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Overview and Scrutiny Committee

Monday, 21st September, 2020 at 5.30 pm
via Remote Video Link

Councillors:

Tony Bevis (Chairman)	
Brian Donnelly (Vice-Chairman)	
Roy Cornell	Roger Noel
Michael Croker	Josh Potts
Billy Greening	Jack Saheid
Frances Haigh	David Skipp
Nigel Jupp	Ian Stannard
Tim Lloyd	James Wright

You are summoned to the meeting to transact the following business

Glen Chipp
Chief Executive

Agenda

	Page No.
1. Apologies for absence To receive any apologies for absence.	
2. Minutes To approve as correct the minutes of the meeting held on 20 July 2020 <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 - 6
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 Statutory Scrutiny Officer	
5. Carbon Reduction Target and Action Plan To receive a report on the Council's carbon reduction target and action plan Cabinet report available here after 16 September 2020: here	7 - 20

- | | | |
|----|---|---------|
| 6. | Finance & Performance Report | 21 - 54 |
| | To receive a report on the Council's Finance and performance in 2020/21 | |
| 7. | Work Programme | 55 - 58 |
| | To receive and discuss the Work Programme | |
| 8. | Forward Plan | 59 - 64 |
| | To note the Forward Plan | |
| 9. | Urgent Business | |
| | Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances | |

Overview and Scrutiny Committee 20 JULY 2020

Present: Councillors: Tony Bevis (Chairman), Brian Donnelly (Vice-Chairman), Roy Cornell, Michael Croker, Billy Greening, Josh Potts, David Skipp, Ian Stannard and James Wright

Apologies: Councillors: Leonard Crosbie, Frances Haigh, Nigel Jupp, Tim Lloyd and Roger Noel

Absent: Councillor Jack Saheid

SO/12 MINUTES

The Minutes of the Meeting held on the 1st June 2020 were approved and signed as a correct record.

SO/13 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interests.

SO/14 ANNOUNCEMENTS

There were no announcements.

SO/15 A PRESENTATION ON THE COUNCIL'S WORK ON COVID-19 TO DATE

The Director of Community Services provided a short presentation on Community Response, Support Grants and the re-opening of town centres. This was only a fraction of the response work that had been undertaken by the Council. In general the response had been excellent.

With regard to the Community support model, he highlighted the following areas:

- The twenty seven hubs that had been set up around the District that had supported local communities. The Council had moved quickly with E-forms and support requests sent out on the 17th March, so were one of the first Councils in the County to be in a position to support residents and volunteers. Each hub had a co-ordinator and a HDC liaison officer. Everyone on the vulnerable group list had been contacted, and over 2000 calls were made to ensure the needs of this group were met.
- In the fourteen weeks, 1,647 volunteers had dealt with 4,360 requests for food support, with a similar number for medication support. Horsham Hub and Age UK had utilised a slightly different model from HDC, but both had been very active. A new model had been implemented by HDC at the start of July and calls were now going directly to Age UK

- The Community team were now discussing with Parish Councils and the Hubs what their emergency plans were should there be a second wave of the virus.

He went on to talk about the Business Support Grants and said:

- 2,277 grants had been verified and issued since the 7th April, totalling £28m. In terms of small businesses, 866 grants went to retail and hospitality businesses, and only one was waiting verification and six were under review. £870k of discretionary grants had been approved to the 16th June.
- Taxis and market traders had been given support as well as those with external costs. The scheme had been re-opened on the 6th July and would be run on a weekly basis until the money provided by the government had run out.
- There had been an impact on council tax and business rate collection, which were lower than in previous years. Recovery work was being focused on at this point.

He went on to talk about the High Street Safety Fund and said that the Council had been provided with £120k from the government's fund, and how this had been utilised.

In the ensuing discussion, the following points were made:

- That whilst there had been a great number of volunteers, it was not appropriate to say that there had been too many. There were a lot of community minded people in the District, and this had been of great help during the initial lock down period. The Community Development team were looking at how the Hubs could continue.
- That it was down to the local residents to utilise the pavements sensibly when social distancing.

SO/16 **MEDIUM TERM FINANCIAL STRATEGY**

The Chief Executive introduced the report and said that the 2020/21 Budget had been approved in February 2020 and near balanced budgets were projected through to 2023/24 on the assumption that business transformation continued and the Council generated further income to mitigate against cost pressures.

The impact of the COVID 19 pandemic was having a severe impact on residents, businesses and the Council itself. The immediate effect would result in a significant overspend in 2020/21, and much lower levels of income were anticipated in the future. The Council would have to fundamentally review, change or even close its services to ensure it had a balanced budget in the years to come. Without action this would result in a budget gap of up to £3m in 2021/22 and significant budget gaps through to 2023/24. The report was written in the context of unprecedented levels of uncertainty and provided a snapshot of

where finances were today. As the situation becomes clearer there would be further updates setting out a more developed response and containing plans to tackle the budget gaps, working towards setting a balanced 2021/22 budget in February 2021.

In the ensuing discussion, the following matters were raised:

- That any agreement with Places Leisure would be brought to Council, but authority to make the decision was sought to be delegated to the relevant portfolio holder and Director responsible. There was a standing three week approval period, provided by the operators of the centres, from getting funds before the leisure centres could open. The model for leisure centres had changed significantly since social distancing.
- That Members would have an opportunity to debate and vote on the matter at the next meeting of Council.

Resolved: That the report be noted.

SO/17 **KEY PERFORMANCE INDICATOR ANNUAL REPORT**

The Chief Executive introduced the report and said that it provided the Committee with information to help it carry out its role of monitoring the internal and external delivery of services. The report went up to and included March 2020, so there was only one week of COVID-19 impact in the figures.

An analysis of Key Performance Indicators showed that out of the 19 indicators with targets, 14 indicators had met or exceeded targets; 4 were close to target, and 3 missed the target. For those that record data only 9 made improvements on last year; 1 was the same or close to last year's figure and 4 showed as not performing as well. For those that had not made target work was continuing to make improvements, although the impact of COVID-19 would be seen going forward.

He went on to highlight the following indicators

- The number of calls abandoned, was at 5%, an ambitious target for any organisation, and the Council had attained 5.63%.
- The percentage of invoices paid on time was targeted at 95%, which was an ambitious target. In terms of paying utility bills, the percentage was artificially depressed, as any dispute over a bill across any of the councils sites meant that the KPI was impacted.
- The Business Rates: Rateable Value was not possible to control. There would be a change following COVID, as a number of businesses would go into administration.

In the ensuing discussion, the following issues were raised:

- That the number of fly tipping enforcement notices had come down year on year as a result of the council's publicity campaigns and enforcement measures. This had become a major problem in the district as a result of regular fly tippers. Whilst there had been fewer actions, they had been more targeted.

RESOLVED

That the report be noted.

SO/18 **OVERVIEW AND SCRUTINY ANNUAL REPORT**

The Chief Executive introduced the report, which provided a review of the work of the Overview and Scrutiny Committee during the municipal year 2019/20

Resolved: That the Committee note the Annual Report and refer it to be noted at Council.

SO/19 **UPDATE FROM TASK AND FINISH GROUPS**

Councillor Donnelly, as Chairman of the Off Street Parking Task and Finish Group, reported that it had been the intention of the Group to meet in July to finalise the report, but as a result of current circumstances, this had not yet happened. It was intended that a meeting would be convened shortly.

Councillor Skipp, as Chairman of the Health Task and Finish Group, reported that the impact of COVID-19 at the local level meant that it would be difficult to provide a report of any benefit to residents, so he suggested that it be put into abeyance. The Chairman concurred, and asked that mental health provision be included in the Group's remit, once it restarted.

Resolved: That the reports be noted.

SO/20 **WORK PROGRAMME**

The Chairman asked that Members of the Committee consider further Task and Finish Groups in order that they could be discussed at the next meeting of the Committee.

SO/21 **CABINET FORWARD PLAN**

The Forward Plan was noted.

The meeting closed at 7.16 pm having commenced at 5.30 pm

CHAIRMAN

HORSHAM DISTRICT COUNCIL

Carbon Reduction Target Setting and Action Plan Support

August 2020

Executive Summary

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Horsham
District
Council



Agenda Item 5

EXECUTIVE SUMMARY

CHAPTER OVERVIEWS

1 CONTEXT

Aim: Set the current context around climate change action in Horsham and the Green Recovery.

Key messages: There is a growing consensus, locally and nationally on the need for urgent action to avoid the dangerous impacts of climate change. The challenges being faced by Local Authorities as a result of COVID-19 may also present opportunities for a Green Recovery.

2 FOOTPRINT REVIEW

Aim: Identify key emission sources to target action and assess what emissions to include in the target.

Key messages: Completeness improvement opportunities have been identified. An issue in the procurement data was raised by officers which will be recalculated by the Council. An estimate of emissions from staff commuting has been added to allow calculation of savings from working from home.

Classification improvement opportunities have also been identified. The footprint was re-categorised in collaboration with officers to align more closely with areas of action e.g. emissions split by vehicle type.

This chapter also explored what emissions to include in the target and considerations for setting a Scope 3 target, including the level of influence the Council has over emission sources.

3 SETTING A TARGET

Aim: Assess the implications of different target setting methods and make an informed and evidence-based decision on the most suitable target.

Key messages: Three types of target setting approaches (overleaf) have been assessed and the implications of each evaluated in terms carbon impact, associated criteria and scope.

It is recommended that the Council show the highest level of ambition and strong leadership by setting a Carbon Neutral by 2030 target for its Scope 1 and 2 emissions. A separate Scope 3 target of Carbon Neutral by 2050 is recommended as these emissions are significant but more challenging to reduce.

4 ACTION PLANNING

Aim: Identify key actions necessary to reach the agreed target and use the cost benefit analysis to inform implementation.

Key messages: Carbon reduction opportunities have been grouped across four key sectors (transport & fleet, property, procurement, parks & countryside) and options for the 'gap-to-target' considered.

Costs need careful comparison, where many investments offer lifetime paybacks or are investments that may need to happen anyway at some point in time, where the consideration may be more around timing.

