



Email: committeeservices@horsham.gov.uk

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Overview and Scrutiny Committee

Monday, 23rd November, 2020 at 5.30 pm

via Remote Video Link

Councillors:

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

You are summoned to the meeting to transact the following business

Glen Chipp
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. Minutes	3 - 6
<i>To approve as correct the minutes of the meeting held on 21 September 2020 (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. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Committee	
4. Announcements	
To receive any announcements from the Chairman of the Committee or the Chief Executive	
5. HDC's Finance and Performance in 2020/21	7 - 40
To receive a report from the Director of Corporate Resources on the Council's Finance and Performance in 2020/21	

6. **Cabinet Agenda - 26 November 2020**

To review items on the Cabinet Agenda (The agenda can be found online from 18 November 2020: [Here](#))

7. **PDAG Review Update**

To receive an update on the Policy Development Advisory Group Review from the Director of Corporate Resources

8. **Work Programme**

41 - 44

To receive and discuss the Work Programme and any Work Programme Suggestion Forms

9. **Forward Plan**

45 - 50

To note the Forward Plan

10. **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 21 SEPTEMBER 2020

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

Apologies: Councillors: Michael Croker

SO/22 MINUTES

The minutes of the meeting held on 20 July 2020 were approved and would be signed by the Chairman at a later date.

SO/23 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

SO/24 ANNOUNCEMENTS

The Chairman paid tribute to the late Councillor Leonard Crosbie.

SO/25 CARBON REDUCTION TARGET AND ACTION PLAN

The Cabinet Member for Environment, Recycling and Waste introduced the Carbon Reduction Target Setting and Action Plan.

The Environmental Coordination Manager summarised the report for the group.

In October 2019, the Carbon Trust calculated the Council's baseline carbon footprint for 2018/19. A new consultant, Anthesis, had used this as a basis for analysing different methodologies for setting a carbon neutral target. They suggested that the most appropriate for the Council is known as an Absolute Target, referring to the total amount of emissions being emitted in a straight line to a target date, with the same reduction in emissions each year. This type of target was considered straightforward, easy to monitor and allowed some emissions to be offset.

Anthesis had recommended two targets for the Council:

The first target included things that the Council had direct control over e.g. Council owned vehicle emissions. It was suggested that these things become Carbon Neutral by 2030. This was an aspirational target as there were many

uncertainties such as changing technology and the need for detailed costs for some of the actions required to reach carbon neutrality, such as retrofitting buildings.

The second target included actions that the Council only had indirect control over e.g. Contracts. It was suggested that these things become Carbon Neutral by 2050. This target reflected the challenges of reducing carbon from sources that are not within the Council's direct control with the target date mirroring the national UK target.

In order to start progress towards meeting the target a short term action plan has been pulled together; based on the report received from the consultant.

The Committee expressed a desire to be involved in this area of work going forward.

SO/26 **FINANCE & PERFORMANCE REPORT**

The Director of Corporate Resources presented the report on the Council's Finance and Performance in 2020/21.

Projects the Council had completed or made significant progress on over the first quarter included:

Green Agenda

Significant progress had been made on all four Corporate Plan priority activities: A carbon audit had been undertaken to understand the Council's current carbon footprint and work was progressing on an action plan and target to the Council becoming a carbon neutral organisation. A project brief would be 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 had been appointed, meaning that meaningful engagement with landowners, groups and Parish Councils could commence.

Local Plan

Following the Reg 18 consultation, an initial report had been published on the Council website, and work was now progressing towards the November 2020 Reg 19 publication date. The Planning White Paper's implications for HDC were being considered.

Highwood Community Centre

A community asset study was due to commence and a further option would also be considered.

Warnham Discovery Hub

The Discovery Hub building was due to be completed at the end September 2020, landscaping works would be carried out subject to bird nesting season.

Oakhurst Business Park Units

These units were expected to complete towards the end of September 2020. On completion the properties would be let, and return on investment of 8% was forecasted.

Officers had forecasted a year-end revenue deficit of £5.6m. Income had been significantly affected by the impact of Covid-19, with parking being particularly affected. Parking together with the contractual expenditure obligations in Leisure Services made up around three quarters of the forecast overspend.

