



Overview and Scrutiny Committee

Monday, 22nd March, 2021 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 - 8
<p>To approve as correct the minutes of the meeting held on 25 January 2021 (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.)</p>	
3. Declarations of Members' Interests	
<p>To receive any declarations of interest from Members of the Committee</p>	
4. Announcements	
<p>To receive any announcements from the Chairman of the Committee or the Chief Executive</p>	
5. Corporate Plan Priorities Finance & Performance Report Q3	9 - 36
<p>To receive a report from the Director of Corporate Resources</p>	

6. **Sustainable Travel Task & Finish Group**
To agree the membership of the Sustainable Travel Task & Finish Group
7. **HDC Property Investments**
To receive a presentation by the Head of Property & Facilities
8. **Work Programme** 37 - 38
To receive and discuss the Work Programme and any suggestion forms that have been submitted
9. **Cabinet Forward Plan** 39 - 44
To receive and note the Cabinet 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 25 JANUARY 2021

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

Apologies: Councillors: Billy Greening

Also Present: Councillors: Peter Burgess, Lynn Lambert, Claire Vickers

SO/44 MINUTES

The minutes of the meetings held on 23 November 2020 and 7 December 2020 were approved and would be signed by the Chairman at a later date.

SO/45 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

SO/46 ANNOUNCEMENTS

Following a reconstitution of the West Sussex Health and Adult Social Care Scrutiny Committee, Cabinet Members were no longer able to sit of this Committee. Following this, Councillor Youtan had to resign from the Committee and had been replaced by Councillor Noel.

SO/47 REPORT OF THE OFF STREET PARKING TASK & FINISH GROUP

The first report of the Off Street Parking Task & Finish Group had been considered by Council on 9 December. This report recommended that the Council develop its own Parking Standards matrix to inform the allocation of parking provision for new development, thus allowing decisions to diverge from the criteria set by WSCC Highways Authority. Council had resolved that the report should be taken back to the Overview & Scrutiny Committee for further consideration before being brought to a future Council meeting.

The Off Street Parking Task & Finish Group presented their amended report to the Committee.

Following a presentation by the Head of Strategic Planning the Committee agreed and debate the Committee resolved to amend several of the recommendations set out in the report.

RECOMMENDED TO COUNCIL

- i) Strategic Planning to develop a HDC Parking Standards SPD in consultation with the O&S Off Street Parking Task & Finish Group. The start date of this project to be decided by Strategic Planning.
- ii) A consultant should be engaged for, say, six months to assist Strategic Planning in i) above to develop the parking standards for Horsham District Council similar to the one which had been developed by Arun District Council but fine-tuned to meet Horsham's particular requirements.
- iii) A Budget be Approved for the employment of a consultant.
- iv) That the HDC Parking Protocol for new residential builds throughout HDC, subject to evidence provided, be:
 - 1 bed - 2 parking spaces
 - 2 bed - 2 parking spaces
 - 3 bed - 3 parking spaces
 - 4 bed - 3 parking spaces
 - 5 bed - 4 parking spaces
- v) A new parking protocol be developed for business sites, retirement homes, care homes and restaurants & takeaways:
 - v) 1 Business Sites – floorspace plus number of staff & visitor/delivery provision
 - v) 2 Retirement Homes – one parking space per unit plus space for staff, visitors & deliveries
 - v) 3 Care Homes – one space per member of staff plus space for visitors & deliveries
 - v) 4 Restaurants & Takeaways – planning permission only granted if adequate public parking available in the vicinity.
- vi) Ducting for electrical car charging be placed in all off street parking spaces of new builds.
- vii) Review the dimensions of garages and car ports. Are WSCC's appropriate?
- viii) In all new builds put in a Condition prohibiting the conversion of garages or carports into rooms unless suitable garages or car ports are built in replacement on the same site.
- ix) Two cycle racks to be provided for each new unit.

- x) Developers must be made aware that they are responsible for providing appropriate off street car parking and not relying on street parking for their new builds.

REASON

To develop a Parking Standards matrix for Horsham District Council to ensure the provision of adequate off street parking for new development.

SO/48 **REVIEW OF THE COUNCIL BUDGET 2021/22 AND MEDIUM TERM FINANCIAL STRATEGY**

The Director of Corporate Resources provided a summary of the 2021/22 Budget and Medium-Term Financial Strategy to 2024/25.

The Council had restructured the Council's services in 2020/21 to reduce expenditure. The net budget requirement would be higher for 2021/22 than 2020/21 due to the impact of Covid-19. However, the Council had been able to set a balanced budget for the year due to the receipt of some additional Government funding.

The level of Council Tax for 2021/22 was proposed to be the highest permitted, without referendum, whilst remaining in the lowest quartile nationally and the lowest in West Sussex.

The Director of Corporate Resources provided an overview of the Medium Term Financial Strategy. It was projected that the Council would have budget deficits due to the uncertainty of Government funding and the ongoing pandemic.

The Committee noted the contents of the report and requested The Head of Property & Facilities attend the next meeting to receive questions on property investment.

SO/49 **PDAG REVIEW UPDATE**

At a meeting of Governance Committee on 14 December 2020 the decision was made to ask Overview & Scrutiny to provide their thoughts on the review before any decisions were made.

The Director of Corporate Resources presented the Committee with the findings of the Policy Development Advisory Group (PDAG) review.

The two HDC Graduates that had helped undertake the review provided the Committee with a detailed breakdown of responses from Members and Officers to the survey and interviews that had been carried out.

The key findings had been that the majority of respondents would like to see some form of change to the system and that policies and reports would benefit from being taken to PDAGs earlier.

The Graduates presented five questions to the Committee that would be answered via email at a later date.

SO/50 **AFFORDABLE HOUSING**

The Head of Housing & Community Services presented an overview on Affordable Housing and the types of tenure available within Horsham District.

The Committee noted the contents of the presentation.

SO/51 **WORK PROGRAMME - SUSTAINABLE TRAVEL TASK & FINISH GROUP**

Following the adoption of the Horsham Local Cycling and Walking Infrastructure Plan a suggestion was put forward by Councillor Croker to form a Sustainable Travel Task & Finish Group.

The Committee agreed to remove the third bullet point for the proposed scope/Focus of the review on the suggestion form as it was deemed to no longer be necessary.

