

Report to Overview & Scrutiny Committee

Date of meeting 26 November 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, which opened for business on 20 October 2018 (Quarter 3); establishing the transition arrangements and IT infrastructure for the transfer of the Revenue and Benefits Service to the new provider, LGSS; and the development of temporary accommodation in Billingshurst.

The financial performance at Month 6 in 2018/19 is behind target. Officers currently forecast a year-end revenue overspend of £96k. 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. The forecast overspend has decreased by around £50k since Month 4, despite further spending pressures in housing. Capital expenditure at Month 6 was £6.8m which was 25% of the approved £27.4m capital programme.

An analysis of performance indicators shows 75% within target and 15% close to target, and 10% below target and with no areas of major concern.

The number of complaints received has increased over the quarter and the same period last year, some attributable to the waste bins collections and the delayed delivery of the 240 litre bins due to stock control issues.

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

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Background Papers:

Appendix A: Performance Issues dashboard Month 6

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

Appendix C: Monitoring of Key Performance Indicators Report Month 6

Appendix D: Financial Highlight report Month 6

Appendix E: Revenue Dashboard Summary Month 6

Appendix F: Capital Budget Monitoring Month 6

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 recycling contamination levels are lower than projected and are reducing. Recycling rates fluctuate throughout the year and we have, at peak, seen over 60% at kerbside rate. Full year figures suggest that 54% is likely to be achieved.
- 2.3. The development of The Bridge, the replacement for the Broadbridge Heath Leisure Centre is underway and progressing well for opening in October 2018.
- 2.4. The transition of the Revenues & Benefits service and systems handover to LGSS in July, with ICT migration scheduled for December 2018.

3. **Performance Monitoring**

- 3.1. Appendix C is a summary of the Council's basket of key performance indicators at the end of the second 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. A review of these Data Only KPIs is being undertaken to establish targets where possible to enable closer management.
- 3.3. In quarter two 75% of indicators met or exceeded targets set; 15% were close to target and 10% fell outside of the target range.
- 3.4. Services management are focusing on at present are:
 - 3.4.1 Housing Service, homelessness support and costs of B&B – The increased spend is due to the increased demand for homeless services, which is being felt by districts across the County. 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.

The Council has committed to developing additional units of temporary accommodation and during quarter two successfully obtained planning permission for the temporary accommodation site at Rowan Drive garages, Billingshurst. It is anticipated the properties will be ready for occupation late 2019. Options for additional accommodation are also being explored with Saxon Weald to provide an alternative to relying on bed and breakfast accommodation. In addition agreement to progress the new housing allocations IT system that meets the ICT strategy and enables customer self-service has been given.

- 3.4.2 Processing Housing and Council Tax Benefits. A managed migration of the service as it moved away from the CenSus partnership and into LGSS happened in July. In this transitional year management are watching performance to ensure we have optimal performance between quality and speed during the rest of the year.
- 3.4.3 Recycling Contamination levels – Initial data indicates that contamination levels are lower than projected and are showing improvement in Q2, high contamination areas will be separately targeted. The contamination project launched in Spring 2018, following the changes to waste collections, will involve more messaging, face-to-face contact and crew training.
- 3.5. Management reports performance improvement in quarter 2 in:
- Planning processing; Department of Housing, Communities and Local Government (HCLG) outturn and forecasts for speed of processing and quality are within margins and Planning Appeals allowed at 11% against 33.63% at the 17/18 year end. We have been successful at defending all appeals within this quarter with the exception of one householder application. This demonstrates the continued learning that is being achieved through a continual review of past appeal decisions.
 - Recycling rates fluctuate throughout the year and we have, at peak, seen over 60% at kerbside. Figures suggest that 54% is likely to be achieved.

4. Complaints

- 4.1. In the second quarter of 2018/19 the Council received 76 complaints and the Council's leisure centres are awaited.
- 4.2. When the results of Q2 for 2018/19 are compared with the same period last year (37) there has been a significant increase. It is also higher than the 52 complaints recorded for Q1. 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.
- 4.3. An analysis of the complaints received and the level of complaints that are valid and upheld is being undertaken to ensure that improvement can be recorded.
- 4.4. The total number of compliments (excluding leisure centres) has decreased slightly from the previous quarter, to 195.
- 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 6, the officers are forecasting a £96k 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. The forecast overspend has decreased by around £50k since it was last reported at Month 4.
- 5.2. 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, and the forecast overspend for this has worsened since Month 4. The increase in 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.
- 5.3. Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £6.8m (25% of the revised £27.4m programme; increased by the £0.175m supplementary budget on temporary accommodation in Billingshurst) at Month 6. This compares to £3.8m (12%) spend of the £31.1m programme at Month 6 in 2017/18 (excluding the one-off purchase of the Forum).
- 5.4. Project Managers currently expect to spend £18.7m or 68% 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 3.4 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.