Officers across the Council were 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 had also commenced on the restructure of some services to bring forward longer term efficiencies, beginning with the Capitol and Museum but now progressing into all services.

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% was forecast by officers.

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

SO/27 **WORK PROGRAMME**

The Task & Finish Group on Off Street Parking would organise a meeting to convene the group and finalise a report.

It was agreed that the Task & Finish group on Public Health would defer all meetings until after the Covid-19 Pandemic.

It was agreed that the Work Programme Suggestion form that had been received be deferred until the next meeting of Overview and Scrutiny to allow the Member who raised the suggestion to attend.

SO/28 **FORWARD PLAN**

The forward plan was noted by the committee.

SO/29 **URGENT BUSINESS**

There was no urgent business.

The meeting closed at 7.00 pm having commenced at 5.30 pm

CHAIRMAN

Report to Overview and Scrutiny Committee

Date of meeting 23 November 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, monitoring of corporate plan actions and review of progress against key corporate projects to show progress.

An analysis of performance indicators shows 57% within target and 14% close to target, and 29% below target. The continued 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.

The financial performance is forecast at Month 7 of the 2020/21 financial year. Officers currently forecast a year-end revenue deficit of £5.4m.

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. The forecast has been disrupted further by the November 2020 national lockdown, although to a lesser extent than earlier in the year. 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. Longer term work has commenced on the restructure of some services to bring forward longer term efficiencies, most notably at the Capitol and Museum, but also to a number of service areas across the Council.

Capital expenditure at Month 7 was £3.4m (39%) of the £8.8m 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 £5.8m (27%) of the £21.2m programme at same period in 2019/20. An outturn of £6.8m or 77% is forecast by officers. The impact of Covid-19 continues to subdue some capital expenditure and officers remain generally over-optimistic on delivery of the capital programme during the year.

Although impacted by COVID-19 work still continues on key tracked projects and Corporate Plan actions. Work on the Green agenda is making good progress, aspirational targets have been approved and a short term action plan agreed to support the work towards becoming carbon neutral. A grant scheme for local green projects was launched in July 2020 with first awards to be made in November 2020. The phase IV extension of Oakhurst Business Park with an additional two units has now completed, and Property and Facilities are converting the interest in letting into leases. Horsham Park has been recognised by the prestigious international Green Flag Award Scheme as one of the best green spaces in the UK, achieving the highest international standards demanded by the Green Flag Award.

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 Q2

Appendix B: Budget monitoring and forecast outturn summary April 2020 to October 2020

Appendix C: Capital budget monitoring and forecast outturn at M7

Appendix D: Revenue budget monitoring and forecast outturn at M7

Appendix E: Corporate Plan update Q2

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APPENDIX A Key Performance Indicators Q2 2020 2021

33 KPI's 21 with a target 12 data only
 Of the 21 with targets  57% (12/21)  14% (3/21)  29% (6/21)

KEY:

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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

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
BT1	Number of self service (eform and web based) payments (% change year on year for year 2)	8,569	10,478			
CS03	Less than 5% of incoming calls abandoned	6%	7.44%	5%		7.44% is a significant improvement from the last quarter. A new phone system was introduced in August allowing us to work remotely and have greater flexibility with customer contact. We are heading into our quieter winter period allowing us to be on track for reaching our performance target in the next quarter. The unknowns of Covid may add to higher call volumes. We will monitor this as we go.
Page 07 12	% of invoices paid on time	91.40%	84.50%	95.00%		Delays in paying invoices from utilities which require third party verification result in a dip in the percentage of invoices paid on time. Work is on going with property and facilities to look for a longer term cost effective solution.
FS09c	Parking Combined Total Income	£1,845,352	£636,281	£1,845,352		<p>Current income is greatly reduced due to the ongoing COVID pandemic. During the first three months of the year there was zero income. Since the reintroduction of charging towards the end of June there has been a gradual increase in usage within the town centre car parks. Short stay income is running at about 80% of pre-covid figures but long stay parking has a larger reduction due to more people working from home.</p> <p>A further lockdown will negatively impact on income for the year, especially during the lead up to Christmas.</p>