All Members would be contacted following the meeting to register interest in becoming a Member of the Task & Finish Group.

RESOLVED

That the Sustainable Travel Task & Finish Group be formed.

SO/52 **WORK PROGRAMME**

The Committee noted the content of the Work Programme.

SO/53 **CABINET AGENDA - 28 JANUARY 2021**

The Committee noted the content of the Cabinet agenda.

SO/54 **FORWARD PLAN**

The Forward Plan was noted by the Committee.

SO/55 **URGENT BUSINESS**

There was no urgent business.

The meeting closed at 8.21 pm having commenced at 5.30 pm

CHAIRMAN

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Report to Overview and Scrutiny Committee

Date of meeting 22nd March 2021

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 64% within target and 13% close to target, and 23% 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 10 of the 2020/21 financial year. Officers currently forecast a year-end revenue deficit of £5.4m.

Income remains significantly reduced by the impact of Covid-19, with parking particularly affected. This together with the contractual expenditure obligations in leisure services make up around three quarters of the forecast overspend. The one-off Government grants for additional Covid-19 expenditure and income loss, together with the actions taken by officers to reduce expenditure, including the restructure, mean that the overall funding position of the Council is currently on course to be a small surplus for 2020/21.

Capital expenditure at Month 10 was £4.5m (50%) of the £8.9m capital programme. By comparison, spend on capital was £6.9m (32%) of the £21.7m programme at same period in 2019/20, which ended the year at £9.8m (45%). An outturn of £5.7m or 64% 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.

Work still continues on key tracked projects and Corporate Plan actions. There are currently 14 Corporate Plan actions are currently on hold due to the impact of Covid-19 but 7 have now been completed which includes the adoption of the local cycling and walking plan. Of the 56 Corporate Plan actions progressing includes a programme of support for the retail sector in our market towns and high streets with funding of 80K awarded from the Strategic Investment Fund for a training and grants package; work on the launch of kerbside collections of WEEE, textiles and batteries in the summer of 2022. The Green agenda is continuing to make good progress, five grants were awarded in November to local groups the second round of grants will be considered in March 2021.

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 Q3

Appendix B: Budget monitoring and forecast outturn summary April 2020 to January 2021

Appendix C: Capital budget monitoring and forecast outturn at M10

Appendix D: Revenue budget monitoring and forecast outturn at M10

Appendix E: Corporate Plan update Q3

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Appendix A

Key Performance Indicators Report

Q3 September – December 2020



33 KPI's **22 with a target** **11 data only**
Of the 22 with targets  23% (5/22)  13% (3/22)  64% (14/22)

(This includes two KPIs where we are still awaiting confirmation - Leisure centres that will be red and Waste recycling rate that is expected to be green).

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
Page 13	Number of self service (eform and web based) payments	21,240	10,070			There have been fewer electronic payments due to Covid 19 closing services that use them such as the Capitol and leisure bookings. .
CS03	Less than 5% of incoming calls abandoned	4.8%	3.4%	5%		Due to a collection error during the quarter, this data is known to be incorrectly recorded. The number showing is slightly lower than expected. This issue has now been rectified for future collection periods, but the correction cannot be retrospectively applied. Previous quarters were correctly recorded.
FS07	% of invoices paid on time	92.90%	94.50%	95.00%		Improvement compared to last year Q3, and only slightly below target.
FS09c	Parking Combined Total Income	£2,722,326	£1,325,960	£2,733,326		Planning for post lockdown promotion of parking is underway to ensure what is available meets the new demands.
FS13	Business Rates: Rateable Value	£112,208,146	£114,185,544	Above £114,000,000		The value has now come back up to the level of £114m at which the list

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
						opened on 1 April 2017.
HS01b	Homelessness: Decisions	43	33			
HS17	No of Homelessness Preventions	73	42			
HS18	No of households in temporary accommodation	118	105			
HS19	Of which no of households in B & B accommodation	18	4			
Page 14 21	No of households on the Housing Waiting list	611	726			Numbers on the register have increased from an in year average in the low 600's of households in 2017/18 to 726 households in 2020/21. We have seen this number increase over the last year as less properties are coming through to the Council for allocation. There is less movement in the sector as a result of the pandemic. Less households are transferring and freeing up older stock which is anticipated to be as a result of uncertain employment status/future and households limiting moves through choice rather than demand. It is also anticipated that there may also be a delay on new build properties given the building sector had to essentially down tools for a period last year but this won't be confirmed until we have 2020/21 completion figures in a few months.
LS01a	Attendance at Sports Centres	277,602	0	277,602		Due to Covid 19 restrictions leisure centres were intermittently open and closed during quarter 3. Attendance figures for the periods of opening (October, 1 st – 4 th November and 2 nd – 25 th December 2020) have not yet been provided by Places Leisure as most staff, including Managers, are currently furloughed.

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
LS03	Attendance at The Capitol (Cinema, Theatre & Hire)	54,901	6,679	54,901		The Capitol has experienced interrupted business and regular forced closures, when we have been open it's been with strict social distancing and limited capacity. The live shows that we have had on have been sold out.
LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	33,480	0	19,134		The Museum remained closed at this time.
OP14a	Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	54.83%		48%		We are awaiting confirmation of this data from WSCC. These figures will be updated when that information has been received.
OP17	Number of refuse, recycling and garden waste collections reported as missed	321	192			
Page 19 PS19	Quality of recycling - % contamination rate	14.28%	8.87%	8%		November sampling saw 3 very high samples which brought the average up. Wet paper was the main contaminant for HDC and most of the other WCA's. In addition the county average was 10.85% with all WCA's seeing a higher-than-usual contamination rate. Collection operatives are regularly reminded to reject bins and empty water from the hopper.
PP08	Number of FOI requests received	201	213			Information from Data Protection Officer
PP09	% of FOI requests responded to within 20 days	96%	98%	85%		Information from Data Protection Officer
PP10	Number of complaints received	69	60			
PS11c	Total sickness (excluding leavers sickness)	6.38	6.02	7		Sickness absence is well managed and continues on a downward trend, in particular for long term absences, with short term absences stable on a 2 day plateau on average.

