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# Overview and Scrutiny Committee

Wednesday, 2nd June, 2021 at 5.30 pm  
Park Suite, Parkside, Chart Way, Horsham

Councillors:

Matthew Allen  
Tony Bevis  
Martin Boffey  
Jonathan Chowen  
Brian Donnelly  
Billy Greening  
Frances Haigh  
Nigel Jupp

Tim Lloyd  
Josh Potts  
Bob Platt  
Jack Saheid  
Jim Sanson  
Ian Stannard  
James Wright

You are summoned to the meeting to transact the following business

Glen Chipp  
Chief Executive

## Agenda

	Page No.
1. <b>Election of Chairman</b>	
2. <b>Apologies for absence</b>	
3. <b>Appointment of Vice-Chairman</b>	
4. <b>To approve the time of the meetings of the Committee for the next year</b>	
5. <b>Minutes</b>	3 - 6
<i>To approve as correct the minutes of the meeting held on 22 March 2021 (Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to <a href="mailto:committeeservices@horsham.gov.uk">committeeservices@horsham.gov.uk</a> 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>	
6. <b>Declarations of Members' Interests</b>	
To receive any declarations of interest from Members of the Committee	
7. <b>Announcements</b>	
To receive any announcements from the Chairman of the Committee or the Chief Executive	

8.	<b>Overview and Scrutiny Annual Report</b> To receive a report from Cllr Tony Bevis	7 - 12
9.	<b>Finance and Performance in 2020/21</b> To receive a report from the Head of Finance and Performance	13 - 48
10.	<b>Work Programme</b> To receive any suggestions for the Overview & Scrutiny Work Programme and discuss any potential items for the 2021/22 Work Programme	49 - 58
11.	<b>Cabinet Forward Plan</b> To note the contents of the Cabinet Forward Plan.	59 - 64
12.	<b>Urgent Business</b> 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	
13.	<b>Work Programme Suggestion - Rookwood Golf Course Appendix 1</b>	65 - 66

## Overview and Scrutiny Committee 22 MARCH 2021

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

### SO/56 MINUTES

The minutes of the meeting held on 25 January 2021 were approved by the Committee and would be signed by the Chairman at a later date.

### SO/57 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

### SO/58 ANNOUNCEMENTS

The Chairman announced that items 7 and 8 on the agenda would swap positions as item 7 would likely need to be discussed in exempt session.

### SO/59 CORPORATE PLAN PRIORITIES FINANCE & PERFORMANCE REPORT Q3

The Director of Corporate Resources provided an overview of the Corporate Plan Priorities Finance and Performance report.

64% of performance indicators were within target with 13% close to target and 23% below target. Many performance indicators that were below target were due to the impact of COVID-19, especially targets relating to Leisure and Culture, and Parking.

It was reported that there was a forecast of a year-end revenue deficit of £5.4m. Income had been reduced due to the impact of COVID-19. Parking and contractual expenditure obligations in leisure services made up roughly three quarters of the forecasted overspend.

One-off grants provided by central government to help cover the additional expenditure during the COVID-19 pandemic together with actions taken by officers to reduce expenditure meant the overall funding position of HDC would be on course to be a small surplus for 2020/21.

Work had continued for key tracked projects and Corporate Plan actions. 14 Corporate Plan actions were on hold due to the impact of COVID-19 but 7 of these had since been completed.

The Green Agenda was reported to have been making good progress with five grants being awarded in November 2002 to local groups.

Members noted the contents of the report.

SO/60 **SUSTAINABLE TRAVEL TASK & FINISH GROUP**

It was agreed that the Membership of the Sustainable Travel Task & Finish group would be:

Cllr Bob Platt  
Cllr Gordon Lindsay  
Cllr Michael Croker  
Cllr Ruth Fletcher  
Cllr Tim Lloyd  
Cllr Tony Hogben

The first meeting of the Group would be organised in the following weeks.

SO/61 **WORK PROGRAMME**

The Work Programme Suggestion form that had been received was deferred until the next meeting of the Overview and Scrutiny Committee to allow Members to receive Legal Advice regarding the subject matter.

SO/62 **HDC PROPERTY INVESTMENTS**

RESOLVED

To exclude the press and public under section 100A of the Local Government Act 1972 from this item of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972 (Paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information)).

SO/63 **CABINET FORWARD PLAN**

The Committee noted the content of the Forward Plan.

SO/64 **URGENT BUSINESS**

There was no urgent business.

*The meeting closed at 7.16 pm having commenced at 5.30 pm*

CHAIRMAN

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## Report to Overview and Scrutiny Committee

2 June 2021

By the Chairman of the Overview and Scrutiny Committee



### INFORMATION REPORT

Not Exempt

Overview and Scrutiny Annual Report 2020/21
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### Executive Summary

This report provides a review of the work of the Overview and Scrutiny Committee during the municipal year 2020/21.

### Recommendations

The Committee is recommended to:

- i) Refer the report and the forward plan to Council for noting.

### Reasons for Recommendations

- i) The Constitution requires the Overview and Scrutiny Committee to tell the Council about its work at the end of each municipal year and about the work it plans for the new municipal year.

### Background Papers

Agendas, papers and minutes of the Overview and Scrutiny Committee June 2020 to April 2021.

**Wards affected:** All

**Contact:** Jane Eaton, Director of Corporate Resources, 01403 215300

## **Background Information**

### **1 Introduction and Background**

- 1.1 The Local Government Act of 2000 introduced the Cabinet system to speed up Council decision-making. The Act required all councils operating cabinet governance arrangements to have an Overview and Scrutiny Committee as a counterbalance to the Cabinet.
- 1.2 Overview and Scrutiny aims to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local people. Members of Overview and Scrutiny are encouraged to have an independent mind set and it is important to safeguard the independence of the Overview and Scrutiny Committee. The Committee has the right to receive reports and other information in a timely manner in order to be able to question decisions.
- 1.3 Overview and Scrutiny's role is to question the Cabinet, officers and representatives of other organisations and make recommendations to the Cabinet or Council. Overview and Scrutiny should improve the Council's decision-making process and make it clear and accessible.

### **2 Relevant Council policy**

- 2.1 Overview and Scrutiny contributes to all Council policies.

### **3 Details**

#### **3.1 Role of the Overview and Scrutiny Committee**

- 3.1.1 The role of Overview and Scrutiny Committee is set out in article 6, paragraph 6.2 of the Horsham District Council Constitution:

- i) Assist in the strategic development of policy.
- ii) Review issues of local concern.
- iii) Review the policy of others within and outside the Council.
- iv) Call-in Cabinet decisions.
- v) Scrutinise the Council's decision-making processes.
- vi) Monitor the internal and external delivery of services.
- vii) Review specific services.
- viii) Monitor and scrutinise the activities of outside bodies.

#### **3.2 Membership in 2020/21**

- 3.2.1 At the start of the 2020/21 year the Committee members appointed by Council were: Tony Bevis, Roy Cornell, Mike Croker, Leonard Crosbie, Brian Donnelly, Billy Greening, Frances Haigh, Nigel Jupp, Lynn Lambert, Tim Lloyd, Richard Landeryou, Josh Potts, Jack Saheid, Ian Stannard, David Skipp. At its June

meeting the Committee elected Tony Bevis Chairman and Brian Donnelly Vice-Chairman.

3.2.2 During the year the Committee held all its meetings via remote video link.

3.2.3 In September 2020 the Chairman played tribute to Committee member, and former Committee Chairman, Leonard Crosbie who had recently died. The Committee operated with a vacancy for the remainder of the year.

### **3.3 Work completed by the Committee during 2020/21**

3.3.1 The Overview and Scrutiny Committee received quarterly reports on the Council's corporate plan priorities, finance and performance for the financial year. They questioned the Director of Corporate Resources on points of detail in these reports and referred questions to other officers for written replies.

3.3.2 In June 2020 the Committee reviewed the work it carried out in 2019/20.

3.3.3 In July 2020 the Committee received a presentation from the Director of Communities on the Council's response to the COVID-19 pandemic and lockdown.

3.3.4 In July 2020 the Committee received an update on the Medium Term Financial Strategy from the Director of Corporate Resources in the light of the impact of the COVID-19 pandemic and lockdown.

3.3.5 In September 2020 the Committee reviewed the Cabinet report on the Council's carbon reduction target and action plan.

3.3.6 The Committee became involved with the review of Policy Development Advisory Groups during the winter. In November it received an update on the progress of the review. In January the Committee considered its views on the initial findings of the review at the request of the Governance Committee and fed these views back to the Governance Committee.