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
FS13	Business Rates: Rateable Value	£112,000,671	£113,894,771			
HS01b	Homelessness: Decisions	39	7			Traditionally and consistently our overriding reason for homelessness is the end of an assured shorthold tenancy (AST). This is the case month on month and has been for years. The current halt on evictions is preventing these evictions from happening (in addition the rent arrears cases and Registered Provider evictions), whilst this is positive, people aren't being evicted, the temporary halt is simply creating a huge backlog to be considered as soon as the courts reopen.
Page 15 617	No of Homelessness Preventions	60	41			We are being proactive and still identifying cases that have an undefendable notice served against them. The purpose of this is to seek alternative accommodation and go some way to easing the pressure on the court service and ultimately reduce by some small amount the number of cases that will flood through to the housing service.
HS18	No of households in temporary accommodation	123	110			
HS19	Of which no of households in B & B accommodation	23	9			
HS21	No of households on the Housing Waiting list	603	714			
LS01a	Attendance at Sports Centres	293,189	50,460	293,189		Leisure Centres opened in August with reduced capacity due to COVID-19 restrictions. Most activities and services were operating during Q2 with the exception of health suite, soft play and sensory room. Swimming is doing

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
						well with 19,508 attending (which is in addition to these figures), and most activities running at a good capacity. The gyms are not performing as well, but they have retained their membership base. The government has announced more funding for leisure centres which we will look to access. Leisure centres are currently closed due to the second lockdown which will impact Q3 figures. They will be looking to reopen as soon as the government allows.
OP03	Attendance at The Capitol (Cinema, Theatre & Hire)	33,729	2,244	43,998		The Cinema at the Capitol reopened in July with reduced capacity. There were no live shows during Quarter 2
OP05(i)	Total attendance at Horsham Museum and Visitor Information Centre	31,300	0	19,134		Currently closed due to COVID-19 with the aim of opening in 2021.
OP14a	Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	58.33%	57.62%	48%		These are provisional figures as we are awaiting confirmation from some areas. These figures will be updated when that information has been received.
OP17	Number of refuse, recycling and garden waste collections reported as missed	75	212			The total number of missed bins remains low and the KPI increase includes return visits. These occur when discretion is applied. For example, when the resident removes contamination or when the resident contacts the Council to advise that they had forgotten to place their bin out for collection and proximity allows this bin to be collected.
OP19	Quality of recycling - % contamination rate	8.75%	8.09%	8%		July data included three samples which had high contamination this has impacted on the Quarter 2 figures.

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
						Going forward winter procedures for contamination have been implemented and communications on the subject are being shared including HDC messaging and West Sussex Waste Partnership messaging.
PP08	Number of FOI requests received	240	228			
PP09	% of FOI requests responded to within 20 days	98%	97%	85%		
PP10	Number of complaints received	67	62			
PS11c	Total sickness (excluding leavers sickness)	6.45	6.13	7		
SSC9a	No. of fly tipping incidents	227	336			Fly-tipping is increasing nationally and across West Sussex. This increase is in line with the national trend. Covid has also altered access to services at facilities like the HWRS.
SSC9b	No. of fly tipping enforcement notices	51	12			The team at the depot have been reviewing the approach to enforcement and a new procedure is in now in place. This means that more enforcement activity is now underway. The new procedure also includes the application of a new camera system.
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	98.8%	98.27%	95%		Occupancy figure of 97.73% for September 2020 based on five voids: <ul style="list-style-type: none"> - RAFA Club Building - St Peter's Hall - Unit 4 The Forum - Unit 14 Lintot Square - Unit 21 Lintot Square

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
VE01b	Income from HDC owned and managed commercial and industrial estate space	£2,593,511	£3,044,257	£1,935,197		
DM27	Speed of decision - 12 months (2020/21) Major applications		100%	60%		
DM28	Speed of decision - 12 months (2020/21) Non-major applications		97.5%	70%		
DM29	Quality of decision - 12 months (2020/21) Major applications		0%	10%		
DM30	Quality of decision - 12 months (2020/21) Non-major applications		0.5%	10%		
LGSS01	Customer Satisfaction		100	80		Q2 data confirms the service is performing above target in terms of customer satisfaction. There have been no upheld LGO/Stage 2 complaints and no data breaches
LGSS02	Right Time: Combined Speed of processing for new claims and changes of circumstances	7.37	6.19	11		There is a continuing creep upwards of SoP due to the higher demand on the service as a result of Covid-19.
LGSS03	Quality Assurance: LA Error	0.16%	0.23%	0.4%		The LA Error has reduced when compared to last month and remains below both the local and national targets. The projected annual outturn is 0.19%
LGSS04a	Collection: Council Tax	57.5%	56.62%	58.2%		CT collection rates continue to track below last year's performance, however, this gap has decreased for the first time since May 2020. This will be as a result of the reminders that have been issued
LSS04b	Collection: NNDR	58.98%	54.41%	58.98%		BR collection continues to track below last year's performance & the gap has increased for the first time since June 2020.

