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Overview and Scrutiny Committee

Monday, 25th November, 2019 at 5.30 pm
Conference Room, Parkside, Chart Way, Horsham

Councillors:

Leonard Crosbie (Chairman)	
Brian Donnelly (Vice-Chairman)	
Roy Cornell	Tim Lloyd
Michael Croker	Louise Potter
Billy Greening	Josh Potts
Frances Haigh	Jack Saheid
Nigel Jupp	David Skipp
Lynn Lambert	Ian Stannard
Richard Landeryou	

You are summoned to the meeting to transact the following business

Glen Chipp
Chief Executive

Agenda

	Page No.
1. Apologies for absence To receive apologies for absence.	
2. Minutes To approve as correct the minutes of the meeting held on 23 rd September 2019 <i>(Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to committeeservices@horsham.gov.uk at least 24 hours before the meeting. Where applicable, the audio recording of the meeting will be checked to ensure the accuracy of the proposed amendment.)</i>	3 - 8
3. Declarations of Members' Interests To receive any declarations of interest from Members of the Committee	
4. Announcements To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. Medium Term Financial Strategy To consider the Medium Term Financial Strategy.	9 - 24

6. **Report on the Council's Finance & Performance in 2019/20** 25 - 36
To consider the Council's finance and performance.
Please submit questions to the Scrutiny Officer by 5pm on 20th November.
7. **Update on the Work Programme**
- Feedback from the Public Health Task and Finish Group regarding their scoping meeting and second meeting
 - Feedback from the Off Street Parking Task and Finish Group regarding their scoping meeting and second meeting
 - Feedback on the production of the Local Cycling and Walking Infrastructure Plan (LCWIP)
8. **Cabinet Forward Plan** 37 - 42
To note the Cabinet Forward Plan
9. **Corporate Plan** 43 - 56
To note the Corporate Plan and provide feedback to Cabinet.
10. **Structure and Duration of Overview and Scrutiny Meetings**
To receive a verbal report from the Chairman and Vice Chairman

Overview and Scrutiny Committee 23 SEPTEMBER 2019

Present: Councillors: Leonard Crosbie (Chairman), Brian Donnelly (Vice-Chairman), Michael Croker, Billy Greening, Frances Haigh, Nigel Jupp, Lynn Lambert, Richard Landeryou, Louise Potter, Josh Potts, Jack Saheid, David Skipp and Ian Stannard

Apologies: Councillors: Roy Cornell and Tim Lloyd

Also Present: Councillor Ruth Fletcher

SO/25 MINUTES

The minutes of the meeting held on 22nd July were approved as a correct record and signed by the Chairman.

SO/26 DECLARATIONS OF MEMBERS' INTERESTS

Councillor Jupp declared that he was the West Sussex County Councillor for Southwater and Nuthurst.

SO/27 ANNOUNCEMENTS

The Chairman stated that he had requested that the PowerPoint presentation on the Government's Scrutiny Guidance be given at the next Council meeting as a large proportion of the Councillors were new.

The Chairman stated that henceforth the minutes of all Overview and Scrutiny Committee meetings would be reported to the full Council.

SO/28 REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2019/20

The Committee received the quarterly report on the Council's finance and performance for the first quarter of the financial year from the Director of Corporate Resources.

During the discussion, the following issues were highlighted:

- That during the early part of the financial year it was common to see a projected overspend
- That the level of contamination of recycling was hard to manage because it was down to the behaviour of the public.
- That no additional running costs had been incurred by handing over the management of the revenues and benefits budget to LGSS. The

Director of Corporate Resources was congratulated regarding the resolution of the transfer of revenues and benefits work to LGSS.

- That Horsham District Council were a customer of LGSS whereas they were partners in the previous arrangement along with other councils.
- The transfer of the Revenues and Benefits computer system from Mid Sussex to LGSS was now complete.

The Director of Corporate Resources explained that with the payment of benefits, although the Council's error rate was currently below the level at which a subsidy loss would occur, if the auditor found a single error they could still extrapolate across the whole district population and decide to withhold money.

Councillors requested that in future the finance and performance information should compare one quarter with the same quarter from the previous year rather than the previous quarter from the current year. It was further noted that an annual total had previously been provided to the Committee. It was agreed that this should be provided to future meetings.

Councillors asked for the number of compliments received by the Council to be reported as well as the number of complaints.

The slightly lower proportion of invoices paid on time was noted and officers were asked for a further explanation of this.

With regard to the payment of business rates it was noted that Horsham District had a large proportion of small businesses and it is more difficult to get all the business rates collected from a lot of small businesses than to collect large amounts from a few big businesses.

RESOLVED

That the Finance Team provide more detail on those who hadn't paid invoices resulting in a dropping off in performance.

SO/29 **WORK PROGRAMME 2019/20**

i) Task and Finish Group on Cycling Strategy

A document entitled "Horsham's Local Cycling & Walking Infrastructure Plan: Update for Overview and Scrutiny" (LCWIP) was noted in the light of the proposed task and finish group regarding a cycling strategy.

Central Government have produced a cycling strategy and wish all Councils to do some strategic work in this area. The work being done within the Council was centred on Horsham town and the surrounding area. Council Officers were being supported by consultants to do the work. Councillors with a town ward

had been invited to attend a workshop as part of the LCWIP development. The Horsham Town Cycling Group is working towards a deadline of November when draft LCWIPs are required to be submitted to the Department for Transport (DfT).

Councillors Haigh and Donnelly who had suggested task and finish groups on cycling reminded the committee of their proposals. They recommended having one task and finish group which was an amalgamation of their suggestions.

It was suggested that the Council needed to engage with neighbouring Crawley Borough regarding cycling.

There was a debate around whether to wait until the LCWIP had been completed or whether to run a group concurrently and discover what was planned for the district. The LCWIP is focussed on Horsham Town Centre. There was also concern that work would have to be completed before November 2019 to be in line for government funding.

ii) Task and Finish Group on Public Health

With regard to the proposed task and finish group on public health, there was a debate around whether it was a valuable exercise if no money was being given for new surgeries. It was considered that it would be valuable to generate publicity for the issue and that it would provide an opportunity to call in health representatives. They would be questioned about issues such as where one group of people have to agree to having a surgery and another have to agree to putting doctors in it. It was noted that external experts could sit on task and finish groups although they would have no voting rights and that task and finish groups were not politically proportional.

iii) Task and Finish Group on Off-Street Parking

It was noted that the issue of off street parking had been raised by a cabinet member at full council and that Reigate and Banstead council had successfully challenged Highway officers. It was considered a valuable exercise to establish the legal relationship between the District and County when it came to off street parking.

The Monitoring Officer's advice was noted. One Councillor requested that the Monitoring Officer's advice be added as an addendum to the minutes of the meeting. The advice was as followed:

The Highways Authority is a **statutory** consultee with regard to various types of development and these are listed in Schedule 4 of The Town and Country Planning (Development Management Procedure) (England) Order 2015.

The Schedule provides descriptions of development where the Highways Authority **must** be consulted. The listed description details are relatively wide and open to interpretation and as given in Brian's suggestion – 'off road parking

for new residences, offices, social housing' this may well fit into the given descriptions of development.

For example:

Development other than minor development, likely to result in...

- An adverse impact on the safety of, or queuing on a classified road
- Construction, formation or laying out of access to or from a classified road
- A material increase in the volume or a material change in the character of traffic entering or leaving a classified road or proposed highway
- Prejudice the improvement or construction of a classified road or highway
- Or where, the application site could still have the potential to exacerbate exiting operational classified roads

It is therefore arguable that the majority of applications with off road parking provisions would still fit in the development descriptions where consultation is statutory.

Not only that the Highway authority reserves it right to comment on any planning application that could affect the operation or road safety of any highway in their area.

Councillor Haigh stated that she had also been liaising with Councillor Circus regarding the Coast to Capital energy strategy.

RESOLVED

That:

- a) Councillors Haigh and Donnelly would work to draw up questions to ask of the Horsham Town cycling group.
- b) To wait until after the Town Centre cycling strategy had been produced and then consider whether to form a cycling task and finish group to use the town centre document as a template for the whole district.
- c) The task and finish group on public health be approved and chaired by Councillor Skipp.
- d) The Public Health task and finish group would report their terms of reference at the next meeting of the Committee.
- e) The names of councillors interested in being on a task and finish group regarding off street parking would be passed to the Scrutiny Officer.

- f) Councillor Haigh undertook to circulate information regarding a Local Energy Plan.

SO/30 **CABINET FORWARD PLAN**

The Chairman highlighted the following:

- Affordable homes policy
- Highwood Community Centre

The Chairman was concerned the Committee had not been consulted on the Corporate Plan although all committee members had seen the plan through the consultation with their political groups. It was agreed that members would submit comments on the Plan through the Scrutiny Officer to the Chairman of Overview and Scrutiny.

The Chairman indicated that he would report to Full Council on Overview and Scrutiny's views on the Corporate Plan if appropriate.

RESOLVED

That:

- a) The Committee would ask for draft reports on the business case regarding the Highwood Community Centre before it went to Cabinet in November.
- b) The Committee requested that documents relating to the above be presented as working documents before any decisions were made.

SO/31 **DISCUSSION OF A REQUEST BY THE OVERVIEW & SCRUTINY COMMITTEE FOR AN UPDATE ON ALL NON STATUTORY EXPENDITURE (REVENUE / CAPITAL) SINCE 2015**

RESOLVED

That figures updating the committee on all non-statutory expenditure would be provided at the next meeting of the Committee on 25th November 2019.

SO/32 **REPORT ON LEISURE ATTENDANCE FIGURES AND AFFORDABLE HOUSING PROVISION**

It was noted that the new Everyman Cinema was creating competition for the Capitol.

SO/33 **OVERVIEW AND SCRUTINY ANNUAL REPORT**

The Chairman asked the committee to note section 4.3 of the report which outlined work completed by the committee during 2018/19.

SO/34 **CRIME AND DISORDER ANNUAL UPDATE**

RESOLVED

To ask the Health & Community Safety Partnership Manager whether neighbourhood wardens had reduced anti-social behaviour.

The meeting closed at 8.01 pm having commenced at 5.30 pm

CHAIRMAN

Report to Cabinet

28 November 2019

By Ray Dawe (Leader and Cabinet Member for Finance and Assets)

DECISION REQUIRED



Not Exempt

Medium Term Financial Strategy 2020/21 to 2023/24

Executive Summary

The review of the Financial Strategy, as part of the budget setting process, enables a balanced budget target to be established with a focus on an affordable level of Council Tax, delivery of the corporate priorities and policies of the Council and the continued enhancement of value for money and satisfaction with services for the residents of the District.

