



## **SCRUTINY AND OVERVIEW COMMITTEE**

### **FINANCE AND PERFORMANCE WORKING GROUP**

**WEDNESDAY 20<sup>TH</sup> NOVEMBER 2013 AT 5.30 PM**  
**COMMITTEE ROOM ONE, PARK NORTH, NORTH STREET, HORSHAM**

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**Councillors:** Leonard Crosbie (Chairman)  
John Bailey  
John Chidlow  
George Cockman  
Brian Donnelly  
Jim Goddard  
Frances Haigh  
Brian O'Connell  
Stuart Ritchie

*You are summoned to the meeting to transact the following business.*

## **AGENDA**

**Page No.**

1. Apologies for absence
2. To approve as correct the record of the Finance and Performance Working Group meeting held 13<sup>th</sup> November 2013 (to follow)
3. To receive any declarations of interest
4. Announcements from the Chairman or Chief Executive
5. Complaints, Compliments and Suggestions – Monitoring and Learning Report for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2013 **1**
6. Analysis of Activity under the Freedom of Information Act 2000 and Associated Legislation **7**

- |    |  |    |
|----|--|----|
| 7. | Member Overview of the Council's use of the Regulation of Investigatory Powers Act 2000                    |    |
| 8. | Report on our District Plan Priorities Progress, Projects and Performance Indicators for Quarter 2 2013/14 | 17 |
| 9. | CenSus Joint Committee minutes of the meeting held 27th September 2013                                     | 43 |

### **Terms of Reference for the Finance and Performance Working Group**

- To scrutinise the Medium Term Financial Strategy to achieve a balanced budget, including the achievement of savings identified within it
- To monitor the Council's performance against the District Plan, the basket of key performance indicators and major projects list on a quarterly basis
- To review the monthly financial outturn report and identify areas of concern to Cabinet
- To identify areas of excellence and areas for improvement and refer to Business Improvement Working Group for consideration and note
- To request and receive reports/presentations on areas of concern regarding service performance or overspend/underspend
- To raise issues of concern with Cabinet following review by the Working Group
- To call Cabinet members to provide details of service performance to the working group or to Members of Scrutiny and Overview Committee
- To identify and, where necessary, question budget and performance targets, taking account of the prevailing economic conditions, pressures and assumptions used
- To review the impact of budget changes upon the delivery of corporate priorities
- To consider any other relevant performance and financial matters identified by the Scrutiny and Overview Committee

# Report to Finance & Performance Working Group

20 November 2013

By the Council Solicitor

## INFORMATION REPORT

Not exempt



**Horsham  
District  
Council**

**Report Title: Complaints, Compliments & Suggestions Monitoring & Learning Report for Horsham District Council 1 July – 30 September 2013**

### Executive Summary

The purpose of this report is to inform the Finance & Performance Working Group of the details of the complaints, compliments and suggestions notified to the Council's Complaints & Information Officer for the period 1 July to 30 September 2013. The intention is to learn from the feedback that the Council receives to prevent reoccurrence of complaints, improve Council services and promote areas of good practice.

For the period 1 July to 30 September 2013 the Complaints & Information Officer was notified of 31 formal complaints, and 9 compliments. This excludes figures from CenSUS Revenues and Benefits which were not available at the time of writing this report. In addition Operational Services have separately recorded 51 complaints and 5 compliments for the same period.

### Recommendations

The Working Group is recommended:

- i) To note the contents of this report and comment as appropriate.

### Reasons for Recommendations

- i) To increase awareness of the Council's Corporate Complaints Procedure and the learning from the complaints, compliments and suggestions which the Council receives.

**Background Papers: Local Government Ombudsman's good practice guide  
1 – Running a Complaints System**

**Consultation: Monitoring Officer, Corporate Management Team**

**Wards affected: All**

**Contact: Sarah Gill Complaints & Information Officer ext. 5470**

## **Background Information**

### **1 Introduction**

#### **The purpose of this report**

- 1.1 The purpose of this report is to show the number and type of complaints, compliments and suggestions received by Council department to identify trends and help monitor the situation. This excludes any representations, appeals or disagreements with Council policy – these are not classed as complaints under the Council's current definition of a complaint.

This report is intended for managers, staff and Councillors to help everyone at the Council learn and act upon customer feedback.

### **2 Statutory and Policy Background**

#### **Statutory background**

- 2.1 Local Government Act 2000

#### **Relevant Government policy**

- 2.2 The guidance on good practice in running a complaints system issued by the Local Government Ombudsman states that Councillors and leading officers should receive regular reports which show complaints by (amongst other criteria) number, subject and outcome. Trends can then be identified together with lessons of general importance.

#### **Relevant Council policy**

- 2.3 The Council's Code on Comments, Representations, Criticism of Policy and Complaints approved by Council January 2003 and which forms Part 5D of the Constitution.

### **3 Details**

#### **Complaints Statistics**

#### **Complaints notified to the Complaints & Information Officer for the period 1 July to 30 September 2013**

- 3.1 With a view to improving as an organisation, reports are produced containing details of complaints, compliments and suggestions received for the quarter along with previous quarterly figures for comparison. Information about the action taken and lessons learned will be included as well as feedback from other organisations such as the Local Government Ombudsman and the Information Commissioner when available.

- 3.2 The number of complaints notified to the Complaints & Information Officer for the period 1 July to 30 September 2013 is 31 (excluding complaints from Horsham District residents about the CenSus revenues & benefits service) with a further 51 recorded separately by Operational Services.

Horsham District Council's definition of a complaint is:-

*A complaint is an expression of dissatisfaction about the Council's action or lack of action or about the standards of a service, whether the action was taken or the service provided by the Council itself or a person or body acting on its behalf.*

- 3.3 Table of complaints, suggestions and compliments 1 July to 30 September 2013.

Department	Complaints received 1 July to 30 September				Previous Quarter
	Stage1	Stage 2	Stage 3	Total	
Building Control	0	0	2	2	0
Housing & Community Development	1	0	0	1	1
Leisure & Economic Development	2	0	0	2	1
The Capitol	0	0	0	0	0
Financial & Legal Services	0	0	0	0	0
Corporate Support Services	1	0	0	1	1
Strategic Land & Property	0	0	0	0	0
Planning Services	23	0	2	25	15
Environmental Services	0	0	0	0	1
Operational Services Acomplus, trade collections, contact centre, garden waste etc				45	67
Operational Services Street scene services, parking enforcement etc				6	7
Strategic Planning & Performance	0	0	0	0	0
Communications	0	0	0	0	0
Committee Section & Elections	0	0	0	0	0
Revenues & Benefits*	*	*	*	*	26
Audit	0	0	0	0	0
Cross Council – General	0	0	0	0	1
<b>TOTALS</b>	<b>27</b>	<b>0</b>	<b>4</b>	<b>82</b>	<b>120</b>

\* figures not available from CenSus at the time of reporting

### 3.4 Details of stage 3 complaints

#### Building control

- Complaint – alleged failure of department to take action about the recommissioning of a defective drain. This was not upheld. The department did not have the authority to take the action required by the complainant.
- Complaint – allegation of poor service and incorrect information provided by an officer which led to problems with the progress of a home extension. This was partially upheld as on one occasion the service did fall short of expected standards. A partial refund of the building control fee amounting to £150 has been offered as full and final settlement of the complaint.

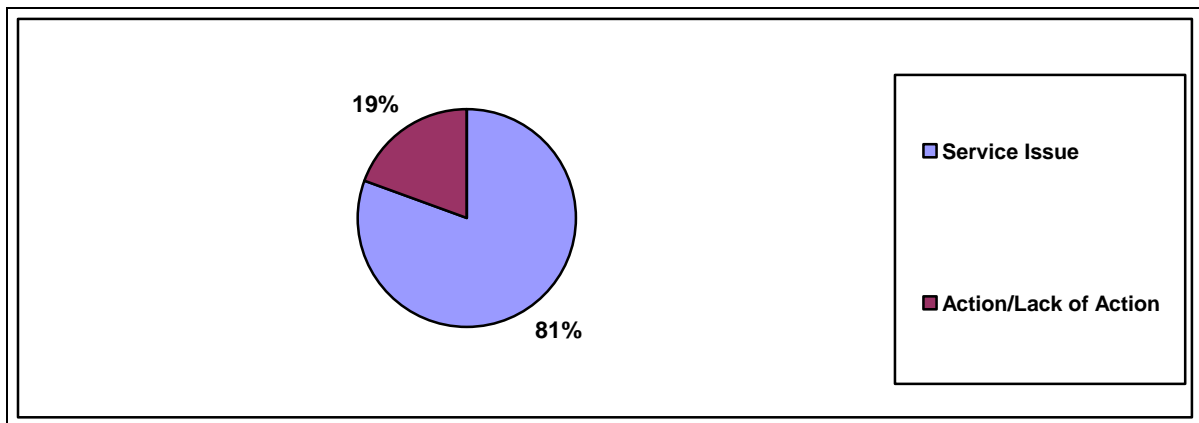
#### Planning

- complaint - general poor service provided by the department. The complainant met with the chief executive and the complaint was not upheld.
- Complaint – allegation of unnecessary delay in processing an application. This was not upheld as the delay was found to be caused by the applicant's solicitor.

### 3.5 Table to show complaints received by ward (where this information is known) for the period 1 July to 30 September 2013.

Ward (where postcodes are available)	1 July – 30 Sept.	1 April – 30 June
Billingshurst & Shipley	0	1
Bramber, Upper Beeding & Woodmancote	0	0
Broadbridge Heath	0	4
Chanctonbury	4	3
Chantry	4	3
Cowfold, Shermanbury & West Grinstead	0	0
Denne	0	4
Forest	2	0
Henfield	1	1
Holbrook East	0	5
Holbrook West	0	0
Horsham Park	1	0
Itchingfield, Slinfold & Warnham	0	1
Nuthurst	0	4
Pulborough & Coldwaltham	0	1
Roffey North	0	2
Roffey South	1	1
Rudgwick	0	0
Rusper	0	0
Southwater	1	3
Steyning	2	0
Trafalgar	0	0
Out of District	7	5
Location of complainant unknown	7	8
Refuse & Recycling complaints across the district	Not recorded by ward	Not recorded by ward
<b>Total</b>	<b>31</b>	<b>41</b>

3.6 Chart showing the nature of complaints for the period 1 July to 30 September 2013



### Compliments

3.7 Compliments received for the period 1 July to 30 September 2013.

Department	Compliments Received 1 July to 30 September	Previous Quarter
Housing & Community Development	0	1
Leisure & Economic Development (inc The Museum & Cemeteries)	2	5
Financial & Legal Services	0	3
Planning Environmental Services	4	14
Operational Services Refuse/recycling etc Operational Services Transport	5	7
Environmental Health	1	0
Building Control	1	1
Revenues & Benefits	0	4
Democratic Services	1	0
<b>TOTALS</b>	<b>9</b>	<b>35</b>

Significant compliments include:

'we are very grateful to both Catherine and Amanda for both their

patience, and positive thoughtful advice throughout, they have been incredibly helpful and we both wanted this noted' – planning

'Many Thanks for your very prompt reply and swift action taken. Another example of the excellent service continually given by your Horsham Parks department and Operational services'.

A further 34 compliments about the Sparks in the Park event were recorded on the Council's facebook page.

#### **4 Next steps**

- 4.1 Details of the learning from complaints, compliments and suggestions are disseminated through the Corporate Management Team. This will provide evidence that Horsham District Council promotes learning from the feedback that the Council receives from residents and customers.
- 4.2 The system of reporting and recording complaints, compliments and suggestions continues to be reviewed, looking at the wider issues surrounding customer service across the Council.