3.3.7 In January the Committee received a presentation it had requested about Affordable Housing from the Head of Housing and Community Services.

3.3.8 In March the Committee received a presentation it had requested on Horsham District Council's property investments from the Head of Property & Facilities.

3.3.9 The Committee had two task and finish groups active at the start of the year: the Off Street Parking Group and the Public Health group. In July the Public Health group decided to defer its work until after the end of the COVID-19 pandemic because it needed input from the National Health Service. In January the Committee resolved to set up a Sustainable Travel Task and Finish Group.

### 3.3.9.1 Review of Off-Street Parking

During the summer and autumn the Off-Street Parking Task and Finish Group completed its work and presented its draft report to the Committee in December. The Committee decided to recommend to Council:

- A consultant should be engaged for three months to develop a parking matrix 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.
- The County Council be consulted on parking matters in respect of road safety issues.
- That the HDC Parking Protocol for new residential builds throughout HDC be:
  - 1 bed 2 parking spaces
  - 2 bed 2 parking spaces
  - 3 bed 3 parking spaces
  - 4 bed 3 parking spaces
- A new parking protocol be developed for business sites, retirement homes, care homes and restaurants & takeaways.
- Ducting for electrical car charging be placed in all new builds.
- Review the dimensions of garages and car ports.
- Consider prohibiting the conversion of garages or carports into rooms unless suitable garages or car ports are built in replacement on the same site

Council returned the report for some further work. In January the Committee reviewed the work again and received a presentation from the Head of Strategic Planning on the planning aspects of the proposal. The Committee amended the recommendations following debate and recommended to Council:

- 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.
- 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.
- A Budget be Approved for the employment of a consultant.
- 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

- A new parking protocol be developed for business sites, retirement homes, care homes and restaurants & takeaways:
  - Business Sites – floor space plus number of staff & visitor/delivery provision
  - Retirement Homes – one parking space per unit plus space for staff, visitors & deliveries
  - Care Homes – one space per member of staff plus space for visitors & deliveries
  - Restaurants & Takeaways – planning permission only granted if adequate public parking available in the vicinity.
- Ducting for electrical car charging be placed in all off street parking spaces of new builds.
- Review the dimensions of garages and car ports.
- 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.
- Two cycle racks to be provided for each new unit.
- 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.

### 3.3.9.2 Sustainable Travel

In January the Committee resolved to set up a Task and Finish Group on Sustainable Travel. In March the Committee agreed the members of this group would be Councillors Platt, Lindsay, Croker, Fletcher, Lloyd and Hogben.

## 3.4 **Development of the Committee's skills**

- 3.4.1 The Chairman attended a course on 24 February 2021 on Chairing Virtual Meetings run by the Local Government Information Unit.

## 4 **Joint Overview and Scrutiny Arrangements in West Sussex**

- 4.1 Arun, Chichester, Horsham and Mid Sussex District Councils, Crawley Borough Council and West Sussex County Council agreed in late 2012 have a Joint Scrutiny Steering Group. Worthing Borough and Adur District Councils decided not to take part in the formal arrangements at that stage but joined the group in November 2014. The Chairman of Overview and Scrutiny Committee received no invitations to such meetings in 2020/21 due to COVID-19 restrictions. He intends to reopen the conversation with peers in the new municipal year.

## **5 Next Steps**

- 5.1 The Overview and Scrutiny Committee will determine its work programme for the municipal year 2021/22 year at this meeting and on 19 July. It will add additional task and finish groups when suggested throughout the year. Any councillor or member of the public can request a task and finish review and Overview and Scrutiny ask all councillors to do consider issues that would benefit from a review. The Horsham District Council website has a work programme suggestion form for this purpose.

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

- 6.1 None, reporting to Council annually is a requirement of the Council's constitution.

## **7 Resource Consequences**

- 7.1 This report has no resource consequences and associated officer workload will be contained within the existing budget.

## **8 Risk Assessment**

- 8.1 There are no risks arising from the report. The Overview and Scrutiny function is a key mitigation to the risks associated with operating the Council using a Cabinet system.

## **9 Other Considerations**

- 9.1 When scrutinising decisions, the Overview and Scrutiny Committee has regard to Crime & Disorder; Human Rights; Equality & Diversity and Sustainability.

## Report to Overview and Scrutiny Committee

Date of meeting 2 June 2021

By the Head of Finance and Performance

### INFORMATION REPORT



**Horsham  
District  
Council**

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 by detailing how successful the Council has been in delivering against the budget.

The Council delivered a £4.55m revenue overspend after allowing for budgets of £4,500 that will be carried over to 2021/22. However, receipt of £4.7m in government expenditure and income loss grants during 2021/22 meant that together with the Council tax and Business rates income, the overall funding position of the Council ended in a £0.98m surplus. This compares to the original planned objective of setting a £0.83m surplus when the budget was set for 2020/21.

Capital expenditure amounted to £5.4m which was 60% of the approved £8.9m capital programme. Spend was £0.2m lower following a negotiated settlement with Aviva that was lower than the accrual for the spend in 2019/20.

An analysis of Key Performance Indicators (KPIs) for the year shows 64% were within target, 13% were close to target, and 23% were below target. Many KPIs, especially those in Leisure and Culture, and Parking were affected by the continuing impact of Covid-19. 39% of indicators show improvements during the year which includes the falling number of missed bins reported and the improvement in speed of processing new benefit claims as well as a higher amount of Council Tax being collected. 21% of indicators had no change and 39% showed a worse performance than in 2019/20, with all of these being caused by the impact from Covid-19.

Work on the Corporate Plan actions continued through 2020/21 with eight actions now completed, including the adoption of the local cycling and walking plan and agreement of the Horsham Realm Strategy. There are currently six Corporate Plan actions still on hold due to Covid-19. There are 63 Corporate Plan actions in progress including the local plan, a programme of support for the retail sector in our market towns and high streets; work on the launch of kerbside recycling collections of Waste Electrical and Electronic Equipment (WEEE), textiles and batteries, and work to encourage more online payments.

### Recommendations

Members are recommended to note:

- i) the financial position of the Council as outlined in the report.
- ii) the revenue budgets carried forwards as approved by the Director of Corporate Resources, as outlined in the report in paragraph 2.2

- iii) the transfers between the general reserves and the earmarked reserves as outlined in the report.
- iv) To note the key performance and corporate plan action reports

## **Reasons for Recommendations**

The monitoring of Financial Delivery as part of the duty of Best Value to drive up service improvement:

- i-iii) Monitoring of the Council's budget is essential, so that action can be taken to safeguard the Council's financial position if required.
- iv ) 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.

**Wards affected:** All

**Contact:** Dominic Bradley, Head of Finance and Performance, 01403 215302

### **Background Papers:**

- Appendix A: Financial highlight outturn report
- Appendix B: Revenue dashboard outturn
- Appendix C: Capital outturn
- Appendix D: Useable reserves; movement between GF and ear-marked reserves
- Appendix E: Transformation fund at 31 March 2021
- Appendix F: Key performance indicators end of year report 2020/21
- Appendix G: Corporate Plan update end of year report 2020/21

## **Background Information**

### **1. Monitoring of performance**

- 1.1 One of the roles of the Overview and Scrutiny Committee is to review the internal and external delivery of the Council's services. The Committee does this by looking at the Council's progress in financial performance.

### **2 Financial performance**

- 2.1 Appendix A is the Council's Financial Dashboard. The Council overspent by £4.55m due to the reduction of income and expenditure demands caused by the Covid-19 pandemic.
  - 2.2 The Director of Corporate Resources has approved the carry forward of a £4,500 budget into 2021/22, to be used to celebrate employee successes and outcomes after an extremely difficult year under Covid-19 for all staff, which will take place when the relaxation of Covid-19 rules allow.
  - 2.3 Appendix B is the Council's Revenue Dashboard containing managers' high-level comments on the causes of the more significant differences from budget.
  - 2.4 Appendix C is the detailed capital programme and expenditures from 2020/21. Projects spent £5.4m (60% of the £8.9m programme) which compares to £9.8m (45% of £21.7m) in 2019/20.
  - 2.5 The performance reflects the impact of Covid-19 on the capital programme as well as an optimism in the budget to deliver. The Council underspent on three larger projects; housing loans and equity funding for the housing company which hasn't built to the timescales envisaged; Highwood community centre which is awaiting the outcome of the district community facilities review and resolution of the future of the Drill Hall; and replacement vehicles where use of vehicles have been extended during the year as options for a greener replacement are analysed. Where capital expenditures are still required, the unspent capital budgets will be re-profiled into later years.
- 3.1 The Council holds a number of ear marked reserves which may be used in year to fund associated expenditure. Where grants and contributions are received in year but not spent the unused portion may be transferred to ear marked reserves for use in future years. The Council can also choose to move funds from the general fund reserve to ear marked reserves to cover future costs.
  - 3.2 Appendix D sets out the movements between the general fund and ear marked reserves. The usable reserves total of £43.5m at 31 March 2021 compared to £25.2m at 31 March 2020. This splits into general fund reserves of £24.9m (£15.7m at 31 March 2020) and earmarked reserves at £18.6m (£9.5m at 31 March 2020).
  - 3.3 Receipt of £5.1m of capital grant income, £1m surplus from revenue, and £3m of other income helped by the 'guaranteed' collection of a large proportion of business rates following the Government payment of retail and hospitality Section 31 grants contributed to the £9.2m movement in general fund reserves.