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
SSC9a	No. of fly tipping incidents	284	310			<p>During the COVID-19 pandemic, we have seen a steady increase in the reporting of fly tipping incidents, particularly during the lockdown periods and the tier system and this trend has continued. Whilst the HWRS centres were open during this reporting period, the main materials fly tipped are believed to be commercial building materials.</p> <p>WSSC are proposing to move to an online booking system in April for HWRS's.</p>
SSC9b	No. of fly tipping enforcement notices	17	8			<p>This figure relates to the number of yellow warning notices issued which is based on finding evidence and we have seen a reduction in evidence being found at these incidents, particularly where commercial building materials have been fly tipped which has led to a reduction in the number of notices being issued.</p>
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.75%	99.51%	95%		<p>Occupancy percentage of 98.69% for January 2021 with the following four voids:</p> <ul style="list-style-type: none"> • St Peter's Hall • RAFA Club Building • Second Floor Park House • Unit 25 Lintot Square
VE01b	Income from HDC owned and managed commercial and industrial estate space	£3,547,542	£3,751,374	£3,547,542		<p>Increase is reduced compared to last quarter due to last quarter's PI including rents demanded for Q3.</p>
DM27	Speed of decision - 12 months (2020/21) Major applications		100%	60%		<p>100% of major applications have been determined in the required 13 or 16 week timeframe or with an extension of time</p>

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
DM28	Speed of decision - 12 months (2020/21) Non-major applications		97.8%	70%		97.8% of non-major applications have been determined in the required 8 week timeframe or with an extension of time
DM29	Quality of decision - 12 months (2020/21) Major applications		0%	10%		This considers the speed and the quality of decision making ie how many applications are allowed at appeal as a proportion of all decisions made. The lower the number the better. At 10% the SoS may take over decision making for the LPA
DM30	Quality of decision - 12 months (2020/21) Non-major applications		0.45%	10%		This considers the speed and the quality of decision making ie how many applications are allowed at appeal as a proportion of all decisions made. The lower the number the better. At 10% the SoS may take over decision making for the LPA
LGSS01	Customer Satisfaction		100	80		Q3 Update - This PI continues to remain at 100%, with no DPA breaches or upheld stage 2 complaints.
LGSS02	Right Time: Combined Speed of processing for new claims and changes of circumstances	7.75	6.84	11		The trend continues with an upward creep, although the SoP is still significantly lower than target and still remains better than last years performance. Further increases are anticipated over Q4 as demand increases with further lockdowns. However, the service still anticipates a YTD outturn under the 11 days.
LGSS03	Quality Assurance: LA Error	0.16%	0.23%	0.4%		The LA error has reduced by 0.01% since November 2020 and the projected year end outturn is 0.20%
LGSS04a	Collection: Council Tax	85.56%	84.66%	85.56%		There has been a further decrease in comparison between collection rates for 2019/20 and 2020/21.

Code	Short Name	Q3 2019/20	Q3 2020/21			Notes
		Value	Value	Target	Status	
						The service will look at proactive recovery action in the absence of any further court dates this year.
LGSS04b	Collection: NNDR	81.85%	80.59%	81.85%		<p>The gap between collection rates as a comparison to 2019/20 has increase again. This new lockdown will be placing significant pressure on customers again.</p> <p>The service will look at proactive recovery action in the absence of any further court dates this year.</p>

Budget Monitoring and Forecast Outturn – April to January 2021

Monthly Summary: The forecast overspend for the year is £5.4m. Aside from the movements in month for restructure forecasts, which are now all in the budget, the Parking income forecast reduced further by £0.25m. We will be able to claim 75% of the decrease in parking income under the income loss grant scheme. Some improvement in development income was forecast. The overall funding position is forecast to be a small surplus, as a result of one-off grants, especially from the loss of income grant scheme. There is risk on debt income. Capital expenditure remains subdued due to the impact of Covid-19.

Revenue Outturn Forecast:

Outturn Forecast	£000s
Chief Executive	(61)
Resources (incl parking)	2,825
Community and Culture	2,165
Place	467
Total overspend / (surplus)	5,396

Monitoring Compliance: 100%

For the third consecutive month, all 33 of 33 budget holders returns were received within the deadline and included in the forecast.

Expenditure and Income

£0.73m of restructure costs for redundancy and pension strain has gone through the ledger to M10, with only further minor amounts expected before year end. All has now been included in the forecast against the redundancy code within the services.

Expenditure is at 75% at M10, which is 8% below par against a straight line 1/12th distribution. Income is low at 72% and would historically be ahead of the curve due to the up-front receipt of garden waste income.

The forecast overall funding position though is now in a small surplus due to the receipt of expenditure grant and receipt and forecast income loss grant funding.

Capital Expenditure:

Spend to date of £4.5m (50%) of the £8.9m capital budget. £0.22m was spent in month 10; with £0.12m on disabled facilities grants being the largest individual item.

Capital outturn forecast:

Budget holders are forecasting a full year spend of £5.7m (64% of budget), a reduction of £1.05m from last month, but requiring spend of £1.2m in the final two months.

Forecast overall funding position at M10

2020/21	M10 snapshot of overall budgetary position
11,201	Net exp set in budget
5,396	M8 forecast overspend
16,597	Forecast net exp
-9,922	Council tax
-2,052	Business rates
-53	Collection Fund surplus from previous year
-12,027	Funding
4,570	Net deficit before one-off costs and funding
-1,750	One-off exp funding received
-1,100	Income loss first third received
-850	Income loss second third claimed
-950	Income loss final third estimate
-4,650	One off funding
-80	Overall (surplus) / deficit - smooth via reserves

Debtors

The Council was owed £2.9m at 11 Feb 2021 (£2.3m Feb 2020) of which £1.26m was >30 days. The table compares to the snapshot last year.

Age Group	11 Feb 2021 £k	19 Feb 2020 £k
>30 Days	374	206
>60 Days	179	191
>90 Days	704	551
	1,258	948

The top ten debtors over 90 days total £642k, making up over 90% of the £704k debt balance. They are mostly from commercial rents, where businesses are struggling due to the impact of Covid-19. Detailed discussions and agreements are being put in place for repayment plans for how this debt will be reduced.

Risks: Debt rising. Invoices raised in the ledger does not equate to cash income. This is being closely monitored by Property.