#### **5 Outcome of Consultations**

- 5.1 All Heads of Service have been consulted.

#### **6 Other Courses of Action Considered but Rejected**

- 6.1 The Council could take the decision not to produce regular reports; however, this would be in direct conflict with the Local Government Ombudsman's guidance on good practice in complaints handling for local authorities.

#### **7 Staffing Consequences**

- 7.1 There are no direct staffing consequences as a result of this report.

#### **8 Financial Consequences**

- 8.1 There are no financial consequences arising from this report.



# Report to Finance and Performance Working Group

20 November 2013

By the Council Solicitor

## INFORMATION REPORT

Not exempt



Horsham  
District  
Council

### Activity under the Freedom of Information Act 2000 and Associated Legislation

#### Executive Summary

The Freedom of Information Act 2000 (the Act) came into force on 1 January 2005. The Act makes provision for the disclosure of information held by public authorities and aims to promote greater transparency, accountability and understanding of the way public authorities work and how they make decisions. Since 2005, the Act has provided unprecedented access to information held by local government and a diverse array of information not previously disclosed has entered the public domain.

This report is to provide Members with a general overview of the Freedom of Information Act and the number of Freedom of Information (FOI) requests that have been received by Horsham District Council from 1 April to 30 September 2013. This report also gives Members the opportunity to comment on the current system of monitoring and responding to requests made to the Council under the Freedom of Information Act.

For the six month period 1 April to 30 September 2013 the Council received 280 (excluding contaminated land and personal search information requests) requests for information, compared to 290 requests made during the period 1 April to 30 September 2012.

Of those requests, where the identity of the requestor is known, the majority of requests have been made by individuals acting alone or as members of organisations such as local societies or campaign groups etc. The next largest group of requestors are businesses, followed by the media. The remaining requests have been made by charities, Members of Parliament, other public authorities etc.

The Freedom of Information Act requires public authorities to reply to FOI requests within 20 working days, because this is a legal requirement our target is to respond to 100% of requests on time.

Of those requests received between April and September 2013, 77% were responded to within the statutory twenty working days.

The Information Commissioner's Office has advised that those public authorities who fail to respond to less than 85% of requests within the statutory 20 working days may be monitored for a 3 month period by the Information Commissioner's enforcement team. Authorities which have failed to improve their response times have been required to

sign undertakings to publicly formalise their commitment to openness and compliance with the legislation.

Horsham District Council has carried out one internal review of a decision to withhold information that has been requested. Although the outcome of the internal review was to uphold the original decision, given the passage of time that has now elapsed since the request was originally made further enquiries are now being made and the local member is now actively involved.

No requestors have referred their complaints to the Information Commissioner's Office during this period.

## **Recommendations**

- i) It is recommended that Members note the contents of this report and comment as appropriate.

## **Reasons for Recommendations**

- i) To ensure that Members are kept up to date with developments in the freedom of information framework; and
- ii) to ensure that Members have the necessary information to enable requests for information to be easily made to the Council and properly responded to; and
- iii) to assist with learning lessons and improving performance following requests for information made to the Council.

**Background Papers:** Annual Report Information Commissioner's Annual Report 2012/13

**Consultation:** Monitoring Officer, Corporate Management Team

**Wards affected:** All

**Contact:** Sarah Gill Complaints and Information Officer ext 5470

## **Background Information**

### **1 Introduction**

#### **The purpose of this report**

- 1.1 This report documents the Freedom of Information Act activities at Horsham District Council from 1 April to 30 September 2013.

### **2 Statutory and Policy Background**

#### **Statutory background**

- 2.1 The statutory background is to be found in the Freedom of Information Act 2000, The Data Protection Act 1998 and the Environmental Information Regulations 2004.

The Freedom of Information Act 2000 ('the Act') was given Royal Assent on 30<sup>th</sup> November 2000 and introduced a new right to obtain information from local authorities.

The Act introduced a new culture of openness throughout the public sector and formed part of a wider group of policies to modernise government and ensure that decision making is transparent and accountable. The key elements are:

- a) a general right of access to information held by public authorities;
- b) a requirement to adopt a publication scheme specifying the classes of information the authority intends to publish, the manner of that publication and whether the information will be made available free of charge; and
- c) the establishment of the Office of the Information Commissioner to ensure compliance.

Whilst the Act creates a general right of access to information held by public bodies, it also sets out 23 exemptions where the right is either removed or qualified. Apart from repeated or vexatious requests to which an authority need not respond, the exemptions fall into two broad categories:

- a) 'qualified' exemptions where the authority has a duty to consider whether disclosure is required in the public interest; and
- b) 'absolute' exemptions where there is no duty to consider the public interest.

Freedom of information (FoI) has significant links to and overlaps with data protection under the Data Protection Act 1998, the Regulation of Investigatory Powers Act 2000, the Human Rights Act 1998 and the Environmental Information Regulations 2004. The Protection Of Freedoms Act 2012 also places additional requirements on public authorities by amending the Freedom of Information Act.

- 2.2 The Environmental Information Regulations 2004 (EIR) derive from Directive 2003/4/EC on public access to environmental information. The EIR apply to not only the public authorities listed in Schedule 1 of the FOIA but also any other person carrying out functions of public administration or any other person who is under the control of any of the foregoing who has public responsibilities relating to

the environment, exercises functions of a public nature relating to the environment or provides a public service relating to the environment.

Environmental Information is defined as any information in written, visual, aural, electronic or any other material form on:

- The state of the elements e.g. air, water, land, landscape, nature sites and biological diversity
- Factors affecting or likely to affect the elements such as substances, noise, emissions etc
- Measure such as policies, plans, programmes, land planning regimes
- Reports on the implemental of environmental information
- State of human health and safety including contamination of the food chain, conditions of human life, cultural sites, built structures inasmuch as they are or may be affected by the state of the elements or by any of the factors, measure or activities.

In view of the above, a large part of the Council's functions are caught by the Environmental Information Regulations including development control and enforcement, strategic planning, environmental health, countryside sites, and refuse.

The key differences between the EIRs and FOIA are:

- Requests for environmental information do not have to be made in writing
- Information held by the Council includes information held on behalf of another person or organisation
- There are no absolute exceptions- every exception is subject to the public interest test
- There is an express presumption in favour of disclosure
- There is no cost limit on disclosure

### **2.3 Relevant Government policy**

The relevant Government policy is contained within Codes of Practice issued under the Freedom of Information Act 2000. In addition, guidance has been given by Government departments and principally by the Information Commissioner. The Information Commissioner's website can be accessed at: [www.ico.gov.uk](http://www.ico.gov.uk). The Government's transparency agenda also requires public authorities to be as proactive as possible when it comes to providing the public with access to information to the information they hold.

### **2.4 Relevant Council policy**

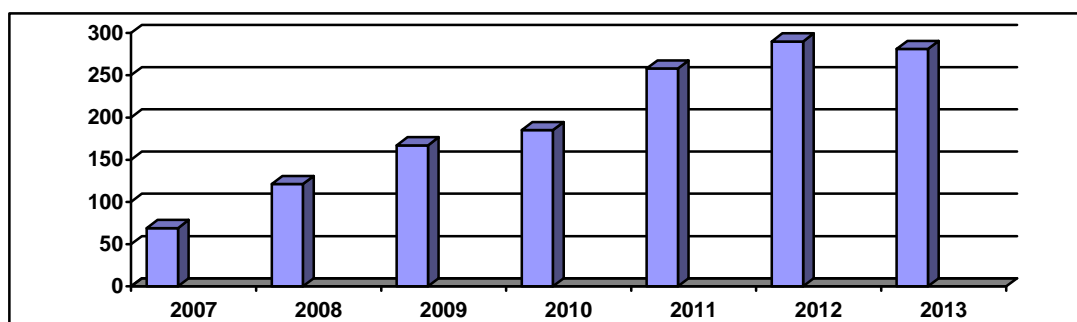
The Council's Constitution contains provisions regarding Access to Information.

### 3 Details

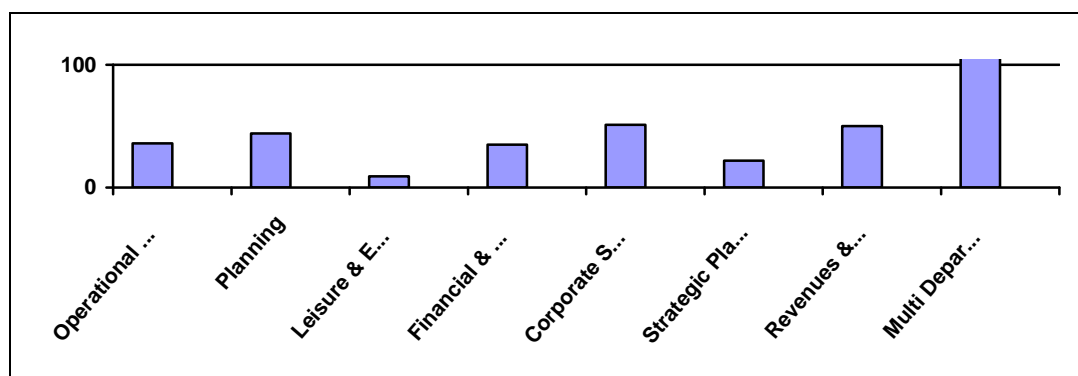
#### 3.1 Volume of FOI requests received

For the six month period 1 April to 30 September 2013 the Council received 280 (excluding contaminated land information and personal search requests) requests for information, compared to 290 requests made during the period 1 April to 30 September 2012.

The chart below shows the number of requests for information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 received by Horsham District Council in the monitoring period April to September for the last five years.



#### 3.2 Requests received by service area



#### 3.3 Requests for information held by elected Members

The Council has received a number of requests in recent months for copies of correspondence held by Councillors.

To clarify, Horsham District Council is a public authority for the purposes of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, individual elected Councillors are not. However, whether information held by an individual Councillor is caught by the Act or the Regulations depends on how the information is held. If the information is held for private or political purposes then it is not subject to the Act or the Regulations. If the information is held on either the Council's computer systems or on a Councillor's own home or office equipment *and* relates to the function of the Council then that information may be caught by the Act or the Regulations. Any such information would be subject to all relevant

exemptions and exceptions. Any requests for information held by Councillors is dealt with in a case by case basis and the Councillors concerned would be notified.

Further guidance on this matter is available on the Information Commissioner's website:

[Information held by a public authority for the purposes of EIR \(regulation 3 \(2\)\)](#)

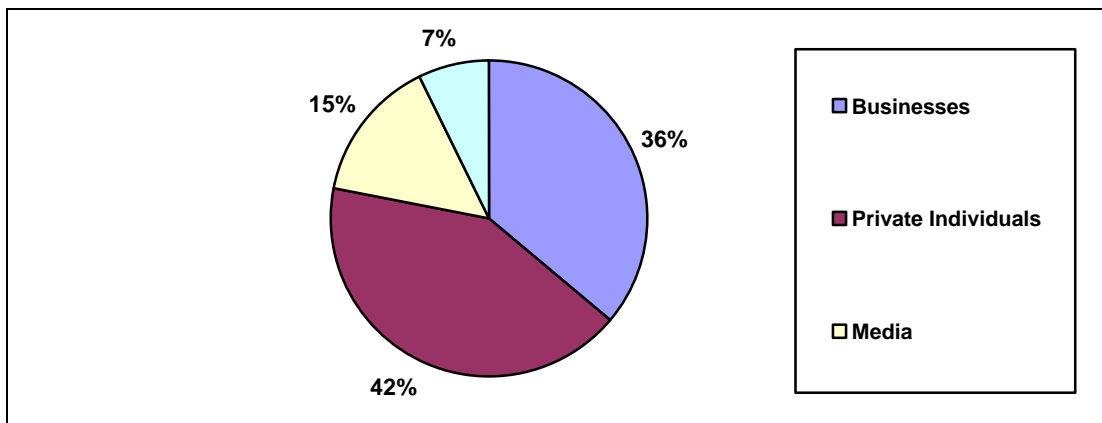
and

[Information held by a public authority for the purposes of the Freedom of Information Act](#)

### 3.4 Most frequent requestors

Where the origin of a request for information is known, we are able to see that for the first time the majority of requests made under the Freedom of Information Act (42%) have come from private individuals acting on their own behalf or on behalf of local groups and societies. These tend to regard personal concerns e.g. planning applications they have made or that affect them, personal interests in licensing applications or areas of land that may be proposed for large scale development. A further 36% of requests came from businesses.