- 3.4 Receipt of £4.8m of New Homes Bonus and the year-end balance of £2.9m of Government Covid-19 business grants that will be paid to businesses during 2021/22 has contributed to the £9.1m movement in earmarked reserves in 2020/21.
- 3.5 The Council had forecast a budget surplus in 2020/21 and near balanced budgets through to 2023/24. This had relied on a range of actions being implemented to help deliver further income generation and efficiency measures, requiring further investment in transformational projects. The impact of Covid-19 in March 2020 has caused unprecedented disruption to the economy and Council services and future income levels are uncertain as customer behaviour patterns may be permanently altered. Future budget deficits are now forecast. It therefore remains important to invest in transformational projects.
- 3.6 The next phase of this transformation will focus on how we ensure that services are designed to meet customer's needs and done in the most efficient way, which in its simplest form means without officers re-keying data. The project to implement the first part of the new Planning and Regulatory system to facilitate transformation is underway, and there will be period of dual running and implementation costs. Other ICT investments will also help unlock digital change and improve customer self-service, as will investment in staff to help drive cultural change.
- 3.7 Subject to Cabinet approval, £111k will be transferred from the General Fund reserve balance to top up the existing balance of £389k at 31 March 2021 in the earmarked transformation reserve to £0.5m for this purpose during 2021/22. This will help to set aside a balance to help transform the Council in the future; effectively being funded using the budget surplus. Expenditure from this transformation reserve will follow the normal financial authorisation and budget process procedures. Appendix E contains a snapshot of the transformation fund at 31 March 2021 with early anticipated estimated future expenditure.

#### **4 Outcome of consultations**

- 4.1 The Chief Executive and Directors together with the individual Cabinet Members have reviewed the reports contained in the appendices to this report. Sections 1 to 3 tell Committee where officers are taking action on points of concern. Action on lesser issues is mentioned in the appendices.

#### **5. Other courses of action considered but rejected**

- 5.1 None. The Council must monitor its performance and take corrective action where appropriate.

#### **6. Resources consequences**

- 6.1 There are no staffing or direct financial consequences from the Overview and Scrutiny Committee reviewing this report.

#### **7. Consequences of the proposed action**

- 7.1 This report does not impact on Crime & Disorder; Human Rights; Equality & Diversity and Sustainability matters. Overview and Scrutiny reviewing this report and raising any concerns they have reduces the risk that management or Cabinet have missed any performance or financial trends they need to address.

## Budget Outturn – April 2020 to March 2021

**Summary:** The outturn is a £4.55m operational overspend. The overspend forecasts ranged between £4.8m and £5.6m during the year as the district went in and out of lockdown. The Council has worked hard to reduce expenditure throughout the year. When forecasting though, costs were generally over-estimated and income under-estimated and / or not accrued for when forecasting. The overall funding position is a surplus close to £1m as a result of one-off Government grants, especially from the loss of income grant scheme. This compares to the original planned objective of setting an overall £0.826m surplus when the budget was set for 2020/21.

### Revenue Outturn:

Outturn	£000s
Chief Executive	(48)
Resources	2,507
Community and Culture	1,542
Place	554
<b>Total overspend / (surplus)</b>	<b>4,556</b>
Revs and Bens payments	(9)
<b>Grand total budget overspend</b>	<b>4,547</b>

### Monitoring Compliance: 100%

All budget holders returns were received and included in the outturn report.

### Carry forward:

One carry forward approved by the Director of Corporate Resources totalling £4.5k.

**Note:** A small surplus of £9k in Revs and Bens payments reconciles the £4,556k analysis of operational services against the £4,547k outturn overspend in the overall funding position at outturn.

**Estimate:** the final third estimate on the income loss will be submitted by the end of May 2021, but has been accrued on the basis that the income will be received.

### Capital Expenditure outturn:

Spend of £5.4m (60%) of the £8.9m capital budget, with £0.9m spent during M12, reduced by a £0.2m Swan Walk settlement accrual saving.

An additional £0.72m has slipped into the approved 2021/22 budget taking the 2021/22 budget total to £8.3m.

### Overall funding position at outturn

2020/21	M12 snapshot of overall budgetary position
11,201	Net exp set in budget
<b>4,547</b>	<b>Outturn overspend (incl Revs and Bens)</b>
<b>15,748</b>	<b>Forecast net exp</b>
-9,922	Council tax
-2,052	Business rates
-53	Collection Fund surplus from previous year
<b>-12,027</b>	<b>Funding</b>
<b>3,721</b>	<b>Net deficit before one-off costs and funding</b>
-1,750	One-off exp funding received
-1,094	Income loss first third received
-851	Income loss second third claimed
<b>-1,006</b>	<b>Income loss final third estimate</b>
<b>-4,701</b>	<b>One off funding</b>
<b>-980</b>	<b>Overall (surplus) / deficit - smooth via reserves</b>

### Outturn analysis

Within each service, there were un/favourable variations against most budget lines. In high-level summary terms:

- 17 services delivered overall savings of £1.95m

With a £0.5m surplus compared to budget, Waste and Recycling benefited from additional take up of the garden waste service and bulky bag collections when the household recycling centre was closed, and a more profitable business waste service - partly through lower disposal costs during the pandemic.

- 13 services contributed an overall overspend of £6.5m

The overspend was concentrated between a reduction in Parking income of £2.8m and additional expenditure to support leisure centres and loss of income from the management contract in Leisure services of £2.1m. The closure of the Capitol, and reduced demand for development and building control services during the pandemic caused a further £1m impact.

**Note:** £165k of bad debt provision has been set aside for losses against commercial income that may not be paid. This generally relates to a small number of specific leases.