The 2019/20 Budget was approved in February 2019. A small budget surplus was projected for 2019/20, with near balanced budgets in 2020/21 and 2021/22, provided cumulative income and savings are delivered. The Council has continued to work on areas of income generation, a 'digital' transformation journey and other efficiency measures to mitigate against the cost pressures that continue to rise. Near balanced budgets through to 2023/24 remain predicted, although achieving this requires some political decision making.

This report sets out the proposed strategy for the period 2020/21 to 2023/24 to establish the context for the Council's budget and medium term financial planning scenarios and assumptions. This is done in the context of unprecedented levels of uncertainty. The impact on the Council from the future of business rates and the Fair Funding Review in the 2020/21 budget setting process has been delayed by Government's parliamentary election and until the UK's relationship with the European Union is resolved. The funding for the 2020/21 budget year is being prepared based on a 'same as last year' theory. However, with the existing political and therefore financial uncertainty being exceptionally high, the actual budget and MTFS that Council will set in February 2020 for 2020/21 may well be subject to change.

Recommendations

The Cabinet is asked to recommend to Council:

- i) the approval of the Medium Term Financial Strategy 2020/21 to 2023/24, and:
- ii) note the projected budgets and potential actions as detailed in paragraph 3.53 and table 4 of the report.

Background papers 2019/20 budget setting papers to Council on 13 February 2019.

Wards affected: all

Contact: Jane Eaton, Director of Corporate Resources, 01403 215300
Dominic Bradley, Head of Finance, 01403 215302

Background Information

1 Introduction and background

- 1.1 The Medium Term Financial Strategy was last fully reviewed by Council on 13 February 2019 as part of the annual budget setting cycle. At that meeting a budget surplus for 2019/20 was approved. Cabinet and Members have been kept informed of progress with the development of the new strategy via quarterly budget monitoring and officer presentations.
- 1.2 The local government finance system is complex and faces an uncertain future. Government has postponed the review of retained Business Rates and the Fair Funding Review to focus on Brexit and now a parliamentary election. Councils are not sure how the sector will be financed beyond 2020. While it seemed fairly certain that the direction of travel will remain towards fiscal self-sufficiency and that the amount of money available to district councils will continue to reduce over the next five years, the short term political situation creates an unusually high degree of uncertainty. That said, funding pressures caused by the demands of social care at upper tier levels indicates that funding is still likely to be 'diverted' from Districts towards County / upper tier authorities that are suffering the most.
- 1.3 Each year as the budget is set, unavoidable growth becomes apparent in the services. This is because of increased responsibilities from legislation, contractual obligations and inflationary pressures. Near balanced budgets through to 2023/24 only remain predicted through a combination of a range of measures including income generation and other efficiency measures, as well as some political decisions. The Council is undertaking a major programme of digital transformation to meet the demands and expectations of our customers, funded from reserves which will then be replenished from anticipated efficiency savings.
- 1.4 This review ensures that the 2020/21 Budget and resultant Council Tax level will be set within the context of the Council's Corporate Plan priorities and the financial strategy in order to deliver a balanced budget, updated for the latest information and knowledge available to the Council.

2 Relevant Council policy

- 2.1 To deliver a balanced budget over the medium term.

3 Details

Strategic political, economic and regulatory outlook

- 3.1 The four-year settlement through to 2019/20 provided a relative degree of certainty in that the levels and reductions in Revenue Support Grant and the baseline Business Rates funding level were known during this period. In September 2019, the Chancellor announced that the 2019 Spending Review had been postponed until 2020. A parliamentary election will take place on 12 December 2019. It is more likely that not that whatever the outcome, a one-year 'stopgap' spending round covering 2020/21 will take place, and this MTFs has been produced on this basis. The Council is hopeful that the detailed financial settlement for 2020/21 will be communicated to us before the budget is set and approved in February 2020.

- 3.2 Government has been focused on Britain's exit from the European Union which was due to happen on 31 October 2019. Sterling depreciated during mid-2019 as the perceived probability of a no-deal Brexit rose but recovered in October 2019 following the EU granting a further delay. The economic outlook will depend significantly on the outcome of the UK's withdrawal from the EU and how households, businesses and asset prices respond. The Bank of England has held interest rates at 0.75% since August 2018, and this low level is now predicted within the period of this MTF5. The Bank of England's £445m quantitative easing programme also remains in place.
- 3.3 Inflation is relatively stable at around 2% but the impact from the cost of fuel though is still slowly rising. Both the demand for the Council's services and its income streams are affected by the general economic health of the District, and the prevailing interest rate has a direct impact on interest receipts. Figures from Horsham car parks and planning fees income will be closely monitored in case reductions in these are early signs of a downturn in the local economy. Therefore the uncertainty of the economic and regulatory outlook adds risk to the setting of a precise financial strategy. With this in mind, the assumptions within the MTF5 have been revisited in the sections below.

Budget assumptions

- 3.4 Future budget projections are based on a number of assumptions. Table 1 sets out the budget assumptions at November 2019 and Table 2 the forecast revenue budgets in 2019/20 through to 2023/24 before any political decisions are applied. Details of the budget assumptions and the reasons for the change in assumptions are explained in the following paragraphs.

Table 1: Budget assumptions each year

Budget Assumptions	November 2019			
	2020/21	2021/22	2022/23	2023/24
Pay award annual average 2%	£325k	£325k	£325k	£325k
Inflationary pressures approx. 2% (1.7% CPI to 2.4% RPI)	£200k	£200k	£200k	£200k
A reduction of employer's pension contributions of 2.5% over the next triennial review period.	-0.5% (£80k)	-1% (£160k)	-1% (£160k)	0%
Increase in borrowing costs	£0k	£0k	£50k	£50k
Increase in dwellings	1,000	1,000	1,000	1,000
No increase in Council Tax	-	-	-	-
Reduction in government grant funding	£0k*	**£1,200k	**£800k	**0
Minimum level of reserves	£6m	£6m	£6m	£6m

* Assuming the one-year spending review broadly keeps things the same in 2020/21 as 2019/20, deferring the changes from the localisation of business rates and the Fair Funding Review to 2021/22.

** 75% localisation of Business Rates growth is expected to confirm the permanent end of other forms of grant funding, such as RSG and result in a significant re-baselining of NDR income at a much lower level as well. Regular future re-baselining will reduce the 'growth' retained locally.

By 2022/23, the Council would not have any non-specific government funding.

Table 2: Revenue budget forecast

November 2019	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
Net expenditure	10,435	11,650	12,250	12,250	12,625
<i>Officer actions 'identified' for in-year income and savings</i>	In budget	(160)	(375)	(160)	(75)
<i>Revised expected net expenditure</i>	10,435	11,490	11,875	12,090	12,550
Funded by:					
Council Tax	(9,598)	(9,740)	(9,875)	(10,015)	(10,150)
Government grant - Business Rates	(2,029)	(2,030)	(800)	0	0
Additional Business Rates retained	0	0	0	(50)	(50)
Collection Fund (surplus) / deficit [timing from prior year]	(227)	-	-	-	-
Total funding	(11,854)	(11,770)	(10,675)	(10,065)	(10,200)
Net (surplus) / deficit	(1,419)*	(280)	1,200	2,025	2,350

* In December 2018, at the eleventh hour, Government reversed its intention and eliminated negative RSG in 2019/20, meaning the Council was £0.7m better off in 2019/20 than anticipated. We expect this to remain a short term measure until the Fair Funding Review and localisation of business rates is worked through. This is shown above through the government grant line.

Inflation cost pressures and interest rates

- 3.5 Local Government pay is negotiated nationally and the Council has no direct influence on the settlement. The local government pay award was 2% in 2019/20 and a 2% pay increase each year through to 2023/24 has been budgeted in the MTFs above. In expenditure terms this equates to approximately £325k of additional expenditure per annum.
- 3.6 Britain's exit from the European Union increases the uncertainty on the rate of inflation over the next three years. The MTFs currently budgets for around a 2% increase in inflation on the expectation that inflation will remain at or near current levels. The Bank of England suggested in its August 2019 inflationary forecast Consumer Price Index (CPI) will remain around its own target of 2%, although it has currently fallen to 1.75%. Retail Price Index (RPI) though tends to be around 0.7% to 0.8% higher. Whilst income is also affected by inflation, inflation also increases our expenditure that offsets the increases in Council Tax and charges. The impact of inflation on the MTFs will be revisited on a regular basis as the monthly statistics are released by the Office of National Statistics.
- 3.7 The actuary has reviewed the assumptions at the 2019 triennial review. The overall pension fund is in surplus. The interim valuation of the Council's pension fund was a £3m asset at 31 March 2019. The actuary is recommending a 2.5% reduction in employer pension contributions over the period, from the current 20.5% to the pension fund's minimum level of 18% per annum in 2022/23. The 2.5% reduction equates to approximately £0.4m decrease in annual employer contributions in monetary terms. The fund has benefited from some small revisions to the assumptions such as the life expectancy not increasing quite as fast as anticipated three years ago, and a much greater than anticipated investment return over the last three years. However, it is worth remembering that the pension fund has spent more

years in deficit than in surplus and the position can quickly decline, due to any further changes in actuary assumptions increasing the liabilities, as well as volatility of asset values and the value of assets falling. The contributions position will be regularly revisited during the interim pension fund valuations until the next triennial valuation in 2022.

- 3.8 The Bank of England base rate has been held at 0.75% since August 2018, the highest level since March 2009, but remains at a relatively low level, affecting the Council's income streams from investments. The Council has taken action over the past three years to diversify the investment strategy into non-high street bank style deposit holdings which should help to mitigate the effect by generating more income, but nevertheless, low interest rates impact on the Council's ability to generate income from investments during the period.
- 3.9 The amount of money the Council has on deposit generating interest income is also likely to decrease as the proposed strategy to spend commuted sums on affordable housing through the Council's housing companies will lower the amount of funds held by the Council. Planned capital expenditure will also reduce other funds held by the Council. The Council had to borrow short term in 2017/18, and this is expected to happen again and eventually transition to longer term borrowing towards the end of the MTFP. The positive side of the low Bank of England base rate is that the cost of borrowing is also relatively low, although the Treasury raised the PWLB borrowing rate by one percentage point overnight in October 2019.
- 3.10 Economic forecasters are divided on the future levels of interest rates and much may hinge on the outcome of Brexit. During 2019, our treasury management advisors' opinion has reduced the likelihood of a small increase over the three-year period to one that now remains at the current rate of 0.75%.