The majority of press enquiries are dealt with as media enquiries by the Council's communications team although those which have made specific requests under the Freedom of Information Act (15%) have requested information such as; staff vacancy rates and redundancies, changes to benefits and council fees and charges. A further 7% of requests came from MPs, political parties, unions or organisations such as the Taxpayers Alliance and charities.



### 3.5 Response timeliness

The Freedom of Information Act requires public authorities to reply to FOI requests within 20 working days, because this is a legal requirement our target is to respond to 100% of requests on time.

Of those requests received between April and September 2012 77% were responded to within the statutory twenty working days.

In 23% of cases the response was made after the twenty day deadline had expired. The delays were as a result of different issues such as complex multi department requests and difficulty in producing the information requested. It should be noted that under some exemptions in the FOI Act the Council is required to consider the public interest test. When the Council is considering whether the public interest in disclosing the information outweighs the public interest in withholding it the Council is permitted to extend the 20 day time limit for responding in order to make their public interest test considerations. The monitoring statistics available do not take account of this fact and do not show, for those requests dealt with outside the 20 day time limit, those where the public interest test was involved. The average response time for overdue requests was 28 days.

Public authorities or government departments which have failed to respond to more than 85% of requests for information within the statutory 20 working days have been monitored for a 3 month period by the Information Commissioner's enforcement team. Authorities which have failed to improve their response rates have been required to sign undertakings to publicly formalise their commitment to openness and compliance with the legislation.

### **3.6 Exemptions/exceptions used.**

Of the 280 requests received under the FOIA or EIRs, the Council has provided information in 202 cases. In 22 cases responses were made stating the information was not held. In the remaining responses various exemptions was engaged including information already accessible by other means, exceeds costs limit, information intended for future publication, personal information and vexatious or manifestly unreasonable requests. Information Regulations has been provided in full. However the Council did not hold the information requested in cases, and exemptions have been used relating to personal information, information provided in confidence, commercially sensitive information vexatious requests and requests which exceeded the appropriate limit.

### **3.7 Internal Reviews**

Applicants are able to ask a public authority for an internal review if they are not content with the Council's initial decision on whether or not to release the information they have requested. This is done by way of an internal review of the initial decision. The Codes of Practice issued under the FOI Act and EIRs state that internal review procedures should "encourage a prompt determination of the complaint". Reviews under the FOIA should be completed within 20 working days. However reviews under the EIRs often relate to complex and difficult issues and can up to 40 days may be taken to complete the internal review.

Horsham District Council has carried out one internal review of a decision to withhold information that has been requested. Although the outcome of the internal review was to uphold the original decision, given the passage of time that has now elapsed since the request was originally made further enquiries are now being made and the local member is now actively involved.

### 3.8 Appeals to the Information Commissioner and Information Tribunal

No appeals have been made to the Information Commissioner's Office or the First Tier Tribunal (Information Rights) during this period.

### 3.9 Information Commissioner's Office

In the year ending April 2013 the ICO has published 55 pieces of new or revised guidance on the Freedom of Information Act and the Environmental Information Regulations.

Guidance has now been published on the introduction of new responsibilities relating to the publication of datasets from 1 September 2013 and the new model publication schemes have been revised accordingly.

Of the complaints made to the ICO for the year ending April 2013 45% are about requests made to local government authorities.

Figures detailed in the latest ICO Annual report shows that awareness of the freedom of information right to see information held by government and other public authorities is at its highest recorded level. Also, individuals are also more aware of their specific rights under the Freedom of Information Act – finding out what money is being spent on is the most popular category of request followed by requests about environmental information.

Full details of the report can be found at

[http://www.ico.org.uk/about\\_us/performance/~/\\_media/documents/library/Corporate\\_Research\\_and\\_reports/ico-annual-report-201213.ashx](http://www.ico.org.uk/about_us/performance/~/_media/documents/library/Corporate_Research_and_reports/ico-annual-report-201213.ashx)

## 4 Next Steps

### Publication Scheme

- 4.1 Part 6 of the Protection of Freedoms Act relating to the publication of datasets came into force 1 September 2013. In summary, Part 6 amends the FOIA to place a new requirement on public authorities to make datasets available for re-use in a re-usable format.

As a result the Information Commissioner's Office has revised the Model Publication Scheme which the Council is required to adopt. As a result the following has been added to the Council's publication scheme:

'In accordance with section 11(1A) the Council intends to publish any dataset that is held by the Council and has been requested and any updated version of those datasets, unless the Council is satisfied that it is not appropriate to do so. Where reasonably practicable requested datasets will be published in an electronic format that is capable of re-use and, if any information in the dataset is a relevant copyright work and the Council is the only owner, the information will be available for re-use under a specified licence.



The term 'dataset' is defined in section 11(5) of the Freedom of Information Act (FOIA). The terms 'relevant copyright work' and 'specified licence' are defined in section 19(8) FOIA. The ICO has published guidance on the dataset provisions in FOIA. This explains what is meant by 'not appropriate' and 'capable of re-use'.

Officers responsible for individual departments sections of the Publication Scheme have been notified and advised of the need to update relevant sections as necessary.

- 4.2 As the requirements of the new publication scheme overlaps to a degree with the requirements on the Council of the governments 'open data' agenda, the Complaints & Information Officer will be involved with the Information Management Officer on the Council's open data project which received CMT approval in June this year.

## **5 Outcome of Consultations**

- 5.1 Not applicable.

## **6 Other Courses of Action Considered but Rejected**

- 6.1 Not applicable.

## **7 Staffing Consequences**

- 7.1 There are no staffing consequences as a result of this report.

## **8 Financial Consequences**

- 8.1 There are no financial consequences as a result of this report.



# Report to Finance and Performance Working Group



Date of meeting 20<sup>th</sup> November  
2013  
By the Head of Strategic Planning  
and Performance  
**INFORMATION REPORT**

Not exempt/

## REPORT ON OUR DISTRICT PLAN PRIORITIES, PROJECTS AND PERFORMANCE INDICATORS FOR QUARTER 2 2013/14

### EXECUTIVE SUMMARY

The purpose of this report is to inform the Finance and Performance Working Group of the outcome of the following reviews, and to seek comments on the particular areas identified:

1. Qtr 2 2013/14 monitoring of Key Performance Indicators
2. The Tracked Key Projects Report (Project Assurance Core Team (PACT))
3. District Plan Priorities for Qtr 2, 2013/14
4. Residents Survey 2013/14

Specific feedback from the Finance and Performance Working Group will be reported at Cabinet on 30<sup>th</sup> January 2014.

### Recommendations

It is recommended that Members note the contents of this report and consider actions to improve performance.

### Reasons for Recommendations

Performance Indicators are provided as part of the duty of Best Value to drive up service improvement.

#### Background Papers:

Appendix A: Qtr 2 2013/14 Monitoring of Key Performance Indicators Report

Appendix B: CMT Tracked Projects List: Summary Report at 24<sup>th</sup> October 2013

Appendix C: Qtr 2 2013/14 District Plan Priorities Update

**Consultation:** CMT, Portfolio Holders

**Wards affected:** All

**Contact:** Julie McKenzie, Performance Manager, ext 5306

## Background Information

### 1. INTRODUCTION

- 1.1 Corporate Management Team and the Cabinet work together to ensure that we sharpen our focus on performance management and build on what we have achieved so far. The Performance Management Framework, 'Performing to Win', supports how we will achieve this.
- 1.2 We all need to contribute towards our continuous improvement and to ensure that services are delivered to the best possible standard and to the best of our abilities. With further budgetary pressures, it is even more important to ensure that our performance produces the best outcomes for local people and is genuinely customer focused.
- 1.3 District Priorities were identified in the District Plan 2011-15. They are reviewed annually and progress against priorities for the year is reviewed regularly by Corporate Management Team, alongside the key corporate performance indicators. The Qtr 2 2013/14 District Plan Priorities Update is appended to this report.
- 1.4 Key projects are overseen by an officer group, the Project Management Core Team, and are tracked and reviewed monthly by CMT and quarterly by the Finance and Performance Working Group
- 1.5 Matters of concern arising from the Finance and Performance Working Group will be reported at Cabinet on 30<sup>th</sup> January 2014.

### 2. MONITORING OF PERFORMANCE AND FINANCIAL DATA

- 2.1 At the last meeting of the Finance and Performance Working Group, it was agreed by the Members that the meeting would divide into two; the first on 13<sup>th</sup> November to discuss Finance, and the second meeting one week later on 20<sup>th</sup> November to cover performance.

### 3. MONITORING OF DISTRICT PLAN PRIORITIES 2011-15

- 3.1 The Council's Performance Management Framework 'Performing to Win' provides a methodology to demonstrate how the District Plan Priorities are met through what is known as the 'Golden Thread'



- 3.3 The District Plan (1) identifies priorities for the District over the four year period and those for particular focus each year within the plan are agreed with Cabinet.
- 3.4 Annual departmental service plans (2) support the delivery of the District Plan Priorities 2011-15. They are compiled by all Heads of

Service in conjunction with Cabinet Members and reviewed regularly through the year. Service Plans for 2013/14 can be found on the website <http://www.horsham.gov.uk/council/16089.aspx>  
We plan to streamline the process for setting District Plan priorities and finalising service plans for year 4, by agreeing these over the same timeframe as the budget setting process.

- 3.5 Horsham District Council Officers (3) have annual appraisals with their line managers where they are assessed on a range of capabilities. Officers are set specific targets based on their department's service level priorities.

#### **4. LOCAL PERFORMANCE INDICATORS FOR THE END OF QUARTER 1, 2013/14**

- 4.1 Performance data, identified as 'Key', for the end of Qtr 2, 2013/14, are provided for discussion at this meeting at Appendix A.
- 4.2 Indicators are prefixed with a code relating to the department: for example HS01a – Housing Services, and are grouped by department.
- 4.3 Targets for 2013/14 have been set where possible, and performance is measured against the target. For a small number of volumetric (ie data only) performance indicators which identify the number of cases/enquiries, a target is not appropriate.
- 4.4 Revisions of Performance Indicators and targets are undertaken annually as part of the development of the departmental service plans. Definitions for two new indicators related to the Government's Special Measures Planning monitoring are in the process of being agreed.
- 4.5 End of year comparative data for the Key Basket of Indicators 2012/13 was published on the website in June 2013 and was circulated to Cabinet and members of this group in advance [http://www.horsham.gov.uk/files/201213\\_Year\\_end\\_report.pdf](http://www.horsham.gov.uk/files/201213_Year_end_report.pdf)

#### **5. PROJECT ASSURANCE CORE TEAM (PACT) – REPORT FOR QUARTER 2, 2013/14**

- 5.1 The Project Assurance Core Team (PACT) was set up to improve the way projects are managed at Horsham District Council. The remit of the PACT team is:
- To act as a support mechanism for major projects to oversee progress against time, cost and risks and alert CMT to significant concerns
  - To assist those responsible for projects to set them up and manage them in line with Horsham District Council's Project Management Guidance

- To provide assurance to Corporate Management Team (CMT) that this is happening and report any concerns
- 5.2 The PACT team reports progress on key projects to CMT each month and a summary report is provided for Finance and Performance Working Group each quarter. The report is attached at Appendix B.