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# Revenue Outturn 2020/21

Service Area	Table in £000's	Annual Exp Budget	Spend Variance	Annual Income	Income Budget	Income Variance	Net Spend	Net Budget	Over spend / (surplus)	Comments
PARKING SERVICES	2,178	2,196	-18	-2,603	-5,427	2,825	-425	-3,231	2,807	Covid-19 lockdown impact on parking income.
LEISURE SERVICES	2,210	662	1,548	-468	-978	510	1,743	-315	2,058	£1.4m expenditure on leisure centres and £0.6m income loss against leisure centres.
CAPITOL	1,021	2,236	-1,215	-404	-2,014	1,610	616	222	395	Capitol closed for periods during the year and low attendances due to Covid-19.
DEVELOPMENT	1,865	1,947	-82	-1,551	-1,950	399	314	-3	317	Delay in local plan meant no big planning submissions plus covid reduced planning fees.
BUILDING CONTROL	961	848	113	-736	-871	135	226	-23	249	Reduction in income due to covid and impact on construction industry at beginning of pandemic.
INVESTMENT PROPERTIES	348	393	-44	-4,054	-4,239	185	-3,706	-3,847	141	Impact of reduction in rents including Swan Walk rent share, dampened by new leases and some back rents.
PERFORMANCE AND PROJECT ASSURANCE	441	349	92	-41	-84	43	400	265	135	Restructure redundancy and pension cost greater than in-year savings.
REVS & BENS ADMIN	1,861	1,114	747	-1,104	-462	-643	757	652	105	Additional costs from Covid-19 impact on volumes, grants and recovery of costs from court closures.
FINANCE ACCOUNTANCY	880	812	68	-10	-13	3	870	799	71	Restructure redundancy and pension cost greater than in-year savings.
COMMUNITY SAFETY PROPERTIES & FACILITIES	877	886	-9	-437	-496	59	440	389	50	Parishes not charged full amounts for wardens where there were shortages in year.
OPERATIONAL PROPERTIES	690	557	133	-5	-19	14	685	538	34	Bad debt provision used in this cost code (where the budget is held) relating to investment property income.
HEALTH AND WELLBEING	1,233	1,030	204	-312	-375	6	-317	922	1,035	Higher levels of activity and promotion during Covid.
CORPORATE MANAGEMENT	337	339	-1	-355	-375	20	-18	-36	19	Significant audit fee increases in main audit and HB, largely offset by some salary and refreshment savings.
ENVIRONMENTAL SERVICES/LICENSING	1,190	1,208	-18	-4	-26	22	1,186	1,182	4	Reduction in licence income offset by staff savings and greater efficiency in community link.
MUSEUMS	1,412	1,326	86	-735	-640	-95	677	686	-9	Early action taken to close. Redundancy paid back in year.
COMMUNITY DEVELOPMENT	298	305	-7	-48	-44	-5	250	261	-12	Income from grants supporting community during pandemic.
COMMUNICATIONS	503	504	-1	-47	-31	-17	456	473	-18	Staff savings following restructure and from residents magazine.
PARKS & COUNTRYSIDE SERVICES	437	487	-50	-12	-10	-2	425	477	-52	Salary post vacancies, less reduction in income from Covid-19.
LEGAL & DEMOCRATIC	1,298	1,455	-157	-366	-466	100	932	989	-57	Some staff vacancies in legal and democratic service, income from Crawley and lower elections costs.
SPATIAL PLANNING	1,307	1,335	-28	-116	-86	-30	1,191	1,249	-58	Local Plan delayed into 2021/22.
HUMAN RESOURCES & ORG DEVELOPMENT	1,254	1,264	-10	-161	-106	-55	1,093	1,157	-65	One staff member not replaced. Less demand on some services due to not being in the office so much.
HOUSING	458	524	-66	-1	0	-1	457	524	-67	Government grants higher than costs under Covid-19 demand.
LEISURE & CULTURE	1,835	1,597	239	-1,730	-1,404	-326	105	192	-87	Year of culture savings didn't go ahead.
CUSTOMER SERVICES	111	204	-93	-0	0	0	111	204	-93	Half from staff savings from Head of Service leaving then restructure. Half reduction in postage and stationery from Covid-19.
ECONOMIC DEVELOPMENT										£80k Wild Art trail government grant received this year, but expenditure was last year. Income wasn't accrued last year. Timing.
FINANCE CORPORATE	1,276	601	675	-864	-68	-796	412	534	-122	Release of Corporate provision as pension strain and redundancy part of service outturn. Less zero interest rates reduction impact on investment income.
TECHNOLOGY	1,062	869	192	-1,288	-916	-372	-227	-47	-180	Posts not fully staffed during year and job share with Crawley. £150k IT project spend deferred into 2021/22.

STREET SCENE & FLEET	2,451	2,661	-210	-45	-63	19	2,406	2,597	-191	Market price of fuel stayed low. Savings from maintenance and tyres through more careful use. Restructure costs negated staff savings. Staff / overtime and agency savings from Covid-19. Higher take up of garden waste. More profitable business waste, especially from bulky bags.
WASTE & RECYCLING	4,125	4,579	-454	-3,489	-3,429	-60	636	1,150	-513	
<b>Total</b>	<b>36,123</b>	<b>34,809</b>	<b>1,314</b>	<b>-21,089</b>	<b>-24,331</b>	<b>3,242</b>	<b>15,033</b>	<b>10,478</b>	<b>4,556</b>	
BENEFIT PAYMENTS	25,388	28,950	-3,562	-25,347	-28,900	3,553	41	50	-9	
<b>Grand Total</b>	<b>61,511</b>	<b>63,759</b>	<b>-2,248</b>	<b>-46,436</b>	<b>-53,231</b>	<b>6,795</b>	<b>15,074</b>	<b>10,528</b>	<b>4,547</b>	

Chief	-48
Resources	2,507 incl Parking for comparison in year
Community and Culture	1,542
Place	554
<b>Total</b>	<b>4,556</b>

2020/21 Capital outturn and budget slippage from 2020/21 into 2021/22 programme

	Period 12 Outturn	Budget	% of Budget	Spend (more) / less than Budget	Outturn commentary	Slippage requested	[Note 3] Appendix D Estimated Budget 21/22 (based on Oct 20 forecast)	Updated budget for 21/22 inc slippage
100414 - BBHLC-NEW BUILD	240,919	200,000	120%	(40,919)	Overspend on reduced 20/21 budget			
100477 - HORSHAM PARK POND IMPROVEMENTS	1,106	42,834	3%	41,728		41,728	132,834	131,728
100479 - WARNHAM NATURE RESERVE IMPROVEMENTS	272,902	479,864	57%	206,962		206,962	156,864	206,962
100555 - RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	12,500	0%	12,500		12,500	12,500	12,500
100556 - BLUEBELL PARK ADVENTURE TRAIL	0	15,000	0%	15,000		15,000	15,000	15,000
100517 - HORSHAM PARK PLAY AREA IMPROVEMENTS	75,487	77,828	97%	2,342				
100551 - CAPITOL CINEMA - PROJECTOR	92,039	95,000	97%	2,962				
100531 - BOARDWALK REPLACEMENT - S'WATER C PARK & L'POOL WDS	26,828	24,162	111%	(2,666)	Overspend on reduced 20/21 budget			
100532 - BILLINGSHURST BYPASS REC PATH IMPROVEMENTS - NORTH 1	0	45,000	0%	45,000				
100534 - HORSHAM PARK - NEW RUBBISH BINS	5,155	7,795	66%	2,640				
100545 - PLAY SITE IMPROVEMENTS	1,038	2,397	43%	1,359				0
100560 - MUSEUM - REFRESH & REFURBISHMENT	4,238	50,000	8%	45,763		45,763	25,000	45,763
100529 - HORSHAM SKATE PARK							250,000	250,000
100522 - PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	25,700	26,173	98%	473		473	30,000	30,473
100396 - VEHICLES - NEW - (Normal Replacement programme)	23,125	400,000	6%	376,875			753,000	753,000
<i>Vehicles - additional cost for going Green (new for 21/22 +)</i>							242,000	242,000
100561 - BIN WEIGHING TECH & EQUIPMENT	0	89,000	0%	89,000		89,000		89,000
100530 - HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	25,000		25,000	10,000	25,000
100318 - 96 ACT-DISABLED FACILITY GRANT	1,184,595	1,250,000	95%	65,405			1,250,000	1,250,000
100319 - ACT-HOME REPAIR ASSIST. GRANT	14,058	60,000	23%	45,942			60,000	60,000
100322 - HOUSING ENABLING GRANTS	1,116,690	1,169,000	96%	52,310		29,510	1,732,000	1,761,510
100559 - LOANS - PROPERTY DEV CO	0	340,000	0%	340,000			350,000	350,000
100548 - EQUITY FUNDING - PROPERTY DEV CO	125,000	360,000	35%	235,000				
100421 - PIRIES PLACE CARPARK	106,943	104,000	103%	(2,943)	Overspend on reduced 2020/21 budget			
100453 - PIRIES PLACE CAR PARK LIFT	126,802	134,798	94%	7,996		7,996		7,996
100549 - SWAN WALK & FORUM CAR PARK IMPROVEMENTS	50,000	50,000	100%	0				
100518 - PARKING CCTV	32,743	30,000	109%	(2,743)	Overspend offset by underspend			
100519 - PAY & DISPLAY MACHINES	0	3,500	0%	3,500				
100526 - RURAL CAR PARK - HENFIELD (LIBRARY)	201,849	305,000	66%	103,151		78,151		78,151
100538 - STORRINGTON MILL LANE - RURAL CAR PARK IMPROVEMENTS							146,931	146,931
100536 - WELCOME ZONES IN MULTI-STOREY CAR PARKS	24,459	50,000	49%	25,541		25,541		25,541
100537 - ANPR REPLACEMENT - SW, FORUM, PP, HURST RD CAR PARKS	7,181	0	n/a	(7,181)	Note 1			
100513 - ALBION WAY CONNECTIVITY - WORTHING ROAD	0	100,000	0%	100,000		0	100,000	100,000
100541 - LOCAL CYCLING AND WALKING INFRASTRUCTURE	11,493	30,000	38%	18,507		0	18,507	18,507
100554 - ALLOCATIONS FOR DEVELOPMENT IN HDPF	118,986	150,000	79%	31,014		31,014		31,014
100553 - PUBLIC REALM PROJECTS - TOWN CENTRE VISION	28,000	135,000	21%	107,000		107,000		107,000