Council Tax

- 3.11 The Council increased Council Tax by £3.93 in 2019/20 which equated to the CPI index at the time, and an increase of 2.7%. It remains the lowest Council Tax in West Sussex and in the bottom quartile of all district councils. It is anticipated that the Government's assumptions for district councils will remain unchanged in the short term in that they would be able to increase Council Tax by the larger of 2% or £5 each year. The MTFP in table 2 does not include any increase in Council tax in the model.
- 3.12 An increase of 2% (between £2.99 and £3.17) has been modelled in potential actions in table 4, paragraph 3.53, to show the effect on the MTFP projections. Every £1 or 0.67% increase in Council tax increases income by approximately £66k.

Localisation of Business Rates

- 3.13 The Council currently retains around 5% or £2m of the £44m Business Rates collected in the district, which is based on a complex calculation involving target rates of collection set by government. Local authorities can increase their business rate income by growing the business rate take in their area; conversely, if collections fall then local authorities bear an element of risk. Local authorities share this risk and reward with Government.

- 3.14 Historical data suggests a fairly 'flat' picture with limited material Business Rates growth envisaged over the period of the MTFs. This area is a 'momentum indicator' where growth is more likely to continue where it is already taking place. There have been a number of conversions of business premises to residential flats (under the permitted development regime introduced by the Government) and a number of retail premises have closed. Since, the 2017 Rateable Value (RV) list was introduced on 1 April 2017, it has fallen by over £1.8m. Redevelopments in the former Council buildings on North Street, Piries Place and Swan Walk shopping centre are affecting the RV. In the longer term, these initiatives and those such as the development of North Horsham and the redevelopment of the former Novartis site may offer some upside but at the moment our economic growth as an area is a long way below the desirable level for affluence of its population.
- 3.15 In comparison with other authorities though, the Council is comparatively less at risk as it has relatively few single significant sites, such as an airport or power station, in respect of business rate valuations. Some risk does exist however, principally around outstanding rates appeals for which the Council would have to bear its share of lost revenue should those appeals prove successful. The Council had a provision of £2.5m for business rate appeals at 31 March 2019. The slow rate at which the Valuation Office is tackling the backlog of appeals makes the Council sceptical that the provision for appeals will fall in the near future.
- 3.16 In addition, an NHS case is being heard at the High Court in November 2019 demanding that all NHS trusts are treated as charities in order to qualify for mandatory business rate relief. This could significantly affect the whole of local government. Whilst compared to other authorities the exposure is relatively low as we have no large hereditaments, this would still significantly affect the Council. The Council has only provided for appeals directly received, rather than for this outcome.
- 3.17 Government has previously consulted on a '75% localised' business rates scheme, but how and when this will happen and what impact it will have on local government remains uncertain. No formal legislation has yet been put forward by Government. Indeed, some commentators are critical of the business rates retention system altogether.
- 3.18 A 75% localisation scheme refers to the level of growth (or fall) from the baseline, the latter expected to be significantly and then regularly reset. The Council will also continue to share this growth (or fall) with West Sussex County Council. In the 2019/20 West Sussex pilot scheme, the share was Government 25%, WSCC 55% and the Council 20%.
- 3.19 Implementation of the new system is being deferred to 2021/22 or later. Government has disbanded the 75% pilot scheme for 2020/21 but the Council will remain in the West Sussex pool and share any overall growth in the county. Whatever happens, it is anticipated that business rate income will continue to be distributed around the country in a similar way to before.
- 3.20 In addition, based on the criteria for the pilot schemes, the Council expects that any 75% localisation of Business Rates will involve the replacement of other funding streams and is also likely to come with additional responsibilities that would give rise to additional costs. Furthermore, the increase in the Business Rates multiplier

has been switched from RPI to CPI. The multiplier is the annual increase in Business Rates determined by the government. CPI tends to go up more slowly than RPI so this change is likely to reduce the buoyancy in the Business Rates yield. Over time this will have a significant impact on the resources that are available to local government as a sector.

Fair Funding Review

- 3.21 The Government has consulted on the Fair Funding Review of relative needs and resources and cost drivers and updating the current needs assessment formulae. This attempts to weigh up a range of cost drivers such as population, rurality, deprivation, demand for social care, transport, waste disposal and fire and rescue service. The output from this will feed into a multi-year settlement offer which is now likely to be from 2021 onwards.
- 3.22 All the signs and indications so far point towards districts and especially those which have low need and a higher proportion of wealth losing the most. Some extrapolations, if all worst case scenarios happen, could see this Council lose up to £7m funding or more per annum if parking income is included in the calculations. If previous changes are a guide, there will be some transitional arrangements, which will dampen the effect, but government has already indicated that any period will be short in order to redistribute funding as quickly as possible.
- 3.23 At this point it is difficult to calculate the effect of both the Fair Funding Review and the effect of Business Rates localisation. Not enough detail is known about the potential changes but the Council can conclude that there is a high degree of uncertainty, especially beyond 2021. The Council has made the assumption that a significant re-baselining of business rates will occur. The Council estimates a Business Rate income of about £800k in 2021 rather than the current £2m, with this falling to zero in 2022/23 as the damping effect from the Fair Funding Review wears off. The Council will revisit the impact of this as it learns more of how the scheme will work and will feed this into a future MTFS.

New Homes Bonus (NHB)

- 3.24 The New Homes Bonus provides an incentive payment for local authorities to stimulate housing growth in their area. The calculation is based on Council Tax statistics submitted each October. In two-tier local government areas this payment is currently split in the ratio 20% to county councils, 80% to district councils. NHB is currently not ring-fenced and can be spent at the Council's discretion.
- 3.25 The incentive has been sharpened since its introduction reducing the payment from six years to four years, and introducing a 0.4% baseline which needs to be exceeded before any NHB payments are made. For this Council, this means that approximately 240 band D equivalent dwellings need to be built before any grant is received.
- 3.26 Government believes the grant has not been successful in delivering 'additional' housing and has now strongly indicated that NHB in its current form will end. The 2019 Spending Review altered the scheme to remove any 'new' legacy payments from 2020/21 and previous legacy payments will end in 2022/23. This rapid phasing out indicates Government's intention to phase out and replace NHB sooner rather than later.

- 3.27 The technical consultation paper for the Local Government Finance Settlement 2020-21 informed us of Government's intention to look again at the New Homes Bonus and explore a more effective way to incentivise housing growth. Government will consult widely on proposals prior to implementation, and we expect this to be determined in the 2020 spending review. The ending of legacy payments heavily indicates that some, or all of the overall £900m funding pot will be used as a counterweight in any 75% localisation of Business Rates scheme and Fair Funding review in 2021/22.
- 3.28 Any alternative or replacement scheme, if it happens, could change the payment ratio between district and county to one more favourable to county. This would reduce the future amounts the Council will receive. Due to this overhanging threat, during 2017/18 and 2018/19, the Council removed its revenue reliance on NHB to zero in contrast to the £1.17m that was included in the 2016/17 revenue budget.
- 3.29 The ending of NHB is modelled in Appendix A based on the estimated income from the number of dwellings in the Council Tax Base form at October 2019. The NHB reserve stood at £4.3m at 31 March 2019. The reserve is now forecast to run down to £1.1 by 31 March 2024, after allowing for annual investment equivalent to £3m in property or similar expenditure.
- 3.30 This is on the assumption that the scheme winds down, and the principle of using any NHB reserve to strengthen the Council's ability to generate income from appropriate investments in order to receive income to support future service delivery and secure the delivery of infrastructure to serve the needs of the district's resident remains unchanged.

External financial pressures and budget growth areas

- 3.31 The impact of the Homelessness Reduction Act in April 2018 is still being felt by districts all across the County, with increases in the cost of homeless services, largely due to longer stays in bed and breakfast accommodation required by the Act. The Council has taken measures to increase the number of temporary accommodation units in the district which is mitigating the impact but the cost pressures are still being felt. Other actions are being reviewed.
- 3.32 West Sussex County Council (WSCC) has seen a reduction in core Government funding of £155m in the last eight years and has delivered savings and efficiencies to balance the budgets to date. WSCC has identified the need to save a further £75m over the next four years in their medium term financial strategy. WSCC have been considering some tough options as part of the 2019/20 budget setting process, targeting some discretionary service areas, which could impact on the Council if these reductions go ahead.
- 3.33 One proposed discretionary reduction is funding housing related support, which is currently commissioned by County through contracts with voluntary sector organisations. Closure of services such as at the Y Centre building in Horsham could lead to an increase in the numbers unintentionally homeless people that Horsham District Council would have a statutory duty to house. Consequently this could lead to more demand for housing services provided by the Council, therefore increasing costs. WSCC is currently working with district councils to work through how this might be funded to avoid such closures.
- 3.34 The Council's income will also be affected by WSCC's decisions, most notably for the termination of funding for recycling credits above the statutory minimum level to encourage levels of recycling and reduce the amount of residual waste. This will

result in a reduction of £850k of income to the Council for the recycling credits in 2020/21.

- 3.35 Government's resources and waste strategy currently proposes that all local authorities should be collecting food waste by 2023 and there is a growing appetite across authorities in West Sussex to do this. WSCC is coordinating the collection of data across the County and is using a consultant to try to calculate likely implementation costs and benefits to the recycling rates. The Council is in the early stages of considering whether it might introduce this in 2021/22.
- 3.36 It is currently unknown whether Government will contribute any funding towards the cost of the infrastructure, including the food waste caddies and vehicles, or the fuel and manpower needed to collect from every doorstep on a weekly basis. The MTFS has been updated to include an estimated revenue cost of £0.4m during 2020/21. The work being undertaken by WSCC and Council officers will refine this figure in future budgets, alongside any external funding we can secure to achieve this objective. WSCC has indicated that some recycling credits may be available to districts who adopt the 1:2:3 collection of weekly food, fortnightly recycling and residual waste every three weeks; a model that other authorities in the UK have already adopted.
- 3.37 The year of culture project had an initial budget of £300k over three years for a celebration of culture and heritage within the district, with a focused programme of events in 2019. To help leave a cultural legacy, the Council is planning to invest £88k per annum, initially for a two year period, in an operational officer and a strategic officer so that it can be enjoyed by residents and visitors long after 2019.
- 3.38 The Council is also committed to taking practical action to protect our natural environment and to tackling climate change. As set out in a separate paper on the agenda, the Council plans to create a unique partnership with Sussex Wildlife Trust to encourage wildlife to thrive across the district by expanding natural habitats. The financial consequence is around £114k a year, initially for a five-year period, totalling £570k. An earmarked reserve will be created to fund this for the initial five-year period. The initiatives and effectiveness of this planned programme will be reviewed as it develops.
- 3.39 The work to reverse the decline in nature across the district is complementary to the council's agenda on tackling climate change. For example, actions such as planting trees and improving soil condition remove carbon dioxide from the atmosphere (carbon is one of the main contributors to the changing climate). Work on the Council's own carbon emissions is also underway and the information will be used as the basis for setting a target to reduce these emissions and an action plan to achieve this target. Once the baseline is established, it is likely to require significant funding to achieve progress towards carbon neutrality. In the meantime, a £200k earmarked reserve will be created, to fund up to £40k a year to support community groups and Parish Councils wanting to implement projects that address climate change over the next five years. The total earmarked 'green' reserves for these two green initiatives will be £770k.