EXECUTIVE SUMMARY

EMISSIONS TARGET EVALUATION

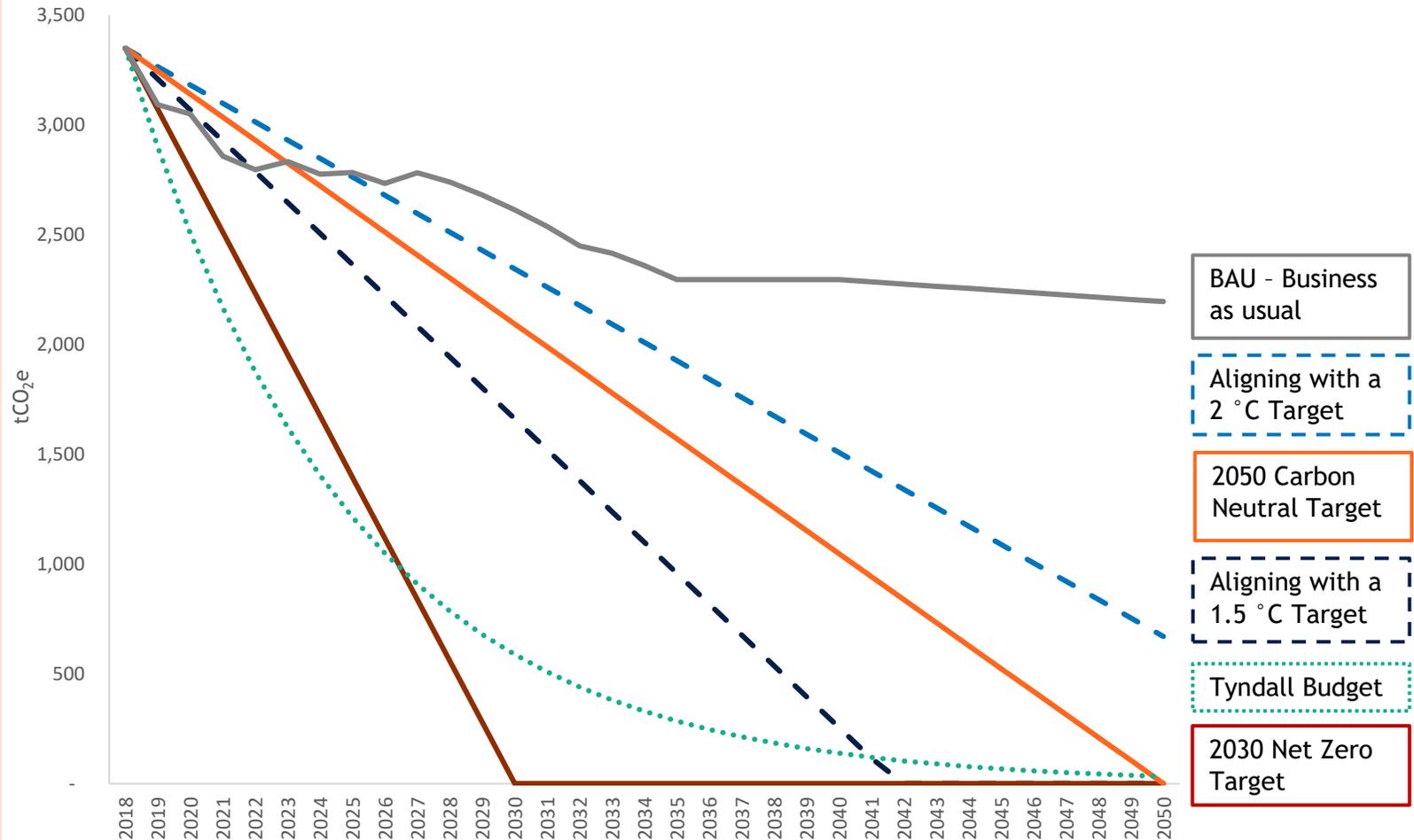
The UK is legally bound to reach Net Zero Emissions by 2050, and many local authorities are recognising the benefits of setting even more ambitious climate targets. Horsham District Council have publicly acknowledged their ambition to work towards a net zero carbon target, but not yet committed to action.

Method

We applied the 3 different target options available to assess the most appropriate course of action. These target types were:

- 1** **'Absolute' Net Zero: 2030, 2040 and 2050:** A target based on a goal of carbon neutrality by a set date. Popular with local authorities.
- 2** **Science Based Target Initiative (SBTi) - 1.5 °C and 2 °C:** Reduction pathways in line with the Paris Climate Agreement. Primarily aimed at businesses.
- 3** **Tyndall Budget:** Target method aimed at whole local authority areas, but scaled down to HDC as an organisation. Based on Horsham's fair contribution to Paris Agreement.

Analysis also includes a Business as Usual (BAU) scenario which reflects decarbonisation of the national grid only. We undertook a quantitative analysis of each option's "carbon budget", and give commentary around their criteria and scope.



EXECUTIVE SUMMARY

EMISSIONS TARGET EVALUATION

← Most Ambitious

→ Least Ambitious

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2030 Net Zero

Linear reductions to 2030



 100% reduction by 2030

 Aligned with county targets

 Not based on scientific pathway

21,762 tCO₂

2050 cumulative emissions

Tyndall Budget

Paris-aligned carbon budget



 Near zero at 2041

 Horsham's 'fair' contribution to Paris Agreement

 Aimed at district level

24,593 tCO₂

2050 cumulative emissions

1.5 °C

Science-based target



 100% reduction by 2042

 Based on science and Paris Agreement

 Aimed at private sector

41,542 tCO₂

2050 cumulative emissions

2050 Net Zero

Linear reductions to 2050



 100% reduction by 2050

 Aligned with national targets

 Other authorities choosing to be more ambitious

55,242 tCO₂

2050 cumulative emissions

Well below 2 °C

Science-based target



 80% reduction by 2050

 Based on science and Paris Agreement

 Aimed at private sector

66,290 tCO₂

2050 cumulative emissions

EXECUTIVE SUMMARY

EMISSIONS TARGET EVALUATION

Key considerations

Thinking in terms of budgets - It is useful when comparing targets to think in terms of carbon budgets or cumulative emissions. This is more important than the date of carbon neutrality because once emitted, carbon dioxide remains in the atmosphere for many decades, contributing to increasing the average global temperature. The carbon budget does not reset; it represents a fixed upper limit to emissions.

Considering the wider district - The report is focused on HDC's own organisational emissions as a starting point for encouraging further action in the district. The Council's carbon footprint accounts for approximately 2% of the District's carbon footprint. Therefore, the relationship to a district-wide target should be considered.

Recommendation

Anthesis recommends setting two targets, addressing your Scope 1&2 and your Scope 3 emissions separately.

- **Scope 1&2: Apply the Carbon Neutral by 2030 target**
Opting for the most ambitious target signals a desire to lead. This approach also has the benefit of allowing for some contingency against the science if this is not met and brings HDC in line with West Sussex County Council's ambitions. Setting a highly ambitious target accelerates and maximises many financial and reputational benefits, and positions HDC well for any future increases to the level of ambition required driven either by HDC, or global factors.
- **Scope 3: Set a Carbon Neutral by 2050 target**
Scope 3 emissions make up a significant proportion of the council's footprint however they are more difficult to reduce as they are not within the council's direct control. Therefore, it is recommended that HDC set a separate Scope 3 target and at a minimum this should be in line with the national target of carbon neutral by 2050. Setting a Scope 3 target offers many benefits both in your value chain and in the wider district.
 - **Focus on Procurement and Leased Buildings** - It is recommended that there is a focus on reducing emissions associated with Procurement and Leased Buildings as these are within stronger influence and make up a significant proportion of the Scope 3 footprint. This is in line with SBTi guidelines to focus on a significant part of your Scope 3 emissions that you are best positioned to influence.

Key Next Steps

The council should look to formally approve the target, before engaging the public through an awareness campaign.

Our Climate Action Plan highlights carbon reduction opportunities available in achieving the target, and will help in prioritising actions.

HDC may wish to explore improved data management protocols particularly around your Scope 3 emissions, to improve confidence in reporting and monitoring against the target. However, we do not believe that this will substantially impact the target choice or proposed rationale.

EXECUTIVE SUMMARY

ACTION PLANNING

Results

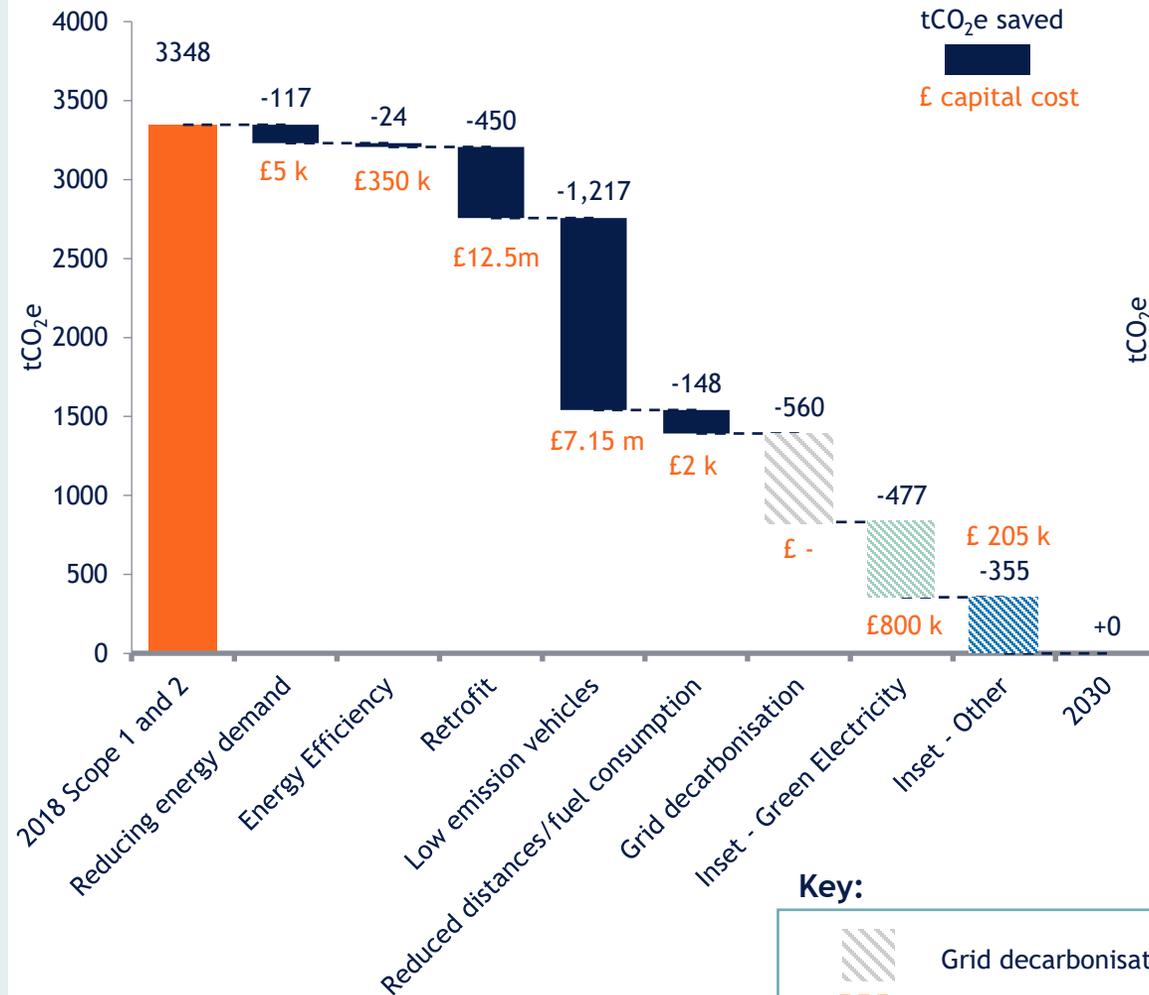
Our analysis reviewed carbon reduction opportunities grouped across four sectors (see pg. 8 onwards). We provided estimates of carbon reduction and costs where appropriate. These estimates are based on proxies and should be used only to provide an idea of the magnitude of cost or saving, and should not be viewed as an investment grade cost-benefit analysis. It is recommended HDC should perform more robust estimates.