2020/21 Capital outturn and budget slippage from 2020/21 into 2021/22 programme

	Period 12 Outturn	Budget	% of Budget	Spend (more) / less than Budget	Outturn commentary	Slippage requested	[Note 3] Appendix D Estimated Budget 21/22 (based on Oct 20 forecast)	Updated budget for 21/22 inc slippage
100507 - LAND AT OAKHURST BUSINESS PARK - PHASE 4	1,570,303	1,600,000	98%	29,697		29,697		29,697
100438 - CORPORATE PROVISION - ASSET ENHANCEMENT	12,987	40,000	32%	27,013			100,000	100,000
100447 - COMMERCIAL ESTATES - GENERAL	259	46,000	1%	45,741			100,000	100,000
100354 - SWAN WALK CENTRE	(53,737)	0		53,737	Note 2			
100557 - FORUM PIAZZA AND FOUNTAIN UPGRADE	5,069	150,000	3%	144,931		144,931		144,931
100558 - MILLSTREAM EXTENSION	18,380	350,000	5%	331,621		31,621	300,000	331,621
100506 - PEARY CLOSE, HORSHAM	19,568	75,874	26%	56,306		21,145		21,145
100512 - BILLINGSHURST CAR PARK DEVELOPMENT	5,847	170,427	3%	164,580		4,153	160,427	164,580
100515 - PAVILIONS LEGACY	0	48,718	0%	48,718				
100521 - SWAN WALK REDEVELOPMENT	(158,144)	0		158,144	Note 2			
100535 - PARK HOUSE, HORSHAM	71,221	107,310	66%	36,089		36,089		36,089
100544 - PARKSIDE FLOOR PLATE IMPROVEMENTS	1,296	1,784	73%	488				
100543 - HIGHWOOD COMMUNITY CENTRE	0	500,000	0%	500,000				
100562 - SECURITY ENTRANCE DEFENCES							64,000	64,000
100563 - EV CHARGING POINTS (FULLY FUNDED)							100,000	100,000
100564 - OAKHURST BUSINESS PARK EXTENSION (UNITS 20 & 15)							650,000	650,000
100565 - S106 / CIL INFRASTRUCTURE SPEND							200,000	200,000
100566 - ST PETERS HALL & RAFA IMPROVEMENTS - NEW 25 March 2021							630,000	630,000
	<b>5,410,383</b>	<b>8,953,964</b>	<b>60.4%</b>	<b>3,543,581</b>		<b>983,273</b>	<b>7,589,063</b>	<b>8,310,138</b>

**Note 1** - ANPR installed in 2019/20. Parking worked with supplier throughout 2020 on outstanding revenue & capital invoices. Additional £7k of capital invoices identified above the amount accrued in 2019/20.

**Note 2** - information was received from Aviva at 2019/20 year end that the cost would be circa £0.3m higher than budget. This cost was accrued in 2019/20 accounts.

Following a negotiation, a lower amount was settled and paid in 2020/21

The negative spend (£0.2m) arises in 2020/21 from the accrual reversal being more than the amount paid.

**Note 3** - St Peter's Hall £0.63m added to Appendix D budget since January 2021

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**NOTE TO THE CORE STATEMENTS 2020/21**

Appendix D

**TRANSFERS TO/FROM EARMARKED RESERVES**

This note sets out the amounts set aside from the General Fund balance in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure.

	Balance at 31.03.19 £000	(Income) / Expenditure 2019/20 £000	Transfer (to) / from other reserves 2019/20 £000	Balance at 31.03.20 £000	(Income) / Expenditure 2020/21 £000	Transfer (to) / from other reserves 2020/21 £000	Balance at 31.03.21 £000
<b>Useable Revenue Reserves</b>							
<b>General Fund Balance</b>	<b>(14,230)</b>	<b>(6,562)</b>	<b>5,130</b>	<b>(15,662)</b>	<b>(18,433)</b>	<b>9,199</b>	<b>(24,896)</b>
New Homes Reserve	(4,018)	4,062	(4,715)	(4,671)	0	(4,831)	(9,502)
NHB - BBH Leisure Centre	(314)	314	0	(0)	0	0	(0)
Health and Wellbeing	(210)	0	(97)	(308)	0	0	(308)
Council tax localism	(293)	0	0	(293)	0	0	(293)
Neighbourhood Planning Grant	(278)	0	0	(278)	0	0	(278)
s106 Reserves	(586)	0	(216)	(802)	26	0	(776)
NNDR Provision	(1,435)	0	0	(1,435)	0	0	(1,435)
Transformation fund	(355)	0	(23)	(377)	0	(12)	(389)
Homelessness Prevention	(82)	0	5	(77)	0	(64)	(142)
Revenues and Benefits	(318)	0	0	(318)	0	(300)	(618)
Covid 19 Discretionary Grants	0	0	0	(36)	0	(2,779)	(2,815)
Other	(885)	0	(83)	(932)	105	(1,213)	(2,040)
<b>Other Earmarked Reserves</b>	<b>(8,774)</b>	<b>4,376</b>	<b>(5,130)</b>	<b>(9,528)</b>	<b>131</b>	<b>(9,199)</b>	<b>(18,596)</b>
<b>Total Useable Revenue Reserves</b>	<b>(23,004)</b>			<b>(25,190)</b>			<b>(43,492)</b>

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### Appendix E - transformation fund at 31 March 2021

**2019/20**

355,905 balance brought forward  
 144,095 In year additon  
500,000

**2020/21**

377,345 balance brought forward  
 122,655 In year addition  
500,000

**2021/22\***

389,336 *balance brought forward*  
 110,664 *In year addition*  
500,000

-49,000	Digitalisation of Microfiche Planning documents	-20,808	Review of district community facilities	-4,000	Technical kit in Parkside meeting rooms
-2,900	Agile training - Sept 2019	-36,240	Backfill for the digitalisation project	-83,000	Backfill for the digitalisation project
-3,800	Lottery start up	-6,580	Implementation tech costs for the digitalisation project	-50,000	Licence and implementation tech costs for the PRS digitalisation project.
-17,790	HR system continued	-9,000	Carbon reduction project consultant within local plan	-8,000	Carbon audit of a Council building to enable future grant funding
		-31,438	Organisational carbon reduction consultant for council plan		
-4,900	Implementation of new Community link database	-6,599	Carbon audit of a Council building to enable future grant funding		
-24,150	Affordable Housing continued start up				
-10,890	Growing our own staff continued				
-9,225	Museum index system				

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-122,655 Total expenditure in year

377,345 Balance to be carried forward

-110,664 Total expenditure in year

389,336 Balance to be carried forward

-145,000 *indicative spend in year*

355,000 *balance*

*\* 2021/22 costs are indicative estimates only.  
 Appropriate additional items may be added as required via SLT approval*

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# KPI Report End of year 2020/2021



**33 KPIs**

**22 with a target**

**11 Data only**

**Of the 21 KPI's with a target:**

64% (14/22) 13% (3/22) 23 % (5/22)

**Compared with 2019/2020 (both with a target and volumetric performances)**

**Improvement** 39% (13/33) **No change/New** 21% (7/33) **Worsened over previous year** 39% (13/33)

**Note:** The 'year on year' performance is compared to previous year outturn and not the target figure

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KEY:

Volumetric Indicators

Improvement over previous year

worsened over previous year

Performance against target indicators

Improved over previous year

worsened over previous year

no change/not comparable/new

Code	Short Name	2019/20	2020/21		Status	Year on year performance arrow	Notes
		Value	Value	Target			
BT1	Number of self service (eform and web based) payments	71,738	50,645			↓	There has been a lower volume of 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	5.63%	6.62%	5%		↓	There was an increase in the number of calls received due to the impact of Covid-19 in the first part of the year. Figures have improved over the course of the year and were below the 5% target for Q4 at 4.3%.
07	% of invoices paid on time	90.70%	89.80%	95.00%		↓	Delays in paying invoices from utilities, which required third party verification, resulted in a dip in the percentage of invoices paid on time during July and August. This affected the whole year performance, which remains below target. Staff have been reminded of the need to process and pay promptly.
FS09c	Parking Combined Total Income	£3,542,158	£1,461,669	£3,542,158		↓	Income is significantly down across all car parks due to the free parking period during lockdown one, and the ongoing impact of the pandemic and restrictions that have been in place.
FS13	Business Rates: Rateable Value	£112,200,045	£114,185,951	£114,000,000		↑	The Rateable Value is at target which is the RV from 1 April 2017 when the RV listing was centrally updated by the Valuation Office Agency (VOA).
HS01b	Homelessness: Decisions	138	86			↑	Measurement of the number of decisions in respect of those that have presented as homeless.  The Number of homeless cases

