

Report to Overview & Scrutiny Committee

Date of meeting 25 March 2019

By the Director of Corporate Resources

INFORMATION REPORT

Not exempt



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); the transfer of the Revenue and Benefits Service to the new provider, LGSS; the development of temporary accommodation in Billingshurst and Horsham and the Piries Place re development and the launch of Horsham District Year of Culture 2019.

The financial performance is forecast at M10 of the 2018/19 financial year. Officers currently forecast a year-end revenue surplus of £195k. Capital expenditure at month 10 was £11.8m which was 43% of the approved £27.4m capital programme. An outturn of £14.8m or 54% is forecast by officers.

An analysis of performance indicators shows 87% within target and 13% close to target with no areas of major concern. The trend of recording more compliments than complaints has continued into the third quarter of 2018/19.

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 Q3

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

Appendix C: Q3 Monitoring of Key Performance Indicators Report

Appendix D: M10 Financial Highlight report

Appendix E: M10 Revenue Summary

Appendix F: M10 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 development of The Bridge, the replacement for the Broadbridge Heath Leisure Centre opened for business on 20 October 2018 and has been very well received offering modern versatile facilities.
- 2.3 The Council has committed to developing additional units of temporary accommodation at two sites, Billingshurst and Horsham. Both sites are due to come on stream this year.
- 2.4 A managed migration of Service from CenSus partnership into LGSS happened in July 2018 and progress is being made towards the full ICT migration whilst being mindful of the annual billing of Council Tax timetable.
- 2.5 The development of the Piries Place car park and area is progressing and the area taking shape.
- 2.6 The District's Year of Culture was launched at the beginning of January 2019 with visitors gathering in the Horsham Park Sensory Garden to enjoy musicians, dancers and street performers all topped off by a spectacular light show. The unique programme of events are now live for our special year of celebration.

3. Performance Monitoring

- 3.1 Appendix C is a summary of the Council's basket of key performance indicators at the end of the third quarter of the Council's 2018/19 business year (ending 31 December).
- 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 three, 87% of indicators met or exceeded targets set; 13% were close to target and none 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 introduction of the Homeless Reduction Act 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. This had slowed down the decision making process but is now returning to pre introductory levels. The demand and spend is being closely and regularly monitored. The Council has committed to developing additional units of temporary accommodation Peary Close, Horsham and Rowan Drive garages, Billingshurst. It is anticipated the properties will be ready for occupation late summer and winter 2019. Options for additional accommodation are also being explored with Saxon Weald to provide an alternative to relying on bed and breakfast accommodation.
- 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 2018. In this transitional year, management are watching performance to ensure we have optimal performance between quality and speed during the rest of the year. This means the outturn on Benefits processing time is unlikely to be better than Amber at the year end.
- 3.4.3 Fly tipping levels. Increase in number of incidents and clear up costs rising given that modus operandi now sees larger deposits fly tipped on public highways whilst associated vehicles are still moving. The appointment of an Environmental Enforcement Officer has meant more investigations are being undertaken and cases progressed. We are also undertaking some high profile campaigns to raise awareness.
- 3.5 Management reports performance improvement in quarter 3 in:
- Planning processing speeds and quality; Department of Housing, Communities and Local Government (HCLG) key indicators outturn for Quality of Decisions is well within margins. Forecasts for speed of processing, (reporting at September 2019) are well within margins.
 - Number of households in temporary accommodation and B&B; Direction of Travel improving. The Council has committed to developing additional units of temporary accommodation in Horsham and Billingshurst. In addition, the number of prevention cases has increased as new contacts and relationships are developed with the new homelessness advice team and external services.
 - Employee sickness levels – consistent levels of sickness below threshold.
 - Number of compliments across the Council continues to grow.

4. Complaints

- 4.1 The trend of recording more compliments than complaints has continued into the third quarter of 2018/19

- 4.2 In the third quarter of 2018/19 the Council received 50 complaints, (of which 13 were upheld), and the Council's leisure centres received 127. The number of compliments the Council received was 243 and the Council's leisure centres 143.
- 4.3 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 M10 the officers forecast a £195k surplus for the full financial year (1.8% of the £10,714k net budget). Within the surplus, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted.
- 5.2 Appendix E is the Council's Revenue Dashboard containing managers' comments on the more significant differences from budget.
- 5.3 Appendix F is a summary of the Council's capital programme and spend on projects so far this year. Projects had spent £11.8m (43% of the programme) at M10. This compares to £10.5m (and 34%) at the same time last year, excluding the one-off nature of the purchase of the Forum.
- 5.4 Project Managers currently expect to spend £14.8m or 54% of the total programme by the end of the year. Projects expecting to not complete in the year are the Piries Place Car park, further commercial property investment and a temporary accommodation building. Nearly £3.7m of unspent 2018/19 capital programme will be removed and not rolled forward into 2019/20.

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. Section 3.4 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.