## **6. RESIDENTS SURVEY 2013**

- 6.1 There is no longer a statutory requirement to carry out the Place Survey, however 'The customer at the heart of what we do' is a priority within the District Plan 2011-15 and the Corporate Communications Strategy identifies planned consultation with council audiences as a key aim.
- 6.2 To deliver this priority the second Residents' Satisfaction Survey was carried out during the Autumn of 2013 with the questionnaire circulated as part of the Autumn 2013 (August) edition of Horsham District News with a mirror online survey on the Council website. This has also been circulated to the Horsham District users of WSCC's e-panel. The core questions take into account the need to enable comparisons to the previous survey and follow best practice. Around 650 residents have responded to this survey.
- 6.4 The survey period closed at the end of October 2013. Initial headline results will be available early January 2014 and a Members Feedback Seminar is arranged for 17<sup>th</sup> March 2014.

## **8. Outcome of Consultations**

- 8.1 Corporate Management Team (CMT) and Cabinet have considered the PACT report and Quarter 2 Performance Indicators for 2013/14 on 24<sup>th</sup> October 2013.

## **9. Other Courses of Action Considered but Rejected**

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

## **10. Staffing Consequences**

- 10.1 There are no staffing consequences associated with this report.

## **11. Financial Consequences**

- 11.1 There are no direct financial consequences as a result of this report.

## Appendix 1

### Consequences of the Proposed Action

Consequences of the proposed action on:	
Risks	
Risk Assessment attached Yes/No	No
Crime and Disorder	Managing performance will help identify areas where the Council can provide better crime and disorder reduction initiatives.
Equality and Diversity/ Human Rights	Service and performance improvements will ensure that our work reaches out to more local residents and meet the requirements as set out by the Equality Act 2010.
Equalities Impact Assessment attached Yes/No/Not relevant	No Equality Impact Assessment (EIAs) required at this level (EIAs will be carried out at more strategic opportunities for greater impact)
Sustainability	Performance against sustainability issues are reviewed regularly through Performance Management Working Group.

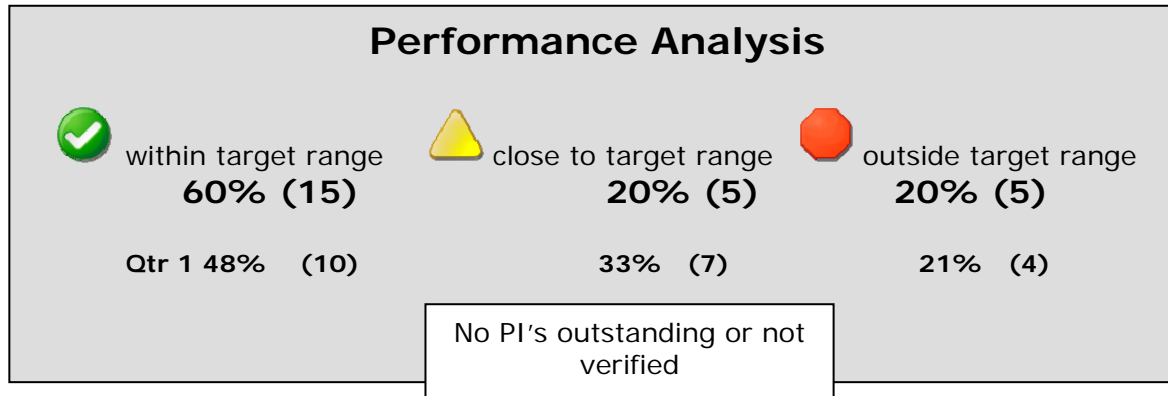
### Statutory and Policy Background

Statutory Background	'Best value' (Local Government Act 1999) is the statutory basis on which councils plan, review and manage their performance in order to meet the needs and expectations of their citizens who use their services. The aim is to deliver continuous improvement in all their services.  The principles involve local accountability, breaking departmental and organisational boundaries, partnership, performance measurement and management, comparability and continuous improvement,
Relevant Government policy	Duty of Best Value.  'Taking the Lead' and 'Sector Led Improvement'. The LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities
Relevant Council policy	The Performance Management Framework, 'Performing to Win', supports how we will achieve this.





## APPENDIX A: Key Performance Indicators: Quarter 2 2013/14



### Performance in Quarter 2:

Performance is monitored by performance against targets set. For the quarterly data the Key Indicators are in three sets, Performance, reported and analysed and the Financial and Social & Economic set reported here for information. Data has been provided for indicators that have been verified and where targets have been set. For Parking and Waste Management data is usually provided one month in arrears. Parking and Waste Management figures are now available for Q2 and monitoring is shown against this period. Falling outside of target range: green and blue waste rejects, planning appeals allowed, staff sickness and Capitol attendances.

#### Positives




- % of invoices paid within 10 days at 81.25% the highest rate since Q4 2011/12
- Processing of minor (65.12%) and other (86.03%) planning applications has improved over the period. Minor, Majors and Others exceed target in all cases
- Processing of major planning applications using the new government definition is 81.82%

#### Performance Issues


- Planning appeals allowed up to 40% (target 30%)
- Number of households in temporary accommodation (88)/Bed and Breakfast (24) has increased. The situation is being actively managed
- Sickness absence at 8.8%. This is being actively managed.

## CMT Monitoring Q2 September 2013/14







Generated on: 7 November 2013

Status	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.










	Volumetric PI
	Data in red has yet to be verified








### 2013/14 KEY FINANCIAL INDICATORS








Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
BC03	Building Control Fee Income Received	Not measured for Months			£112,126	£124,783			<b>Key Financial PI</b> Volumetric Cabinet Member: Cllr Vickers
FS01	Planning: Fee income	£349,369	£444,152	£519,824	£268,049	£519,824	£449,820		<b>Key Performance PI</b> Cumulative Cabinet Member: Cllr Lindsay
FS02	Local Land Charges: Fee income	£88,193	£109,082	£128,057	£62,769	£128,057	£59,976		<b>Key Performance PI</b> Cumulative Cabinet Member: Cllr Lindsay
FS09	Parking: Total Income	£1,002,506	£1,234,722	£1,501,096	£731,772	£1,501,096	£1,649,891		<b>Key Financial PI</b> Cumulative Cabinet Member: Cllr Lindsay
FS13	Business Rates: Rateable Value	£100,853,285	£100,853,285	£100,875,884	£100,101,045	£100,875,884			<b>Key Performance PI</b> Snapshot at Quarter end Cabinet Member: Cllr Lindsay
FS15	Green waste collection: Income	Measured quarterly			£798,456	£845,206	£589,400		<b>Key Performance PI</b> Cumulative Cabinet Member: Cllr Lindsay

2013/14 KEY PERFORMANCE INDICATORS



Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
DM02a	Number of Planning Enforcement cases received	78	58	58	130	194			<b>Key Performance PI</b> Volumetric Cabinet Member: Cllr Vickers
DM02b	Number of Planning Enforcement cases closed	35	31	43	122	109			<b>Key Performance PI</b> Volumetric Cabinet Member: Cllr Vickers
DM09	Percentage of planning appeals allowed	Measured quarterly			39.13%	40%	30%		<b>Key Performance PI. Low is good</b> Cabinet Member: Cllr Vickers
DM17	Processing of planning applications: Minor applications	45.46%	78.38%	72.92%	61.11%	65.12%	65.00%		As part of its ongoing initiatives to improve service, the Council has been working hard to look at how it could improve its speed of determining applications whilst still achieving the highest quality of development for its communities. Changes include simplifying the planning process and streamlining the reports on planning applications. The Council is committed to ensuring that the quality of the decisions remains high whilst improving the speed of decision making.
DM18	Processing of planning applications: Other applications	81.82%	88.04%	89.23%	80.47%	86.03%	80.00%		
DM19	% Major planning applications determined under 13 weeks or subject to voluntary extension	100%	92.31%	85.71%	85.71%	81.82%	80% (Govt target to avoid 'Special Measures' is 30%)		
DM20	Number of major planning applications subject to voluntary extension	1	3	2	5	2			<b>Key Performance PI</b> Volumetric Cabinet Member: Cllr Vickers
DM21	Percentage of all major applications allowed at appeal within the assessment period (01.01.2011-30.12.12)	Measured quarterly			0%		(Govt target to avoid 'Special Measures' is 20%)		<b>Key Performance PI</b> New measure under 'Improving Planning Performance' initiative. 9 months in arrears. <b>Low is good.</b> Volumetric Cabinet Member: Cllr Vickers
EH06	National Food Hygiene scheme: % scores on the doors over level 3	Measured quarterly			92.4%	93%	90%		<b>Key Performance PI</b> Cabinet Member: Cllr Rogers
FS07	% of invoices paid on time	92.64%	97.41%	96.81%	93.93%	95.74%	96.00%		<b>Key Performance PI</b> HDC considers it important to pay undisputed invoices promptly as late payment has a major impact on local business cash flow
FS07a	% of invoices paid within 10 days	78.56%	84.16%	80.47%	80.03%	81.25%	75%		





Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
									Cabinet Member: Cllr Lindsay
HS09	Housing: No. of Tenancy Deposit loans issued	2	3	2	12	7			<b>Key Performance PI</b> Volumetric Relates to homelessness prevention. The loan is an interest free loan over three years, following extensive financial checks. Can also be used to cover payment of advance rent  Cabinet Member: Cllr Rogers
HS17	No of Homelessness Preventions	21	17	9	80	47			<b>Key Performance PI</b> Cabinet Member: Cllr Rogers
HS18	No of households in temporary accommodation	82	90	91	79	88			<b>Key Performance PI</b> There has been a delay in Bridge House becoming available, now expected December 2013. Changes to the Allocation Policy are being monitored and overall numbers on housing register has reduced over the year. Cabinet Member: Cllr Rogers
HS19	Of which no of households in B & B accommodation	19	28	26	19	24			<b>Key Performance PI</b> HDC manages 60 short stay accommodation units, 3 service tenancies and 1 secured tenancy and 26 garages Cabinet Member: Cllr Rogers
LS01a	Attendance at Sports Centres	95,379	84,526	90,325	260,231	270,230	260,300		<b>Key Performance PI</b> Cabinet Member: Cllr Chowen
LS01b	Swimming attendances	47,598	40,020	40,507	118,358	128,125	124,500		<b>Key Performance PI</b> Cabinet Member: Cllr Chowen
LS03	Attendance at The Capitol	15,457	13,882	13,960	52,324	43,299	57,000		<b>Key Performance PI</b> Cabinet Member: Cllr Chowen
LS05	Attendance at Horsham Museum and Visitor Information Centre	6,130	8,042	5,041	16,180	19,213	16,800		<b>Key Performance PI</b> Cabinet Member: Cllr Chowen
OP13	Total household Waste collected through Acornplus (Tonnage)	4,600	3875	3,967	13,484	12,442	12,000		<b>Key Performance PI</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. Low is good. Cabinet Member: Cllr Baldwin
OP13	Household refuse to	2,169	1,815	2,078	6,460	6,062	6,500		<b>Key Performance PI</b>

Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
(i)	landfill from Acornplus (excluding rejects from green waste and recycling (Tonnage)								Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. Cabinet Member: Cllr Baldwin
OP13 (ii)	Total green garden waste collected through Acornplus for composting (includes rejects) (Tonnage)	1258	885	829	3,965	2972			<b>Key Performance PI</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. <b>Collection charges introduced April 2013 which may affect the collection rates.</b> High is good. Cabinet Member: Cllr Baldwin
OP13 (iii)	Total blue topped bin recycling collected (includes rejects) (Tonnage)	1145	1161	1,045	3,015	3,352	3300		<b>Key Performance PI</b> <b>Reporting Q1 data</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. High is good. Cabinet Member: Cllr Baldwin
OP13 (iv)	Green garden waste rejects (Tonnage)	17	4	4	16	25	10		<b>Key Performance PI</b> <b>Reporting Q1 data</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. Low is good. [target as 0.5% of tonnage collected] Cabinet Member: Cllr Baldwin
OP13 (v)	Blue topped bin recycling rejects (Tonnage)	109.07	118.76	62.04	237.75	289.87	231		<b>Key Performance PI</b> <b>Reporting Q1 data</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. Low is good. [Target as 7% of tonnage collected] Cabinet Member: Cllr Baldwin
OP14	Acornplus recycling rate % (Tonnage)	49.87%	49.73%	45.69%	49.65%	48.43%	53%		<b>Key Performance PI</b> <b>Reporting Q1 data</b> Data usually provided one month in arrears, as WSCC data included, but is available now for Q2. High is good. Cabinet Member: Cllr Baldwin
PP08	Number of FOI requests received	Measured Quarterly			115	164			<b>Key Performance PI</b> Increasing in volume and complexity of requests Cabinet Member: Cllr Dawe
PS05	Percentage Staff turnover	0.62%	1.2%	0.67%	2.57%	2.45%	2.5%		<b>Key Performance PI</b> Personnel Committee

Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
PS11c	Total sickness (excluding leavers sickness)	7.72	8.32	8.88	7.75	8.88	8		<b>Key Performance PI</b> Personnel Committee
R05	% of Council Tax collected in year	39.57%	48.85%	58.24%	29.97%	58.24%	59.00%		<b>Key Performance PI</b> Cabinet Member: Cllr Dawe
R06	Percentage of Non-domestic Rates Collected in year	37.73%	51.45%	60.60%	29.23%	60.60%	60.08%		<b>Key Performance PI</b> Cabinet Member: Cllr Dawe
R09	Speed of processing - new HB/CTB claims	17.96	15.93	17.79	19.27	17.22	18		<b>Key Performance PI -</b> Service delivered by CenSus Benefits service with Mid Sussex and Adur -The beginning of the financial year often has lower performance rates due to the volume of applications received at that time. The work is monitored to maintain performance levels throughout the year. Cabinet Member: Cllr Dawe
R10	Speed of processing - changes of circumstances for HB/CTB claims	11.67	7.39	10.774	15.37	10	12		<b>Key Performance PI</b> Cabinet Member: Cllr Dawe
TS02	Parking: Total paid car park users	138,886	129,607	128,086	386,322	396,579	223,334		<b>Key Performance PI -</b> data provided one month in arrears Cabinet Member: Cllr Paterson
VE01	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.99%	98.76%	98.76%	99.37%	98.84%	95%		<b>Key Performance PI</b> Cabinet Member: Cllr Dawe

### 2013/14 KEY SOCIAL & ECONOMIC INDICATORS






Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
BC07	Building Control: Value of commencements (schemes over £10,000)	£8,292,000	£5,017,000	£3,283,000	£8,184,000	£16,592,000			<b>Key Social &amp; Economic PI</b> Volumetric Cabinet Member: Cllr Vickers
CD13	Total Crime	403	374	316	957	1093			<b>Key Social &amp; Economic PI</b> Volumetric














Code	Short Name	July 2013	August 2013	September 2013	Q1 2013/14	Q2 2013/14			Notes
		Value	Value	Value	Value	Value	Target	Status	
									Cabinet Member: Cllr Rogers
CD14	Anti social behaviour incidents	362	264	242	699	868			<b>Key Social &amp; Economic PI</b> Volumetric Cabinet Member: Cllr Rogers
CD15	Crime - Theft & acquisitive crimes	164	165	144	406	473			<b>Key Social &amp; Economic PI</b> Volumetric Cabinet Member: Cllr Rogers
HS01b	Homelessness: Decisions	Measured quarterly			44	58			<b>Key Social &amp; Economic PI</b> Volumetric Cabinet Member: Cllr Rogers
HS01c	Homelessness: Priority acceptances	Measured quarterly			25	35	14.25		<b>Key Social &amp; Economic PI</b> Cabinet Member: Cllr Rogers








## APPENDIX B: CMT TRACKED PROJECTS LIST: Quarter 2 2013/14 Summary Report

Symbols Used				
				
Not Started	On Track	Keep eye on	Major Issues	Completed

No	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
5	<b>Warnham Mill Pond: Feasibility and Business Plan</b>  <u>Project Sponsor</u> <i>Natalie Brahma-Pearl</i> <u>Project Manager</u> <i>Barbara Childs</i> <u>Member(s)</u> <i>Jonathan Chowen</i>  <b>BUDGET:</b>  Stage 1: Underspend £407 against £10k budget Note EA funding of £50k  Stage 2: Revised total budget £1.3m HDC share of the budget £650k	<b>STAGE 1 - COMPLETE</b>		Phase 1: 	Phase 1: 	Phase 1: 
		<b>STAGE 2</b> The Environment Agency National Capital Programme Management Service (ncpms) are leading in taking stock of investigations and research to deliver a preferred option. During the planning stage of the business case the previously agreed option, accepted by the Project Board, has changed. This change was driven by increased understanding of the environmental risks, escalating cost forecasts, uncertainty in outcome and remaining liability for Undertakers. The new option will retain the mill pond and strengthen the dam wall. A communications plan will be prepared to inform stakeholders and members of the public about the change of scheme. The recommended scheme was agreed by Cabinet 23 <sup>rd</sup> May 2013. Start on site expected Oct 2013.  <u>Progress Update</u> Planning permission for the final scheme has been received. The final scheme will now be going out to tender (EA turnaround time tends to be very speedy – around 6 weeks). Start on site expected later in 2013. Note that the budget includes an estimate of £100k for rebuilding the defective existing brick/masonry wall which forms the current upstream face of the dam. This needs significant repair to comply with dam safety requirements  <u>Issues / Concerns</u> None at this stage	Start on site: Late 2013	Phase 2: 	Phase 2: 	Phase 2: 
		<b>STAGE 3</b> Scheme implementation				
6b	<b>Leisure Management Provision (Capital Works)</b>  <u>Project Sponsor</u> <i>Natalie Brahma-Pearl</i> <u>Project Manager</u> <i>Steve Hawker/Tony Appleby</i> <u>Member(s)</u> <i>Jonathan Chowen</i>  <b>BUDGET:</b> (Spread over 2012/13-2014/15)  Pavilions £1.24m (Spend to date £51k). Steyning £298k (Spend to date £21k).  Billingshurst £322k (Spend to date £9k).  Broadbridge Heath Leisure Centre £277k (Spend to date £47k).	<b>Background</b> The Pavilions and Billingshurst swimming pools will need to be temporarily closed so that the necessary remedial action can be undertaken, but a phased approach will be adopted so that only one pool is closed at any one time.  <u>Progress Update</u>  Billingshurst Pool ~ a response to the Council's arbitration letter is currently being evaluated.  Steyning & Billingshurst Roof works ~ Contract has been awarded and works have commenced  Steyning Ventilation System ~ the ducting of one of the two ventilation systems is defective and this problem has led to a deterioration of the fabric in the pool area. A feasibility study is currently being undertaken.  Broadbridge Heath Leisure Centre ~ there have been some further leaks. The HAODs area is particularly vulnerable and a price to overlay this section of roofing is currently being obtained.  Pavilions ~ <ul style="list-style-type: none"> <li>DC Leisure has agreed to progress the previously identified urgent high priority works (with the exception of the swimming pool tiling works).</li> <li>The full extent of tiling work at the Pavilions will be better known once investigative work has been completed.</li> <li>The decision on carrying out the remaining legacy works (which are HDC's responsibility) is under discussion.</li> </ul> <u>Issues / Concerns:</u>  The Pavilions budget of £1.24m does not include swimming pool tiling works. Swimming pool closures may result in adverse publicity for the Council / loss of income, but a communications plan will be in place to manage this.				
7	<b>BROADBRIDGE HEATH REGENERATION PROGRAMME</b>  <u>Programme Sponsor</u> <i>Tom Crowley</i>  <u>Programme Manager</u> <i>Chris Carey</i>	This includes the projects 7a to 7f listed below				

No	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
7a	<p><b><u>Develop Master Plan for the BBH Site/SPD</u></b></p> <p><b>Project Sponsor</b> Tom Crowley</p> <p><b>Project Manager</b> Chris Carey</p> <p><b>Member(s)</b> Claire Vickers</p>	<p><b>Background</b></p> <p>Planning brief for 30 acre Quadrant area was approved by Council June 2012. The master plan for the BBH Quadrant site will form the basis of the regeneration/redevelopment of the Quadrant, particularly the current HDC Leisure site and WSCC Depot site.</p> <p><b>Progress Update:</b></p> <ul style="list-style-type: none"> <li>• A Memorandum of Understanding (MOU) with WSCC has been drawn up</li> <li>• Full Supplementary Planning Document (SPD) will be prepared. The target date of Spring 2015 follows the adoption of the Horsham District Planning Framework.</li> <li>• Westrock has been commissioned to assess the Broadbridge Heath Quadrant 10.5 acre site: <ul style="list-style-type: none"> <li>○ Preliminary feedback from the Development surveyor was given to HDC and WSCC on 27/09/13, final details awaited.</li> </ul> </li> <li>• There are specific time constraints around the release of land to the south of the BBHLC from Countryside. Negotiations are in progress in the hope that the land can be released earlier.</li> </ul> <p><b>Issues / Concerns</b></p> <p> Achieving appropriate unfettered access to the site and taking steps to mitigate this.</p>	Spring 2015			
7b	<p><b><u>Build New Leisure Centre</u></b></p> <p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Steve Hawker</p> <p><b>Member(s)</b> Jonathan Chowen &amp; Gordon Lindsay</p> <p><b>BUDGET</b> £7,387,134 for the build. (includes the running track)</p>	<p><b>Background</b></p> <p>A Memorandum of Understanding (MOU) with WSCC has been drawn up (see above) Full Supplementary Planning Document (SPD) will be prepared. (see above) Time constraints around the release of land (see above).</p> <p><b>Progress update:</b></p> <ul style="list-style-type: none"> <li>• Negotiations in progress with Countryside for the early release of land south of BBHLC.</li> <li>• Access to site is being reviewed.</li> <li>• HDC is looking at costs and options for the leisure centre</li> </ul> <p><b>Issues / Concerns:</b></p> <p>None at this stage</p>				
7c	<p><b><u>Build New Athletics Track</u></b></p> <p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Steve Hawker</p> <p><b>Member(s)</b> Jonathan Chowen &amp; Gordon Lindsay</p>	<p><b>Progress update</b></p> <ul style="list-style-type: none"> <li>• Initial feasibility work has been completed. Further feasibility study for ancillary works is being undertaken.</li> <li>• The delivery requirements of the leisure centre and running track are being developed</li> <li>• Meetings are ongoing with Tanbridge House School as major project stakeholders.</li> </ul> <p><b>Issues / Concerns</b></p> <p>None at this stage</p>				
7d	<p><b><u>Decommissioning of existing Leisure Centre</u></b></p> <p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Steve Hawker</p> <p><b>Member(s)</b> Jonathan Chowen</p>	<p>Project will not commence until we have further information in terms of when the new Leisure Centre will be built.</p>				
7e	<p><b><u>Improvements to Hop Oast Depot</u></b></p> <p><b>Project Sponsor</b> Natalie Brahma-Pearl</p> <p><b>Project Manager</b> Chris Carey</p> <p><b>Member(s)</b> Andrew Baldwin</p>	<p><b>Background</b></p> <p>Plans are being put in place for the reconfiguration of the Hop Oast site to ensure 'fit for purpose' requirements are met.</p>				
7f	<p><b><u>Land Disposal</u></b></p> <p><b>Project Sponsor</b> Katharine Eberhart</p> <p><b>Project Manager</b> Chris Carey</p> <p><b>Member(s)</b> Gordon Lindsay</p>	<p><b>Background:</b></p> <ul style="list-style-type: none"> <li>• Proposal to regenerate/redevelop Broadbridge Heath Quadrant area will release the following public property assets: <ul style="list-style-type: none"> <li>- HDC Leisure Centre – 10.36 acres</li> <li>- WSCC Depot – 5.4 acres</li> <li>- WSCC scrubland – 1.7 acres</li> </ul> </li> <li>• HDC has draft findings from commissioned work and is awaiting the final report</li> </ul> <p><b>Progress update</b></p>				