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes	
		Value	Value	Target	Status			
Page 29							<p>are down and the number of placements in accommodation are down (B&amp;B and temporary accommodation is at capacity).</p> <p>It is worth noting that that there has been an eviction ban due to Covid and this is being lifted at the end of May. We then expect to see a considerable increase in the number of households presenting to the Council following "no fault" evictions.</p> <p>We are collaborating on a collective piece of work with all other Districts and Borough's to engage with the private landlord sector, this piece of work has come out of the strategic housing group and aims to improve our relations across the county directly with private sector landlords.</p>	
	HS17	No of Homelessness Preventions	259	148			↑	The focus is on preventing homelessness for those in need.
	HS18	No of households in temporary accommodation	1404	1378			↑	
	HS19	Of which no of households in B & B accommodation	248	155			↑	
	HS21	No of households on the Housing Waiting list	616.5	737			↓	Average over the year
LS01a	Attendance at Sports Centres	1,134,600	50,460	1,134,600		↓	Leisure centres have been closed for long periods of time throughout 2020/21 as per the Government Covid-19 legislation. When able to open additional restrictions have been in place but swimming attendance and	

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes
		Value	Value	Target	Status		
							exercise classes have shown positive customer demand Customers have been slower to return to the gym.
LS03	Attendance at The Capitol (Cinema, Theatre & Hire)	165,532	8,968	165,532		↓	The Capitol has been closed for long periods of time throughout 2020/21 as per the Government Covid-19 legislation. When it was able to open the attendance was strong and customers were keen to book tickets, although we could only operate at 25% capacity due to social distancing requirements.
Pages 30 LS05(i)	Total attendance at Horsham Museum and Visitor Information Centre	101,994	0	76,536		↓	The museum has been closed throughout the pandemic due to the difficulty to socially distance in the building – even when it has been able to legally open it was not practical. We have instead utilised the closure as an opportunity to refurbish the displays so when we reopen in September 2021 it is with a revised and improved offer.
OP14a	Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	57.36%	57.37%	48%		=	We are awaiting confirmation of the figure for Quarter 4 from WSCC and is expected by 31 <sup>st</sup> May 20201. We are expecting to meet or exceed the target.
OP17	Number of refuse, recycling and garden waste collections missed	90	79			↑	This is an average monthly figure and equates to an estimated 0.02% of bins missed per month.
OP19	Quality of recycling - % contamination rate	10.34%	8.4%	8%		↑	There are a number of reasons why contaminations have taken place and measures are being implemented to try and mitigate these. January: 11.7% Top two contaminants were wet paper and

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes
		Value	Value	Target	Status		
							<p>electrical appliances, the latter as a result of Christmas. Introduction of WEEE &amp; Textiles service and surrounding communications is expected to help avoid this contaminant in recycling</p> <p>February: 9.07% Plastic bags and non-target glass were top two contaminants. Managers are enforcing crew checking and rejections</p> <p>March: 9.14% Household waste and food contaminated recycling were issues this month. Continued rejections via crews, group set up to tackle communal bin store issues where a lot of contamination is present</p>
PP08	Number of FOI requests received	223.5	200			=	
PP09	% of FOI requests responded to within 20 days	95.75%	97%	85%		↑	
PP10	Number of complaints received	225	204			↑	
PS11c	Total sickness (excluding leavers sickness)	6.47	6.02	7		↑	Reported sickness has fallen during lockdown and home working.
SSC9a	No. of fly tipping incidents	1,064	1,419			↓	During COVID-19 and with the closure of WSCC HWRS's, we saw an increase in the number of fly tipping incidents across the District.
SSC9b	No. of fly tipping enforcement notices	112	35			↓	The substantive postholder has been absent from work since July 2020 which has resulted in a decrease in the number of notices issued. The post is now vacant

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes
		Value	Value	Target	Status		
							and will be advertised in due course. Zonal Managers also now in possession of dash cameras so that increased highway enforcement activities can be conducted.
VE01a	Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.15%	98.54%	95%			<p>Occupancy figure of 98.54% of total floor space of estate for 2020/2021 based upon Voids:</p> <p>14, Lintot Square - 8 months void</p> <p>Unit 4 Forum - 2 months void</p> <p>Park House Lease to WKK (2nd floor) - 4 months void</p> <p>21, Lintot Square - 4 months void</p> <p>25, Lintot Square - 3 months void</p> <p>Unit 8, Blatchford Close - 1 month void</p> <p>Unit 22, Oakhurst Business Park - 2 months void</p> <p>Unit 23, Oakhurst Business Park - 2 months void</p> <p>Unit 24, Oakhurst Business Park - 2 months void</p> <p>Unit 26, Oakhurst Business Park - 2 months void</p> <p>Unit 27, Oakhurst Business Park - 2 months void</p> <p>Unit 28, Oakhurst Business Park - 2 months void</p> <p>Unit 29, Oakhurst Business Park - 2 months void</p>

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes
		Value	Value	Target	Status		
							St. Peters Hall - 12 months void RAFA Club & HQ - 8 months void
VE01b	Income from HDC owned and managed commercial and industrial estate space	£4,039,339	£4,258,023	£3,669,975	✓	↑	
DM27	Speed of decision - 12 months (2020/21) Major applications	100%	100%	60%	✓	=	
DM28	Speed of decision - 12 months (2020/21) Non-major applications	97.7%	98.0%	70%	✓	=	
DM29	Quality of decision - 12 months (2020/21) Major applications	3.13%	2.04%	10%	✓	=	This is a lagging indicator. Forecast final value is 2.04%  Figure for 2019/20 was finalised in December 2020.  New for 20/21
DM30	Quality of decision - 12 months (2020/21) Non-major applications	1.27%	1.50%	10%	✓	=	This is a lagging indicator. Forecast final value is 1.50%  Figure for 2019/20 was finalised in December 2020.
LGSS01	Customer Satisfaction		100	80	✓	=	New for 20/21
LGSS02	Right Time: Combined speed of processing for new claims and changes of circumstances	7.71	6.6	11	✓	↑	Despite a very difficult pandemic year the service has maintained a speed of processing under 11 days
1LGSS03	Quality Assurance: LA Error	0.17%	0.36%	0.4%	✓	↓	The YTD outturn for LA Error sits below the 0.40% local threshold, and has decreased since the end of February 2021.

Code	Short Name	2019/20	2020/21			Year on year performance arrow	Notes
		Value	Value	Target	Status		
LGSS04a	Collection: Council Tax	98.16%	98.31%	98.16%			The service has surpassed the collection rate for 2019/20. Despite the impact of Covid-19 this will stem from the on-going support to customers to spread their instalments over 12 months and the additional support from the discretionary Council Tax Support fund.
LGSS04b	Collection: NNDR	97.56%	94.97%	98.8%			The Business Rates collection rate is below the collection rate for 2019/20.  This is a direct result of the pandemic, its financial impact on businesses' abilities to pay and the court closures preventing meaningful recovery action.

## Corporate Plan End of Year Report 2020/21

## Total 78 Actions

 8 completed 
  64 in progress 
  6 on hold

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
A great place to live Page 35	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	Officers have drafted a revised plan with a range of recommendations to meet housing demand in the District. The volume and location of housing is controversial and will be a difficult decision for Members. Legal and independent advice has been sought to assist in this process. There is however a significant risk of delay to the programme depending on decisions reached by Cllrs.
		Work with central government etc		Strategic Planning	Ongoing - responses submitted to recent consultation on design and proposed amendments to the NPPF.
		Continue to support local communities to prepare neighbourhood plans etc.		Strategic Planning	10 referenda held on 6 May.2021. These plans will be made in June 2021 as they passed the referenda.
		Provide new community facilities that can be used by all residents etc		Leisure and Culture	Ongoing work as part of the Local Plan.
		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	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.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		Work with partners to increase the number of Electric vehicle charging points etc		Finance and Performance; 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.
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 still on hold and will be reviewed in 2022 as the arts and culture industry recovers from Covid-19.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Leisure centres are open again in-line with the Government's Roadmap. Maintenance has been ongoing throughout the pandemic. Athletics track is at end of life and various options for renewal of the track or relocation will be considered in Summer/Autumn 2021.
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	The renewal of the skate park in Horsham Park is underway, including engagement with the market and user groups to confirm realistic requirements. Expected installation in Q1 2022/23.  The pond project in Horsham Park is also underway. Dredging is programmed for Autumn/Winter 2021. Completion in March 2022.
A great place to live	New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	Prepare a new District-wide Design Guide to improve the quality of development locally.		; Development	Research gathering in progress (10% of project). Draft cannot be produced until Local Plan is at an advanced stage. This will inform design standard and criteria.
		Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	Policies drafted but cannot proceed until wider decisions made on Local Plan.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
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	This objective should be moved to DM / major projects
		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.
		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	Ongoing development of our Covid-19 response has led to the recruitment of Covid-19 Information Officers which is now underway.
A thriving economy	Town 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		Economic Development	All events have been cancelled by Covid-19 and our staff resource scaled back reflecting HDC's own financial issues. We are, however,