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In Scope 1 & 2, council led actions have the potential to reduce HDC emissions by 58%, with the biggest reduction achieved through switching to low emission vehicles. The residual emissions, after grid decarbonisation, are 832tCO₂e. This “gap to target” could be addressed through green electricity generation and other insetting based activities.

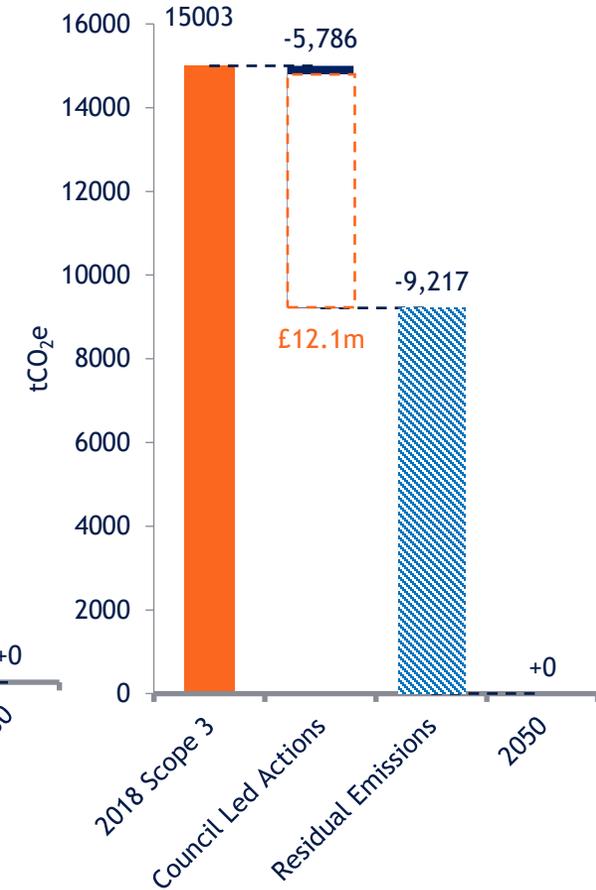
In Scope 3, where we advise a 2050 target, council led reductions could achieve a 36% reduction, the vast majority of which comes from sustainable procurement. The residual emissions are significant, illustrating the need for offsetting or Authority Based Insetting.

Figure 1: Aggregation of the various council-led carbon savings relevant to Scope 1&2, with associated cost estimates.



*Please note these categories do not directly reflect each priority as this includes only actions that impact Scope 1 and 2.

Figure 2: As in Figure 1, for Scope 3



Key:

- Grid decarbonisation
- Sustainable Procurement
- Residual emissions

EXECUTIVE SUMMARY

ACTION PLANNING

“The difference in cost between targets is less about absolute cost and scale of investment, and more about timing and when the investment is made”

How to think about costs

Cost considerations are a natural priority when making a climate commitment. Targets with the same end point in theory require the same level of investment. This implies that the difference between targets is less about absolute cost and scale of capital investment, and more about the timing and when the investment is made. However, there are a few other cost impacts that in reality, may apply (see below). Who pays is also considered in the full report.

There are benefits in moving sooner:

There may also be associated ‘costs of inaction’ in delaying action.

For example:

- Health and economic impacts and co-benefits can be realised earlier
- Costs of retrofitting are more expensive than building properties lower-carbon first time. The [Committee on Climate Change](#) estimates this could be 5-times more.
- Lower operational costs of buildings will pay-back sooner, especially if energy prices increase or you were going to replace certain assets anyway at some point in the future.
- You are less likely to incur costs associated with climate change and more frequent extreme weather events, if you play your full part to keep within the recommended carbon budget.
- Your role as a leader may inspire other organisations and help to stimulate the market, allowing future economies of scale to be realised by others, along with the other benefits above.

However, there may also be additional costs:

These may be linked to subsequent economies of scale being generated as demand for low carbon technology and services increases.

For example:

- Manufacturing costs *may* fall as production of low carbon technology is scaled up
- Supply of skilled labour *may* become more accessible and greater over time
- Marginal technology efficiency improvements *may* continue over time too (but no ‘silver bullet’ or transformational change in low carbon technology is anticipated in the next 5-10 years)

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Higher

Certainty

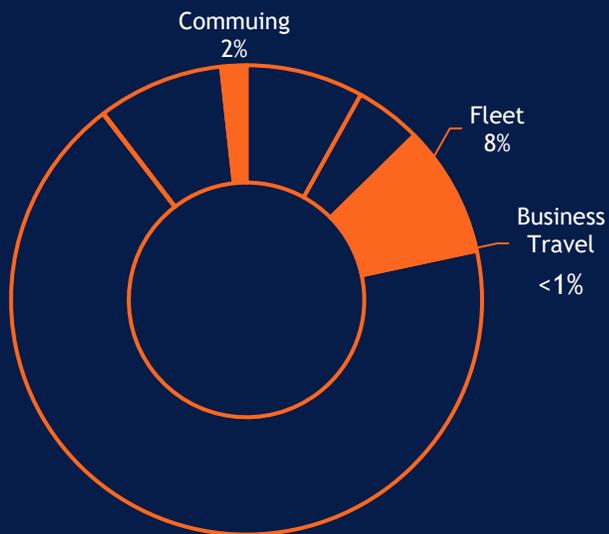
Lower

EXECUTIVE SUMMARY

ACTION PLANNING

TRANSPORTATION & FLEET

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Total 2018/19 footprint with emissions from Transport and Fleet highlighted.

11% of total footprint

63% of Scope 1 emissions

Priority 1: Demand reduction

Reduce car journeys by employees by reducing the distance travelled/fuel consumption and encouraging alternative modes of transport.

Actions	Description
Route Optimisation for Refuse Collection Vehicles (RCVs)	Explore route optimisation software and monitoring for reducing mileage of refuse collection vehicles and the number of vehicles.
Eco-training for drivers	Equip any drivers of council vehicles with the necessary knowledge to more appropriately plan journeys to help make driving more efficient and reduce fuel consumption.
Working from Home assessment	Conduct travel survey of staff to calculate footprint to inform working from home policies. It is necessary to assess this given that the carbon savings achieved through reducing travel may not be balanced by the additional energy required to heat homes.
Greener commuting	Encourage active travel or public transport for commuting through offering incentives and providing facilities to support this.
Reducing overall business travel and encouraging active travel modes for necessary business travel	Encourage active travel or public transport for business travel through offering incentives and providing facilities to support this.

Priority 2: Alternative Fuels

Switch to alternative low carbon vehicles and fuel for council fleet.

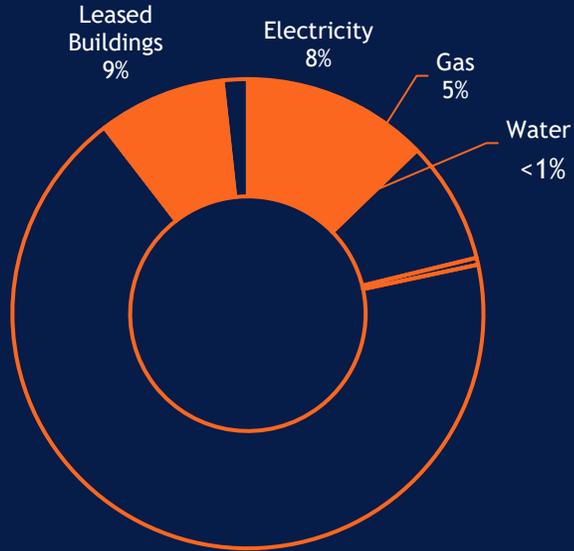
Actions	Description
Increase EV charging infrastructure	Continue to work with West Sussex CC to co-ordinate installation of charge points in the district as well as onsite charge points.
Trial low carbon Large Goods Vehicles (LGVs)	Ultimately, HDC should aim for zero carbon HGVs, however there is yet to be an established alternative. Therefore, HDC should seek funding to trial low carbon LGVs/HGVs and alternative fuels, with the long term goal to switch all LGVs. Estimates provided are based on switching to electric RCVs.
Switch to EV cars/vans	Switch 100% of car/van fleet to electric vehicles when undergoing fleet replacement.

EXECUTIVE SUMMARY

ACTION PLANNING

PROPERTY

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Total 2018/19 footprint with emissions from Property highlighted.

21% of total footprint

63% of Scope 1 and 2 emissions

12% of Scope 3 emissions

Priority 1: Behaviour Change

Reducing energy demand based on how the buildings are used.

Actions	Description
Better report & feedback on energy consumption	Report on carbon emissions from buildings annually and feedback to staff.
Mandate consumption data from tenants	Work with tenants to gather carbon footprint or energy consumption data. In order to assess any progress made by tenants, data needs to be provided. The current method for estimation is based on typical consumptions per building type so will not reflect reductions achieved or support investment cases.
Raise staff awareness through carbon literacy training	Raise awareness of energy demand reduction activities amongst staff through a campaign and training.
Guidance for tenants	Produce guidance for tenants on energy efficiency (technology and behaviour change) and renewable energy supply.
Decommission buildings	If there is a long-term behavioural shift of staff to working from home then the council could explore decommissioning buildings. However, it is important that these emissions are not just passed onto the others in the district and it is encouraged that decommissioned buildings are sold for redevelopment.

Priority 2: Energy Efficiency

Reduce energy demand from council properties through improving building fabric and installing energy efficient appliances.

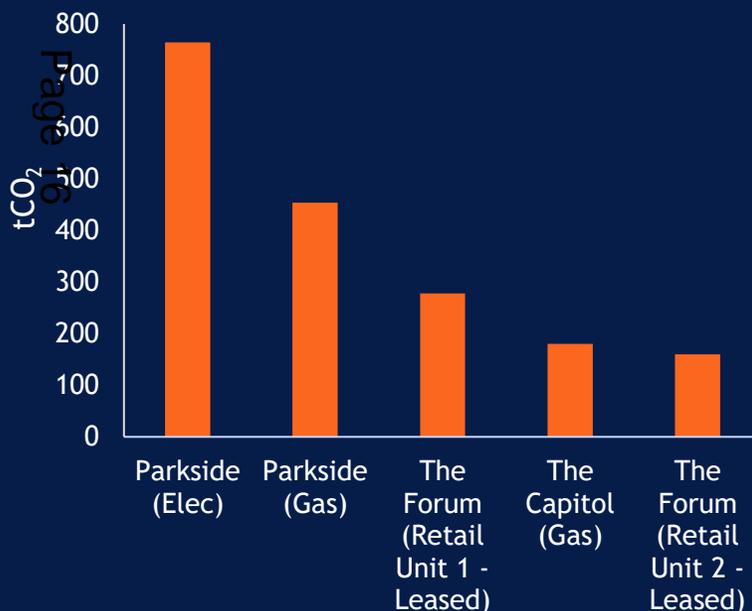
Actions	Description
Embed carbon into asset management strategy	Integrate low-carbon retrofit into maintenance cycles and ensure carbon impact is considered in the operation of buildings. This will highlight opportunities where assets are to be replaced anyway, and costs for low-carbon substitution are therefore more marginal and more easily justified.
Lobby national government	Lobby national government to increase the standards of building regulations and energy efficiency.
Retrofit owned buildings	Retrofit own-building stock to increase efficiency by upgrading insulation and heating systems.