Capital programme

- 3.40 The 2019/20 capital programme included the completion of the £8m Piries Place car park, building temporary accommodation and commercial investment property, with the programme totalling £21.2m. At month 7, having spent £5.8m (27%), capital budget holders are somewhat optimistically anticipating that £15.2m (72%)

will be spent by 31 March 2020. This compares to the 2018/19 outturn of £14.5m (53%) of the £27.4m capital budget.

- 3.41 The main areas of underspend include no expenditure on the £2m Broadbridge Heath running track replacement or on £3m commercial investment property, or on the £1m Denne ward community facility at Highwood.
- 3.42 The provisional 2020/21 capital programme includes around 10 new capital programme bids totalling £1m that have been put forward for consideration and the business cases are currently being reviewed. Amongst the schemes are improvements to rural and urban carparks, the town centre, parks and countryside and equipment in the Capitol. The two-stage challenge process will refine this list before the capital programme is finalised in January 2020.
- 3.43 A large capital programme impacts on the Council's minimum revenue provision (MRP is a prudent mechanism to pay back the capital), and any interest payments on any borrowing if needed. Estimated MRP expenditure of around £0.95m per annum is forecast each year from 2020/21 across the MTFs. The 2021/22 capital programme is already indicatively forecast to be around £8m including the slippage from the Denne ward community facility, before any new schemes are considered.

Reserves and reserve strategy

- 3.44 The Council holds two types of reserves, earmarked reserves and general revenue reserves. Earmarked reserves are funds received for a specific purpose. For example, grant funding that can only be expended on particular purposes. Details of the earmarked reserves held by the Council at 31 March 2019 are shown in table 3 below.

Table 3: Earmarked reserves

Earmarked Reserves at 31 March 2019	£'000
Neighbourhood Planning Grant	278
S106 reserves	586
NNDR reserve	1,435
Council Tax localisation	293
Health and Wellbeing	210
Homeless prevention	88
Transformation fund	355
BBH leisure centre (NHB)	314
Revenues and Benefits	318
Other	855
Total	4,756

- 3.45 General reserves are reserves held to ensure that the Council has sufficient funds to deal with any emergency or uncertainty. The Council also uses its general fund reserves to fund capital expenditure and redundancy payments. General reserves at 31 March 2019 were £14.2m. Of this, £0.14m of the 2018/19 revenue budget surplus has subsequently been added into the earmarked transformation reserve to fund one-off up-front costs of business transformation in 2019/20.
- 3.46 The Council agreed in October 2012 on a minimum level of general reserves of £6m. From 2021 onwards income from central government is uncertain due to the consultation around business rate localisation and the Fair Funding Review. The Council's current strategy on reserves gives sufficient flexibility and headroom to deal with any issues that arise. The Council will however need to implement efficiencies and planned income schemes, together with the potential actions set

out later below, to be able to balance budgets through to the end of the MTFs. Any use of reserves in this period is not sustainable and must only be a temporary measure, and / or to fund business transformation. The general fund balance is predicted to be above £6m at the end of 2023/24.

Digital Transformation

- 3.47 Horsham District Council is undertaking a major programme of digital transformation over the next few years. These changes will ensure customers have access to end-to-end digital services not requiring double input and giving the Council opportunities for some admin savings. At its most basic, these changes will mean a customer inputs their data and it goes straight into our computer system for processing. At the more complex end of our change, artificial intelligence will determine routine cases. Teams implementing these changes will need to carry out significant change in the way they operate.
- 3.48 In addition to the cost of the new systems and implementing the new systems, this requires a level of investment in capacity to backfill the 'day job' during the three years of process change in Waste and Recycling, Planning and Land Charges, Environmental Health and Licensing and Building Control. This is likely to cost around £1m which will be drawn from reserves. This builds on the work that has already started on system and process changes being made in Finance and HR, Parking, Community Link and Housing.
- 3.49 The efficiencies created would first replenish the reserves and then reduce revenue expenditure in the future. Cost recovery is estimated at 1.5 years beyond the investment period should 30% efficiencies be realised.
- 3.50 In addition, a number of new and revisited schemes for the medium term have been identified during 2019, reviewed for feasibility and will be further developed during for future budgets in the 2020s. These are being designed now to start to bring these additional savings and income ideas into practice during the next six to twelve months to avoid the need for any step-changes. At this point, a number of reasonable ideas have been identified, although the challenging part is translating the ideas into actual savings and income.

Potential actions

- 3.51 Having implemented the rural car-parking strategy, changes to the waste collection service, and significantly increased the property investment portfolio, much of the 'big ticket' decision making has already been incorporated into the budgets in recent years. Whilst there is a predicted surplus in 2020/21 due to actions already taken and the indication that Government's one-off settlement for that year will not drastically affect the Council, continuing action is needed to fund further transformation and help to prepare for the deficits that are currently predicted in the 2020s.
- 3.52 When the budget report is presented to Cabinet at the end of January 2020, it will include the anticipated savings from the digital transformation programme, other service efficiencies and income.
- 3.53 Small but regular inflationary increases in Council tax, garden waste and changes in the parking tariff structure would have the following effect on the deficit to the extent that the budgets would be largely balanced. As the levels of uncertainty around funding are so variable and so unknown, this position is the right balance between being too prudent or too optimistic at this stage, and will be regularly revisited.

Table 4: potential actions

November 2019	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Net (surplus) / deficit from Table 2	(280)	1,200	2,025	2,350
2% Council tax increase (cumulative)	(195)	(400)	(615)	(840)
Parking changes (cumulative)	(260)	(570)	(910)	(1,250)
Garden Waste (cumulative)	(65)	(100)	(135)	(170)
Revised net (surplus) / deficit	(800)	130	365	90

- 3.54 The car parking income is a collection of schemes including introducing rolling day-time tickets in Piries Place, increases the rural parking disks and season tickets, and reviewing the pricing structure for evening and weekend charges across all carparks. The list of possible actions is set out in Appendix B. The price of garden waste collection would increase by £2 in 2020/21 taking this to £41 a year, remaining good value for the customer compared to prices charged by many other authorities. Further £1 increases have been used in the assumptions for future periods.
- 3.55 The 2020/21 surplus would go into the transformation fund to drive further efficiencies under the digital transformation programme for the future years.
- 3.56 Taking this action now would help to close the budget gaps to much more manageable amounts in the future. It is also expected that as the Council gets to these years, the budgets would be firmed up with actual efficiencies and income to balance the budget. Not introducing some of the savings and income now would risk a cliff edge in 2021/22 at the point the Fair Funding Review and localisation of business rates are due to happen. In addition, implementing the savings and income ideas for a full year effect requires the preparatory work being undertaken prior to the beginning of the financial year and brings with it the key risk of slippage, as well as unachievable targets.

4 Next steps

- 4.1 On 23 January 2020, the 2020/21 Budget will be taken to Cabinet to recommend approval at the 12 February 2020 full Council meeting where the Council Tax for 2020/21 will be set. The MTFs will also be updated at this time to take account of our settlement, if known at that date, plus the final details of the 2020/21 Budget.

5 Views of the Policy Development Advisory Group and outcome of consultations

- 5.1 The proposed MTFs, assumptions and some potential actions were considered by the Finance and Assets Policy Development and Advisory Group at its meeting on 5 November 2018. The Group were generally supportive of the proposals and assumptions used.
- 5.2 The Chief Executive, the Chief Financial Officer, the Directors, the Head of Finance and other Heads of Services have been extensively involved in preparing the medium term financial strategy and fully supportive of its contents. The Monitoring Officer has also been consulted during the preparation of the document and is supportive of its contents.

6 Other courses of action considered but rejected

- 6.1 Not taking actions set out in this report would put at risk the ability of the Council to deliver the near balanced budgets through to 2023/24. Therefore, not taking any action has been rejected.

7 Resource consequences

- 7.1 The work on the digital transformation may increase headcount slightly over the next two to three years to enable the capacity to implement new systems at the same time as running the old ones. The headcount would fall back again once this has ended. The precise figure of any future reductions over the MTFs, currently estimated at around 10 posts, will be firmed up as detailed plans for the individual elements are finalised. In accordance with the Organisational Change Policy the Council will take steps to avoid compulsory redundancies as far as possible through a combination of vacancy control, redeployment and, in appropriate cases, voluntary redundancy.

8 Legal consequences

- 8.1 The Council is required under the Local Government Finance Act 1992 to produce a 'balanced budget'.
- 8.2 This report sets out the Council's Medium Term Financial Strategy. The Director of Corporate Resources has a statutory duty, under Section 151 of the Local Government Act 1972 and Section 73 of the Local Government Act 1985, to ensure that there are proper arrangements in place to administer the Council's financial affairs.
- 8.3 The Local Government Act 1999 places a duty on the Council as a 'Best Value' authority to secure continuous improvement in the way its functions are exercised so as to secure economy, efficiency and effectiveness.

9 Risk assessment

- 9.1 The Council's reliance on central government funding and balancing the medium term financial plan is captured on the corporate risk register at CRR01. This is regularly reviewed and updated and is monitored at Audit Committee on a quarterly basis.

10 Other Considerations

- 10.1 There are no consequences of any action proposed in respect of Crime & Disorder or Human Rights. Some of the new income proposals intended to help fill the gap may have positive or negative equalities or sustainability impacts. Individual impact assessments of these will be completed alongside the business case of each proposal.