Code	Short Name	Q2 2019/20	Q2 2020/21			Notes
		Value	Value	Target	Status	
						The service is investigating additional data and recovery options.

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Budget Monitoring and Forecast Outturn – April to October 2020

Highlight report – 12 November 2020

Monthly Summary: The forecast overspend for the year has increased this month by £0.4m to £5.4m, mostly due to the November lockdown which had not been forecast previously. The increase is set against the backdrop of slow recovery since a high point of a £5.6m forecast overspend at M4. This had been gradually falling away to just under £5m at M6 as the Covid-19 pressures on income released a little as income was gradually returning. The current forecast is based on the lockdown ending on 2 December 2020.

Revenue Outturn Forecast:

Outturn Forecast	£000s
Chief Executive	-78
Resources	2,461
Community and Culture	2,126
Place	900
Total overspend / (surplus)	5,408

Capital Expenditure

Payments to Place Leisure were estimated to be around £1.8m for the period of closure, re-opening and support for the impact of Covid-19 on leisure centres through to 31 March 2021. This figure is being revisited in light of the additional closure in November 2020.

The Council went through a restructure consultancy period during October 2020. Whilst not yet fully resolved, full year savings are estimated to be in the region of £1.3m, which will benefit 2021/22 more than the current year. In addition, the forecast also currently excludes a lot of the resulting redundancy and pension strain costs, as this is not yet finalised, but is estimated to be around £0.75m. This is an additional pressure to the overspend position that is not as yet forecast.

£1.75m of Covid-19 'expenditure' grant funding has been received to offset some of the in-year losses.

Monitoring Compliance: 94%

32 of 34 budget holders returns were included in the forecast.

Capital Expenditure:

Spend to date of £3.4m (39%) of £8.8m capital budget. Spend is lagging as the pandemic subdues progress, albeit £0.5m was spent in month 7, the largest being £0.26m on Oakhurst phase IV which is now completed.

Capital Outturn Forecast:

Budget holders are forecasting a full year spend of £6.8m (77% of budget) which would require spend of £3.4m in the last five months of the year, which is challenging, especially now Oakhurst phase IV has finished.

Major programmes such as the Disability Facility Grants (£1.25m 36% spent) will have to show accelerated spend to achieve this. Out of 42 projects, 15 are yet to start spending. The most significant is the Highwood community centre project, which is awaiting for the outcome of a community asset review, which is currently in progress.

Income

Key issues and changes to the income position forecast:

- Parking remains the key area of loss with a forecast reduction of £2.5m, of which £0.5m is attributable to the November 2020 lockdown, not previously forecast.
- £0.9m lower Planning application income, although small signs that applications are slowly coming back.
- £0.6m income from Places Leisure from the loss of management fee for running leisure centres - due to Covid-19.
- £0.6m commercial income from rents and investment income have both been hit.
- £182k Arts Council funding received at the Capitol is included in the forecast above.

A £1.1m claim was submitted at the end of September for the first four months (T1) of the income loss grant, with 70% of this from Parking and the remainder across Development and Leisure and Culture. The totals in the first three months of T2 are running lower, albeit benefiting from not having a 5% cap deduction. There is however the likelihood that the fourth month (November) will increase this and help offset some of the additional lockdown income losses.

The income loss claim for T2 will be submitted by the end of December 2020.