EXECUTIVE SUMMARY

ACTION PLANNING

PROPERTY CONTINUED

Top 5 property emission sources (all scopes)



Priority 2: Energy Efficiency

Actions	Description
Energy saving technologies	Ensuring that lights and appliances used in council buildings are the most energy efficient option.
Energy saving technologies	For public lighting on streets and in car parks, the council should ensure they are operating at maximum energy efficiency.
Retrofit properties let out when tenancies end	Seek opportunities when properties are vacant to retrofit/improve energy efficiency.

Priority 3: Green Energy

Any remaining supply after demand reductions have been implemented should be supplied with green energy.

Actions	Description
Increase renewable energy supply	Consider generating own low carbon energy supply with renewables e.g. solar

Priority 4: New Properties

Ensure that any new property built or bought into the portfolio meeting the highest green building standards. This is key for limiting the increase in the councils footprint with growth of the property portfolio.

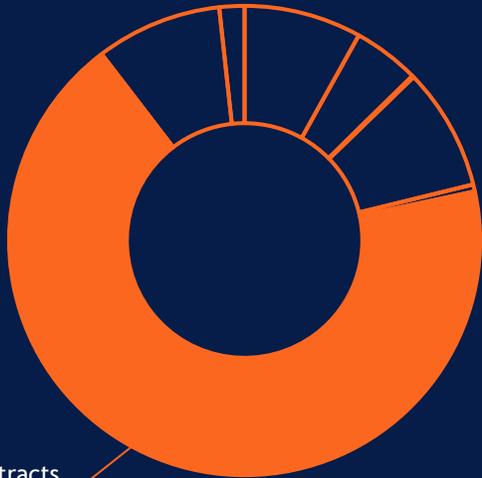
Actions	Description
Lobby national government	Lobby national government to increase the standards for new properties in terms of energy efficiency. This is not intended to serve as a substitute for progressing other actions.
High green building standards for new properties	If Council were to develop new property ensure it is designed in line with the highest green building and energy performance standards e.g. LEED or BREEAM. AECB and PassivHaus standards for residential property

EXECUTIVE SUMMARY

ACTION PLANNING

PROCUREMENT & CONTRACTS

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Total 2018/19 footprint with emissions from Procurement highlighted.

68% of total footprint

83% of Scope 3 emissions

Priority 1: Sustainable Procurement

Drive carbon reductions from contractors and suppliers through implementing sustainable procurement policies and processes

Actions	Description
Effective contract management	Encourage more effective contract management and monitor contracts commitments to hold suppliers to account. This is essential in ensuring commitments made on sustainability criteria are delivered.
Better supplier data and reporting	Collection of more detailed data on suppliers and requirement for suppliers to report their carbon footprint back to the council. This is necessary to monitor if progress is made. Methods currently rely on a carbon footprint per £ spent which will not reflect reductions.
Increased weighting of social value	Consider increasing the weighting of social value in criteria to ensure that sustainability has a greater influence in evaluation.
Sustainable procurement policy	Introduce a sustainable procurement policy or charter.
Supplier requirements	Require suppliers to set SBTs/have a climate strategy or target.

EXECUTIVE SUMMARY

ACTION PLANNING

PARKS & COUNTRYSIDE

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HDC owns and manages approximately 400 hectares of green space

Following the Greenhouse Gas Protocol, the carbon footprint of HDC's operations does not account for the impact of the district's Parks and Countryside on the wider footprint.

It is important to consider HDC's natural capital for its potential to 'offset'. It is recommended that HDC prioritise offsetting that is within the boundary and that maximises co-benefits e.g. natural capital also benefits water quality, biodiversity, recreation, water flow and flood mitigation.

Priority 1: Sequestration Mapping

Carry out mapping to identify existing natural capital stock, opportunities to enhance it and offsetting requirements.

Actions	Description
Assessment of carbon sequestration of current land and identify opportunities to increase sequestration	Review existing data on land-use in the district to identify opportunities for carbon sequestration through nature-based climate solutions. Sequestration opportunities could take the form of tree and hedgerow planting, or restoration of ecosystems including wetlands, peatland, grasslands, pasture, and soils. Mapping of the district as a whole would also be beneficial for a wider offsetting strategy.

Priority 2: Protect and Enhance

Deliver the protection and enhancement opportunities identified in the mapping exercise.

Actions	Description
Develop an offsetting strategy	Define the principles and priorities the council wishes to follow when approaching offsetting to achieve carbon neutrality e.g. certified status, out-of-boundary initiatives and insetting potential.
Impose more ambitious carbon requirements on land being considered for development	Explore potential opportunities through the planning system and local plan for either 1) acquiring land or 2) requiring developers to better manage land that is subject or adjacent to development.
Integration of low-carbon agenda with Wilder Horsham District	Wilder Horsham District is a five-year partnership between Sussex Wildlife Trust and HDC that aims to help wildlife thrive. The primary aim is not related to carbon but there is overlap in protecting natural capital and engagement with land owners.
Explore opportunities to transfer ownership to wildlife trust	By transferring ownership it may increase the capacity of staff to develop nature based solutions.
Protect current natural capital stock	A key part of natural capital action is protecting the current stock from degradation.
Heathland restoration	Continuing to restore and protect heathland in the region which is an important carbon sink.
Increase natural capital stock	Increase tree and hedgerow planting and green infrastructure on existing land or acquired land to offset residual emissions.

EXECUTIVE SUMMARY

ACTION PLANNING

Key Next steps

HDC should review the action plan internally, allocating stakeholders to ensure accountability. Where possible, demand reduction and decarbonisation should be prioritised over offsetting. When considering costs, the council should develop more robust costings and funding options.

The table summarises the annual reductions in carbon emissions and the cost associated with each priority action (not including enabling actions). The carbon savings have been presented for the 2030 target date. Where a quantitative estimate of a cost was not available, a qualitative description has been provided.

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Sector	Action Group	Annual tCO ₂ Saving	Capital Costs	Operational/ Revenue Costs	Time & Resource (FTE)	Savings/Payback	Notes
Transport	Priority 1	310	£2,000	£2,000	2-3 months	Reduced fuel costs	Includes some installation of bike facilities.
	Priority 2	1,217	£7,150,000	Electricity cost, repairs	0	£5,315,000 (lifetime fuel savings and tax)	Carbon savings based on switching RCVs and cars/vans to electric. Cost - based on additional costs and savings for electric vehicles (over diesel/petrol). Does not include renewable electricity generation.
	<i>Sub Total</i>	1,527	£7,152,000	£2,000	2-3 months		
Property	Priority 1	137	£0	£5,000	0.5 FTE	Reduced energy bills	Based on carbon literacy training.
	Priority 2	612	£24,950,000	Energy bills, maintenance	1 FTE	Reduced energy bills	Based on residential retrofit to energiesprong standard. Non-domestic saving takes the lower estimate and costs are based on HDC scaling of a previous audit.
	Priority 3	1,063	£800,000	Energy bills, maintenance	0	Revenue generation	Based on 1MW heat pump but other options are available. This is not based on an assessment of required capacity.
	Priority 4	N/A		N/A	N/A	N/A	Not included in savings as it is based on limiting increases in emissions
	<i>Sub Total</i>	1,812	£25,750,000	£5,000	1.5 FTE		
Parks & Countryside	Priority 1 & 2	355	£205,000	Maintenance	1 FTE		Based on tree planting to offset residual emissions, does not consider existing stock.
Procurement	Priority 1	5381	£0	£0	0		Sustainable Procurement Policy is assumed to incorporate carbon reduction targets already being addressed through an SBT.
Total		9,075	£33,107,000	£7,000	2.5 FTE		

Disclaimer

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Report to Overview and Scrutiny Committee

Date of meeting 21 Sept 2020

By Director of Corporate Resources

INFORMATION REPORT

Not exempt



REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2020/21

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 first quarter include:

Green agenda – good progress is being made on all four Corporate Plan priority activities: A carbon audit has been undertaken to understand the Council's current carbon footprint and work is progressing on an action plan and target to the Council becoming a carbon neutral organisation. A project brief is being drawn up to understand pathways for the District to become carbon neutral. Working with Sussex Wildlife on the Wilder Horsham project, a Landowner Advisor post and part-time Community Support Officer post have been appointed, meaning that meaningful engagement with landowners, groups and Parish Councils can commence.

Local Plan – following the Reg 18 consultation, an initial report is available on the website, and work is now progressing towards the November Reg 19 publication date. The Planning White Paper's implications for HDC are being considered.

Highwood Community Centre – A community asset study is due to commence and a further option is also being considered.

Warnham Discovery Hub – the Discovery Hub building is due to be completed at the end September, landscaping works will be carried out subject to bird nesting season.

Oakhurst Business Park Units -this expected to complete end Sept 20. On completion the properties will be let and an income return of c8% is forecast.

The financial performance is forecast at Month 4 of the 2020/21 financial year. Officers currently forecast a year-end revenue deficit of £5.6m.

Income remains significantly affected by the impact of Covid-19, with parking being particularly affected. This together with the contractual expenditure obligations in leisure services make up around three quarters of the forecast overspend. Officers across the Council are working through general service actions to limit expenditure to improve the position before the year-end, including revisiting all expenditure and income items within the budget and forecast. Work has also commenced on the restructure of some services to bring forward longer term efficiencies, most notably at the Capitol and Museum.

Capital expenditure at Month 4 was £1.3m (16%) of the £8.5m capital programme, which was reduced in size in July 2020 to focus on essential projects and those with a financial return. By comparison, spend on capital was £3.65m (17%) of the £21.2m programme at same period in 2019/20. An outturn of £7.9m or 93% is forecast by officers. Officers are generally over-optimistic on delivery of the capital programme during the year. The impact of Covid-19 continues to subdue some capital expenditure.

An analysis of performance indicators shows 62% within target and 9.5% close to target, and 28.5% below target. The impact of Covid 19 can be seen in a number of those KPIs where targets have not been met, especially those related to Leisure and Culture and Parking.

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, Corporate Director of Resources. 01403 215302

Background Papers:

[Appendix A: Key Performance Indicators Q1](#)

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Budget Monitoring and Forecast Outturn – April to July 2020

Highlight report – 25 August 2020

Monthly Summary:

The outturn forecast has increased from last month by £0.8m to a total of £5.6m, due to the ongoing impact of Covid-19. The Leisure services forecast overspend has increased to £2.5m, reflecting the contractual arrangements with Places Leisure during the period of closure and re-opening of the leisure centres. Parking visits are increasing, although people are generally staying shorter periods. Parking income has been revised down by £52k, bringing the total shortfall in this area to £2.17m. General service savings of £415k across other areas of the Council have been identified and are being actioned.