New Homes Bonus

Appendix A

removed completely 2021/22		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
5 years in 2017/18	2011/12	379	379	379	379	379	379							
4 years from 2018/19	2012/13		390	390	390	390	390							
1 year from 2020/21	2013/14			397	397	397	397	397						
No new payment in 21/22	2014/15				776	776	776	776						
	2015/16					994	994	994	994					
	2016/17						1,462	1,462	1,462	1,462				
0.4% baseline	2017/18							1,186	1,186	1,186	1,186			
0.4% baseline	2018/19								1,185	1,185	1,185	1,185		
0.4% baseline	2019/20									974	974	974	974	
0.4% baseline	2020/21										1,200			
Ended	2021/22													
Ended	2022/23													
Ended	2023/24													
		379	769	1,166	1,942	2,936	4,398	4,815	4,827	4,807	4,545	2,159	974	0
Used to fund revenue		0	0	1,166	1,166	1,166	1,166	700	0	0	0	0	0	0
Used for BBH leisure centre		0	0	0	0	0	2,000	5,000	4,500	565	0	0	0	0
Neighbourhood warden seeding									30	75	45	0	0	0
Investment property / infrastructure										3,000	3,000	3,000	3,000	3,000
Added to / (drawn from) Reserves		379	769	0	776	1,770	1,232	-885	297	1,167	1,500	-841	-2,026	-3,000
Total Reserve figure		379	1,148	1,148	1,924	3,694	4,926	4,041	4,338	5,505	7,005	6,164	4,138	1,138

Parking – possible actions and changes to charging structure

Appendix B

	2020/21	2021/22	2022/23	2023/24
Rural disks to £15 (then £2 increase every 2 yrs)	(£36k)		(£25k)	
Rural season ticket to £150, then £20 increase (every 2yrs)	(£9k)		(£9k)	
BT exchange into a commuter car park	(£40k)			
Evening charges at Swan Walk and Forum	(£17k)			
Review of evening charge by incorporating into normal fees	(£30k)			
£2 Sunday charge	(£76k)			
Piries Place rolling day tickets (note already happening)	(£50k)			
Southwater CP, Leechpool, Chesworth charges		(£50k)		
Total	(£260k)	(£310k)	(£340k)	(£340k)

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Report to Overview and Scrutiny Committee

Date of meeting 25 November 2019

By Director of Corporate Resources

INFORMATION REPORT

Not exempt



REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2019/20

Executive Summary

This report gives the Overview and Scrutiny Committee information to help it carry out its role of monitoring the internal and external delivery of services. The Council uses corporate performance indicators, financial reporting and review of progress against key corporate projects to show progress.

Projects the Council has completed or has made significant progress on over the second quarter include: the Horsham District Year of Culture; Piries Place redevelopment; the transfer of the Revenues and Benefits Service to the LGSS partnership and the Digital Transformation programme.

The financial performance is forecast at Month 7 of the 2019/20 financial year. Officers currently forecast a year-end revenue surplus of £308k.

Within the surplus, there are services spending more than their budget and others spending less or where the Council is collecting more money than budgeted. Officers are working through actions on overspends that can be taken to improve the position before the year-end, including revisiting expenditure and income items within the forecast.

For comparison purposes, a £139k overspend was forecast at Month 7 in 2018/19, which compared to an outturn surplus for 2018/19 of £828k.

Capital expenditure at Month 7 was £5.8m which was 27% of the approved £21.2m capital programme (£8.2m and 30% of £27.4m in same period in 2018/19). An outturn of £15.2m or 72% is forecast by officers (£18.2m and 67% in 2018/19, which had a final outturn of £14.5m and 52%). Officers are generally over-optimistic on delivery of the capital programme during the year.

An analysis of performance indicators shows 84% within target and 16% (3KPIs) close to target, and none are below target. In all areas where targets have not been met work is underway to make improvements.

Recommendations

It is recommended that Members note the contents of this report.

Reasons for Recommendations

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

Consultation: Senior Leadership Team, Cabinet Members. Director of Corporate Resources

Wards affected: All

Contact: Jane Eaton, 01403 215302

Background Papers:

Appendix A: Key Performance Indicators Q1

Appendix B: Budget Monitoring and Forecast Outrun summary April to October 2019

Appendix C: Outturn Capital Budget monitoring

Appendix D: Outturn Revenue Budget monitoring

Q2 KPI Monitoring Report

KEY:  = Below target  = Slightly below target  = On target or better

 Red (below target) - 0 Listed Below

PI reference	Description	Notes

 Amber (slightly below target +/- 10%) - 3 Listed below

PI reference	Description	Notes
CS03	Less than 5% of incoming calls abandoned	1% over target
FS07	% of invoices paid on time	3.6% Off target
LGSS04a	Collection: Council Tax	0.7% Off target

KPI Monitoring Report Q2 2019/20



Code	Short Name	Q2 2018/19	Q2 2019/20			Notes	Cabinet Member
		Value	Value	Target	Status		
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	7,472	15,130			Increase when compared to last year due to a higher take up on line for services such as waste.	Cllr Dawe
CS03	Less than 5% of incoming calls abandoned	5.7%	6%	5%		New casual staff have increased capacity, which will improve call abandoned figures.	Cllr Dawe
DM23d	Speed of Decision – Majors (Oct 2017 – Sept 2019)	98.35%	100%	60%		DCLG indicator covering a two year period. This is the last reporting period for this KPI	Cllr Vickers
DM24b	Quality of decisions - Majors (April 17 - March 19)	0%	0%			% of decisions overturn at appeal. DCLG indicator covering a two year period. This is the last reporting period for this KPI.	Cllr Vickers
DM25d	Speed of Decisions – Non majors (Oct 2017 – Sept 2019)	96.75%	97.1%	70%		DCLG indicator covering a two year period. This is the last reporting period for this KPI	Cllr Vickers
DM26b	Quality of decisions - non majors (April 2017 - March 2019)		0.87%			% of decisions overturn at appeal DCLG indicator covering a two year period. This is the last reporting period for this KPI	Cllr Vickers
FS07	% of invoices paid on time	89.31%	91.40%	95.00%		Improvements to process continue to support work towards the target	Cllr Dawe
FS09c	Parking Combined Total Income (revised Nov. 17)	£1,808,007	£1,845,352	£1,808,007			Cllr Clarke
FS13	Business Rates: Rateable Value	£113,281,766	£112,000,671				Cllr Dawe
HS01b	Homelessness: Decisions	25	39			This represents the rise in numbers coming in for homeless assistance and the resulting decisions as a result of this.	Cllr Youtan
HS17	No of Homelessness Preventions	25	60			Having recruited 2 Homeless Prevention Advisors in preparation for the HRA in April 18 this has resulted in more households' homelessness being prevented.	Cllr Youtan
HS18	No of households in temporary accommodation	111	123			This is as a result of the increase in the provision of TA and of households	Cllr Youtan

Code	Short Name	Q2 2018/19	Q2 2019/20			Notes	Cabinet Member
		Value	Value	Target	Status		
						presenting as homeless and in priority need.	
HS19	Of which no of households in B & B accommodation	30	23			The Quarterly figure is shown as the average of 3 months. The monthly figure is the snapshot.	CLlr Youtan
HS21	No of households on the Housing Waiting list	677	603				CLlr Tricia Youtan
LS01a	Attendance at Sports Centres	264,253	293,239				CLlr Chowen
LS03	Attendance at The Capitol (Cinema, Theatre & Hire)	43,423	53,639	43,423			CLlr Chowen
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	23,113	31,300				CLlr Chowen
OP14a	Recycling rate % (Tonnage) [2020 European Target is 50%]	58.3%	58.3%				CLlr Philip Circus
OP17	Number of refuse, recycling and garden waste collections reported as missed	676	75			Improvements with assisted collections and round and updated reporting systems have greatly improved bin collections.	CLlr Circus
OP19	Quality of recycling - % contamination rate	6.84%	Unavailable	8%		August & September Figures not yet published	CLlr Circus
PP08	Number of FOI requests received	260	240				CLlr Dawe
PP09	% of FOI requests responded to within 20 days	94%	98%	85%			CLlr Dawe
PP10	Number of complaints received	76	67				CLlr Dawe
PS11c	Total sickness (excluding leavers sickness)	6.65	6.43	7			SLT
SSC9a	No. of fly tipping incidents	225	227				CLlr Circus
SSC9b	No. of fly tipping enforcement notices	50	51				CLlr Circus
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.83%	98.8%	95%			CLlr Dawe
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,625,115	£2,593,511	£2,304,438			CLlr Dawe
LGSS02	Right Time: Combined Speed of processing for new claims and changes of circumstances	12.97	7.48	11			SLT

Code	Short Name	Q2 2018/19	Q2 2019/20			Notes	Cabinet Member
		Value	Value	Target	Status		
LGSS03	Quality Assurance: LA Error	0.27%	0.16%	0.4%			SLT
LGSS04a	Collection: Council Tax	58.37%	57.5%	58.2%			SLT
LGSS04b	Collection: NNDR	59.73%	58.98%	38%			SLT
PP12	Number of complaints upheld	32	10	30			CLlr Dawe
TS08a	Utilisation in peak hours - Swan Walk Car Park	60%	83%				CLlr Clarke
TS08b	Utilisation in peak hours - Forum Car Park	68%	88%				CLlr Clarke

Budget Monitoring and Forecast Outturn – April to October 2019

Highlight report – 18 November 2019

Monthly Summary. The outturn forecast has moved from a deficit of £55k last month to a surplus of £308k at the end of October. There have been a number of large movements, summarised below, but largely down to development income. Net expenditure (excluding housing benefit grants) is now 50% of the annual budget. Gross expenditure is 5% higher than at the same point last year and income is 2% below. i.e. largely on target.

Eight budget holders did not submit forecasting returns this month. Of the 28 submitted returns, ten sections report no changes to the outturn forecast from the larger half-year exercise at M6.

Revenue Outturn Forecast:

Outturn Forecast	£000s
Chief Executive	(17)
Resources	(49)
Community and Culture	315
Place	(557)
Total overspend / (surplus)	(308)

2018/19 M7 forecast was a £139k overspend

Monitoring / forecasting compliance: 78%

Capital Expenditure:

Spend of £5.8m, which is 27% of the programmed £21.2m, including £3.3m on Pirie's Place Car Park. £0.9m spent in month 7 (October).

Capital Outturn Forecast:

Spend of £15.2m (72%) optimistically forecast with slippage of £3.7m to future years and £2.3m on three projects that will not now go ahead in 2020/21.

Slippage: £1.1m of the £1.2m Highwood budget will not be spent until final plans are agreed. £0.6m of £1.5m housing enabling grants may not be spent this year.

Suitable property investments have not been identified to date and the £2m budget for the BBH running track has not been spent.

Revenue – Main forecast movements M6:M7

Section	Movement £000	Main Transaction type	£000
Development	(320)	Planning Performance Agreements	(257)
		Planning fees	(50)
		Agency Staff	(30)
Capitol	(46)	Professional Fee Income	(225)
		Professional Production costs	193
Street scene and fleet	(30)	Maintenance and materials	(25)
Finance corporate	(30)	Investment income	(18)
Leisure Services	(20)	Loss of income provision	(20)
Parking	(19)	Income	(22)
Customer services	24	Casual Staff	24
Legal and democratic	28	Agency Staff	30
Technology	65	ICT Contracts	50

Debtors:

The Council was owed £3.2m as at 15 November 2019 of which £694k was older than 30 days. The table below shows how this compares to the snapshot last month and a breakdown of the oldest debts.