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APPENDIX C - Capital expenditure in 2020/21

Detailed Description	Period 7 Ytd	Budget	% of Budget	Spend (more) / less than Budget	Forecast Outturn
BBHLC-NEW BUILD	106,361	200,000	53%	93,639	200,000
HORSHAM PARK POND IMPROVEMENTS	866	42,834	2%	41,968	42,834
WARNHAM NATURE RESERVE IMPROVEMENTS	161,221	479,864	34%	318,643	304,864
RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	12,500	0%	12,500	0
BLUEBELL PARK ADVENTURE TRAIL	0	15,000	0%	15,000	0
HORSHAM PARK PLAY AREA IMPROVEMENTS	4,349	77,828	6%	73,479	77,828
CAPITOL CINEMA - PROJECTOR	92,039	95,000	97%	2,962	92,039
BOARDWALK REPLACEMENTS - S'WATER C PARK & L'POOL WOODS	26,828	24,162	111%	(2,666)	26,828
BILLINGSHURST BYPASS REC PATH IMPROVEMENTS - NORTH PHASE1	0	45,000	0%	45,000	0
HORSHAM PARK - NEW RUBBISH BINS	5,155	7,795	66%	2,640	7,795
PLAY SITE IMPROVEMENTS	1,038	2,397	43%	1,359	1,038
MUSEUM - REFRESH & REFURBISHMENT	0	50,000	0%	50,000	0
PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	26,173	0%	26,173	26,173
	291,494	878,553	33%	587,059	579,399
VEHICLES - NEW	23,125	400,000	6%	376,875	268,000
HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	25,000	15,000
96 ACT-DISABLED FACILITY GRANT	448,807	1,250,000	36%	801,193	1,250,000
ACT-HOME REPAIR ASSIST. GRANT	9,065	60,000	15%	50,935	60,000
	457,872	1,310,000	35%	852,128	1,310,000
HOUSING ENABLING GRANTS	592,690	1,169,000	51%	576,310	1,169,000
LOANS - PROPERTY DEV CO	0	340,000	0%	340,000	0
EQUITY FUNDING - PROPERTY DEV CO	60,000	360,000	17%	300,000	120,000
	652,690	1,869,000	35%	1,216,310	1,289,000
PIRIES PLACE CARPARK	102,768	50,000	206%	(52,768)	50,000
PIRIES PLACE CAR PARK LIFT	11,528	74,798	15%	63,270	74,798
SWAN WALK & FORUM CAR PARK IMPROVEMENTS	0	50,000	0%	50,000	50,000
PARKING CCTV	25,158	30,000	84%	4,842	30,000
PAY & DISPLAY MACHINES	0	3,500	0%	3,500	3,500
RURAL CAR PARK - HENFIELD (LIBRARY)	0	305,000	0%	305,000	305,000
WELCOME ZONES IN MULTI-STOREY CAR PARKS	23,132	50,000	46%	26,868	50,000
BILLINGSHURST SIX BELLS & LIBRARY - RURAL CP IMPROVEMENTS	0	0 n/a		0	0
	162,585	563,298	29%	400,713	563,298
ALBION WAY CONNECTIVITY - WORTHING ROAD	0	100,000	0%	100,000	0
LOCAL CYCLING AND WALKING INFRASTRUCTURE	11,493	30,000	38%	18,507	11,493
ALLOCATIONS FOR DEVELOPMENT IN HDPF	40,847	150,000	27%	109,153	150,000
PUBLIC REALM PROJECTS - TOWN CENTRE VISION	15,000	135,000	11%	120,000	135,000
	67,340	415,000	16%	347,660	296,493
LAND AT OAKHURST BUSINESS PARK - PHASE 4	1,592,419	1,600,000	100%	7,581	1,600,000
CORPORATE PROVISION - ASSET ENHANCEMENT	1,922	100,000	2%	98,078	100,000
COMMERCIAL ESTATES - GENERAL	0	100,000	0%	100,000	100,000
FORUM PIAZZA AND FOUNTAIN UPGRADE	5,000	150,000	3%	145,000	150,000
MILLSTREAM EXTENSION	7,053	350,000	2%	342,947	50,000
TEMP AT ROWAN DRIVE GARAGES and PEARY CLOSE	0	75,874	0%	75,874	75,874
BILLINGSHURST CAR PARK DEVELOPMENT	0	170,427	0%	170,427	10,000
PAVILIONS LEGACY	0	48,718	0%	48,718	48,718
PARK HOUSE, HORSHAM	64,829	107,310	60%	42,481	107,310
PARKSIDE FLOOR PLATE IMPROVEMENTS	1,298	1,784	73%	486	1,784
HIGHWOOD COMMUNITY CENTRE	0	500,000	0%	500,000	50,000
	80,102.13	1,604,113.00	5%	1,524,010.87	693,686.00
	3,433,989	8,864,964	38.7%	5,430,975	6,814,876