Revenue Outturn Forecast:

Outturn Forecast	£000s
Chief Executive	(22)
Resources	2,196
Community and Culture	2,639
Place	788
Total overspend / (surplus)	5,601

Income and Expenditure (exc Benefits)

Net spend for the period was £2.7m or 26% of the annual budget and £800k higher than for the same period last year.

Gross spend was below the 2019/20 equivalent level by £0.7m and is 31% of the annual budget. Staffing savings (including casuals, agency and overtime) are currently approx £345k at M4.

Gross income however is £1.5m lower to M4 this year. By M4 last year, 40% of the annual income budget had been achieved. This year the equivalent percentage is 33%. Positively at least, garden waste income is £55k ahead of budget, probably caused by increased gardening activity during lockdown and the household waste site being shut and lengthy queues upon re-opening.

Monitoring Compliance: 97%

No budget monitoring or forecasting was received from one budget holder.

Capital Expenditure:

Spend to date of £1.33m (16%). The capital budget was reduced to £8.5m by Council on 23 July 2020 to focus on essential spend and assets that generate a return. Spend is lagging as the pandemic subdues progress and therefore spending.

Capital Outturn Forecast:

Budget holders are optimistically forecasting a full year spend approaching budget at £7.9m (93%).

Many projects will have to show accelerated spend in the latter half of the year to achieve this forecast; particularly the major programme items of Housing Enabling Grants (£1.2m), Highwood community centre (£0.5m) and the Disability Facility Grants (£1.25m).

Past experience indicates the forecast spend tends to decline as the year progresses and plans are delayed. The pandemic is likely to only exacerbate this.

The future

Offsetting this operational forecast overspend, £1.6m of 'expenditure' Government grant has been received. Some funding from the imminent 'income loss' compensation scheme is though expected.

Actions are also being taken to reduce ongoing costs across the Council. A large proportion of the Council's costs are staffing related, which may result in some redundancies. This will incur redundancy costs and in some cases, pension strain costs if employees are over 55 years old.

This is highly likely to exceed the corporate provision for redundancy of £250k. This has not been forecast, as the number of employees who might be affected and the size of any redundancy payments including pension costs are not known at this point.

Support for both businesses and residents during Covid-19 has lowered the collection of Business Rates and Council-tax. Business rate collection is 6.9% (£1.86m) behind the budgeted projection at M4. Council tax collection is 0.6% (£0.7m) behind the budgeted projection. The Council's risk is limited to the percentage share of any Collection Fund deficit.

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2020-21 Revenue Outturn : 1 April 2020 to 31 July 2020

Service area.	Table in '£000	Spend	Annual Budget	Spend % Budget	Income	Annual Budget	Income % Budget	Net Spend	Dept forecast	Corporate property Forecast	Forecast Over / (under) Spend	Comments. Variances over £50k	Prior Period Forecast	Change from M3
LEISURE SERVICES		119	662	18%	(313)	(978)	32%	(194)	2,522	0	2,522	£2.4m contractual closure and re-opening costs with Places Leisure. [Amounts are within Sport England framework and in common with other authorities]. Staff savings £22k, other items £137k overspend.	1,364	1,158
PARKING SERVICES		726	2,196	33%	(679)	(5,427)	13%	47	2,219	(51)	2,168	£2,235k reduction in income, £16k reduction in payments transaction costs	2,116	52
INVESTMENT PROPERTIES		273	393	70%	(2,099)	(4,239)	50%	(1,826)	498	(2)	496	Rent voids. Read in conjunction with Operational Properties line below.	496	(0)
OPERATIONAL PROPERTIES		249	1,030	24%	(105)	6	-1877%	144	(204)	12	(192)	Removal of the rent void contingency on commercial and domestic properties of £157k as rent voids are now forecast against individual properties.	(192)	0
DEVELOPMENT		640	1,947	33%	(336)	(1,950)	17%	305	495	0	495	Reduction in income £510k, savings on consultancy £10k and staffing costs £5k.	495	0
CAPITOL		379	2,236	17%	(156)	(2,014)	8%	223	460	(62)	398	Net loss of productions income £445k, reduction in room hire £149k, net loss on bar and shop £170k, net film income down £157k. Staff savings (excluding redundancy costs) £284k, additional grant income £76k and savings £126k.	407	(9)
HOUSING		625	1,597	39%	(758)	(1,404)	54%	(133)	221	(28)	194	Reduction in rent £161k, additional grants received £40k. Board and lodgings charges up £128k, savings £20k	202	(8)
FINANCE CORPORATE		466	869	54%	(161)	(916)	18%	305	185	0	185	Based on Arlingclose estimated fall in dividends and reduced interest rates. Slight improvement over M3 forecast as dividends hold up slightly better.	193	(8)
BUILDING CONTROL		257	848	30%	(211)	(871)	24%	47	50	0	50	50% income for 2 months, 90% for remainder of year, salary saving on vacancy £20k	50	0
TECHNOLOGY		863	2,001	43%	(4)	(83)	5%	859	40	0	40	Includes COVID-19 IT office and home equipment and Zoom Licenses.	30	10
COMMUNITY SAFETY		277	886	31%	(49)	(496)	10%	228	32	0	32	Reduction in PCC contribution, adjustment to Parish Contribution	38	(6)
ECONOMIC DEVELOPMENT		504	601	84%	(53)	(68)	79%	450	38	(14)	24	Reduction in income £39k, savings £5k	24	(0)
HEALTH AND WELLBEING		101	339	30%	(131)	(375)	35%	(30)	19	0	19	Not taking income from reserves (£25k) £18k extra spend to come from add grant - not forecast. Savings on tutor hire/casual staff.	19	(0)
PROPERTIES & FACILITIES		231	557	42%	(1)	(19)	4%	231	5	0	5		5	0
REVS & BENS ADMIN		11	1,114	1%	(460)	(462)	100%	(449)	2	0	2	New burdens funding received to meet current known additional costs	82	(80)
BENEFIT PAYMENTS		7,754	28,950	27%	(7,805)	(28,900)	27%	(51)	0	0	0		0	0
COMMUNITY DEVELOPMENT		190	504	38%	(5)	(31)	17%	185	0	0	0		0	0
FINANCE ACCOUNTANCY		268	812	33%	5	(13)	-42%	274	0	0	0		0	0
PARKS & COUNTRYSIDE SERVICES		381	1,455	26%	(102)	(466)	22%	279	37	(39)	(2)		(3)	1
PERFORMANCE AND PROJECT ASSURANCE		64	349	18%	0	(84)	0%	64	(3)	0	(3)		(3)	0
CORPORATE MANAGEMENT		359	1,208	30%	16	(26)	-63%	375	0	0	0		0	0
ENVIRONMENTAL SERVICES/LICENSING		420	1,326	32%	(193)	(640)	30%	226	(17)	0	(17)	Additional burial expenses, reduction in income, small amount of additional equipment, all COVID-19 related. Staffing savings £40k	(17)	0

2020-21 Revenue Outturn : 1 April 2020 to 31 July 2020

Service area.	Table in '£000	Spend	Annual Budget	Spend % Budget	Income	Annual Budget	Income % Budget	Net Spend	Dept forecast	Corporate property Forecast	Forecast Over / (under) Spend	Comments. Variances over £50k	Prior Period Forecast	Change from M3
COMMUNICATIONS		157	487	32%	(5)	(10)	50%	152	(22)	0	(22)	Cancellation of residents survey	(22)	(0)
LEGAL & DEMOCRATIC		424	1,335	32%	(26)	(86)	31%	398	(24)	0	(24)	Additional grant and efficiency savings in electoral services £22k. Staffing costs (including Locum) forecast over budget by £36k. Other efficiency savings of £27k. Democratic services staff savings £11k	15	(39)
SPATIAL PLANNING		357	1,264	28%	6	(106)	-5%	363	(73)	0	(73)	Evidence base for studies will require updating due to COVID-19 additional £30k. C-19 has led to Local plan delay savings of £15k. Staffing savings £77k. Counsel fee saving of £10k	(62)	(11)
MUSEUMS		69	305	23%	(0)	(44)	1%	69	(47)	(20)	(67)	Net income down £19k, Staffing savings £51k (excl redundancy), other savings £14k.	(30)	(37)
HUMAN RESOURCES & ORG DEVELOPMENT		167	524	32%	0	0	0%	167	(59)	0	(59)	Staff savings	(38)	(21)
LEISURE & CULTURE		35	204	17%	0	0	0%	35	(98)	0	(98)	Year of culture - full year saving £98k	(49)	(49)
STREET SCENE & FLEET		726	2,661	27%	(19)	(63)	30%	708	(109)	0	(109)	Staff savings £48k, fuel £33k (lower price) and repair and equipment £43k	(89)	(20)
CUSTOMER SERVICES		121	523	23%	(1)	(37)	1%	121	(113)	0	(113)	Staffing savings £100k including agency, New queuing system on hold £12k	(113)	(0)
WASTE & RECYCLING		1,349	4,579	29%	(2,276)	(3,429)	66%	(926)	(250)	0	(250)	Other household collections net overspend £12k. Staffing savings £71k, garden waste income up £55k, Business waste income down £83k but disposal costs savings of £194k	(113)	(137)
Grand Total		18,564	63,759		(15,920)	(53,231)		2,643	5,804	(202)	5,601		4,806	796

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APPENDIX C - Capital expenditure in 2020/21