Age Group	14 Oct 2019 £k	15 Nov 2019 £k
>30 Days	167	99
>60 Days	64	153
>90 Days	381	442
	612	694
>90 Days top six		
A developer S106 due in 2016 and 2017	118	118
A business Rental income share £13k due March 2019 and £64k June 2019. (also owe £64k Sept 2019 >30 days)	77	77
A leisure service business Arrears (also owes £22k rent >30 days)	71	71
A developer £37k CIL due Jan 2019, £3k CIL due July 2019	40	40
A developer CIL charge and surcharge (due Aug 2019) (prev >60 days)	-	38
A business for misc cleansing and Forum walk way costs due Oct 2017.	24	24

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APPENDIX C

Capital projects categories	Detailed Description	Period 7 Ytd	Budget	% of Budget	Forecast Outturn	% of Forecast
Broadbridge Heath Leisure Centre - new build	BBHLC-NEW BUILD	312,456	835,129	37%	835,129	37%
Other Community and Culture projects	HORSHAM PARK POND IMPROVEMENTS	0	22,834	0%	5,709	0%
Other Community and Culture projects	BENNETS FIELD IMPROVEMENTS	0	50,000	0%	12,000	0%
Other Community and Culture projects	WARNHAM NATURE RESERVE IMPROVEMENTS	16,297	391,348	4%	50,000	33%
Other Community and Culture projects	RIVERSIDE WALK PROJECT-HORMARE	0	7,294	0%	-	n/a
Other Community and Culture projects	PIXIES HOLLOW FOOTBALL PITCH IMPROVEMENT	0	17,549	0%	-	0%
Other Community and Culture projects	ST MARY'S GARDEN OF REMEMBRANCE	0	3,426	0%	3,426	n/a
Other Community and Culture projects	WARNHAM LOCAL NATURE RESERVE - 1ST BOARDWALK REPLACEMENT	0	5,984	0%	-	0%
Other Community and Culture projects	HORSHAM PARK PLAY AREA IMPROVEMENTS	0	78,428	0%	78,428	n/a
Other Community and Culture projects	ROFFEY RECREATION GROUND REGENERATION PROJECT	0	96,660	0%	-	0%
Other Community and Culture projects	HORSHAM SKATE PARK	1,120	250,000	0%	50,000	5%
Other Community and Culture projects	WEST STREET PLANTING	3,000	23,705	13%	23,705	11%
Other Community and Culture projects	BOARDWALK REPLACEMENTS - S'WATER C PARK & L'POOL WOODS	13,838	38,000	36%	26,500	n/a
Other Community and Culture projects	BILLINGSHURST BYPASS REC PATH IMPROVEMENTS - NORTH PHASE1	0	45,000	0%	-	n/a
Other Community and Culture projects	BILLINGSHURST BYPASS REC PATH IMPROVEMENTS - NORTH PHASE 2	0	30,000	0%	-	n/a
Other Community and Culture projects	HORSHAM PARK - NEW RUBBISH BINS	0	25,000	0%	-	0%
Other Community and Culture projects	PLAY SITE IMPROVEMENTS	0	75,000	0%	75,000	0%
Other Community and Culture projects	PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	30,000	0%	35,700	0%
		34,255	1,190,228	3%	360,468	10%
Vehicle Fleet	VEHICLES - NEW	0	564,000	0%	245,000	0%
Economic Development initiatives	HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	80,000	0%	15,000	0%
Grants - Environmental health	96 ACT-DISABLED FACILITY GRANT	655,666	1,250,000	52%	1,250,000	52%
Grants - Environmental health	ACT-HOME REPAIR ASSIST. GRANT	3,580	125,000	3%	125,000	3%
		659,246	1,375,000	48%	1,375,000	48%
Housing enabling grants	HOUSING ENABLING GRANTS	0	1,491,000	0%	829,000	0%
		0	1,491,000	0%	829,000	0%
ICT projects - HDC	DISASTER RECOVERY	0	7,389	0%	7,389	0%
		0	7,389	0%	7,389	0%
Car Parks Fabric and Equipment	PIRIES PLACE CARPARK	3,282,831	3,992,601	82%	3,992,601	82%
Car Parks Fabric and Equipment	PIRIES PLACE CAR PARK LIFT	0	76,635	0%	76,635	0%
Car Parks Fabric and Equipment	FORUM CAR PARK LIFT	0	15,454	0%	15,454	0%
Car Parks Fabric and Equipment	PARKING CCTV	0	30,000	0%	30,000	0%
Car Parks Fabric and Equipment	PAY & DISPLAY MACHINES	15,627	7,537	207%	7,537	207%
Car Parks Fabric and Equipment	RURAL CAR PARK - STEYNING (FLETCHERS CROFT)	650	10,960	6%	-	n/a
Car Parks Fabric and Equipment	RURAL CAR PARK - HENFIELD (LIBRARY)	14,014	13,367	105%	-	n/a
Car Parks Fabric and Equipment	WELCOME ZONES IN MULTI-STOREY CAR PARKS	0	70,000	0%	70,000	0%
Car Parks Fabric and Equipment	ANPR REPLACEMENT - SW, FORUM, PP, HURST RD CAR PARKS	266,648	350,000	76%	350,000	76%
Car Parks Fabric and Equipment	STORRINGTON MILL LANE - RURAL CAR PARK IMPROVEMENTS	3,069	150,000	2%	150,000	2%
Car Parks Fabric and Equipment	BILLINGSHURST SIX BELLS & LIBRARY - RURAL CP IMPROVEMENTS	750	165,000	0%	165,000	0%
Car Parks Fabric and Equipment	STEYNING NEWMANS GARDENS - RURAL CAR PARK IMPROVEMENTS	2,604	130,000	2%	80,000	3%
		3,586,193	5,011,555	72%	4,937,228	73%
Strategic Planning projects	ALBION WAY CONNECTIVITY - WORTHING ROAD	0	200,000	0%	-	n/a
Strategic Planning projects	HORSHAM TO SOUTHWATER - CYCLING & WALKING ROUTE	0	160,000	0%	-	n/a
Strategic Planning projects	LOCAL CYCLING AND WALKING INFRASTRUCTURE	7,990	40,000	20%	40,000	20%
Strategic Planning projects	GO DIGITAL SIGNAGE	63,220	112,664	56%	112,664	56%
Strategic Planning projects	BISHOPRIC REFURBISHMENT / ENHANCEMENT	4,959	231,663	2%	-	n/a
		76,169	744,327	10%	152,664	50%
Commercial Property Investment Fund	COMMERCIAL PROPERTY INVESTMENT FUND	0	3,000,000	0%	3,000,000	0%
Miscellaneous properties spend	CORPORATE PROVISION - ASSET ENHANCEMENT	9,607	50,000	19%	50,000	19%
Miscellaneous properties spend	SWAN WALK CENTRE	0	300,000	0%	300,000	0%
Miscellaneous properties spend	HILLSIDE PARK,SMALL DOLE,SAFETY WORKS	0	4,197	0%	-	n/a
Miscellaneous properties spend	COMMERCIAL ESTATES - GENERAL	0	100,000	0%	100,000	0%
Miscellaneous properties spend	OLD BARN PUMP ALLEY	0	200,000	0%	-	n/a
Miscellaneous properties spend	CHESWORTH FARM - NEW STORAGE FACILITY	870	100,000	1%	-	n/a
Miscellaneous properties spend	ROWAN DRIVE GARAGES, BILLINGSHURST	645,364	1,285,653	50%	1,285,653	50%
Miscellaneous properties spend	PEARY CLOSE, HORSHAM	445,424	259,794	171%	259,794	171%
Miscellaneous properties spend	LAND AT OAKHURST BUSINESS PARK - PHASE 4	35,398	51,060	69%	51,060	69%
Miscellaneous properties spend	BILLINGSHURST CAR PARK DEVELOPMENT	0	150,000	0%	150,000	0%
Miscellaneous properties spend	PAVILIONS LEGACY	7,826	60,744	13%	60,744	13%
Miscellaneous properties spend	SWAN WALK REDEVELOPMENT	0	815,000	0%	815,000	0%
Miscellaneous properties spend	PARK HOUSE, HORSHAM	2,917	300,000	1%	200,000	1%
Miscellaneous properties spend	PARKSIDE FLOOR PLATE IMPROVEMENTS	0	35,000	0%	45,000	0%
Miscellaneous properties spend	HIGHWOOD COMMUNITY CENTRE	0	1,195,000	0%	95,000	0%
Miscellaneous properties spend	REPLACEMENT RUNNING TRACK	0	2,000,000	0%	-	n/a
		1,147,405	6,906,448	17%	3,412,251	34%
		5,815,724	21,205,075	27%	15,169,128	72%

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2019/20 - Revenue Budget Monitoring April to October