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2020 / 21 Revenue Budget

Month 7: April to October 2020

Service Area Table in £000's	Spend	Annual Budget	Spend % Budget	Income	Annual Budget	Income % Budget	Net Spend	Forecast Over / (under) Spend	Comments	Change from previous month
PARKING SERVICES	1,380	2,196	63%	-1,497	-5,427	28%	-117	2,475	Impact of November 2020 lockdown added £0.5m compared to last month.	537
LEISURE SERVICES	1,121	662	169%	-97	-978	10%	1,024	2,468	£2.4m contractual closure and re-opening costs with Places Leisure.	0
DEVELOPMENT	1,077	1,947	55%	-701	-1,950	36%	375	721	Reduction in income forecast at £865k although some encouraging signs that income is slowly returning a little over recent weeks. Savings on consultancy, appeals and staffing costs bring this down by £144k.	-66
INVESTMENT PROPERTIES	554	393	141%	-3,255	-4,239	77%	-2,702	448	Rent voids - although needs to be read in conjunction with Operational Properties line. Offset slightly by one favourable backdated rent on review.	30
CAPITOL	652	2,236	29%	-214	-2,014	11%	437	409	Net loss of productions income, reduction in income from room hire, bar and shop, net film income all down. Staff savings from restructure and Arts Council grant income reduces impact. Closure in November adding additional lost income.	25
FINANCE CORPORATE	792	869	91%	-756	-916	83%	37	139	Based on Arlingclose estimated fall in dividends and reduced interest rates.	-23
BUILDING CONTROL	467	848	55%	-316	-871	36%	152	65	Income which had started to recover has dipped slightly again, although construction works are able to continue in lockdown.	15
COMMUNITY SAFETY	492	886	56%	-50	-496	10%	442	42	Reduction in PCC contribution, adjustment to Parish Contribution	0
HEALTH AND WELLBEING	183	339	54%	-178	-375	48%	5	37	Forecast overspend on equipment, project support and training and not taking income from reserves.	0
TECHNOLOGY	1,409	2,001	70%	-18	-83	21%	1,391	32	Includes COVID-19 IT office and home equipment and Zoom Licenses.	-9
FINANCE ACCOUNTANCY	457	812	56%	5	-13	-42%	463	30	Overspend due to redundancy.	30
ECONOMIC DEVELOPMENT	658	601	109%	-60	-68	89%	598	24	Reduction in income from events.	0
PARKS & COUNTRYSIDE SERVICES	738	1,455	51%	-228	-466	49%	511	16	Tree works over budget and income reduced during lockdowns, largely at from carpark at Southwater country park. Some offsetting from staffing and property maintenance savings.	-61
ENVIRONMENTAL SERVICES/LICENSING	717	1,326	54%	-374	-640	58%	343	5		32
PROPERTIES & FACILITIES	372	557	67%	-1	-19	5%	371	5		0
REVS & BENS ADMIN	792	1,114	71%	-511	-462	111%	282	2		0
BENEFIT PAYMENTS	13,881	28,950	48%	-13,989	-28,900	48%	-108	0	Overall no significant movement forecast	0
COMMUNITY DEVELOPMENT	344	504	68%	-9	-31	29%	335	0		0
PERFORMANCE AND PROJECT ASSURANCE	122	349	35%	0	-84	0%	122	-3		0
COMMUNICATIONS	265	487	54%	-5	-10	50%	260	-29	Cancellation of residents survey	0
LEGAL & DEMOCRATIC	749	1,335	56%	-52	-86	61%	697	-36	Savings in electoral service and democratic services. Volume and complexity of work in legal has remained high in some areas under lockdown as some contracts are revisited. Staff overspend here offset by other efficiencies.	-15
CORPORATE MANAGEMENT	648	1,208	54%	16	-26	-63%	664	-50	Savings on refreshments, hospitality and mileage. Additional audit fee forecast.	-10
MUSEUMS	154	305	51%	-30	-44	69%	124	-59	Staff savings from early restructure as unable to open under Covid-19, although reduced slightly by redundancy payments. Small loss of income.	16
HUMAN RESOURCES & ORG DEVELOPMENT	288	524	55%	0	0	0%	288	-64	Staff savings	6
LEISURE & CULTURE	64	204	31%	-0	0	0%	64	-98	Year of culture saving as not going ahead.	0
CUSTOMER SERVICES	211	523	40%	-1	-37	2%	210	-113	Staff savings £100k incl agency. New queuing system on hold £12k.	0
HOUSING	940	1,597	59%	-1,091	-1,404	78%	-152	-142	Grant funds to help housing services under Covid-19 have been received with a reduction on bed and breakfast costs to the Council as a result. Some temporary housing net rents are slightly over budget, together with higher maintenance and repairs.	-38