No	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
		<p>This project is dependant upon 7a. Develop Master Plan for the BBH Site/SPD</p> <p><b>Issues / Concerns</b> None at this stage</p>				
9	<p><b>Replacement of Telephone System</b></p> <p><b>Project Sponsor</b> <i>Peter Dawes</i></p> <p><b>Project Manager</b> <i>Tony Hill</i></p> <p><b>Member(s)</b> <i>Ray Dawe</i></p> <p><b>BUDGET</b> 2012/13 £67K 2013/14 £125K</p>	<p><b>Background</b> The current telephone system is being replaced by a more flexibly managed service solution. The procurement has been undertaken with our CenSus partners and changes to the technical infrastructure have been made to better support flexible, remote and partnership working. Siemens have been awarded the contract.</p> <p><b>Progress &amp; Milestones</b></p> <ul style="list-style-type: none"> <li>• Proof of Concept Trial October 2013: Different handsets and 'soft' phones set up at HDC offices for officers to trial.</li> <li>• Jan 2014 – HDC go live</li> <li>• Jan 2014 - Connection with West Sussex WAN</li> </ul>	Jan 2014 HDC installation completed			
10	<p><b>Horsham District Planning Framework (HDPF) (Was Core Strategy Review)</b></p> <p><b>Project Sponsor</b> <i>Tom Crowley</i></p> <p><b>Project Manager</b> <i>Barbara Childs</i></p> <p><b>Member(s)</b> <i>Claire Vickers</i></p> <p><b>This project is linked with: Project 11. Community Infrastructure Levy Scheme (CIL)</b></p>	<p><b>Background</b> The HDPF must be in place before the CIL scheme can be adopted. Key decision influencing the timetable is agreement to the number of houses over the next 20 years and identification of sites.</p> <p><b>Progress Update</b> The report on housing numbers and sites was agreed by Council on 25<sup>th</sup> July 2013, Preferred strategy consultation closed 11/10/13. Representations are currently being input ready for analysis. To date 1,500 responses received. <b>Further verbal update should be available by F&amp;PWG Meeting</b></p> <p><b>Concerns:</b>  1. Delays in agreeing decisions on housing have resulted in supporting documents falling out of date leading to additional costs being incurred to pay technical specialists to update them. Note that if Inspector rejects the proposals on just one thing – we have to go right back to the beginning of the sequence – series of consultation exercises etc. 2. Impact on timescales due to staff turnover</p>	Adoption Spring 2015			
11	<p><b>Community Infrastructure Levy Scheme (CIL)</b></p> <p><b>Project Sponsor</b> <i>Jill Scarfield</i></p> <p><b>Project Manager</b> <i>Julia Dawe/Caroline West</i></p> <p><b>Member(s)</b> <i>Claire Vickers</i></p> <p><b>This project is linked with: Project 10. Horsham Development Plan Project 11. Community Infrastructure Levy Scheme</b></p>	<p><b>Background:</b> The Community Infrastructure Levy is a new levy that local authorities in England and Wales can choose to charge on new developments in their area. The money can be used to support development by funding larger scale infrastructure projects, joining forces with WSCC where appropriate. Where Parish and Neighbourhood Councils' have a Neighbourhood Plan in place, they will be entitled to 25% of CIL proceeds from developments in their own area and without they are entitled to 15%.</p> <p>Adopting CIL is dependant on the Horsham District Planning Framework being in place.</p> <p>There are three elements of CIL: 1. Design of CIL Scheme (Strategic Planning and Performance's role) 2. Implementation of the scheme through HDC policies (see PACT Project 12) (Development Management's role) 3. Methodology for spending monies raised through CIL</p> <p>The Government are currently consulting on extending the deadline for implementing CIL by a year to 2015.</p> <p><b>Progress Update</b> Critical milestones for CIL are now being reassessed following agreement to Housing numbers and sites at Council on 25<sup>th</sup> July 2013. Details set out in the Preferred Strategy Consultation will feed directly into the preliminary draft charging schedule.</p> <p>Ongoing infrastructure work needs to be complete before the consultation on the Draft Charging Schedule begins in April/May 2014.</p> <p><b>Concerns</b>  1. Cost risk - if the Government deadline for implementing CIL is not extended this will impact on the Council's ability to collect levies from developers.</p>	<p>Directly linked with HDCP</p> <p>Adoption of CIL is dependant on HDCP being in place</p> <p>Adoption May 2015</p>			



No	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
12	<b>Community Infrastructure Levy (CIL) Procedures</b>  <u>Project Sponsor</u> Tom Crowley <u>Project Manager</u> Rod Brown <u>Member(s)</u> Claire Vickers	<u>Background</u> This project is running alongside work and production stages of the Horsham District Planning Framework and development of the CIL Scheme  This is the second stage of CIL - implementation of the CIL scheme through HDC policies (see PACT Project 12) (Development Management's role)  <u>Progress Update</u> Joint meetings are being held involving Strategic Planning, Development Management, Finance and ICT to review progress. Two distinct work streams have been identified and work groups are progressing IT and scheme requirements. The next cross departmental group meeting to be held in November.  <u>Issues / Concerns</u> None at this stage	Apr/May 2015			
13	<b>Terms and Conditions</b>  <u>Project Sponsor</u> Katherine Eberhart <u>Project Manager</u> Iris Mayhew <u>Member(s)</u> Ray Dawe  <u>Budget:</u> £110,00 Spend £84,185	<u>Background</u> HDC have undertaken a wide ranging review of all its terms and conditions.  <u>Progress Update</u> <ul style="list-style-type: none"> <li>• Consultation and negotiation periods complete</li> <li>• Review now complete and terms and conditions revisions are being implemented</li> <li>• Nov 2013 - Project Implementation Review to be arranged</li> </ul> <u>Concerns</u> No concerns at this stage	Summer 2013			
14 (a)	<b>HORSHAM TOWN VISION W. Street Improvement Plan &amp; Signage</b>  <u>Project Sponsor</u> Barbara Childs <u>Project Manager</u> Nigel Fitzsimmons <u>Member(s)</u> Helena Croft  <u>BUDGET:</u> WSCC Funded: £500k £100,000 contribution from HDC  Spend to Date £77,538	<u>Background</u> The West Street enhancement scheme is funded through West Sussex County Council's 'Kick-Start' Programme and will uplift the street's public realm, with improvements being made to hard and soft landscaping, street furniture, signage and lighting, including community safety improvements. The project will also seek to include elements of public art that add to the street's distinctiveness.  <u>Progress Update</u> <ul style="list-style-type: none"> <li>• Mid-November – works completion</li> <li>• 16 November - Project launch</li> <li>• End November – final draw down of project funding from WSCC</li> </ul> <u>Concerns</u> This project will be managed and delivered within a very tight time frame and so the ongoing progress and careful management is crucial. The delivery is particularly critical to business trade at the key Christmas sales period	16 November 2013			
14 (b)	<b>HORSHAM TOWN VISION Implementing Horsham Town Car Park Strategy</b>  <u>Project Sponsor</u> Natalie Brahma-Pearl <u>Project Manager</u> Ian Jopling <u>Member(s)</u> Roger Paterson  <u>BUDGET</u> £100K, 2013/14 £100k, 2014/15 £100K, 2015/16 £100K, 2016/17	Project covers Horsham Town Car Parks and NOT rural Car Parks, and NOT any potential changes to Controlled Parking Zones.  <u>Progress update</u> <ul style="list-style-type: none"> <li>• Draft specification prepared for new equipment: new parking machines to be installed in Swan Walk, Piries Place and the Forum.</li> <li>• Equality impacts are being assessed (implications of using the new system for older people, those with disabilities etc)</li> <li>• Indicative costs for proposals due.</li> <li>• Civil engineering works will be needed for changes to Piries Place entrance and exit. Planning have been consulted</li> <li>• Business case will be signed off by Director of Community Services; financial elements of business plan to be signed off by Head of Financial and Legal Services</li> </ul> <u>Concerns</u> No concerns at this stage				
15	<b>ONLINE PARKING IMPROVEMENTS</b>  <b>Online penalty ticket payments and CPZ permits</b>  <u>Project Sponsor</u> Natalie Brahma-Pearl <u>Project Manager</u> John McArthur <u>Member(s)</u> Roger Paterson	<u>Progress update</u>  <b>Controlled Parking Zone (CPZ) payments:</b> Anticipated additional cost of £5,250 to integrate Easipermits with Adelante ePayment system.  This is on hold as this is a WSCC function and they are not prepared to fund the software at the currently quoted price. They have said they will negotiate with the supplier but there is no agreement to date. No further progress on this  <b>Online penalty ticket payments:</b> Project has started, but scheme development is being linked with the Horsham Digital project  <u>Issues/Concerns</u> Future costed work will be required when website changes are implemented. Current delivery from SPUR based on existing website structure and layout.	ON HOLD			
			May 2013			