Appendix D

Revenue Outturn	Expenditure £000	Annual Budget £000	Gross Spend % Budget	Gross Income £000	Annual Income Budget £000	Gross Inc % Budget	Net Spend £000	Forecast Over / (under) Spend £000	Comments	Previous Period Forecast £000
LEGAL & DEMOCRATIC	1,022	1,164	88%	(161)	(79)	205%	861	149	Electoral registration overspend is now forecast at £27K, (however a £16k grant has been received in M8). Democratic services over by £85k due to election pressures. Legal costs (mostly use of locums) over by £35k as service not fully recruited. Now only one vacancy.	121
PARKS AND COUNTRYSIDE	949	1,396	68%	(330)	(507)	65%	619	143	Litter picking not budgeted £20k, offset in part by back rent from Southwater Café and reduced tool purchases.	143
INVESTMENT PROPERTIES	222	379	59%	(3,045)	(4,092)	74%	(2,823)	93	Rental voids, additional service charges for Oakhurst and Forum Shops. Some savings on utilities and repairs costs	93
CAPITOL	1,418	2,090	68%	(1,425)	(1,936)	74%	(7)	73	Reduction in film income £45k plus an increase in film costs of £20k. Increase in professional productions income of £205k offset partly by increase in costs of £196k.	119
TECHNOLOGY	1,233	1,890	65%	(29)	(100)	29%	1,204	64	Increase in ICT contract costs due to systems changes, especially the new telephone system; £60k total. £5k increase in equipment costs with move to new printers	(1)
WASTE & RECYCLING	2,467	4,258	58%	(2,652)	(4,077)	65%	(185)	43	Additional income expected but additional staffing and materials costs	34
HOUSING	859	1,444	59%	(841)	(1,234)	68%	17	39	Additional grants and contributions received, but rental income down	47
LEISURE & CULTURE	280	344	81%	(5)	(45)	11%	275	36	Year of Culture events	36
CUSTOMER SERVICES	268	481	56%	(9)	(10)	100%	258	34	Impact of general election on casual staff £24k	10
STREET SCENE & FLEET	1,495	2,670	56%	(27)	(43)	62%	1,468	8		38
MUSEUMS	218	291	75%	(51)	(49)	104%	167	5		0
SPATIAL PLANNING	618	1,374	45%	(42)	(120)	35%	576	4		9
COMMUNITY SAFETY	454	852	53%	(55)	(491)	11%	399	2		2
COMMUNITY DEVELOPMENT	299	501	60%	(2)	(32)	6%	297	0		0
BENEFIT PAYMENTS	14,920	31,715	47%	(15,357)	(31,630)	49%	(438)	0		0
COMMUNICATIONS	269	486	55%	(6)	(10)	57%	263	0		0
ECONOMIC DEVELOPMENT	750	582	129%	(42)	(73)	58%	708	0		0
REVS & BENS ADMIN	8	1,094	1%	(528)	(509)	104%	(520)	0		0
ENVIRONMENTAL SERVICES/LICENSING	739	1,280	58%	(422)	(600)	70%	317	(0)	Overall no significant movement forecast	1
HEALTH AND WELLBEING	143	280	51%	(181)	(308)	59%	(39)	(2)		(2)
PERFORMANCE AND PROJECT ASSURANCE	108	199	54%	0	0	0%	108	(3)		(3)
FINANCE ACCOUNTANCY	454	821	55%	(0)	0	0%	454	(9)		(9)

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2019/20 - Revenue Budget Monitoring April to October

Appendix D

Revenue Outturn	Expenditure £000	Annual Budget £000	Gross Spend % Budget	Gross Income £000	Annual Income Budget £000	Gross Inc % Budget	Net Spend £000	Forecast Over / (under) Spend £000	Comments	Previous Period Forecast £000
HUMAN RESOURCES & ORG DEVELOPMENT	376	503	75%	0	0	0%	376	(11)		(11)
CORPORATE MANAGEMENT	662	1,196	55%	0	0	0%	662	(15)		(13)
BUILDING CONTROL	468	848	55%	(416)	(891)	47%	53	(22)		(10)
LEISURE SERVICES	395	567	70%	(510)	(953)	53%	(115)	(32)		(12)
PROPERTIES & FACILITIES	360	617	58%	0	(1)	0%	360	(35)	Staff savings	(35)
PARKING SERVICES	1,353	2,236	60%	(2,806)	(5,033)	56%	(1,454)	(74)	Overall increase in parking income plus by staffing savings , additional income and maintenance savings	(55)
OPERATIONAL PROPERTIES	561	931	60%	(83)	(143)	58%	478	(104)	Reduction in reactive maintenance, reduced rent in respect of capital programme.	(104)
FINANCE CORPORATE	345	977	35%	(389)	(913)	43%	(44)	(200)	Interest on investment expected to be ahead of budget. Savings on insurance contract of £120k. Small reduction in historic pension strain.	(170)
DEVELOPMENT	1,165	1,961	59%	(1,000)	(1,655)	60%	166	(494)	Overall additional income of £441k is expected. Staffing overspend of £16k , other savings of £71k	(174)
Grand Total	34,875	65,429	53%	(30,415)	(55,534)	55%	4,460	(308)		54

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

FORWARD PLAN

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

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

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

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

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

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

To contact Committee Services:

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

Tel: 01403 215123

Published on 01 November 2019

What is a Key Decision?

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

- (i) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
1.	Highwood Community Centre - Development Proposal and Construction Contract Award Policy Development Advisory Group 10 July 2019	Cabinet	28 Nov 2019	Open	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)
2.	Horsham District Homes (Development) - Affordable Housing Investment at Roman Way	Cabinet	28 Nov 2019	Fully exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe), Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
3.	Horsham District Homes - Affordable Housing Investment at Slinfold	Cabinet	28 Nov 2019	Fully exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe), Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
4.	Housing Strategy 2019 - 2024 Policy Development Advisory Group 10 September 2019	Cabinet	28 Nov 2019	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
5.	Extending Ultrafast Public Connectivity	Cabinet	28 Nov 2019	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe), Cabinet Member for Local Economy & Parking (Councillor Paul Clarke)
6.	Medium Term Financial Strategy Policy Development Advisory Group 4 November 2019	Cabinet	28 Nov 2019	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
7.	Community Development Strategic Grants	Cabinet	28 Nov 2019	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
8.	Water Supply and Services Contract	Cabinet	28 Nov 2019	Fully exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
9.	Business Rates Pool	Cabinet Council	28 Nov 2019 11 Dec 2019	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
10.	Delegated Authority for the Contract Award for the Community Link Lifeline Alarm contract	Cabinet	28 Nov 2019	Open	John Batchelor, Head of Environmental Health & Licensing john.batchelor@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
11.	Disabled Facilities Grants Policy	Cabinet	28 Nov 2019	Open	John Batchelor, Head of Environmental Health & Licensing john.batchelor@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
12.	Conservation Area Appraisals and Management Plans for Slinfold and Warnham Policy Development Advisory Group 25 July 2019	Cabinet	28 Nov 2019	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
13.	CIL Governance Arrangements	Cabinet Council	28 Nov 2019 11 Dec 2019	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
14.	Budget 2020/21 Policy Development Advisory Group 6 January 2020	Cabinet Council	23 Jan 2020 12 Feb 2020	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
15.	Council Tax Reduction Scheme Policy Development Advisory Group 6 January 2020	Cabinet Council	23 Jan 2020 12 Feb 2020	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
16.	Horsham District Local Plan Preferred Strategy	Cabinet	23 Jan 2020		Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

Corporate Plan

2019-2023



Introduction

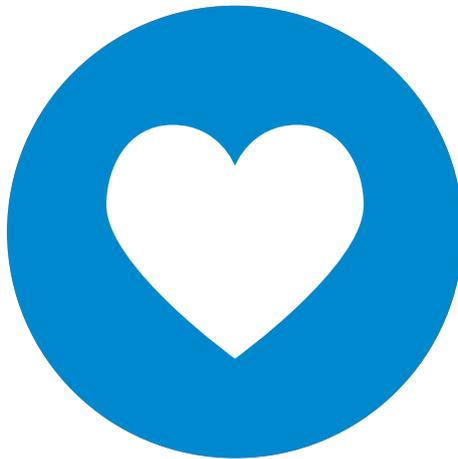
Welcome to Horsham District Council's Corporate Plan which sets out our ambitions for the District for 2019-2023, together with what we will do to achieve them.

Horsham District is consistently recognised as one of the best places to live in the UK and we intend to enhance that reputation.

The Plan provides a focus for our activities explaining how we will prioritise our resources and

continue to deliver high quality, easily accessible and value for money services to the people living and working in our District over the next five years.

We will measure our performance each year against five goals:



1. A great place to live

Continue creating well balanced communities that meet residents' needs.



2. A thriving economy

Work to increase economic growth and create new local jobs.



3. A strong, safe and healthy community

Ensure Horsham District remains one of the best places in Sussex to live.



4. A cared for environment

Prioritise the protection of our environment as we move to a low carbon future.



5. A modern and flexible council

Make it easy for our residents to access the services that they need.

1. A great place to live



Horsham District is a highly desirable place to live and offers exceptional quality of life to its residents. The District contains characterful settlements such as Horsham Town and the market towns of Billingshurst, Henfield, Pulborough, Steyning and Storrington. Its beautiful countryside stretches from the South Downs National Park to the High Weald and Surrey Hills Areas of Outstanding Natural Beauty and surrounds our many picturesque rural villages.

The District benefits from low unemployment with residents able to work locally or use good public transport links to London, Gatwick and the south coast.

Horsham District is proactive in providing for the housing needs of its communities. We are committed to creating new homes of all types, from those needing their first home, to those who need specialist accommodation to meet their specific needs.

Where growth is planned, it is designed to fit into the area in a way which protects the character of the District ensuring it remains an attractive place to visit. Development will be environmentally friendly with new local facilities and services provided, forming new communities which residents can feel proud of.

The District has a proud cultural heritage and an energetic arts and entertainment scene, with events and festivals planned throughout

the year. There are many opportunities for people to participate in a wide range of sports and leisure activities.

Consistently recognised as one of the UK's most desirable places to live, the District has a great deal to offer those who live, visit or work here.

What does success look like?

- 1 We will plan for communities where people can work, live and prosper. New homes will meet the needs of a full range of households in a low carbon world.
- 2 We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.
- 3 Both our built and natural environments are highly valued and will be well managed to keep our District an attractive place to live.
- 4 New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.



What we will do

What does success look like?	Activities and projects
1.1 We will plan for communities where people can work, live and prosper. New homes will meet the needs of a full range of households in a low carbon world.	1.1.1 Prepare a revised Local Plan which engages with the public and brings forward the proposals and policies which ensure we have enough homes of the right type to meet future demand and enable existing businesses to grow, new businesses to relocate and provides a range of new employment opportunities. Our revised Local Plan will aim to promote healthy, vibrant town and village centres, deliver facilities and identify the infrastructure necessary to support growth in a way that protects the overall character of the District.
	1.1.2 Work with central government and key partners to identify the strategic infrastructure necessary to support sustainable development.
	1.1.3 Continue to support local communities to prepare Neighbourhood Plans for their areas. Ensure that Neighbourhood Planning contributes to the District's housing requirements and adds value to quality development in local areas, whilst taking account of local community views.
	1.1.4 Provide new community facilities that can be used by all residents. Improved facilities will be provided at new community centres in Highwood, West of Horsham and at Kilnwood Vale.
	1.1.5 Prepare a Local Cycling and Walking Infrastructure Plan that identifies improvements for future investment in the short, medium and long term.
	1.1.6 Prepare planning guidance to ensure car parking spaces in new developments are well designed and fit for the future.
	1.1.7 Work with partners to increase the number of electric vehicle charging points across the District to promote the use of more environmentally friendly vehicles.
1.2 We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.	1.2.1 Develop a district-wide culture strategy, building on the success of the Year of Culture 2019 and support the cultural legacy created by the many events which took place across the District.
	1.2.2 Maintain our high standard of sport and leisure facilities.
1.3 Both our built and natural environments are highly valued and will be well managed to keep our District an attractive place to live.	1.3.1 Enhance public space in Horsham Town Centre, particularly Horsham Park. Review Southwater Country Park, Chesworth Farm, Owlbeech & Leechpool Woods, Sandgate Park and Henfield Commons to ensure everyone can use and enjoy these sites.
1.4 New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	1.4.1 Prepare a new District-wide Design Guide to improve the quality of development locally.
	1.4.2 Prioritise environmentally sound policies that enhance biodiversity alongside new development.