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APPENDIX C - Capital expenditure in 2020/21

Detailed Description	Period 10 Ytd	Budget	% of Budget	Spend (more) / less than Budget	Forecast Outturn
BBHLC-NEW BUILD	111,551	200,000	56%	88,449	111,551
HORSHAM PARK POND IMPROVEMENTS	866	42,834	2%	41,968	0
WARNHAM NATURE RESERVE IMPROVEMENTS	271,822	479,864	57%	208,042	272,000
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	75,337	77,828	97%	2,492	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	488	50,000	1%	49,513	5,000
PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	0	26,173	0%	26,173	25,700
	473,571	878,553	54%	404,982	508,228
VEHICLES - NEW	23,125	400,000	6%	376,875	23,125
BIN WEIGHING TECHNOLOGY & EQUIPMENT	0	89,000	0%	89,000	64,000
HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	25,000	10,000
96 ACT-DISABLED FACILITY GRANT	929,665	1,250,000	74%	320,335	1,200,000
ACT-HOME REPAIR ASSIST. GRANT	9,065	60,000	15%	50,935	40,000
	938,730	1,310,000	72%	371,270	1,240,000
HOUSING ENABLING GRANTS	798,690	1,169,000	68%	370,310	951,000
LOANS - PROPERTY DEV CO	0	340,000	0%	340,000	0
EQUITY FUNDING - PROPERTY DEV CO	60,000	360,000	17%	300,000	125,000
	858,690	1,869,000	46%	1,010,310	1,076,000
PIRIES PLACE CARPARK	103,643	104,000	100%	357	104,000
PIRIES PLACE CAR PARK LIFT	127,539	134,798	95%	7,259	134,798
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)	8,648	305,000	3%	296,352	280,000
WELCOME ZONES IN MULTI-STOREY CAR PARKS	24,459	50,000	49%	25,541	50,000
BILLINGSHURST SIX BELLS & LIBRARY - RURAL CP IMPROVEMENTS	0	0 n/a		0	0
	289,446	677,298	43%	387,852	652,298
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	114,333	150,000	76%	35,667	150,000
PUBLIC REALM PROJECTS - TOWN CENTRE VISION	15,000	135,000	11%	120,000	28,000
	140,826	415,000	34%	274,174	189,493
LAND AT OAKHURST BUSINESS PARK - PHASE 4	1,570,303	1,600,000	98%	29,697	1,600,000
CORPORATE PROVISION - ASSET ENHANCEMENT	3,422	40,000	9%	36,578	20,000
COMMERCIAL ESTATES - GENERAL	0	46,000	0%	46,000	46,000
FORUM PIAZZA AND FOUNTAIN UPGRADE	5,000	150,000	3%	145,000	15,000
MILLSTREAM EXTENSION	7,194	350,000	2%	342,806	10,000
TEMP AT ROWAN DRIVE GARAGES and PEARY CLOSE	19,568	75,874	26%	56,306	40,874
BILLINGSHURST CAR PARK DEVELOPMENT	0	170,427	0%	170,427	6,577
PAVILIONS LEGACY	0	48,718	0%	48,718	10,000
PARK HOUSE, HORSHAM	64,326	107,310	60%	42,984	80,310
PARKSIDE FLOOR PLATE IMPROVEMENTS	1,296	1,784	73%	488	1,784
HIGHWOOD COMMUNITY CENTRE	0	500,000	0%	500,000	15,000
	100,806.33	1,490,113.00	7%	1,389,306.67	245,545.00
	4,507,048	8,953,964	50.3%	4,446,916	5,720,240

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2020 / 21 Revenue Budget

Month 10: April to January 2021

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	1,655	2,196	75%	-2,048	-5,427	38%	-393	2,954	Lockdown 'extending' into March.	255
LEISURE SERVICES	1,236	662	187%	-155	-978	16%	1,082	2,299	Mostly contractual closure and re-opening costs with leisure centre provider. Projections based on actuals and revisited for Jan / Feb / March lockdown. Support for re-opening moves pressure into 2021/22 - budget amended. Reduced service & staffing levels.	21
DEVELOPMENT	1,584	1,947	81%	-1,235	-1,950	63%	349	386	Income improvement in second half of year, but remains below budget due to slump in first half of year.	-66
CAPITOL	893	2,236	40%	-468	-2,014	23%	426	381	Closure in 2021. Staff furloughed reducing costs.	1
BUILDING CONTROL	792	848	93%	-574	-871	66%	218	261	Half is low income although some gradual improvement, and half is redundancy and pension strain costs.	30
INVESTMENT PROPERTIES	187	393	48%	-4,298	-4,239	101%	-4,111	206	Tenants paying rents and those on rent deferment schedules. However, until income is received, risk of non-payment remains.	-7
PERFORMANCE AND PROJECT ASSURANCE	279	349	80%	0	-84	0%	279	177	Overspend due to restructure costs.	0
FINANCE ACCOUNTANCY	733	812	90%	-1,094	-13	8419%	-362	105	Overspend due to restructure costs. £1m income is first third of income loss grant received held centrally. Will be allocated in M13.	0
COMMUNITY SAFETY	725	886	82%	-52	-496	10%	673	47	Reduction in PCC contribution, adjustment to Parish contribution.	0
HEALTH AND WELLBEING	273	339	81%	-345	-375	92%	-71	37	Forecast overspend on equipment, project support and training and not taking income from reserves.	0
PARKS & COUNTRYSIDE SERVICES	1,033	1,455	71%	-297	-466	64%	736	28	Slight decrease as slightly lower salary forecast.	-14
ENVIRONMENTAL SERVICES/LICENSING	1,046	1,326	79%	-637	-640	100%	409	24	Licence income from Hackney carriage reduced due to Covid-19 impact.	13
PROPERTIES & FACILITIES	513	557	92%	-8	-19	45%	504	5		0
DEVS & BENS ADMIN	796	1,114	71%	-873	-462	189%	-77	2		0
BENEFIT PAYMENTS	20,014	28,950	69%	-19,992	-28,900	69%	22	0	Overall no significant movement forecast.	0
COMMUNITY DEVELOPMENT	450	504	89%	-13	-31	41%	438	0		0
ECONOMIC DEVELOPMENT	881	601	146%	-89	-68	132%	792	-4		0
COMMUNICATIONS	387	487	80%	-12	-10	116%	376	-10	Cancellation of residents survey but redundancy costs.	16
MUSEUMS	218	305	71%	-36	-44	83%	181	-27	Grant and donations adding to staff savings from restructure.	-8
CORPORATE MANAGEMENT	927	1,208	77%	0	-26	0%	927	-51	Salary savings from staff savings and redeployment.	-10
LEGAL & DEMOCRATIC	1,036	1,335	78%	-82	-86	96%	953	-54	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 and working with Crawley.	-13
HUMAN RESOURCES & ORG DEVELOPMENT	412	524	79%	0	0	0%	412	-55	Staff savings.	-1
STREET SCENE & FLEET	2,073	2,661	78%	-37	-63	59%	2,036	-57	Overtime and agency chipping away the fuel savings which remains favourable at £130k. Reduction in M10 is forecast of redundancy costs.	56
TECHNOLOGY	1,803	2,001	90%	-18	-83	21%	1,785	-59	Spend on IT projects infrastructure deferred to next year due to Covid-19. Offset by other new and existing contract costs increasing.	-31
LEISURE & CULTURE	98	204	48%	-0	0	0%	98	-97	Year of culture saving as not going ahead.	0
FINANCE CORPORATE	874	869	101%	-1,007	-916	110%	-133	-102	Release of Corporate provision as pension strain and redundancy now forecast at M10 in services.	-215
CUSTOMER SERVICES	307	523	59%	-1	-37	2%	306	-142	Staff savings. Slight reduction this month is result of redundancy and pension strain calculations.	27
HOUSING	1,484	1,597	93%	-1,570	-1,404	112%	-86	-171	Grant income in year has helped deliver housing services above the cost pressures.	-5
SPATIAL PLANNING	974	1,264	77%	-100	-106	94%	874	-178	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 £190k. Offset slightly by the fact that the evidence base for studies will require updating for the impact of Covid-19.	0