No	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
16	<b>BUSINESS TRANSFORMATION PROGRAMME</b>	<i>Business Transformation includes 5 separate projects</i>				
16 (a)	<b>BUSINESS TRANSFORMATION</b> <b>Digital Horsham</b> <u>Project Sponsor</u> <i>Katharine Eberhart</i> <u>Project Manager</u> <i>Ben Golds</i> <u>Member(s)</u> <i>Helena Croft</i>  <b>BUDGET - £80,000</b>	<u>Background</u> This project aims to make our web presence clearer, make it faster for the customer to get to the information they want and make the information we provide simpler. With the growing usage of mobile devices such as smart phones and tablets there is also a need to improve how the website can be viewed on these mobile devices. The overall aim is to enable more of our service offerings to be accessed online and reduce avoidable contact elsewhere.  <u>Progress Update</u> <ul style="list-style-type: none"> <li>• Contract for this work is due to be awarded.</li> <li>• Delivery Phase 1 - January 2014</li> <li>• Go Live – January 2014</li> </ul> <u>Concerns</u> No concerns at this stage	Dec 2013			
16 (b)	<b>BUSINESS TRANSFORMATION</b> <b>Customer Contact</b>  <u>Project Sponsor</u> <i>Natalie Brahma-Pearl</i> <u>Project Manager</u> <i>Raymond Warren</i> <u>Member(s)</u> <i>Helena Croft</i>  <b>BUDGET</b> <b>£39k (£20k from existing budgets)</b>	<u>Background</u> The purpose of the Customer Contact Project is to improve customer services, investigate new ways of working, channel shift to cheaper ways of delivering services, and to save money.  <u>Progress Update</u> Draft Business Case awaiting approval by project team - This will then go to Programme Board for sign off.  <u>Key Dates</u> April 2014      Forecast delivery date of Phase 1: Summer 2014      Forecast delivery date of Phase 2/3 :  <u>Concerns</u> No concerns at this stage	June 2014			
16 (d)	<b>BUSINESS TRANSFORMATION</b> <b>Infrastructure Project</b>  <u>Project Sponsor</u> <i>Natalie Brahma-Pearl</i> <u>Project Manager</u> <i>Raymond Warren</i> <u>Member(s)</u> <i>Helena Croft</i>	<u>Background</u> To provide for the design, cost analysis and build of the physical infrastructure for a new Customer Access Point (reception area) at the existing Horsham DC offices.  <u>Progress Update</u> Project is being progressed as part of 16b, above. Note that minimal costs will be incurred in the refurbishment work. Initial plans developed and are now subject to final approval  <u>Issues/Concerns</u> No concerns at this stage				
16 (f)	<b>COMMISSIONING OF SERVICES</b>  <u>Project Sponsor</u> <i>Tom Crowley</i> <u>Project Manager</u> <i>Raymond Warren</i> <u>Member(s)</u> <i>Ray Dawe</i>  <u>PACT Officer</u> <i>Steve Hawker</i>  <b>BUDGET:</b> Transformation budget where appropriate	<u>Background</u> To develop an action plan to deliver the commissioning of services, investigating alternative models of service delivery to meet the needs of our customers.  <u>Progress Update</u> Options appraisal for waste and recycling to be completed Options appraisal for Capitol to be completed (report due Dec 2013) Options appraisal for Museum to be completed.  All to be completed by end of 2013/14 financial year Note: Different solutions will be applied for the various elements of the commissioning process.  <u>Issues/Concerns</u> No concerns at this stage.				
17	<b>GREEN WASTE CHARGING</b>  <u>Project Sponsor</u> <i>Natalie Brahma-Pearl</i> <u>Project Manager</u> <i>David Robertson</i> <u>Member(s)</u> <i>Andrew Baldwin</i>  <b>BUDGET:</b> Implementation budget £160k over two years, plus £50k annual budget from 2013/14 Spend to date £172K  Budgeted income for 2013/14: £589,400 Actual income: £847,135 (+bins income £36,210)	<u>Summary</u> Change of universal green garden waste collections to chargeable opt-in scheme. Project implementation in May 2013. Project delivery through cross departmental project group  <u>Critical Dates</u> On line-sign up and payment went live 18 February 2013 Universal free collections cease 01 June 2013  <u>Progress to date</u> To date over 28,500 signed up. Payment systems are being reviewed and improvements being made for next year. Testing of new systems currently in test  <u>Issues/Concerns:</u> No concerns at this stage.	Aug 2013			

NO	KEY PROJECTS FOR TRACKING THROUGH CMT	PROGRESS UPDATE	TIMESCALE	TIME	COST	OTHER RISKS
18	<b>NEIGHBOURHOOD PLANS</b>  <u>Project Sponsor</u> Jill Scarfield <u>Project Manager</u> Julia Dawe <u>Member(s)</u> Claire Vickers <u>PACT Officer</u> Julie McKenzie  <b>BUDGET:</b>	<u>Background</u> Neighbourhood Planning was introduced as one of the changes to the planning system, brought about through the Localism Act, 2011. A Neighbourhood Development Plan (NDP) sets out where development will go and what it could look like in a particular area. The production of a NDP, which is optional, would be led by a Parish or Town Council, with the involvement of the local community.  <u>Progress Update</u> 22 of the parish councils in the Horsham District have indicated that they are enthusiastic to take the process further. 6 draft Plan areas have come forwards: Henfield; Nuthurst ; Thakeham; Upper Beeding ; West Grinstead ; Storrington and Sullington with Washington. Applications for Plan Area Designations were submitted and consulted upon. HDC has now designated 2 areas from the first wave of area applications: Nuthurst and West Grinstead, and is working with the other areas.  The next wave of consultations has commenced from 11th November to 23 December (6 weeks). The areas to be consulted upon are all co-terminus with parish boundaries: Ashington (tbc); Pulborough; Shermanbury; Southwater; Warnham; West Chiltington; Woodmancote  <u>Issues/Concerns</u> No concerns at this stage		▶	▶	▶
19	<b>PC Refresh Roll out</b>  <u>Project Sponsor</u> Peter Dawes <u>Project Manager</u> Tony Hill <u>Member(s)</u> Gordon Lindsay  <b>BUDGET:</b>	New project	Mar 2014			







## APPENDIX C: District Plan Priorities Qtr 2 2013/14






Symbols Used				
				
Not Started	On Track	Keep eye on	Major Issues	Completed

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2013/14 - Year 3	Qtr 2 Update	Due Date			
<b>Theme 1: Economic Development</b>  <i>Plan for a successful local economy with high levels of employment</i>	1. Implement an overall vision for urban and rural economic development through implementation and action plans, which integrate with the LEP (Local Economic Partnership)	Horsham District Economic Strategy is expected to be published by Mar 2014. It is currently at 2nd draft, ready to go to Cabinet for approval end Nov 2013. Extensive consultation has been carried out.	Mar 2014	Cllr Roger Paterson	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	
	2. Develop and deliver the Horsham Town Vision. This will include: <ul style="list-style-type: none"> <li>• The West Street Enhancement Project</li> <li>• Wayfinding</li> <li>• Explore opportunities for HDC around developing a BID (Business Improvement District).</li> <li>• Redevelopment of the western side of the town centre</li> <li>• Explore opportunities for the future occupation of Piries Place.</li> <li>• Horsham Town Car Park Strategy to increase income generation, dwell time in Horsham town, payment on web and improve efficiency/performance of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• The West Street enhancement scheme to be completed mid Nov 2013</li> <li>• Wayfinding: To be completed Mar 2014</li> <li>• BID: Feasibility study currently being procured to identify appropriate BID area. This should be complete by March</li> <li>• Commencing end 2013. Westrock Development for Waitrose/John Lewis – planning permission submission.</li> <li>• Horsham 'Big Picture' study currently exploring opportunities for this area.</li> <li>• Soft Market testing undertaken, Specifications ready beginning Nov 2013, out to tender in the New Year. Contract award expected March 2014. Implementation May/June 2014</li> </ul>	Completion 15 Nov 2013  Mar 2014 Mar 2014  End 2013  May/June 2014	Cllr Helena Croft	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2013/14 - Year 3	Qtr 2 Update	Due Date			
<b>Theme 2: Efficiency &amp; Taxation</b>  <i>Delivering excellent value and high performance</i>	1. Develop and deliver the Business Transformation programme <ul style="list-style-type: none"> <li>Implement Phase 1 of the Customer Contact Project</li> <li>Implement the Terms and Conditions review project</li> <li>Implement the Digital Horsham project</li> <li>Develop a framework for the commissioning of services</li> </ul>	Note that the bulk of the benefits will be delivered in 2014/15 and 2015/16. <ul style="list-style-type: none"> <li>Customer Contact project is moving forward. Centre. Phase 1 expected to be completed April 2014</li> <li>T's &amp; C's completed in 2013/14, Post Implementation review to be carried out</li> <li>Digital Horsham project progressing: website customer survey carried out; technical requirements assessed and has gone out to tender. Contract is due to be awarded shortly. Go Live date - Dec 2013</li> <li>Commissioning of Services: options appraisals for the Capitol, the Museum and Waste and Recycling to be undertaken before end March 2014.</li> </ul> Please refer to PACT Report for fuller details of individual projects	Phase 1 April 2014  Dec 2013  End Mar 2013	Overall: Cllr Ray Dawe  Cllr Helena Croft  Cllr Gordon Lindsay	Lead Officer: Tom Crowley  Support: Katharine Eberhart	      
	2. Review and refine the Medium Term Financial Strategy (MTFS) for 2012/16 and action plan	The Medium Term Financial Strategy was presented to Council in October 2012. Key decisions were taken by Council in December 2012 to charge for green waste and increase car parking charges. Budget for 2013/14 agreed by Full Council in February 2013.	Autumn 2012	Cllr Gordon Lindsay	Lead Officer: Katharine Eberhart  Support: Sue McMillan	
	3. Deliver specific actions from the Corporate Communications Strategy Action Plan, including branding and the development of social media	Work on delivering the Strategy and Action Plan is underway focussing on various corporate protocols, developing social media, branding and using the website for more communication.  All communication linked with better use and development of the website	Ongoing	Cllr Helena Croft	Lead Officer: Tom Crowley  Support: Jill Scarfield	
	4. Continue mobile device trial and look at technical issues with a view to implementing a phased roll out. Update email system to make remote access easier through a hosted system	This has been overtaken by the impact of security requirements set out by the Government's Public Service Network (PSN) Authority.		Cllr Ray Dawe	Lead Officer: Katharine Eberhart  Support: Peter Dawes	