2. A thriving economy



Horsham District will be open for business, making it the perfect choice for new investment and growth.

There is huge potential for us to strengthen our local economy which will have many benefits for the growing population. Our priority is to build on achievements to date and consolidate the steady growth of our thriving market towns and rural communities, while preserving the natural beauty and heritage of our District.

We will work to retain existing businesses and facilitate new companies moving to the District bringing continued prosperity across the District and to our residents.



Images © Toby Phillips Photography



What does success look like?

- 1 Increased economic growth making Horsham District a location of choice for business and providing local jobs.
- 2 Towns and villages are lively and welcoming.
- 3 Tourism's contribution to the economy, employment and quality of life is maximised.
- 4 Residents have access to a wide range of local employment opportunities.

What we will do

What does success look like?	Activities and projects
2.1 Increased economic growth making Horsham District a location of choice for business and providing local jobs.	2.1.1 Identify and promote more employment sites for new and expanding businesses in the District.
	2.1.2 Work with Legal and General to deliver a high quality employment offer at North Horsham and with public sector partners to ensure business opportunities are created on other sites.
	2.1.3 Work with Network Rail to encourage new railway stations to be built close to our employment sites.
	2.1.4 Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.
	2.1.5 Support businesses through advice and guidance on regulation and legislation that promotes best practice and improvement whilst implementing regulation in a fair and equitable manner.
2.2 Towns and villages are lively and welcoming	2.2.1 Support market towns, high streets and villages to thrive by encouraging new businesses and enterprises, including from leisure and tourism.
	2.2.2 Promote a comprehensive calendar of events to attract people into our town centres.
	2.2.3 Implement the Town Centre Vision for Horsham.
	2.2.4 Support Horsham businesses with their plans for designating the Town Centre as a Business Improvement District (BID). This will allow them to raise a levy through non-domestic rates funding additional services or improvements within the BID area.
	2.2.5 Improve the car parks in Horsham and continue to enhance rural car parking to improve access to our town and village centres.
2.3 Tourism's contribution to the economy, employment and quality of life is maximised	2.3.1 Develop the District's identity as an appealing destination for visitors.
	2.3.2 Launch a new tourism website to better promote what the District has to offer and provide a single point of information for visitors.
	2.3.3 Enhance our culture, leisure and heritage facilities to attract visitors and to support the local economy.
2.4 Residents have access to a wide range of local employment opportunities	2.4.1 Use the planning process to provide opportunities for people moving to new developments to access employment opportunities.
	2.4.2 Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work.
	2.4.3 Work with our schools and colleges to help get their students ready for work and to offer training courses that help.
	2.4.4 As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.

3. A strong, safe and healthy community



High quality public green spaces, excellent schools and good transport links all help to make Horsham District one of the best places to live. The overall crime rate is one of the lowest in West Sussex.

We all want our neighbourhoods to be safe and enjoyable places to live in the UK. The Council brings together many agencies to tackle the causes of crime and disorder and improve the quality of life in our local communities.

Our Community Link team provides technology-enabled care to help residents feel safe and live independent lives for as long as possible.

We offer a free, friendly and impartial service to help residents find support to improve their fitness through regular exercise and coping with stress or dealing with addiction.

We are committed to building new affordable homes on Council owned land and working with partners to ensure we increase the supply of affordable homes. This will also help to ensure that homelessness remains low and rough sleeping reduces.



What does success look like?

- 1 Continue to be the safest district in West Sussex.
- 2 We will increase the supply of affordable homes and reduce rough sleeping.
- 3 Residents, including those in need, enjoy improved levels of health and wellbeing.
- 4 An empowered and independent voluntary sector that has the capacity to tackle local priorities.

What we will do

What does success look like?	Activities and projects
3.1 Continue to be the safest district in West Sussex.	3.1.1 Create a new 'Horsham District Safe and Well Partnership' to work together to address issues such as violent crime and support for young people in the district.
	3.1.2 Address anti-social behaviour within our communities, focusing particularly on the most vulnerable to ensure they are appropriately supported.
	3.1.3 Work with Parish and Neighbourhood Councils to prevent crime and anti-social behaviour through the Neighbourhood Warden programme.
	3.1.4 Use regulatory powers to maintain the safety standards of premises and taxis.
	3.1.5 Work with event organisers to make events as safe and as well organised as possible.
3.2 We will increase the supply of affordable homes and reduce rough sleeping.	3.2.1 Work with partner organisations to minimise rough sleeping and prevent homelessness.
	3.2.2 Use our affordable housing company to build affordable homes in areas of high demand.
	3.2.3 Work with our local Registered Providers to help them increase the supply of affordable homes.
3.3 Residents, including those in need, enjoy improved levels of health and wellbeing.	3.3.1 Expand our Community Link service to support vulnerable people and help them live independently.
	3.3.2 Help people to adapt their homes so they can continue to live independently.
	3.3.3 Encourage participation in sport.
	3.3.4 Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.
	3.3.5 Support our partners to ensure that all residents can access basic health facilities such as GP surgeries.
3.4 An empowered and independent voluntary sector that has the capacity to tackle local priorities.	3.4.1 Support the voluntary sector with grants that help them reach more people.
	3.4.2 Launch and promote our Council lottery to raise funds for local good causes.
	3.4.3 Promote opportunities for volunteering and increase the number of volunteers in the District.

4. A cared for environment



Horsham District is fortunate to have such a high quality natural environment. Warnings from scientists on the challenges facing our planet should not be underestimated and caring for it has never been as important. We are committed to showing leadership, working with partners and residents to undertake local action on the environment which is ambitious but achievable. In doing so we will work to protect our natural environment for future generations.

We have already built a strong track record on environmental issues. Modernising our approach to waste collection has produced the highest recycling rate in Sussex. Improving the energy efficiency of our buildings and increasing the biodiversity of our parks and countryside has significantly reduced the Council's carbon footprint.

We will build on this approach to produce a practical and measurable plan so that we move towards becoming a carbon neutral organisation.

We will work with partners, business, landowners and residents to help develop a practical carbon reduction plan for the District.



What does success look like?

- 1 Prioritised protection of the environment and increased biodiversity.
- 2 Improved award-winning parks and open spaces.
- 3 Minimise waste and increase re-use and recycling.



What we will do

What does success look like?	Activities and projects
4.1 Prioritised protection of the environment and increased biodiversity.	4.1.1 Undertake a carbon audit to understand the Council's current carbon footprint.
	4.1.2 Produce an action plan to move towards a carbon neutral organisation.
	4.1.3 Work with partners towards becoming a carbon neutral District.
	4.1.4 Continue to work with residents to improve the energy efficiency of their homes.
	4.1.5 Continue to work to reduce fuel poverty.
	4.1.6 Investigate working with landowners and partners to develop a plan to improve the ecology and biodiversity of the District.
	4.1.7 Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.
	4.1.8 Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.
	4.1.9 Embed biodiversity into our planning policies for a sustainable built environment which delivers net biodiversity gains and protects the natural environment.
	4.1.10 Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street to help provide clean and tidy environments.
	4.1.11 Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.
	4.1.12 Protect our trees and ancient woodland and work with Sussex Wildlife Trust to review our natural environment and how we can enhance it.
4.2 Improved award-winning parks and open spaces.	4.2.1 Prepare management plans to guide investment in our parks and open spaces.
	4.2.2 Promote our parks and open spaces as great places to visit.
	4.2.3 Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.
4.3 Minimise waste, increase re-use and recycling.	4.3.1 Increase recycling rates to above 55%.
	4.3.2 Work with other West Sussex councils to develop a strategy for dealing with food waste.
	4.3.3 Continue to develop our existing re-use service.
	4.3.4 Investigate the introduction of kerbside collection of textiles and electrical goods.

5. A modern and flexible council



Technology is advancing and with over 90% of residents now online, the way we interact with people is changing. They expect to contact us in a way that is convenient for them. As funding from central Government reduces, we must find innovative ways to serve the needs of our customers.

Automating the simpler customer interactions not only allows the Council to extend the hours that these services are available, but releases expert staff to deal with more complex enquiries personally.

It is essential that our workforce has the skills to use technology effectively to respond to our customers' needs. Working as part of a team, collaborating with a range of partner organisations will help scarce resources stretch further.

It is important to us that we can recruit and retain skilled employees. Investing in training and development and giving staff the authority to make decisions improves both our customers' experience and staff morale.



What does success look like?

- 1 People and businesses can deal with us online when they choose to.
- 2 People with more complex enquiries can talk to someone to help them find solutions.
- 3 The Council continues to provide quality, value for money services that people need throughout the 2020s.
- 4 The Council attracts local people to work for us and motivates them to stay.

What we will do

What does success look like?	Activities and projects
5.1 People and businesses can deal with us online when they choose to.	5.1.1 Ensure digital technology strategy is up-to-date, efficient and effective.
	5.1.2 Enhance our online services and make them more accessible through cloud technology.
	5.1.3 Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.
5.2 People with more complex enquiries can talk to someone to help them find solutions.	5.2.1 Hold surgeries for people facing housing difficulties so we can support them to prevent them from becoming homeless.
	5.2.2 Provide face-to-face support to people claiming benefits.
	5.2.3 Make appointments and telephone contacts available for people who have fallen behind with their Council Tax, business rates or other bills so that we can try to find a solution.
	5.2.4 Liaise with Parish and Neighbourhood Councils to explore new ways to promote joint working and greater mutual understanding of issues.
5.3 The Council continues to provide the quality, value for money services that people need throughout the 2020s.	5.3.1 Improve our website to transact with customers online, making our services available to people when it's most convenient to them.
	5.3.2 Make our computer systems easier to use, through artificial intelligence and voice recognition where appropriate so that our services are more effective and efficient.
	5.3.3 Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.
	5.3.4 Continue to manage our finances prudently and identify new sources of revenue to balance our budgets as funding from central government reduces.
5.4 The Council attracts local people to work for us and motivates them to stay.	5.4.1 Offer apprenticeships to local people wanting to start a career in local government, introduce the Local Government Association's graduate scheme, and work with local schools to encourage young people to join us.
	5.4.2 Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.
	5.4.3 Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future.

