017	Cabinet	21 Sep 2017	Part exempt	John McArthur, Street Scene & Fleet Manager john.mcarthur@horsham.gov.uk Cabinet Member for Waste, Recycling and Cleansing (Councillor Philip Circus)
5.	Consideration of business case for shared building control service with Crawley and Arun councils Policy Development Advisory Group 7 September 2017	Cabinet	21 Sep 2017	Open	Steve Shorrocks, Building Control Manager stephen.shorrocks@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
6.	Horsham Town Centre Vision Consultation Draft Policy Development Advisory Group 7 September 2017	Cabinet	21 Sep 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Leader (Councillor Ray Dawe)
7.	Local Plan Review - Issues and Options Policy Development Advisory Group 6 June and 7 September 2017	Cabinet	21 Sep 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
8.	Site Allocations Document Proposed Submission Policy Development Advisory Group 7 September 2017	Cabinet Council	21 Sep 2017 18 Oct 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
6 Page 51	Planning Obligations and Affordable Housing SPD Policy Development Advisory Group 7 September 2017	Cabinet	21 Sep 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
10.	Children's Play Strategy 2017-2027 Policy Development Advisory Group 12 July 2017	Cabinet	21 Sep 2017	Open	Trevor Beadle, Head of Community & Culture trevor.beadle@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chown)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
11.	Discretionary Business Rates Relief Scheme Policy Development Advisory Group 10 July 2017	Cabinet	21 Sep 2017	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
12.	Allocation of Business Transformation Reserve Policy Development Advisory Group 10 July 2017	Cabinet	21 Sep 2017	Open	Dominic Bradley, Head of Finance dominic.bradley@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
13.	Creation of a vehicle for the delivery of housing Policy Development Advisory Group 20 November 2017	Cabinet	23 Nov 2017	Open	Brian Elliott, Property & Facilities Manager brian.elliott@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
14.	Contract for the Supply of Fuel for the Council's Vehicle Fleet Policy Development Advisory Group 20 September 2017	Cabinet	23 Nov 2017	Part exempt	John McArthur, Street Scene & Fleet Manager john.mcarthur@horsham.gov.uk Cabinet Member for Waste, Recycling and Cleansing (Councillor Philip Circus)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
15.	Budget 2018/19 Policy Development Advisory Group 8 January 2018	Cabinet Council	25 Jan 2018 21 Feb 2018	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

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