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
Page 38		calendar of events to attract people into our town centres.			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	Horsham Town Centre Public Realm Strategy and Design Guide agreed at Council on 28 April 2021.
		Support Horsham businesses with their plans for designating the Town Centre etc	⚠	Economic Development	This project has been postponed awaiting a full understanding of Horsham town's economic situation as we come out of lockdown. The Viability of a BID will be reviewed between January and 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 remains closed to the public due to the Government Covid-19 restrictions. Refurbishment and improvement works are ongoing with reopening planned for September 2021.  The Capitol is due to reopen on 28 May 2021. Review of customer behaviour, changes in the market and impact of Covid-19 to be

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
					undertaken throughout latter part of 2021/22.
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	Policies drafted but are dependent on Member decisions on the wider local plan.
		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-19. 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 and services from our local communities whenever we can.		Human Resources; Procurement	We produced a video for the HDC Jobs and Skills Fair, promoting the council as an employer with a variety of job roles and showcasing the range of benefits. Our virtual stand was well attended, and current vacancies received good interest. 79 local people signed up to the Council's job newsletter alerts.
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		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-19. 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.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
Page 40		and support for young people in the district.			
		Address anti-social behaviour within our communities etc		Housing and Community	Warden schemes continued in a number of parishes. Focused community sessions being facilitated in key areas of focus in response to local increases in violent crime.
		Work with Parish and Neighbourhood Councils to prevent crime etc		Housing and Community	Warden schemes continued in a number of parishes. Focused community sessions being facilitated in key areas of focus in response to local increases in violent crime.
		Use regulatory powers to maintain the safety standards of premises and taxis.		Environmental Health	We have continued our work with the industry and have drafted a revised taxi policy in line with Government guidance which will go out to consultation once approved by committee.
		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 leave lockdown.
A Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	Work with partner organisations to minimise rough sleeping and prevent homelessness		Housing and Community	MHCLG funding secured to continue partnership working with Turning Tides outreach services. Outreach advice provision (Turning Tides bus) to be on the road in the district this summer.  Bed and breakfast demand remains low (5 and below) with long term accommodation solutions having been secured for most rough sleepers identified through "everybody in" instruction and SWEP provision.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Community	First Slinfold property due to be occupied by a household from the housing register in May 2021. A further four x 1 bed flats in Slinfold are still expected this financial year alongside a start on the three affordable houses on the Billingshurst site.
		Work with our local Registered Providers to help them		Housing and Community	Discussing next five-year plan with Saxon Weald and shaping a S106 grant funding policy to aim to increase the access to the fund.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		increase the supply of affordable homes.			
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 recently increased the hours of one of our Community Link Officers to help support the service offered to our customers through the roll out of the change in technology platform offered.
		Help people to adapt their homes so they can continue to live independently.		Environmental Health	Our Housing Team facilitated 166 applications for grants during the year to adapt people's homes through the Better Care Fund.
		Encourage participation in sport.		Leisure and Culture	Leisure centres are open again in-line with the Government's Roadmap. Sports development activities have continued digitally where possible throughout lockdown and are starting up again face-to-face.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.		Housing and Community	Health and Wellbeing shop now open (soft launch), the next step will be the full opening in June. Additional funding pitched for from public health to deliver additional services. Opportunity for additional strong & steady/falls prevention sessions being costed.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries		Strategic Planning	Active engagement with CCG ongoing - outcomes from Local Plan perspective dependent of Member decisions
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 practice.  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.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		Launch and promote our Council lottery to raise funds for local good causes		Housing and Community	Policy to allocate "banked funds" in development. Target to be set for second year of lottery.
		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-19 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 Page 42	Prioritised protection of the environment and increased biodiversity	Undertake a carbon audit to understand the Council's current carbon footprint.		Finance and Performance; Community Services	An annual update will be produced for September 2021. This will form part of a report to Overview & Scrutiny Committee 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 2021 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.		Community Services; Leisure and Culture	Wilder Horsham District initiative underway. New arboriculture contract procurement in progress.
		Produce an action plan to		Finance and Performance; Community	Work is continuing on the short-term action plan. Update report to Cabinet September 2021 to inform budgets that might be required for

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		move towards a carbon neutral organisation		Services	implementation in 2022/23 onwards.
		Work with partners towards becoming a carbon neutral District.		Finance and Performance; 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 expected 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	A new round of funding has been approved that HDC are accessing to promote renewables in homes across the district which will be rolled out by the team in 2021/22.
		Investigate working with landowners and partners to develop a plan to improve the ecology and biodiversity of the District.		Community Services; Leisure and Culture	This activity has been completed as the Wilder Horsham District project 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	Ongoing improvements in Air Quality in both Cowfold and Storrington have been observed during that may be attributable to the pandemic further investigation is needed to validate this. Additional work with the steering groups in both towns is being looked into.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Community Services; Leisure and Culture	Wilder Horsham District initiative underway. Ongoing management of our parks and open spaces continues to prioritise improvement opportunities. The new grounds maintenance contract allows for futureproofing and improvement of practices to increase biodiversity longer-term.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		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	Horsham Park management plan is underway.
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	Parks and open spaces continue to be promoted when appropriate. During the pandemic all open spaces have received very high visitor numbers so the challenge has been to manage the spaces and numbers effectively.
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	The procurement of improvements works to the skate park in Horsham Park is underway.
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		Parking and Waste	The introduction of a trial of kerbside collections of Waste Electric and Electronic Equipment (WEEE), textiles and batteries is on track to be

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		kerbside collection of textiles and electrical goods.			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 has been reviewed and deemed as still being accurate and relevant. No further action required until next year when it will be reviewed again.
		Enhance our online services and make them more accessible through cloud technology.		Customer and Digital	Implementation has begun on the Planning, land charges, building control and environmental health systems. This is part of a three-year project.
		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	Progress is on-going across the Council.
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 Community	Services still being delivered remotely. This action is being reviewed in line with government roadmap surrounding the easing of Covid-19 lockdown restrictions.
		Provide face-to-face support to people claiming benefits.		Revenue and Benefits	Due to the ongoing risks from Covid-19 the service did not provide a face to face appointments 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		Revenue and Benefits	The service has a recovery process in place to support customers at each step of the billing/recovery process who advise that they are struggling to afford to pay their bill. This support is offered by phone and email, which are the accepted methods of contact for our customers.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
		behind with their Council Tax etc			
		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.
Page 46 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 is progressing in Finance, looking to implement similar ways of working in other areas.
		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	Covid-19 has severely disrupted our finances. A £4.5m operational overspend was made in 2020/21, although with action taken and one-off government funding, the overall funding outturn is a £0.98m surplus. . The action taken and unexpectedly good one-year provisional settlement for 2021/22 means that we are able to set a balanced budget in

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
					2021/22. A £2.6m 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 Resorces	We have advertised a multi-year contract for manager apprenticeships and development for NVQ levels 3, 5 and 7. Such a program builds skills for existing staff and also adds to the attractiveness of the council as an employer.
		Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.		Human Resorces	We aim to start a new campaign for later in the year.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		Human Resorces	With an expected increase of "hybrid" working new skills at officer and manager levels will be needed to effectively adapt to new ways of working. The workforce plan review will add corporate initiatives to support managers in managing remote working, such as flexible working policies review, health and wellbeing offers, improved e-learning options.

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## Work Programme Suggestion

Name Tony Bevis

### Proposed Scope/ Focus of Review

Horsham is a Burial Authority, the proposed work programme is to review the capacity of crematoria used by HDC residents and to assess whether this is sustainable long term. It should review each Crematorium's plans to identify whether they have any major plans which will reduce their capacity for any length of time. It should also review the carbon impact of exporting all our cremations to other authorities and identify the carbon foot print of the actual cremations and whether there are plans to use non-fossil fuels in future also review the ancillary impact of travel to and from crematoria.

Finally the programme should seek to identify costs and potential revenue streams if a crematorium was to be built within the HDC area.