Capital projects categories	Detailed Description	Period 4 Ytd	Budget	% of Budget	Spend (more) / less than Budget
Broadbridge Heath Leisure Centre - new build BBHLC-NEW BUILD		0	200,000	0%	200,000
Other Community and Culture projects	HORSHAM PARK POND IMPROVEMENTS	866	42,834	2%	41,968
Other Community and Culture projects	WARNHAM NATURE RESERVE IMPROVEMENTS	87,556	479,864	18%	392,308
Other Community and Culture projects	RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	12,500	0%	12,500
Other Community and Culture projects	BLUEBELL PARK ADVENTURE TRAIL	0	15,000	0%	15,000
Other Community and Culture projects	HORSHAM PARK PLAY AREA IMPROVEMENTS	0	77,828	0%	77,828
Other Community and Culture projects	CAPITOL CINEMA - PROJECTOR	92,039	95,000	97%	2,962
Other Community and Culture projects	BOARDWALK REPLACEMENTS - S'WATER C PARK & L'POOL WOODS	14,300	24,162	59%	9,862
Other Community and Culture projects	BILLINGSHURST BYPASS REC PATH IMPROVEMENTS - NORTH PHASE1	0	45,000	0%	45,000
Other Community and Culture projects	HORSHAM PARK - NEW RUBBISH BINS	5,155	7,795	66%	2,640
Other Community and Culture projects	PLAY SITE IMPROVEMENTS	550	2,397	23%	1,847
Other Community and Culture projects	PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	26,173	0%	26,173
		200,465	828,553	24%	628,088
Vehicle Fleet	VEHICLES - NEW	23,125	400,000	6%	376,875
Economic Development initiatives	HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	25,000
Grants - Environmental health	96 ACT-DISABLED FACILITY GRANT	179,009	1,250,000	14%	1,070,991
Grants - Environmental health	ACT-HOME REPAIR ASSIST. GRANT	6,250	60,000	10%	53,750
		185,259	1,310,000	14%	1,124,741
Housing enabling grants	HOUSING ENABLING GRANTS	3,690	1,169,000	0%	1,165,310
Housing enabling grants	LOANS - PROPERTY DEV CO	0	340,000	0%	340,000
Housing enabling grants	EQUITY FUNDING - PROPERTY DEV CO	60,000	360,000	17%	300,000
		63,690	1,869,000	3%	1,805,310
Car Parks Fabric and Equipment	PIRIES PLACE CARPARK	80,258	50,000	161%	(30,258)
Car Parks Fabric and Equipment	PIRIES PLACE CAR PARK LIFT	0	74,798	0%	74,798
Car Parks Fabric and Equipment	SWAN WALK & FORUM CAR PARK IMPROVEMENTS	0	50,000	0%	50,000
Car Parks Fabric and Equipment	PARKING CCTV	568	30,000	2%	29,432
Car Parks Fabric and Equipment	PAY & DISPLAY MACHINES	0	3,500	0%	3,500
Car Parks Fabric and Equipment	RURAL CAR PARK - HENFIELD (LIBRARY)	0	180,000	0%	180,000
Car Parks Fabric and Equipment	WELCOME ZONES IN MULTI-STOREY CAR PARKS	0	50,000	0%	50,000
Car Parks Fabric and Equipment	BILLINGSHURST SIX BELLS & LIBRARY - RURAL CP IMPROVEMENTS	0	163,850	0%	163,850
		80,826	602,148	13%	521,322
Strategic Planning projects	ALBION WAY CONNECTIVITY - WORTHING ROAD	0	100,000	0%	100,000
Strategic Planning projects	LOCAL CYCLING AND WALKING INFRASTRUCTURE	2,543	30,000	8%	27,457
Strategic Planning projects	ALLOCATIONS FOR DEVELOPMENT IN HDPF	0	150,000	0%	150,000
Strategic Planning projects	PUBLIC REALM PROJECTS - TOWN CENTRE VISION	15,000	135,000	11%	120,000
		17,543	415,000	4%	397,457
Oakhurst Business Park	LAND AT OAKHURST BUSINESS PARK - PHASE 4	747,220	1,400,000	0%	0
Miscellaneous properties spend	CORPORATE PROVISION - ASSET ENHANCEMENT	6,404	100,000	6%	93,596
Miscellaneous properties spend	COMMERCIAL ESTATES - GENERAL	0	100,000	0%	100,000
Miscellaneous properties spend	FORUM PIAZZA AND FOUNTAIN UPGRADE	0	150,000	0%	150,000
Miscellaneous properties spend	MILLSTREAM EXTENSION	1,873	350,000	1%	348,127
Miscellaneous properties spend	TEMP AT ROWAN DRIVE GARAGES and PEARY CLOSE	0	75,874	0%	75,874
Miscellaneous properties spend	BILLINGSHURST CAR PARK DEVELOPMENT	0	6,577	0%	6,577
Miscellaneous properties spend	PAVILIONS LEGACY	0	48,718	0%	48,718
Miscellaneous properties spend	PARK HOUSE, HORSHAM	0	107,310	0%	107,310
Miscellaneous properties spend	PARKSIDE FLOOR PLATE IMPROVEMENTS	1,298	1,784	73%	486
Miscellaneous properties spend	HIGHWOOD COMMUNITY CENTRE	0	500,000	0%	500,000
		9,575.40	1,440,263.00	1%	1,430,687.60
		1,327,704	8,489,964	16%	6,509,480

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2020/21 Quarter 1 Key Performance Indicators Report



DRAFT

33 KPI's

21 with a target

12 data only

Of the 21 KPI's with a target:

62% (13/21) 9.5% (2/21) 28.5% (6/21)

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KEY:

Volumetric Indicators



Volumetric indicator – more cases



volumetric indicator – fewer cases

Performance against target indicators



Improved over previous year



worsened over previous year

= no change/not comparable

N/A not applicable/not collected

Note: The Quarter 1 performance is compared to previous year's Quarter 1 performance and not the target figure

SLT Monitoring Report Q1 2020 2021

Generated on: 27 August 2020

Code	Short Name	Q1 2019/20	Q1 2020/21			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	11,394	10,807		 	
CS03	Less than 5% of incoming calls abandoned	6%	11.35%	5%	 	An increase of calls abandoned occurred during the COVID-19 lockdown. This was because there was an initial increase in calls at a time when our telephone system did not allow working from home and several team members were shielded or COVID-vulnerable and could not attend the office. In August we moved to a telephone system that does allow home working
FS07	% of invoices paid on time	86.90%	90.10%	95.00%	 	
FS09c	Parking Combined Total Income	£988,451	£0	£988,451	 	Awaiting confirmation of final income. Amount greatly reduced to the closing of Carparks for most of Quarter 1 due to Covid-19.
FS13	Business Rates: Rateable Value	£112,085,628	£114,261,798		 	
HS01b	Homelessness: Decisions	40	24		 	
HS17	No of Homelessness Preventions	66	27		 	
HS18	No of households in temporary accommodation	106	129		 	
HS19	Of which no of households in B & B accommodation	22	25		 	
HS21	No of households on the Housing Waiting list	577	730		 	

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Code	Short Name	Q1 2019/20	Q1 2020/21			Notes
		Value	Value	Target	Status	
LS01a	Attendance at Sports Centres	285,770	0	285,770	 	All leisure centres were closed due to government instructions re Covid. Negotiations with PL have a successful outcome and all four leisure centres on the PL contract were opened on 17 August with social distancing etc in place. Attendance figures are being monitored on a monthly basis.
LS03	Attendance at The Capitol (Cinema, Theatre & Hire)	39,136	0	39,136	 	The Capitol was closed due to government instructions re Covid. It re-opened for film only on 17 July. Live performances are now able to go ahead. Social distancing restrictions do mean that many performances are not financially viable. The operation at The Capitol has been restructured to reduce staffing costs. Ticket sales will be reviewed by SLT and Cabinet Lead at the end of September.
15(i)	Total attendance at Horsham Museum and Visitor Information Centre	22,819	0	19,134	 	The Museum remains closed until mid 2021. The charm of the building means that it is difficult to ensure social distancing for visitors. We are using this time as an opportunity to refresh and modernise the offer.
OP14a	Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	58.91%	59.87%	48%	 	
OP17	Number of refuse, recycling and garden waste collections reported as missed	80	301		 	Numbers were high at the start of lockdown but during May and June figures have started to come down to normal levels. Some of the customer enquiries may have been registered via the online system and then again by phone and passed to the depot for a decision. Some of them may have been accepted erroneously however further report filtering is required to establish this and other associated factors

Code	Short Name	Q1 2019/20	Q1 2020/21			Notes
		Value	Value	Target	Status	
OP19	Quality of recycling - % contamination rate	8.97%	6.94%	8%	 	
PP08	Number of FOI requests received	203	154		 	
PP09	% of FOI requests responded to within 20 days	96%	97%	85%	 	
PP10	Number of complaints received	74	40		 	
PS11c	Total sickness (excluding leavers sickness)	6.68	6.19	7	 	
SSC9a	No. of fly tipping incidents	255	415		 	Quarter one saw increases in fly-tipping incidents across the Horsham district and West Sussex. It is understood that the introduction of lockdown due to covid-19 which has led to home DIY projects in addition to the HWRS closures have been contributing factors to the increase. HDC has responded to this increase with additional communications campaigns to remind offenders that HDC are still active in seeking prosecutions for Fly-tipping as well as additional camera traps and signage at fly-tipping hot spots. HDC are also exploring joined-up working practices with both Sussex Police and the West Sussex Waste Partnership.
SSC9b	No. of fly tipping enforcement notices	41	8		 	8 initial letters sent in the quarter. Many of the incidents are now related to low level crime with those involved looking to avoid detection. The materials contain little in the way of viable documentary evidence and our use of camera surveillance has limited impact given the size of the district when considered against the methods of fly tipping now being employed which in some cases sees material discharged onto the road whilst the

Code	Short Name	Q1 2019/20	Q1 2020/21			Notes	
		Value	Value	Target	Status		
							tipping vehicle is still moving . A more robust surveillance system may help with more cameras deployed combined with improved intelligence between partnership agencies and some improved internal processes.
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.28%	99.56%	95%			Occupancy figure of 99.34% for July 2020 based on two voids: - St Peter's Hall - Unit 8 Blatchford Close - Unit 14 Lintot Square - Unit 21 Lintot Square
VE01b	Income from HDC owned and managed commercial and industrial estate space	£1,846,053	£1,930,262	£967,589			
DM27	Speed of decision - 12 months (2020/21) Major applications	100% (previous KPI)	100%	60%			New indicator
DM28	Speed of decision - 12 months (2020/21) Non-major applications	97.1% (previous KPI)	97%	70%			New indicator
DM29	Quality of decision - 12 months (2020/21) Major applications	0% (previous KPI)	0%	1%			New indicator
DM30	Quality of decision - 12 months (2020/21) Non-major applications	0.8% (previous KPI)	0%	1%			New indicator
LGSS02	Right Time: Combined Speed of processing for new claims and changes of circumstances	8.41	5.81	11			The COVID-19 recession has led to significant rise in cases exacerbated by Universal Credit delays. HDC has authorised additional expenditure extra staff and released an officer who normally works on reception to deal with telephone calls. Work volumes are now decreasing and the service is down from the peak of 2,350 items outstanding to 833. With changes to the furlough scheme, the easing of lockdown and the drop into recession the service will continue to monitor

Code	Short Name	Q1 2019/20	Q1 2020/21			Notes	
		Value	Value	Target	Status		
							closely for changes in demand.
LGSS03	Quality Assurance: LA Error	0.13%	0.33%	0.4%			LA Error has decreased when compared to last month. The anticipated year-end out turn remains below 0.40% at 0.17%.
LGSS04a	Collection: Council Tax	29.38%	28.69%	29.38%			The Council Tax collection rate has fallen in 2020/21 due to the COVID-19 recession and the closure of the Courts for recovery action. Drops in collection rates always occur during recessions when people find it harder to pay.
LGSS04b	Collection: NNDR	28.5%	19.51%	28.5%			The Business Rates collection rate has fallen in 2020/21 due to the COVID-19 recession and the closure of the Courts for recovery action. Drops in collection rates always occur during recession and business closures by the Government have made this recession particularly sudden and severe.
LGSS01	Customer Satisfaction		100	80			This is the first report on the new Customer Satisfaction & the service has had no Stage 2 or LGO complaints upheld and no DPA breaches.