OPERATIONAL PROPERTIES	812	1,030	79%	-110	6	-1960%	702	-208	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.	3
WASTE & RECYCLING	3,390	4,579	74%	-3,132	-3,429	91%	258	-300	Business waste income shortfall offset by reduction in disposal costs, although dipping in January lockdown. Additional income from bulky bag and garden waste forecast at around £150k matched by forecast savings on staffing and materials also totalling around £150k including some additional recycling quality project staff savings.	59
Grand Total	47,886	63,759		-38,282	-53,231		9,603	5,396		112

By Directorate

Corporate management	-61	
Resources	2,825	Parking remaining within Resources for in-year monthly comparison
Community	2,165	
Place	467	
	<u>5,396</u>	

Appendix E

Corporate Plan Update

Q3 September – December 2020



Total - 78 Actions

7 completed
 56 in progress
 14 on hold
 1 not progressing

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 etc.		Strategic Planning	Work to prepare Reg 19 consultation well progressed. Additional work required to address concerns raised by statutory consultees. Subject to elections / Covid 19 etc, consultation therefore likely to commence Q1 2021.
		Work with central government etc.		Strategic Planning	Responses to government consultations - White Paper etc, provided in accordance with government timescales. Standard Housing methodology has not been amended by government as initially proposed - HDC housing target remains at 920 rather than being increased to around 1700 homes each year.
		Continue to support local communities to prepare neighbourhood plans (NP) etc.		Strategic Planning	62% of plans now made or have passed examination. Currently unable to progress to referendum due to C19 restrictions. With the exception of one plan, the remaining NPs are at or approaching examination.
		Provide new community facilities that can be used by all residents etc.		Leisure and Culture	This is part of the Local Plan process and work is underway.
		Prepare a Local Cycling and Walking Infrastructure Plan etc.		Strategic Planning	Document complete and adopted.
		Prepare planning guidance to ensure car parking spaces in new developments etc.		Strategic Planning; Development and Building Control	Review of WSCC guidance to be programmed once Local Plan review has progressed to allow any revised targets to apply when local plan allocations are considered.
		Work with partners to increase the number of Electric vehicle charging points etc.		Director of Community Services	WSCC abandoned joint programme. Review in progress to determine the timing and procurement route to secure a supplier to deliver a County wide network of charge points.

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
					Review to be completed by April 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 etc.		Leisure and Culture	The development of the cultural strategy is on hold and will be reviewed in 2022 as we can start to see the outcomes on the cultural sector from Covid 19.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Leisure centres are currently closed due to lockdown and government legislation. 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 District an attractive place to live.	Enhance public space in Horsham Town Centre, particularly Horsham Park etc.		Leisure and Culture	Council approved the capital budget plans for 2022/23 including the improvement works to the Horsham Park skate park and pond.
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 and Building Control	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	Revised local plan policies will seek to deliver enhanced biodiversity and contribution to a wider Nature recovery network.
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. Revised local plan policies will seek to allocate additional land for employment growth and also support the expansion and enhancement of existing facilities.
		Work with Legal and General to deliver a high quality employment offer etc.		Strategic Planning; Economic Development; Development and Building Control	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	Report received - Study concludes a new station on this line is not feasible in the short - medium term, until infrastructure enhancements elsewhere on the line have been brought forward.

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		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 etc.		Environmental Health	We are now offering online solutions and have implemented free pavement licenses
A thriving economy	Towns and villages are lively and welcoming	Support market towns, high streets and villages to thrive etc.		Economic Development	The Covid-19 recession has had a major detrimental impact on our market towns, villages and rural areas. We are developing a programme of support targeted at the retail sector. Funding has been achieved from SIF (£80k) for a training and grants package. Traders Associations are supported.
		Promote a comprehensive calendar of events to attract people into our town centres.		Economic Development	All events have been cancelled by COVID-19 and our staff resource cut back to meeting HDC's own financial issues. We are, however, working hard to promote and market the district as a visitor destination and support others to provide events as we move out of lockdown.
		Implement the Town Centre Vision for Horsham.		Strategic Planning	The draft Local Cycling and Walking Infrastructure Plan has been now been adopted following Cabinet meeting on 26 November 2020. The Overview & Scrutiny Committee agreed on 25 January to establish a Sustainable Travel Task & Finish Group to examine: - How HDC assesses the benefits to the local economy, residents, workers and visitors of enabling more walking, cycling and other micro mobility modes e.g. mobility scooters, e-scooters - How well HDC systems, policies and resources meet the emerging sustainable travel requirements of NPPF, CWIS, Gear Change, and the WSCC Walking and Cycling strategy. The draft Public Realm Strategy is nearing completion and a report will be submitted to Cabinet on 25 March recommending adoption. Next steps: Deliver the Forum/Blackhorse Way crossing/West Walk improvement scheme; Develop detailed design options for the Carfax.
		Support Horsham businesses with their plans		Economic Development	This project has been postponed awaiting a full understanding of Horsham town's economic situation as we come out of lockdown.