### Your rationale for selection

Cremations are the most widely used way of coping with deceased remains however most crematoria depend on fossil fuel with the resultant carbon emissions. Horsham does not have a crematorium therefore it exports its emissions to neighbouring authorities. It may be that this is the best model- the work programme will provide evidence. Although all crematoria operate to recognised standards most are relatively old and it may be that a new build within the district could use latest best practice and avoid carbon emissions. A local crematorium would boost the local economy by enabling local businesses to cater for wakes.

### Evidence

#### Desired Outcomes/ Objectives/Possible terms of reference

The desired outcomes are a set of evidence on carbon emissions of crematoria and ancillary transport emissions and the current best practice for fuel use in crematoria. If justified recommend a study to develop an indicative cost of building a new crematoria and indicative annual cash flow.

### Objective

The key objective is to determine whether the current arrangements are sustainable in the short and medium term, and if not what the range of options Horsham has.

The key measures must be capacity for our residents and carbon emissions.

### Terms of reference

Recruit a Task and Finish Group.

Take evidence from the local crematoria on their operations and their perception of the sector's future

Take evidence from other key stakeholders

Report on findings and make evidence based recommendations.

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## Work Programme Suggestion

Name Tony Bevis

### Proposed Scope/ Focus of Review

The city of Utrecht has introduced many innovative schemes to improve the quality of life in its city, these are principally Micro-Initiatives aimed at improving air quality by using plants to capture Carbon Dioxide, dust and other pollutants, at the same time making the city more pleasant to live in by greening the townscape.

See for instance [Utrecht rooftops to be 'greened' with plants and mosses in new plan | Netherlands | The Guardian](#)

[Localising-the-SDGs-in-Utrecht-.pdf \(local2030.org\)](#)

### Your rationale for selection

Horsham are partnering with Sussex Wildlife Trust in ambitious large scale rewilding projects which have the potential to be transformative. Whilst there are initiatives to encourage wildlife, particularly Warnham Nature Reserve and Chesworth Farm, in the urban context, there should be opportunities to introduce micro-interventions in Horsham Town and also in the market towns and villages.

Horsham District has several air quality hot spots, particularly Cowfold, Storrington and parts of the Horsham town centre, part of this study should be to examine the paper evidence and carry out prototype interventions to understand the effectiveness of micro-interventions on air quality

As part of its recognition of a climate emergency, Horsham is also committed to reduce carbon emissions throughout the district although they do not pretend to be massively significant, micro-interventions can, if the evidence shows this to be the case, improve air quality, they are also a very public statement which hopefully will encourage debate and be a popular initiative with the children of the district.

### Evidence

#### Desired Outcomes/ Objectives/Possible terms of reference

The outcome of this work programme will be to produce a set of evidence on the effectiveness of micro-interventions using plants

Assuming the evidence supports this, a set of micro initiatives to be deployed across the district with a measure and monitor environment together with estimated costing

A programme to encourage individuals and groups to either sponsor further micro-initiatives or undertake their own alongside and education support programme.

Identify sources of funding from outside HDC

Identify other related small scale initiatives such as micro- generation of electricity, water conservation and higher quality house building which could feed off this Task and Finish study as studies in their own right.

### Objective

The key objective is to verify the viability of using micro-initiatives and, if proven, to adopt them as part of the District's carbon reduction tool kit.

By co-opting outside green champions, develop stronger links between HDC and activists and encourage understanding of each other's perspective

### Terms of reference

Recruit a Task and Finish Group to include green champions from outside HDC

Study what has been achieved in Utrecht and to set up dialogue with Utrecht

Devise measures of the effectiveness of micro-intervention

Critically examine data from Utrecht's programme

Run prototype initiatives

If warranted to recommend pilot schemes and a programme of scaling those up

Incorporate a Horsham biased methodology into the Corporate Plan

**Work Programme Suggestion Form**  
**1 3 2021**

**Name**

Michael Dyson

**Email Address**

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**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?

**Exempt Comment – Appendix 1**

- 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?

Building a school on land with a user covenant that restricts only to residential, shop, office or industrial purpose would be a breach of covenant. The covenant would have to be amended or released by the Lucas Trust.

- 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.

The agreement referred to is the development of the housing at Rookwood, which are homes set in substantial grounds. Things have moved on considerably since 1992 and we now need to address matters of climate change and sustainability. High density does not equal low quality build environment, there are plenty of examples of high quality, high density living.

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?

The Council is following a robust and lawful process with regard to dealing with the proposal at Rookwood as both the Landowner and planning authority.

## 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?

I think the question being asked above is whether the Local Authority would satisfy the requirements of obtaining “the best price reasonably obtainable in the market”, pursuant to section 123 of the Local Government Act 1972, if the land being disposed of is subject to a live overage clause, in favour of a predecessor, and which requires that 50% of the consideration received upon disposal of the subject land be paid to that predecessor. Or, should the local authority wait until the overage provisions fall away?

A local authority would not have to wait until the clawback period has expired and their duties under section 123 of the Act are limited to the best value that can be obtained at the time of the disposal. S123 of the Act grants local authorities’ powers to dispose of land held by them in any manner they wish.

Accordingly, it is legitimate for the Council to proceed with a disposal of the property so long as best value is obtained at the time of the disposal. The clawback clauses are not material consideration when making a decision under S123 of Local Government Act.

Details of the accounts for the Golf Club at Rookwood have already been circulated to members. This is commercially sensitive and will not be disclosed to the public.

### **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**

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## 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](http://www.horsham.gov.uk)) or by contacting Committee Services at the Council Offices.

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

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

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

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

To contact Committee Services:

E-mail: : [committeeservices@horsham.gov.uk](mailto:committeeservices@horsham.gov.uk)

Tel: 01403 2151

Published on 01 May 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.

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
1.	<b>Horsham District Local Plan regulation 19</b>	Cabinet Council	20 May 2021 9 Jun 2021	Open	Catherine Howe, Head of Strategic Planning catherine.howe@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Claire Vickers)
2.	<b>Transformation Fund 2021/22</b>	Cabinet	10 Jun 2021	Open	Dominic Bradley, Head of Finance & Performance dominic.bradley@horsham.gov.uk  Cabinet Member for Finance & Assets (Councillor Paul Clarke)
3.	<b>The adoption of 10 Neighbourhood Plans following referendums</b>	Council	23 Jun 2021	Open	Emma Parkes, Head of Development & Building Control emma.parkes@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Claire Vickers)
4.	<b>Housing Strategy 2021 - 25</b>	Cabinet Council	22 Jul 2021 1 Sep 2021	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk  Cabinet Member for Community Matters and Wellbeing (Councillor Tricia Youtan)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
5.	<b>New CIL Enforcement Policy</b>	Cabinet Council	22 Jul 2021 1 Sep 2021	Open	Emma Parkes, Head of Development & Building Control emma.parkes@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Claire Vickers)
6.	<b>Museum Opening Hours</b>	Cabinet	10 Jun 2021	Open	Vicky Wise, Head of Leisure and Culture Vicky.Wise@horsham.gov.uk  Cabinet Member for Leisure and Culture
	<b>Sale of Commercial Property Asset</b>	Cabinet	10 Jun 2021	Fully exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Cabinet Member for Finance & Assets (Councillor Paul Clarke)
8.	<b>Annual update to the Pay Policy Statement - Financial Year 2021/22</b>	Council	23 Jun 2021	Open	Robert Laban, Head of HR & OD robert.laban@horsham.gov.uk  Cabinet Member for Finance & Assets (Councillor Paul Clarke)

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Is all or part of this item likely to be dealt with in private</b>	<b>Contact Officer</b> <b>Cabinet Member</b> (NB include name, title and email address)
9.	<b>Local Enforcement Plan</b>	Cabinet Council	22 Jul 2021 1 Sep 2021	Open	Emma Parkes, Head of Development & Building Control emma.parkes@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Claire Vickers)
10.	<b>Drill Hall</b>	Cabinet Council	22 Jul 2021 1 Sep 2021	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk  Cabinet Member for Leisure and Culture
11.	<b>Highwood Community Centre</b>	Cabinet Council	22 Jul 2021 1 Sep 2021	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk  Cabinet Member for Leisure and Culture
12.	<b>Athletics Track - future options</b>	Cabinet	22 Jul 2021	Open	Vicky Wise, Head of Leisure and Culture Vicky.Wise@horsham.gov.uk  Cabinet Member for Leisure and Culture
13.	<b>Grounds Maintenance Contract Award</b>	Cabinet	23 Sep 2021	Part exempt	Vicky Wise, Head of Leisure and Culture Vicky.Wise@horsham.gov.uk  Cabinet Member for Leisure and Culture

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By virtue of paragraph(s) 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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