Corporate Plan Update Quarter 1 2020

 - in progress
  - complete
  - on hold

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
A great place to live	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	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.		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic
		Work with central government and key partners to identify the strategic infrastructure necessary to support sustainable development.		Strategic Planning	Responses to government consultations submitted in accordance with timescales. Letters sent to MHCLG identifying impacts arising from COVID-19 on housing delivery.
		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.		Strategic Planning	Most Neighbourhood plans now well progressed. 45% made or have passed examination. Are currently unable to progress to referendum due to COVID-19 restrictions.
		Provide new community facilities that can be		Leisure and	This is part of the Local Plan process

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 38		used by all residents. Improved facilities will be provided at new community centres in Highwood, West of Horsham and at Kilnwood Vale.		Culture	and work is underway.
		Prepare a Local Cycling and Walking Infrastructure Plan that identifies improvements for future investment in the short, medium and long term.	▶	Strategic Planning	Documentation prepared, consultation complete. Document in final stages of completion.
		Prepare planning guidance to ensure car parking spaces in new developments are well designed and fit for the future.	▶	Strategic Planning; Development	WSCC revised guidance published.
		Work with partners to increase the number of electric vehicle charging points across the District to promote the use of more environmentally friendly vehicles.	▶	Customer Services and Performance;	Strategy on this was approved in March 2020. The Council is part of a joint procurement process (lead by WSCC) to secure a market provider. The procurement process should be completed by the end of the calendar year.
A great place to live	We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.	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.	▲	Leisure and Culture	On hold due to COVID-19. Current priority focus on the key cultural assets owned and run by HDC – The Capitol and The Museum.
		Maintain our high standard of sport and leisure facilities.	▶	Leisure and Culture	Leisure centres are open and normal maintenance has been ongoing throughout the pandemic.
A great place to live	Both our built and natural environments are highly valued and will be well managed to keep our	Enhance public space in Horsham Town Centre, particularly Horsham Park. Review Southwater Country Park, Chesworth	▶	Leisure and Culture	COVID-19 has meant that our parks and open spaces have received significant numbers of additional

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
	District an attractive place to live.	Farm, Owlbeech & Leechpool Woods, Sandgate Park and Henfield Commons to ensure everyone can use and enjoy these sites.			visitors. The focus of the team has been to proactively manage all sites to ensure the spaces continue to be well maintained. Horsham Park Green Flag assessment is underway.
A great place to live	New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	Prepare a new District-wide Design Guide to improve the quality of development locally.		Development	Research gathering in progress (10% of project). Draft cannot be produced until Local Plan is at an advanced stage. This will inform design standard and criteria.
		Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
A thriving economy	Increased economic growth making Horsham District a location of choice for business and providing local jobs	Identify and promote more employment sites for new and expanding businesses in the District.		Strategic Planning; Economic Development	A new Think Horsham website was launched Feb 2020 with promotional details of new employment sites.
		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.		Strategic Planning; Economic Development; Development	Employment land at North Horsham has planning permission.
		Work with Network Rail to encourage new railway stations to be built close to our employment sites.		Strategic Planning	Network rail have commissioned study to look at potential for new station in north Horsham – Crawley corridor. Report anticipated November 2020.

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 40		Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.		Economic Development	Progress has been made in providing a gigabit capable network between Crawley/Horsham and Burgess Hill. Working with WSCC in promoting the broadband voucher scheme to local businesses
		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.		Environmental Health	We have continued to work proactively with businesses throughout COVID-19. Additionally, we are now offering online courses in Food Safety, Health & Safety and refresher training. A scheme to allow food businesses to apply for free pavement licenses has seen positive uptake.
A thriving economy	Towns and villages are lively and welcoming	Support market towns, high streets and villages to thrive by encouraging new businesses and enterprises, including from leisure and tourism.		Economic Development	Recent support has focused on COVID-19, with help packs, promotional campaigns and advice on available funding.
		Promote a comprehensive calendar of events to attract people into our town centres.		Economic Development	Calendar of events on hold due to COVID-19. Virtual events and trails have been launched with positive feedback.
		Implement the Town Centre Vision for Horsham.		Strategic Planning	The first two projects of the 'Vision' are nearing completion. The draft Local Cycling and Walking Infrastructure Plan has been produced and consulted on. Responses are currently being reviewed. The draft Public Realm Strategy is

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 41					nearing completion and a final draft will be consulted on shortly with key stakeholders.
		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.		Economic Development	BID development has been put on hold due to COVID-19
		Improve the car parks in Horsham and continue to enhance rural car parking to improve access to our town and village centres.		Parking	Due to the recent pandemic the priority of spend was realigned; this includes some of the work on the rural car parks being delayed until 2021/22..
A thriving economy	Tourism's contribution to the economy, employment and quality of life is maximised	Develop the District's identity as an appealing destination for visitors.		Economic Development	Promotion and marketing heavily restricted due to COVID-19. Work resuming on promoting the District through the Discover Horsham Website. Digital signs installed in the rural car parks and will be used to promote the District when restrictions allow.
		Launch a new tourism website to better promote what the District has to offer and provide a single point of information for visitors.		Economic Development	The Discover Horsham website was launched January 2020.
		Enhance our culture, leisure and heritage facilities to attract visitors and to support the local economy.		Leisure and Culture	We have used the time during lockdown to repaint, repair and carry out necessary maintenance at The Capitol.

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
					The entrance and key public areas are enhanced, clean and more welcoming for customers. The Museum remains closed and we are carrying out a programme of improvements to the displays ready to reopen in summer 2021.
A thriving economy Page 42	Residents have access to a wide range of local employment opportunities	Use the planning process to provide opportunities for people moving to new developments to access employment opportunities.		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
		Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work		Economic Development	Main focus has switched to supporting the Journey to Work programme. Many businesses furloughed their staff and were not able to accommodate placements.
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.		Economic Development	Work on hold due to COVID-19
		As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.		HR & OD	We aim to recruit locally for all non-specialist job roles and more than 50% of staff live in the district. Currently, due to COVID-19 and the associated uncertainties for our future staffing/ skill mix, we are not running any sizeable recruitment campaigns.
A Strong, safe & healthy community	Continue to be the safest district in West Sussex.	Create a new 'Horsham District Safe and Well Partnership' to work together with public sector		Housing and Communities	Two sessions of the Horsham District Safe & Well Partnership have now been

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 43		partners and the voluntary sector to address issues such as violent crime and support for young people in the district.			held. One in person pre COVID-19 and one subsequent virtual.
		Address anti-social behaviour within our communities, focusing particularly on the most vulnerable to ensure they are appropriately supported.	▶	Housing and Communities	The Community Safety Team has begun trialing a new way of working that adopts a place based approach. This involves the identification of specific problems through analysis and leads to the development of a tailored response and sets up an effective assessment of the impact of the response.
		Work with Parish and Neighbourhood Councils to prevent crime and anti-social behaviour through the Neighbourhood Warden programme	▶	Housing and Communities	The Community Safety Team work with Parish and Neighbourhood Councils using the above approach.
		Use regulatory powers to maintain the safety standards of premises and taxis.	▶	Environmental Health	The Taxi Licensing team regularly inspect taxis and assess drivers to maintain standards we have worked closely with the industry to help taxi services continue throughout Covid-19 and have adopted a flexible approach to licence renewal.
		Work with event organisers to make events as safe and as well organised as possible.	⚠	Economic Development	On hold due to COVID-19.
A Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	Work with partner organisations to minimise rough sleeping and prevent homelessness	▶	Housing and Communities	COVID-19 saw an “everyone in” instruction from central government and saw an increase in the number of emergency accommodation placements

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 44					and some fantastic joint working with Turning Tides, County and District & Borough colleagues as well as Registered Providers to identify wherever possible longer term housing solutions during the restricted lock-down period.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Communities	Horsham District Homes (Holdings) has secured planning permission on the Billingshurst site and secured Council approval to acquire two further separate sites in Slinfold with developers that would otherwise have been lost from the affordable housing sector.
		Work with our local Registered Providers to help them increase the supply of affordable homes.		Housing and Communities	Saxon Weald have begun work on sites receiving funding from S106 pot which will see the delivery of 87 rented homes. Opportunities are regularly explored with other providers and assessed for their suitability against the size and location of properties.
A Strong, safe & healthy community	Residents of all ages, including those in need, enjoy improved levels of health and wellbeing.	Expand our Community Link service to support vulnerable people and help them live independently.		Environmental Health	We have updated our offering to take advantage of the digital network which has led to an enhanced service capability to customers.
		Help people to adapt their homes so they can continue to live independently.		Environmental Health	Our Housing Team have overseen 174 grants in the year to March 2020 to adapt people's homes through the Better Care Fund.

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 45		Encourage participation in sport.		Leisure and Culture	The sports development service and the leisure centres were unable to open during the lockdown period due to government guidance. Both are now open again.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.		Housing and Communities	COVID-19 has reduced our ability to deliver services at the same rate as previous years however sessions have still been available virtually and face to face appointments will begin again in September 2020.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries		Strategic Planning	Liaison with CCG ongoing as part of Local Plan process – meetings / contact has been more difficult since march due to COVID-19 pandemic but this is being progressed again.
A Strong, safe & healthy community	An empowered and independent voluntary sector that has the capacity to tackle local priorities.	Support the voluntary sector with grants that help them reach more people.		Housing and Communities	A dedicated grants and funding officer was appointed late 2019/20 and has reviewed the processes previously in place and has worked to encouraged additional requests to be submitted. Review undertaken into the funding of Community Partnerships to enhance their support.
		Launch and promote our Council lottery to raise funds for local good causes		Housing and Communities	Community Lottery will be a year old in September 2020. Report to be considered at Cabinet on 24th September which recommends the continuation of the lottery. It is on target to raise an additional £56,000 for local

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Cared for the Environment	Prioritised protection of the environment and increased biodiversity				services/groups and good causes in the district in year one.
		Promote opportunities for volunteering and increase the number of volunteers in the District.		Housing and Communities	Work with the West Sussex Voluntary Sector Alliance has seen us place an externally funded full time officer within the Community Development team and implement a volunteer management system. There has been an increase in the number of volunteers active in the district as a result of COVID-19 community hub response.
		Undertake a carbon audit to understand the Council's current carbon footprint.		Director of Community Services	Findings of the initial audit will be reported to Cabinet on 24 September 2020. Work on updating the footprint for 2019/20 has commenced and is due to be completed by end September.
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street to help provide clean and tidy environments.		Waste	We have relaunched AaS with new membership however activities are curtailed at present due to COVID-19
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.		Waste	Enforcement directed towards any increase in fly tipping related to COVID-19 restrictions which has seen a slight uplift in the number of incidents
		Continue to protect our trees and ancient		Leisure and	We are continuing to protect our trees

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 47		woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Culture	and ancient woodland. The partnership with Sussex Wildlife Trust is in place and Wilder Horsham initiative is progressing.
		Produce an action plan to move towards a carbon neutral organisation	▶	Director of Community Services	A report to set a target to become carbon neutral is due to be considered by Cabinet in September. This will also include a short term action plan.
		Work with partners towards becoming a carbon neutral District.	▶	Director of Community Services	Consultants have been appointed to analyse the Districts carbon emissions. The outcome of their report will be used as a basis for discussion with partners to produce an action plan. Cabinet report in November 2020.
		Continue to work with residents to improve the energy efficiency of their homes.	▶	Environmental Health	Our Housing Team continue to provide access to schemes and have been successful in gaining access to the Sussex Solar group purchase scheme to help local householders gain the benefits of solar power.
		Continue to work to reduce fuel poverty.	▶	Environmental Health	Our Housing Team continue to provide access to schemes and have been successful in gaining access to the Sussex Solar group purchase scheme to help local householders gain the benefits of solar power.
		Investigate working with landowners and partners to develop a plan to improve the ecology and biodiversity of the District.	▶	Leisure and Culture	Wilder Horsham District initiative is progressing.