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		for designating the Town Centre etc.			The Viability of a BID will be reviewed Jan -March 2022
		Improve the car parks in Horsham and continue to enhance rural car parking to improve access to our town and village centres.		Parking and Waste	The car parks selected for investment for 2020/21 following the capital project review are near completion. The remaining car parks within the programme have been reprioritised for the following years.
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	Supporting planning proposals for visitor accommodation/attractions.
		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	The Museum and The Capitol are currently closed due to lockdown and government legislation. Improvement works to the museum are underway with plans for reopening in July 2021.
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	Revised local plan policies will seek to allocate additional land for employment growth and also support the expansion and enhancement of existing facilities.
		Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work		Economic Development	The Journey to Work programme has increased capacity to provide 3 projects – WISH clubs, In2Work (25+ programme) and Y-WISH Youth Support hub – which are working with unemployed people and employers to get people whose livelihoods have been impacted by Covid. The two new projects In2Work and Y-WISH are funded for one year by the DWP. All projects work closely with Horsham Jobcentre Plus.
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.		Economic Development	The Y-WISH Youth hub is working with schools and colleges to provide any support that may be required by school leavers (18+).
		As a Council, recruit our workforce and buy goods		Human Resources; Procurement	Whilst procurement regulations have not allowed the Council to restrict competition to the local area a new Procurement Policy

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		and services from our local communities whenever we can.			Note was issued by the Cabinet Office in December 2020 which allows Council's to 'reserve' contracts for either SMEs or local suppliers dependent on a set of criteria being met. The procurement team continue to work to ensure it attracts the local supply chain in our competitive procurement processes. The Print DPS currently has 32 suppliers, of which 22% are located in West Sussex and 6% in Horsham. The Council is currently in the final stages of a Temp Agency DPS which is also hoped will attract local suppliers. The Council is relatively consistent in the proportion of expenditure with local suppliers with 22% of the total spent in West Sussex and 8% in Horsham, the next analysis will take place at the end of the financial year.
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 Community	The Safe & Well Partnership has continued to meet virtually and shifted with a strong focus on health outcomes and inequalities further exacerbated by COVID. The partnership is making use of a data analyst and will present the recommendations for areas of action at the next Safe & Well Partnership session.
		Address anti-social behaviour within our communities etc.		Housing and Community	Place based approach now in place which considers the presenting challenges in an area and then considers what services are already available and can be adopted or adapted to respond. The team in partnership with others are also proactively identifying potential areas that may be subject to ASB as lockdown restrictions ease. This is with a view with a view to putting in proactive solutions before challenges escalate.
		Work with Parish and Neighbourhood Councils to prevent crime etc.		Housing and Community	The trial of adopting a place based approach and tailored response to specific problems was deemed to be successful and will be adopted as the way of working moving forward.
		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		Housing and Community; Economic Development; Leisure and Culture	On hold due to Covid 19 but will be picked up again as we look to leave lockdown.
A Strong, safe & healthy community	We will increase the supply of affordable homes and	Work with partner organisations to minimise		Housing and Community	Lockdown 3 led to a similar approach however this coincided with winter accommodation provision (SWEP) so all rough sleepers that

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
	reduce rough sleeping.	rough sleeping and prevent homelessness			wanted to utilise our service have been made an accommodation offer. We are working with partners to identify and secure longer term accommodation solutions.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Community	The two S106 sites bought in Slinfold. One is due for handover to HDH (Holdings) April 2021 with the other one anticipated for handover before the end of 2021/22 financial year. Work will imminently be underway on the development of the Billingshurst site.
		Work with our local Registered Providers (RP) to help them increase the supply of affordable homes.		Housing and Community	We are working up an opportunity with Stonewater (RP) and discussing two further opportunities with Saxon Weald (RP) that are at the planning stages to maximise the number of rented homes proposed.
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	This is ongoing and we are reviewing advanced digital options We have also maintained our customer base throughout Covid 19 providing a valuable service to vulnerable groups in the community.
		Help people to adapt their homes so they can continue to live independently.		Environmental Health	Our Housing Team are facilitating 166 applications for grants in the year to February 2021 to adapt people's homes through the Better Care Fund.
		Encourage participation in sport.		Leisure and Culture	Leisure centres are currently closed due to lockdown and government legislation. Some sports development activities are continuing through digital meeting platforms.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.		Housing and Community	Services are still being delivered remotely and customer experience will be reviewed as lockdown eases to ensure we provide the most impactful effective services to vulnerable clients.
		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 but this is being progressed within these constraints.
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 Community	Annual Strategic Grant process has been opened up to more community groups and been approved through budget setting into 2021/22. Regular reporting from recipients has become standard practise. Community Partnership funding has been reviewed and is now more accessible to more of the Community Partnerships with a reduced maintenance grant and a separate project funding pot.