SPATIAL PLANNING	635	1,264	50%	-100	-106	94%	535	-155	Savings against counsel fee, staff costs and additional neighbourhood planning grants received, together with a reduction in consultant spend as Covid-19 delays some work including the local plan total £170k. Offset slightly by the fact that the evidence base for studies will require updating for the impact of Covid-19.	-40
OPERATIONAL PROPERTIES	436	1,030	42%	-80	6	-1422%	356	-209	Removal of rent void contingency on commercial and domestic properties of £160k as rent voids are now forecast against individual properties (within Investment properties line). Release of restrictive covenant and savings on maintenance costs.	16
STREET SCENE & FLEET	1,464	2,661	55%	-31	-63	48%	1,434	-231	Fuel price saving of around £130k. Other savings include staff savings and repairs and tools savings.	31
WASTE & RECYCLING	2,415	4,579	53%	-2,724	-3,429	79%	-309	-322	Business waste income shortfall offset by reduction in disposal costs. Additional income from bulky bag and garden waste forecast at around £150k matched by forecast savings on staffing and materials also totalling around £150k.	-34
Grand Total	34,477	63,759		-26,346	-53,231		8,131	5,408		443

By Directorate

Corporate management	-78
Resources	2,461
Community	2,126
Place	900
	5,408

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 - in progress = 66
  - complete = 2
  - on hold = 10

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 25 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.

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Page 26		Provide new community facilities that can be used by all residents. Improved facilities will be provided at new community centres in Highwood, West of Horsham and at Kilnwood Vale.		Leisure and Culture	This is part of the Local Plan process 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 to install a network of charge points across West Sussex. The contract is due to commence in January 2021.
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	The culture strategy is 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	Enhance public space in Horsham Town Centre, particularly Horsham Park.		Leisure and Culture	COVID-19 has meant that our parks and open spaces have received

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	will be well managed to keep our District an attractive place to live.	Review Southwater Country Park, Chesworth Farm, Owlbeech & Leechpool Woods, Sandgate Park and Henfield Commons to ensure everyone can use and enjoy these sites.			significant numbers of additional visitors. The focus of the team has been to proactively manage all sites to ensure the spaces continue to be well maintained. Horsham Park has been recognised by the prestigious international Green Flag Award Scheme as one of the best green spaces in the UK, achieving the highest international standards demanded by the Green Flag Award.	
Page 27	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. Research underway to identify those businesses looking to relocate.	
		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	▶	Strategic Planning; Economic Development;	Employment land at North Horsham has planning permission.	

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Page 28		sites.		Development	
		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.
		Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.	▶	Economic Development	Work to commence on 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	Support continues to be focused on COVID-19, with help packs, promotional campaigns and advice on available funding. Tools developed included Virtual Horsham, a portal for localised online shopping. Small business funding scheme (LEAP) focused on start-up businesses, to support them through the COVID 19 impacts.

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Page 29		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 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	Working with the BID Steering Group to establish themselves as a Community Interest Company.
		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.