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.		Environmental Health	Improvements in the fleet and measures taken by the Council to improve traffic management have seen improvements in AQ in both AQMA's.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Leisure and Culture	Wilder Horsham District initiative is progressing.
		Embed biodiversity into our planning policies for a sustainable built environment etc		Strategic Planning; Leisure and Culture	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
A cared for environment	Improved award-winning parks and open spaces.	Prepare management plans to guide investment in our parks and open spaces.		Leisure and Culture	The focus of the team has been to manage our parks and open spaces with increased visitors and pressure during COVID-19. Horsham Park Green Flag assessment is underway.
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	Our parks and open spaces have received increased visitor numbers throughout the pandemic.
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	Investment in improved play equipment is underway at Horsham Park play area.
A cared for environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Waste	COVID-19 has seen any new initiatives delayed recycling tonnages –there has been some improvement due to residents at home on lock down
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Waste	The MSDC trial has been postponed COVID-19

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		Continue to develop our existing re-use service.		Waste	We have increased our sign posting for re-use which saw some useful tonnages diverted from disposal through charities such as BHF . Our online Bulky waste booking programme is now online. Additional re-use measures are being developed
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Waste	Progress has been stopped in light of COVID-19 .We will look to revisit later this year
A modern and flexible council	People and businesses can deal with us online when they choose to.	Ensure digital technology strategy is up-to-date, efficient and effective.		Technology Services	The new strategy was published in April 2020 and runs to 2023. We will be monitoring it to see if external circumstances need to be incorporated into the strategy.
		Enhance our online services and make them more accessible through cloud technology.		Technology Services	Work is due to commence on digitally transforming our biggest back office system and other systems updates are occurring and continuously being improved.
		Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.		Technology Services	Work is ongoing to digitise the ability for residents to report problems to the Council, such as missed bin collections and overflowing dog bins.
A modern and flexible council	People with more complex enquiries can talk to someone to help them find solutions.	Hold surgeries for people facing housing difficulties so we can support them to prevent them from becoming homeless.		Housing and Communities	Telephone sessions available as a result of COVID-19 which are well received and will be considered as an option in the future to increase flexibility and availability to our customers.

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Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 50		Provide face-to-face support to people claiming benefits.		Revenues and Benefits	Due to COVID -19 the service is currently unable to provide a face-to-face service to support our Benefit Customers. The service is actively working on plans to restart face to face meetings with customers in a way that is safe for customers and staff.
		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.		Revenues and Benefits	The service has a recovery process in place to support customers at each step of the billing/recovery process who advise that they are struggling to afford to pay their bill. This support is offered by phone and email, which are the accepted methods of contact for our customers.
		Liaise with partners such as, Parish and Neighbourhood Councils and the voluntary sector, to explore new ways to promote joint working and greater mutual understanding of issues.		Housing and Communities	As part of the COVID-19 pandemic a number of new community responses have been identified with a number aligning themselves with Parish Councils, faith groups and Community Partnerships. Work is ongoing to identify how these groups intend to operate beyond the COVID-19 response with support being provided by the Community Development team to help structure groups to respond to local needs.
A modern and flexible council	The Council continues to provide the quality, value for money services that people need	Improve our website to transact with customers online, making our services available to people when it's most convenient		Technology Services	Continuing to work on ways to improve our online offer across a number of council services including Waste.

Corporate Plan Update Quarter 1 2020

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 51	throughout the 2020s.	to them.			
		Make our computer systems easier to use, through artificial intelligence and voice recognition where appropriate so that our services are more effective and efficient.		Technology Services	Work on this is progressing.
		Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.		Finance	The COVID-19 pandemic has encouraged people to pay electronically.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets as funding from central government reduces.		Finance	The impact of COVID-19 has severely disrupted our finances. A £5.6m overspend is forecast in 2020/21. A £3m gap in the MTFS is currently anticipated, requiring significant action. Government has informed local government that a multiple year settlement is likely, but the detail will not be known until December 2020.
A modern and flexible council	The Council attracts local people to work for us and motivates them to stay. The Council attracts local people to work for us and motivates them to stay.	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.		HR & OD	So far this year, 3 further apprenticeships have been recruited.
		Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.		HR & OD	This has been a successful programme when launched 2 years ago; plans for a new campaign are currently stayed due to losses due to COVID-19 creating uncertainties for future staffing/ skills needs.

**Corporate Plan Update
Quarter 1 2020**

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		HR & OD	A workforce plan is in place, which will need annual review by Heads of Service for their respective areas, at time of budget setting.

**APPENDIX E:
ANNUAL GOVERNANCE STATEMENT ~ ACTION PLAN 2020/21**

No.	Area for Improvement	Actions	Responsible Officer	Target Date
1	Potential overlaps and conflicts between the Policy Development Advisory Groups and the Overview & Scrutiny Committee	Governance Committee to review the functions and make recommendations to Council for changes (if any)	Head of Legal & Democratic Services	30 September 2020
2				
3				
4				
5				
6				

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Scrutiny Work Programme 2020 /21

Date of Meeting	Items for Meeting
21 st September 2020	<ul style="list-style-type: none"> • The Councils Carbon Reduction Target and Action Plan • Work programme • Report on the Council's Finance & Performance in 20/21 • Update from task and finish groups • Work Programme • Cabinet Forward Plan
23 rd November 2020	<ul style="list-style-type: none"> • Report on the Council's Finance & Performance in 220/21 • Crime and Disorder Annual update • Update on Work Programme • Update from Task & Finish Groups • Cabinet Forward Plan
25 th January 2021	<ul style="list-style-type: none"> • Review of the Council Budget 2020/21 and Medium Term Financial Strategy • Update from Task & Finish Groups • Update on Work Programme • Cabinet Forward Plan
22 nd March 2021	<ul style="list-style-type: none"> • Corporate Plan Priorities Finance & Performance Report Quarter 3 • Overview and Scrutiny Work Programme • Update from Task & Finish Groups • Update on Work Programme • Cabinet Forward Plan

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Scrutiny Work Programme Suggestion Form

Date	17 July 2020
Name	Mike Croker
Email address	mike.croker@horsham.gov.uk
Proposed Scope / Focus for Review	<p>To examine:</p> <ul style="list-style-type: none"> - how HDC assesses the benefits to the local economy, residents, workers and visitors of enabling more walking, cycling and other micromobility modes eg mobility scooters, e-scooters - how well HDC systems, policies and resources meet the emerging sustainable travel requirements of NPPF, CWIS, emergency Covid-19 regulations and the WSCC Walking and Cycling strategy? - whether the draft Horsham District Local Cycling and Walking Improvement Programme (LCWIP) adequately covers Horsham District.
Your Rationale for Selection	<p>In September 2019, O&S decided ' 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'. After 9 months there has been little apparent progress, but it seems that the lack of a LCWIP has hindered the district's response to central government's statutory guidance for local authorities regarding reallocating road space in response to COVID-19.</p>
Evidence	<p>A draft LCWIP has only just (14 July) been reviewed by the Horsham Town Centre PDAG.</p> <p>HDC's contribution to WSCC's first tranche submission for Covid related DfT money is roughly 400m long, whereas Adur Worthing (with an LCWIP) offer 2 schemes with a total length of approximately 6.3km.</p>
Desired Outcomes / Objectives / Possible Terms of Reference	<p>A more transparent process for supporting and promoting sustainable travel which clearly identifies the socio-economic benefits.</p> <p>Expedite rapid production of a fit for purpose (ie district wide) LCWIP to support HDC's response to future funding opportunities, be they from central government or more local sources (eg S106 or CIL).</p> <p>Scrutiny would examine HDC's internal processes and the relationship with WSCC Highways, with the LCWIP as a central theme.</p>

Other Comments	
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What timescale do you perceive to be necessary for this review?

Urgent

Within six months

Within 6-12 months

Please return your form to georgina.hall@horsham.gov.uk

**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 September 2020

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.	Medium Term Financial Strategy - Update	Cabinet	24 Sep 2020	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
2.	Conservation Area Appraisal - Warnham and Slinfold	Cabinet	24 Sep 2020	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
3.	The Councils Carbon Reduction Target and Action Plan	Cabinet	24 Sep 2020	Open	Adam Chalmers, Director of Community Services. adam.chalmers@horsham.gov.uk Cabinet Member for Environment, Recycling and Waste (Councillor Philip Circus)
4.	Procurement of building contract	Cabinet	24 Sep 2020	Fully exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)

	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)
5.	Community Lottery	Cabinet	24 Sep 2020	Open	Rob Jarvis, Head of Housing & Community Services. robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
6.	Horsham District Local Plan - Local Development Scheme	Cabinet	24 Sep 2020	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
6.	Horsham District Local Plan - Statement of Community involvement	Cabinet	24 Sep 2020	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
8.	Amended Public Space Protection Order	Cabinet	24 Sep 2020	Open	Adam Chalmers, Director of Community Services. adam.chalmers@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
9.	Review of Building Control Charges Scheme	Cabinet Council	24 Sep 2020 14 Oct 2020	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

	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)
10.	Housing Strategy 2019 - 2024	Cabinet	26 Nov 2020	Open	Rob Jarvis, Head of Housing & Community Services. robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
11.	Wheeled Bins Procurement contract	Cabinet	26 Nov 2020	Open	Adam Chalmers, Director of Community Services. adam.chalmers@horsham.gov.uk Cabinet Member for Environment, Recycling and Waste (Councillor Philip Circus)
12.	Review of Southwater Country Park car parking	Cabinet	26 Nov 2020	Open	Vicky Wise, Head of Leisure and Culture Vicky.Wise@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)
13.	Horsham District Local Plan regulation 19	Cabinet	26 Nov 2020	Open	Catherine Howe, Principal Planning Officer catherine.howe@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

	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)
14.	Medium Term Financial Strategy	Cabinet	26 Nov 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.	Amended Public Space Protection Order - public consultation	Cabinet	26 Nov 2020	Open	Adam Chalmers, Director of Community Services. adam.chalmers@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
16.	Council Tax Reduction Scheme	Cabinet Council	28 Jan 2021 10 Feb 2021	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)
17.	Budget 2021/2022	Cabinet Council	28 Jan 2021 10 Feb 2021	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Leader and Cabinet Member for Finance and Assets (Councillor Ray Dawe)