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		Launch and promote our Council lottery to raise funds for local good causes		Housing and Community	Community groups that are part of the lottery are receiving funds directly from lottery provider Gatherwell. We took the decision not to allocate funds until the year's trial was completed to ensure funds were available. There was a risk of allocating anticipated funds which could have reduced if players stopped taking part in the lottery. An application is being drawn up for community groups to apply for the funding which will be paid in arrears to ensure lottery funds are in HDC budgets.
		Promote opportunities for volunteering and increase the number of volunteers in the District.		Housing and Community	Significant increase in numbers of volunteers following initial Covid lockdown. This has continued through the subsequent two lockdowns and into the vaccination rollout. Through the partnership with Crawley Action Group and the wider West Sussex Voluntary Sector Community Infrastructure Alliance we have put in place a volunteering system which matches volunteers to opportunities.
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	An annual update will be produced for September 2021. This will form part of a report to O&S with progress on the carbon reduction action plan. An annual update will be produced
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street etc.		Parking and Waste;	There has been significant growth within Adopt a Street with an increase in people signing up to the scheme. This is likely due to the pandemic which has increased the interest in local community projects.
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.		Parking and Waste;	Further investment has been made in the enforcement of fly tipping, with the purchase of mobile cameras, which are being placed in 'hot spot' areas. The cameras were purchased in February and are currently being installed. This should lead to the capture of further evidence, creating a stronger case in any prosecution opportunity over the coming months.
		Continue to protect our trees and ancient woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Director of Community Services; Leisure and Culture	Wilder Horsham District project - two postholders now in place. First draft of a mapped Nature Recovery Network available end March 2021. This will be used as part of the evidence base for the Local Plan Review, as well as informing work with communities and landowners. Communications Plan for the project finalised. Programme of talks/CPD for staff and members for 2021/22 finalised by end March 2021.
		Produce an action plan to move towards a carbon neutral organisation		Finance and Performance; Director of Community Services	Work is continuing on the short term action plan. Update report will go to Cabinet in September 2021 to inform budgets that will be required for implementation in 2022/23 onwards

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
Page 32		Work with partners towards becoming a carbon neutral District.		Finance and Performance; 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 2021.
		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. In addition we are rolling out the LAD (Local Authority Delivery) Scheme to enable householders to improve the energy efficiency of their homes.
		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.		Director of Community Services; Leisure and Culture	This activity has been completed. Any further updates will be reported back as part of the Wilder Horsham District project which is now up and running.
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.		Environmental Health	We continue to make improvements to the fleet and take measures to improve traffic management which have seen improvements in Air Quality in both Air Quality Management Areas.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Director of Community Services; Leisure and Culture	This is underway as part of the Wilder Horsham District initiative.
		Embed biodiversity into our planning policies for a sustainable built environment etc.		Strategic Planning; Leisure and Culture	Revised local plan policies will seek to deliver enhanced biodiversity and contribution to a wider Nature recovery network. Carbon audit outcomes have fed into preparation of the local plan.
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	Currently on hold as the focus of the team has been to manage our parks and open spaces with increased visitors and pressure during Covid 19.
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	During the pandemic we continued to issue our regular email updates and update our websites. Our parks and open spaces have received increased visitor numbers throughout the pandemic.

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	Improvements to Horsham Park play area was completed in October 2020. Council has approved a capitol project to replace the Horsham Park skate park as improved youth provision in 2021/22.
A cared for environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Parking and Waste	We are currently waiting on the confirmed recycling rate percentage from DEFRA. It is anticipated that the pandemic would have a negative impact on the recycling rates. The introduction of the kerbside collection of electricals and textile items and the new re-use scheme will contribute to improved recycling rates from the summer of 2021.
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Parking and Waste	We are undertaking a consultant lead review for the potential introduction of food waste alongside WSCC. The review will explore a number of options for HDC to consider when introducing food waste collections.
		Continue to develop our existing re-use service.		Parking and Waste	This project was delayed due to Covid-19 but the re-use scheme trial which will be run by HDC is on track to be launched Summer 2021.
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Parking and Waste	The introduction of a trial of kerbside collections of WEEE, textiles and batteries is on track to be launched in the Summer 2021.
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.		Customer and Digital	The strategy is monitored by an officer group monthly and reported to the officer senior leadership team. Progress on the introduction of electronic parking permits was delayed by County but all other projects are progressing well.
		Enhance our online services and make them more accessible through cloud technology.		Customer and Digital	The contract has been signed to replace our planning, building control, environmental health and licensing systems. The change associated with this starts in environmental health and licensing in quarter four 2020/21. Completion of this will leave legal as our only premises-based system and we will move this to the Cloud as soon as possible.
		Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.		Customer and Digital	Work is ongoing to digitise the ability for residents to report problems to the Council, and the roll out of reporting electronically without rekeying in Waste is going well.
A modern and flexible council	People with more complex enquiries can talk to	Hold surgeries for people facing housing difficulties		Housing and Community	Face to face surgeries had to be stopped during lockdown but services are still being delivered remotely. Customer experience

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
	someone to help them find solutions.	so we can support them to prevent them from becoming homeless.			will be reviewed as lockdown eases to ensure we provide the most effective services to vulnerable clients.
		Provide face-to-face support to people claiming benefits.		LGSS	Due to the ongoing risks from Covid 19 the service will not be providing a face to face service at Parkside in 2020/21 to ensure the H&S of staff and public.
		Make appointments and telephone contacts available for people who have fallen behind with their Council Tax etc.		LGSS	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 Community	The Community Development team are liaising with all Community Hubs to establish how they envisage operating if at all in the future. Work in other service areas has stopped during lockdown.
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.		Customer and Digital	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 etc.		Customer and Digital	Work on this is progressing and some limited use of artificial intelligence is being trialled in the Finance Service.
		Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.		Finance and Performance	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 etc.		Finance and Performance	The impact of Covid 19 has severely disrupted our finances. A £5.5m operational overspend is forecast in 2020/21, although with action taken and one-off government funding, the outturn is forecast to balance. The action taken and unexpectedly good one-year provisional settlement for 2021/22 means that we can set a

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
					2021/22 balanced budget. A £3m gap by the end of the MTFS is currently anticipated, requiring further significant action in future years.
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 etc.		Human Resources	Two apprentices started in quarter 3.
		Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.		Human Resources	Two retained planners are now fully qualified. An Environmental Health career changer nearing the end of her qualification. Two Legal Executives and a solicitor are making good progress.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		Human Resources	Next review of the workforce plan is due in Q2 2021/22.