District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2013/14 - Year 3	Qtr 2 Update	Due Date			
<b>Theme 3: Arts, Heritage &amp; Leisure</b>  <i>Build an arts, leisure and culture reputation that also supports our economy</i>	1. Implement the Broadbridge Heath Quadrant Programme: <ul style="list-style-type: none"> <li>Develop detailed plans for the new Broadbridge Heath Leisure Centre and Athletics Track</li> <li>Develop master plan for the BBH site</li> </ul>	There are six separate projects under the programme heading "Broadbridge Heath Quadrant" In addition to the need to secure the land to the south of the BBHLC, there are 2 other critical areas of focus: <ol style="list-style-type: none"> <li>Feasibility, design and costing of the new BBHLC site and running track.</li> <li>Work in respect of the supplemental planning documents and the master plan.</li> </ol> Refer to PACT Report for fuller details of individual projects	2015	Cllr Jonathon Chowen  Cllr Claire Vickers	Lead Officer: Tom Crowley  Natalie Brahma-Pearl	
	2. Warnham Mill Pond – take stock of options and research work and deliver a solution.	The Environment Agency National Capital Programme Management Service (ncpms) are leading in taking stock of investigations and research to deliver a preferred option. Planning permission secured in Oct 2013. Estimated 6 months to complete	On site Late 2013	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	
	3. Explore opportunities for income generation and enhanced visitor experience within the Council's countryside sites	Draft Green Space Strategy to be considered by Cabinet in November 2013 along with site action plans. These actions plans will underpin the service plan for Park and Countryside Services.	March 2014	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	
	4. Undertake an appraisal for reducing costs and maximizing income at The Capitol	Appraisal should be complete by March 2014	March 2014	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	
	5. Undertake an appraisal for reducing costs and maximizing income at the Horsham Museum	Appraisal should be complete by March 2014	March 2014	Cllr Jonathon Chowen	Lead Officer: Natalie Brahma-Pearl  Support: Steve Hawker	
<b>Theme 4: Living, Working Communities</b>  <i>Working together to support the</i>	1. Develop the Horsham District Planning Framework, including developing arrangements for neighbourhood plans	Preferred strategy was agreed by Council on 25 July 2013.  Public consultation carried out Autumn/Winter	HDPF Spring 2015	Cllr Claire Vickers	Lead Officer: Tom Crowley  Support:	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2013/14 - Year 3	Qtr 2 Update	Due Date			
<i>life of local communities</i>		2013. Preparation of proposed submission for Spring 2014  Neighbourhood plans: Governance arrangements agreed by Council 25 July 2013			Barbara Childs	
	2. Develop and Implement: New Housing and Prevention of Homelessness Strategy New Allocations Policy and Tenancy Strategy	COMPLETED  Tenancy Strategy was adopted in Nov 2012. Housing Strategy 2013-15, the Homelessness Prevention Action Plan 2013-2015 and the Allocations Policy all went to Cabinet on 31 Jan 2013	Nov 2012  31 Jan 2013	Cllr Sue Rogers  Cllr Clare Vickers	Lead Officers: Jill Scarfield/ Trevor Beadle  Support: Andrew Smith	
	3. Develop the Community Infrastructure Levy (CIL) Scheme and Procedures	Working towards Draft Charging Schedule being in place (Winter 2013). Consultation on Preliminary Draft Charging Schedule follows (Jan/Feb 2014)	Spring/Summer 2015	Cllr Claire Vickers	Lead Officer: Tom Crowley  Support: Julia Dawe/Caroline West	
	4. Develop, agree and implement a new approach to Community Engagement involving key partners, including a shared approach to commissioning services	Report agreed by Cabinet 31 <sup>st</sup> Jan 2013. Work ongoing  The work on youth provision also contributes to Community Engagement	Mar 2013	Cllr Ray Dawe	Lead Officer: Tom Crowley  Support: Jill Scarfield	
	5. Develop a new Single Equality Scheme to replace the existing one which will expire in Jan/Feb 2013	Scheme currently being finalised  New Single Equality Scheme to Cabinet Nov 2013  Member Seminar on 16 <sup>th</sup> Oct. 2013 highlighted the work the Council does on inclusion and demonstrated the practical implementation of our equality duty	Nov 2013	Cllr Sue Rogers	Lead Officer: Jill Scarfield Support: Damian Brewer	
<b>Theme 5: Environment</b> <i>A better environment for today and tomorrow</i>	1. Develop and adopt "intelligently green" priorities including: <ul style="list-style-type: none"> <li>Introduce a Trade Waste recycling scheme</li> <li>Recycling improvement project</li> </ul>	<ul style="list-style-type: none"> <li>Pilot in 2013/14</li> <li>Project plan will be in place Dec 2013</li> </ul>	Mar 2013	Cllr Andrew Baldwin	Lead Officer:  Ian Jopling	

District Plan Themes	District Plan Priorities Strategic Objectives			Portfolio Holder	Lead Officer	Status
	2013/14 - Year 3	Qtr 2 Update	Due Date			
	<ul style="list-style-type: none"> <li>Consider signing up to Climate Local</li> <li>Actions to reduce fuel poverty</li> <li>Introduce a fee generating Garden waste Collection Scheme go live Feb 2013</li> </ul>	<ul style="list-style-type: none"> <li>Draft Climate Local action plan produced and submitted to Cabinet Member (October 2013). Decision to be taken at Cabinet on Dec 13</li> <li>A number of initiatives implemented in 2013/14</li> <li>Approx 28,500 sign-ups to date. Preparing for 2014/15</li> </ul>			Jill Scarfield  Ian Jopling	
<b>Theme 6: Safer &amp; Healthier</b> <i>Improving health and well being</i>	1. Develop new ways to deliver Community Safety in compliance with the Crime and Disorder Act following the election of the new Police and Crime Commissioner	1 Support for Partnership Plan from Police and Crime Commissioner (PCC)  2 Minimum of £40k/year funding from PCC in support of partnership plan  3 Think Family delivery programme established in the District	Mar 2014	Cllr Sue Rogers	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	
	2. Influence and work with the new GP Consortia commissioning groups to achieve better local health care.  Focus on making better use of local facilities like Horsham and Crawley hospitals	Working towards making better use of the facilities at Horsham Hospital	Mar 2014	Cllr Sue Rogers	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	
	3. Explore and develop appropriate activities for teenagers/young people	In response to the withdrawal of the WSCC Youth Service, work is ongoing with parishes and community groups to facilitate and enable the provision of youth activities in the District.  5 community youth workers established who are engaging with young people in the District and asking what services and support they require	Mar 2014	Cllr Sue Rogers	Lead Officer: Natalie Brahma-Pearl  Support: Trevor Beadle	



**CENSUS JOINT COMMITTEE  
(CENTRAL SUSSEX PARTNERSHIP)**

**27<sup>th</sup> September 2013**

Present:

Councillors: Gordon Lindsay (Chairman), Horsham District Council  
Helena Croft (Vice-Chairman), Horsham District Council  
Jim Funnell, Adur District Council  
Julie Searle, Adur District Council  
Jonathan Ash-Edwards, Mid Sussex District Council  
Daniel Humphreys, Worthing Borough Council  
Paul Yallop, Worthing Borough Council

Apologies:

Councillor: Gary Marsh, Mid Sussex District Council

Also present:

Tom Crowley, Chief Executive, Horsham District Council  
Tim Delany, Head of CenSus Revenues and Benefits, Mid Sussex District Council  
Katharine Eberhart, Director of Corporate Resources, Horsham District Council  
Ian Henderson, Interim Head of CenSus ICT, Horsham District Council  
Sandra Herbert, Monitoring Officer and Principal Solicitor, Horsham District Council  
Carol Stephenson, CenSus Programme Manager

CJC/12 **MINUTES**

The minutes of the meeting of the Joint Committee held on 21<sup>st</sup> June 2013 were approved as a correct record and signed by the Chairman.

CJC/13 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

CJC/14 **REVENUES AND BENEFITS PERFORMANCE QUARTERLY UPDATE  
2013/14**

The Head of CenSus Revenues and Benefits presented a report outlining performance, activity and progress made by CenSus Revenues and Benefits since June 2013.

He indicated that the benefits team was performing well, with performance now consistently on or above target. The revenues team was also performing well, although a close eye was being kept on the collection of non-domestic rates, which was a little below target at present.

CJC/14 Revenues and Benefits Performance Quarterly Update 2013/14 (cont.)

The actual number of households affected by the Benefit Cap was lower than had initially been indicated by the Department of Work and Pensions, and the Head of CenSus Revenues and Benefits gave a brief explanation of the reasons for this. Also, despite inviting claims from those affected by the benefit cap, claims received to date for Discretionary Housing Payments (DHP) were lower than had been expected. However, it was anticipated by registered social landlords, that claims for DHP might peak later in the year as the impact of benefit reductions on rent arrears became more apparent.

Details of the exercise currently underway to confirm the number of empty homes in each authority area were also reported.

Budget monitoring to the end of July 2013 showed an under spend against budget of £16,000 and an explanation of the main variances was submitted.

**RESOLVED** that the performance, activities and budget position of the CenSus Revenues and Benefits service be noted.

CJC/15 QUARTERLY ICT SERVICE UPDATE 2013/14

The Interim Head of ICT presented a report which included details in respect of:

- the CenSus ICT service performance and the budget position as at the end of August 2013;
- the current status of the Public Sector Network (PSN) Accreditation Submission
- the current status of the WBC Fibre Switch Action Plan;
- the status of current live CenSus ICT projects;
- the current status of the Capita WAN and telephony services; and
- the status and impact of any significant incidents within the last reporting quarter.

The report also sought approval for the addition of new projects to the CenSus Business Plan and the necessary budgetary funding to enable those projects to proceed.

The CenSus ICT Service had met its operational SLA call closure performance targets in three of the five months within the first two quarters of 2013/14, with April and August being below expectations. However, August performance had been within 1% in spite of the adverse effects of the PSN remediation efforts.

After considerable effort by the team, the latest submissions for all three Councils' PSN accreditation had been made. Whilst this latest submission had been rejected, all indications were that the outstanding issues were close to resolution and the Councils were not imminently threatened with disconnection. It was anticipated that a further resubmission for accreditation would be made by the second week in October. It was noted that the resources required for the work on PSN accreditation had had a knock-on effect on both service performance and budgets and details of additional capital budgets required were outlined.

Members of the Joint Committee felt that the Cabinet Office should be made aware of the adverse impact that the level of effort and resources required to gain accreditation was having on the ability of both Members and officers in many authorities to perform their duties. In order that all Members across the CenSus Partnership could have a better understanding, it was requested that an easily communicable bullet point list of the issues and work involved in gaining PSN accreditation should be produced. The Interim Head of ICT indicated that he would produce such a schedule. He also advised the Joint Committee that he was aware that the Local Government Association had written to the Cabinet Office on this matter but, to his knowledge, had not as yet received a response.

The Interim Head of ICT also reassured Members that the measures being implemented were the minimum required, within the Government's guidance, in order to gain accreditation.

The Chief Executive of Horsham District Council advised the Joint Committee that the need for appropriate expertise to manage the CenSus ICT service would be addressed as part of the Council's reorganisation of its management structure. In parallel with this, the Council would be looking at the overall staffing structure of the service.

The Interim Head of ICT also updated Members on the current position regarding the skills assessment of ICT staff.

**RESOLVED** that:

- (i) The report be noted.
- (ii) Each of the partner authorities be **RECOMMENDED** to authorise additional capital budgets for the following new and existing projects, totalling £185,100 capital:

	£
a. Additional Hardware for CommVault Back Up	49,000
b. GIS Disaster Recovery & Resilience Project	80,000
c. PSN Pre-Submission works	31,100
d. Server Moves Funded by Mid Sussex	25,000
	Total 185,100

and that the cross allocation between the partner authorities be on the following basis:

	£
Horsham DC	40,025
Adur DC	40,025
Worthing BC	40,025
Mid-Sussex	65,025
	Total 185,100

(iii) Subject to the receipt of written approval from each of the partner authorities, the addition of the following new projects and programmes to the annual budget and business plan 2013/14 be agreed:

- a. Additional Hardware for CommVault Back Up
- b. GIS Disaster Recovery Resilience Project
- c. PSN Pre-Submission works
- d. Server Moves Funded by Mid Sussex

## **REASONS**

- (i) To ensure the Joint Committee has sufficient information to carry out its responsibilities and is kept up to date with the current position in relation to the Census ICT service.
- (ii) To comply with Census Programme Management Board requirements.
- (iii) To ensure that adequate budgetary provision is provided by all partner authorities to enable the business plan 2013/14 to be complied with.



CJC/16 **WORK PROGRAMME 2013/14**

The CenSus Programme Manager presented the proposed work programme for 2013/14.

Members suggested a number of additional issues for future consideration including:

- Ways of being more transparent about the cost of the services being provided by the partnership, both to inform all Members of the partner authorities and to provide comparison data e.g. providing unit costs
- Promoting the partnership's achievements
- Seeking to encourage Worthing BC to join CenSus Revenues & Benefits
- Exploring other opportunities for further partnership working

The Chief Executive of Horsham District Council advised Members that the County-wide joint Leaders' group was looking at the current position regarding partnership working across the County and possible opportunities for the future.

CJC/17 **URGENT ITEMS**

There were no urgent items for consideration.

The meeting commenced at 10:00 a.m. and ended at 10:46 a.m.

**CHAIRMAN**