

Report to Overview & Scrutiny Committee

Date of meeting 24 September 2018

By the Director of Corporate Resources

INFORMATION REPORT

Not exempt



**Horsham
District
Council**

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

Executive Summary

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

Three projects where the Council has made significant progress in the quarter include the build of the Bridge, the replacement for Broadbridge Heath Leisure Centre; the preparation of the organisation for the introduction of GDPR; the completion of the phased introduction of waste collection arrangements; and establishing the transition arrangements for the transfer of the Revenue and Benefits Service to a new provider, LGSS.

The financial performance at Month 4 in 2018/19 is behind target. Officers currently forecast a year-end revenue overspend of £140k. Officers are working through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast. Capital expenditure at Month 4 was £4.36m which was 16% of the approved £27.2m capital programme.

An analysis of performance indicators shows 72% within target and 14% close to target, and 14% below target and with no areas of major concern.

The number of complaints received has increased over the quarter but levels are still lower than the 2016/17 level. However the number of compliments received overall has risen. The number of Freedom of Information requests is at the highest quarterly level recorded since 2011/12.

Recommendations

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

Reasons for Recommendations

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

Consultation: SLT, Cabinet members.

Wards affected: All

Contact: Dominic Bradley, Head of Finance, 01403 215302

Background Papers:

Appendix A: Performance Issues dashboard M3

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

Appendix C: M3 Monitoring of Key Performance Indicators Report

Appendix D: M4 Financial Highlight report

Appendix E: M4 Revenue Dashboard Summary

Appendix F: M4 Capital Budget Monitoring

Background Information

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

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

2. Monitoring Corporate Plan priorities 2018/19

- 2.1. Appendix A is a dashboard of our Corporate Plan and Performance Monitoring and Appendix B give more detail on the Corporate Plan Priorities monitoring. Council approved the Corporate Plan in February 2016 and updated it for Year 3 in Autumn 2017.
- 2.2. The phased change of waste collection arrangements were introduced in February and is now completed. Initial data indicates that contamination levels are lower than projected and recycling rates improved in Q1. The Bridge the replacement for the Broadbridge Heath Leisure Centre is underway and progressing well for opening in October 2018. The public communication programme is in progress. The organisation was well prepared for the introduction of the new General Data Protection Regulations (GDPR) in May 2018.

Transition of Revenues & Benefits service and systems progressing for July handover to LGSS.

PSN accreditation (allowing connectivity to Government IT network) has been retained.

3. Performance Monitoring

- 3.1. Appendix C is a summary of the Council's basket of key performance indicators at the end of the first quarter of the Council's 2018/19 business year.
- 3.2. The revised basket of key performance indicators support the delivery of the Corporate Plan Priorities 2016-19. Where possible, we measure performance in numbers against set targets. Where we have no control of volume, for example the number of cases or enquiries we receive, we just report the number. This allows management, Cabinet and the Committee to look out for early patterns that might indicate we need more or less resource in the service.
- 3.3. In quarter one 72% of indicators met or exceeded targets set; 14% were close to target and 14% fell outside of the target range.
- 3.4. Services management are focusing on at present are:
 - 3.4.1. Housing costs B&B – The increased spend is due to the increased demand for homeless services, which is being felt by districts across the County. The overall increase for homelessness accommodation provision in Q1 is in the region of 40 households when compared to the last four years. In addition the Homeless Reduction Act has introduced a period of homelessness "relief" (56 days) and complex homelessness cases are having to be placed in bed and breakfast

accommodation for extended periods of time. The demand and spend is being closely and regularly monitored.

3.4.2. Development Management The level of Planning Appeals allowed for the Q1 showing improvement at 7.14% (no longer part of the KPI basket). The speed of processing times of Planning Applications are all ahead of targets and the HCLG forecasts are well within margins.

3.4.3. Processing Housing and Council Tax Benefits. During Q1 the service has been delivered in collaboration with Mid Sussex DC whilst undertaking a managed migration as it moves away from CenSus partnership and into LGSS. In this transitional year management are watching performance to ensure we have optimal performance between quality and speed during the rest of the year.

3.4.4. Recycling Contamination levels – Initial data indicates that contamination levels are lower than projected and recycling rate improved in Q1 at 60%. The contamination project launched in Spring 2018 following the changes to waste collections will involve more messaging, face-to-face contact and crew training. Also high contamination areas will be targeted.

3.5. Management reports performance improvement in quarter 1 in:

- Planning processing; HCLG forecasts are within margins and Planning Appeals allowed at 7.14% against 33.63% at the 17/18 year end.
- The number of Revenues & Benefit complaints has decreased significantly in comparison to previous Q1 results - this could be attributed to the transition to the new service provider.

4. Complaints

4.1. In the first quarter of 2018/19 the Council received 52 complaints and the Council's leisure centres received 46.

4.2. When the results of Q1 for 2018/19 are compared with the same period last year (46) there has been a small increase. However it is still slightly less than the 56 complaints recorded for Q1 in 16/17.

4.3. Some of the complaints were attributed to missed waste collections and for Q2 may be impacted by a temporary increase of complaints due to the stock control issue experienced for 240l bins.

4.4. The total number of compliments (excluding leisure centres) has increased by 24 this quarter, to 215.

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

5. Financial performance

5.1. Appendix D is the Council's Financial Dashboard. At Month 4, the officers are forecasting a £140k overspend for the full financial year. Within the overspend, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted. Officers are working

through actions that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast.

- 5.2. For comparison purposes, a £177k surplus was forecast at Month 4 in 2017/18, which compared to an outturn surplus for 2017/18 of £621k. Officers are often quicker to forecast the fuller extent of the downside and slower in forecasting the fuller extent of any upside in case this should worsen.
- 5.3. Appendix E is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget. The largest impact is being seen in Housing. The increase the demand for bed and breakfast and the introduction of the Homeless Reduction Act has significantly increased housing costs in particular. This increase in demand is being seen across the country in all District and Borough authorities.
- 5.4. Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £4.36m (16% of the £27.2m programme) at M4, which compares to £2.4m (8%) of the £31.1m programme in 2017/18 (excluding the one-off purchase of the Forum).
- 5.5. Project Managers currently expect to spend £18.8m or 69% of the total programme by the end of the year. Projects which are not expected to fully complete in the year are Piries Place car park and further commercial property investment. Much of one of the two temporary accommodation builds will not now be delivered until 2019/20, following late changes in the design of the building. Part of the completion of the demolition and carpark phase of the Broadbridge Heath Leisure Centre build may also be re-profiled into 2019/20. Several smaller projects are also behind schedule, so the overall delivery forecast may be optimistic.

6. Outcome of consultations

- 6.1. The Chief Executive and Directors together with the individual Cabinet Members have reviewed the reports contained in the appendices to this reports. Sections 3.5 and 5 tell Committee where officers are taking action on points of concern. Action on lesser issues is mentioned in the appendices.

7. Other courses of action considered but rejected

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

8. Resource consequences

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

9. Consequences of the proposed action

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