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Work Programme Suggestion Form

13 2021

Name

Michael Dyson

Proposed Scope / Focus of Review

Please Note. *This request does not relate to a planning application, rather that a political decision is sponsoring a promotion of a site for development by Horsham District Council (as landowners) rather than retaining its existing use as a golf course.*

1) Covenants

- a. In 1986 HDC paid £1,362,865 for the 132.2 Acres now popularly known as "Rookwood". This land was referred to as "The First Land" in the document and, at the same time, HDC purchased 2 bordering areas which were referred to as "The Second Land" and "The Third Land"
- b. The contract with the Vendors committed HDC to several obligations through "qualifying events" which appear to expire after 80 years for the first land. This short legal document should be reviewed by the Scrutiny Committee to assess what HDC are legally obliged to pay away for the benefit of previous owners if selling Rookwood now, versus waiting until at least after the expiry of the 80 years to 2066?
- c. The restrictive covenants are different for each of the 3 Lands and are specific to each. For example, the Fifth Schedule states that Approved Development in the second and third lands shall mean "for use as a hotel motel travel lodge or golf course".
I ask, can HDC legally provide a School as offered as a possibility in their recent promotions?
- d. The s106 agreement in 1992 and the sale of part of Rookwood by HDC required a per dwelling plot size of not less than 0.13 hectares (0.32 acres). The current promotions by HDC ignore these requirements and would reduce the quality of the built environment.
HDC in its capacity as the landowner owner seems to be unduly influencing HDC as a planning authority with insufficient segregation of the process, thereby avoiding scrutiny?

2) Finance

The financial justification for a near term sale, taking into consideration matters such as: -

- a. Transactional and marketing costs?
- b. Capital Gains Taxes that may arise from a sale?
- c. The 50% benefit that may be payable to the previous vendors IF sold within 80 years from 1986?
- d. Possible legal restrictions, and moral obligations?
- e. Review the net value of a sale now v keeping the site as an asset and an investment. If HDC need to invest to earn rental income revenue from affordable homes, it is possible to borrow via the PWLB at historically low rates.
- f. Some Councillors describe Rookwood Golf as loss making and "a bad debt" but few people with knowledge of the finances agree. In fact, in non covid times I believe the facility has been running at surplus and I ask if is possible this surplus could be greater if the management is not outsourced to British Ensign Golf of Slinfold?

Your Rationale for Selection

- 1) HDC are managing and sponsoring a PR initiative, with outsourcing to Land Promoters, to show what may be aspirational to some of the community if Rookwood is confirmed as a development site following the Regulation 19 Consultation.
The sponsors have taken on board many of the responses from Regulation 18 consultation but most of the output is purely hypothetical. It is not an approved planning application. Indeed, if approved, Land Developers will study the proposals and consider them in relation to the restrictions and obligations that were legally binding from 1986. They will also seek to maximise their own returns.
These vendor obligations need to be studied as soon as possible and before voting.

- 2) I am fearful that HDC are rushing into a sale of one of the few remaining high value assets prematurely?
Aside from the green space arguments, if the land must be sold, which I doubt, surely it would be better retaining the irreplaceable asset, as an investment, and sell at a time when HDC will enjoy 100% of the benefit whilst continuing to benefit from the income receipts from the land?

Evidence

Ref 1) above :- Land Registry Document Conveyance Sale to HDC 1986 Title Number WSX107818 2.(ii) and, The Fourth Schedule

Ref 1)d, above:- HDC Planning Approval HU/69/92 and Supplemental S106 26/1/1993

Ref 2)e above:- <https://www.dmo.gov.uk/responsibilities/local-authority-lending/current-interest-rates/> and my own calculations – available upon request

Ref 2)f, above:- To my knowledge, evidence is not available for public scrutiny.

Desired Outcomes/Objectives/Possible Terms of Reference

Much has been said, both for and against, the proposed development at Rookwood.

The choices our Councillors make will be make a significant impact in Horsham for generations to come and I am hopeful that the Scrutiny Committee can take a step back, and independently check the facts before any decisions are made. In fact, I am not sure how Councillors can vote on such an important transaction without first knowing the full details of my points 1 and 2 above?

Other Comments

Following the closure of other golf courses in the district, is it not incumbent on HDC to look at the business and leisure case for the continuation of Rookwood Golf, taking these into account, and to publish this before determining the alternative uses of the site?

Time Scale = Urgent

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 39 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 March 2021

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.	Local Development Scheme update	Cabinet	25 Mar 2021	Open	Catherine Howe, Head of Strategic Planning catherine.howe@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
2.	Horsham Town Centre Public Realm Strategy and Design Guide	Cabinet	25 Mar 2021	Open	Clive Burley, Corporate Project Manager clive.burley@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
3.	Approval of works to community building	Cabinet Council	25 Mar 2021 25 Mar 2021	Open	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk Cabinet Member for Finance & Assets (Councillor Paul Clarke)
4.	Procurement Shared Service - Extension of Agreement	Cabinet	25 Mar 2021	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance & Assets (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.	Use of Additional Restrictions Grant for Projects to Assist Economic Recovery	Cabinet Council	25 Mar 2021 25 Mar 2021	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance & Assets and Local Economy & Parking (Councillor Paul Clarke)
6.	Council Tax Support Scheme - Additional Discretionary Discounts	Cabinet	25 Mar 2021	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance & Assets (Councillor Paul Clarke)
7.	Leisure contract delegated authority and financial support	Cabinet	25 Mar 2021	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.	Manned Security Contract Award	Cabinet	25 Mar 2021	Part exempt	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance & Assets (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)
9.	Temporary Agency Staff Contract	Cabinet	25 Mar 2021	Part exempt	Robert Laban, Head of HR & OD robert.laban@horsham.gov.uk Cabinet Member for Finance & Assets (Councillor Paul Clarke)
10.	Procurement Code Exemption for the Purchase of Short-term Temporary Accommodation	Cabinet	25 Mar 2021	Fully exempt	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
11.	Housing Strategy 2021 - 25	Cabinet	10 Jun 2021	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)
12.	New CIL Enforcement Policy	Cabinet Council	10 Jun 2021 23 Jun 2021	Open	Emma Parkes, Head of Development emma.parkes@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
13.	Local Enforcement Plan	Cabinet Council	10 Jun 2021 23 Jun 2021	Open	Emma Parkes, Head of Development emma.parkes@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.	Annual update to the Pay Policy Statement - Financial Year 2021/22	Council	23 Jun 2021	Open	Robert Laban, Head of HR & OD robert.laban@horsham.gov.uk Cabinet Member for Finance & Assets (Councillor Paul Clarke)
15.	Grounds Maintenance Contract Award	Cabinet	23 Sep 2021	Part 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)