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Page 30					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	<p>Following a successful bid for support funding, The Capitol has been awarded £182,000 as part of the Government's Culture Recovery Fund (CRF) to help face the challenges of the coronavirus pandemic.</p> <p>We have used the time during lockdown to repaint, repair and carry out necessary maintenance at The Capitol. 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.</p>
A thriving economy	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		Economic Development	A raft of employment projects to support all district residents who need it will be

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Page 31		who find it hard to get into work			provided. J2W and WISH continue but additional projects to support young people into work and over 50s are planned to start before the end of 2020.
		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 partners and the voluntary sector to address issues such as violent crime and support for young people in the district.		Housing and Communities	Two sessions of the Horsham District Safe & Well Partnership have now been 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 thorough 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		Housing and Communities	The Community Safety Team work with Parish and Neighbourhood Councils

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Page 32	Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	through the Neighbourhood Warden programme			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.
			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 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	▶	Housing and	Saxon Weald have begun work on sites

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		help them increase the supply of affordable homes.		Communities	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.
		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.

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Page 34	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 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.
	A cared for environment	Prioritised protection of the environment and increased biodiversity	Undertake a carbon audit to understand the Council's current carbon footprint.	▶	Director of Community Services	Findings of the initial audit were reported to Cabinet in November 2019. Work on updating the footprint for 2019/20 has commenced and is due to be completed by the end of 2020.

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Page 35		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 and local people continue to sign up to the scheme.
		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 woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Leisure and Culture	We are continuing to protect our trees 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	Two targets for the Council to become carbon neutral were agreed by Cabinet in September 2020. This was accompanied by a short term action plan (to March 2021).
		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. First outputs to PDAG 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.

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Page 36		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	Two post holders in place for the Wilder Horsham District programme. Communications plan to be produced by end 2020. Mapping for Nature Recovery Network to be produced for end January 2021.
		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	As part of the Wilder Horsham District initiative management of HDC land will be reviewed to form part of a Nature Recovery Network.
		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 has been recognised by

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					the prestigious international Green Flag Award Scheme as one of the best green spaces in the UK, achieving the highest international standards demanded by the Green Flag Award.
		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.
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
		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

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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.
		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

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					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 throughout the 2020s.	Improve our website to transact with customers online, making our services available to people when it's most convenient to them.		Technology Services	Continuing to work on ways to improve our online offer across a number of council services including Waste.
		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		Finance	The impact of COVID-19 has severely disrupted our finances. A £5m overspend is forecast in 2020/21. A

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		government reduces.			£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 Page 40	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.
		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.

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 • Crime and Disorder Annual update • 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 20/21 • 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

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.

Page 45 Whilst the majority of the Council's business will be open to the public, there will be occasions when the business to be considered contains confidential, commercially sensitive or personal information. This is formal notice under the 2012 Regulations that part or all of the reports on the decisions referred to in the schedule may be private because they contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and the public interest in withholding the information outweighs the public interest in disclosing it.

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

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

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

To contact Committee Services:

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

Tel: 01403 215123

Published on 01 November 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	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)
2.	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)
3.	Amended Public Space Protection Order	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)
4.	Electric Vehicle Charge Point Project Update	Cabinet Council	26 Nov 2020 9 Dec 2020	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk Cabinet Member for Local Economy & Parking (Councillor Paul Clarke)

	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.	Local Cycling and Walking Infrastructure Plan	Cabinet	26 Nov 2020	Open	Barbara Childs, Director of Place barbara.childs@horsham.gov.uk Cabinet Member for Horsham Town (Councillor Peter Burgess)
6.	Horsham District Homes - Affordable Housing Investment at Roman Way	Cabinet Council	26 Nov 2020 9 Dec 2020	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
7.	The Capitol - Recovery Plan	Cabinet	26 Nov 2020	Fully exempt	Vicky Wise, Head of Leisure and Culture Vicky.Wise@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)
8.	Procurement of building contract	Cabinet	26 Nov 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)
9.	Horsham District Local Plan regulation 19	Cabinet Council	28 Jan 2021 3 Feb 2021	Open	Catherine Howe, Principal Planning Officer catherine.howe@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
10.	Amended Public Space Protection Order - public consultation	Cabinet	28 Jan 2021	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
11.	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)
12.	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)
13.	Housing Strategy 2019 - 2024	Cabinet	25 Mar 2021	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)

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