



# Overview and Scrutiny Committee

**Monday, 6th June, 2022 at 5.30 pm**

**Conference Room, Parkside, Chart Way, Horsham**

Councillors:

Tony Bevis  
Philip Circus  
Paul Clarke  
Brian Donnelly  
Ruth Fletcher  
Billy Greening  
Nigel Jupp  
Richard Landeryou

Tim Lloyd  
John Milne  
Bob Platt  
Josh Potts  
Jack Saheid  
David Skipp  
Ian Stannard

You are summoned to the meeting to transact the following business

Jane Eaton  
Chief Executive

## Agenda

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**Page No.**

1. **Election of Chairman**
2. **Apologies for absence**
3. **Appointment of Vice Chairman**
4. **To Approve the time of meetings of the Committee for the next year**  
Meetings are currently scheduled for 18 July; 26 September; 21 November; 23 January 2023; 20 March. All are proposed to commence at 17.30.
5. **Declarations of Members' Interests**  
To receive any declarations of interest from Members of the Committee
6. **Announcements**  
To receive any announcements from the Chairman of the Committee or the Chief Executive
7. **Minutes of the previous Meeting, 21 March 2022**

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To approve as correct the minutes of the meeting held on 21 March 2022  
*(Note: If any Member wishes to propose an amendment to the minutes they should submit this in writing to [committeeservices@horsham.gov.uk](mailto:committeeservices@horsham.gov.uk) at least 24 hours before the meeting. Where applicable, the audio recording of the meeting will be checked to ensure the accuracy of the proposed amendment.)*

- |     |   |         |
|-----|---|---------|
| 8.  | <b>Overview and Scrutiny Annual Report</b><br>To receive a report from the Chairman of the Committee  | 7 - 12  |
| 9.  | <b>Council Carbon Reduction Programme</b><br>To receive a presentation from the Environmental Coordination Manager  | 13 - 32 |
| 10. | <b>Report on the Council's Finance and Performance in 2021/22</b><br>To receive a report from the Interim Director of Resources   | 33 - 76 |
| 11. | <b>Update on current Task &amp; Finish Groups</b><br>To receive updates on current Task & Finish Group activity and outcomes, and to consider if any current issues might be suitable for new Task & Finish consideration.  |         |
| 12. | <b>Scrutiny Work Programme for 2022/23</b><br>To review the current scrutiny work programme for 2022. The document attached reflects the typical annual pattern but also provides notes for consideration in relation to other emerging or immediate issues that may require the Committee's attention.                               | 77 - 78 |
| 13. | <b>Cabinet Forward Plan, Updated May 2022</b><br>To note the contents of the Cabinet Forward Plan<br>NB: This is the current plan at the time of posting and current to May 2022. However, by the time of the meeting there is expected to be an updated plan for June, which will be accessible <a href="#">here</a> once published. | 79 - 84 |
| 14. | <b>Urgent Business</b><br>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as urgent because of the special circumstances   |         |

## **Overview and Scrutiny Committee** **21 MARCH 2022**

Present: Councillors: Tony Bevis (Chairman), Brian Donnelly (Vice-Chairman), Martin Boffey, Paul Clarke, Tim Lloyd, John Milne, Bob Platt, Jack Saheid and Ian Stannard

Apologies: Councillors: Philip Circus, Billy Greening, Nigel Jupp and Josh Potts  
Absent: Councillors:

Also Present: Cllr Ruth Fletcher

### SO/50 **MINUTES**

After a minor correction to those present, to reflect the attendance of Cllr Mike Croker for part of the meeting, the Minutes of the meeting held on 24 January 2022 were approved as a correct record and signed by the Chairman

### SO/51 **DECLARATIONS OF MEMBERS' INTERESTS**

No declarations of interest were received

### SO/52 **ANNOUNCEMENTS**

No announcements were made

### SO/53 **COUNCIL CARBON REDUCTION PROGRAMME**

The item on Carbon reduction was postponed as a result of Covid19 self isolation. It was agreed that this would be added to the agenda for 6 June.

### SO/54 **FINAL REPORT OF THE SUSTAINABLE TRAVEL TASK & FINISH GROUP**

The Committee received a presentation from Councillor Mike Croker on behalf of the Sustainable Travel Task & Finish Group. The report made four recommendations for the Committee to consider. (Paraphrased – full wording in the full document included with the agenda):

- To consider pursuing implementation of a highway matters screening method similar to that employed by Mid Sussex DC for planning applications
- To consider a) specified changes to Policy 41 in the draft Horsham District Local Plan; b) A stronger emphasis on sustainable transport in the draft Local Plan, supporting design and other planning policy guidance; c) Initial capital investment in a single LCWIP project that meets LTN1/20 standards and of sufficient scale to act as a flagship for further routes.
- To pursue and enable and enable policy and measures to reduce the need to travel, including active travel and public transport, and enabling home working.

- To develop and support local groups to develop further LCWIPs, especially for larger villages.

Subsequent discussion served to clarify and explore a number of issues, including:

- There were diverse views about the wider value of home working, though its contribution to reducing work-based travel was generally acknowledged.
- Proposals for the number of parking spaces associated with new builds were recognised as difficult to achieve in town centre sites and there was a suggestion that consideration might be given to setting exacting standards, with capacity to vary according to circumstances. Other considerations might include restricting car ownership for town centre tenants.
- Provision for cycle spaces / racks / lanes was recognised as of great importance and there was a strong view that cycle lane provision has been uneven and less effective than it might have been. Better to concentrate on robust through routes.
- Move towards electric vehicles is seen as a positive one for environmental benefit but raises considerable infrastructural issues in terms of provision of sufficient charging facilities. The general view was that hybrid technology was a more realistic medium term option.
- The Task & Finish Group took the opportunity to remind the meeting that the scope of the project, whilst taken into account, considerations relating to electric vehicles and parking issues were not a primary element in the consideration of sustainable transport.

The Chairman, Cllr Tony Bevis, proposed that the recommendations should be taken to Council for consideration, with Cllr Matthew Allen seconding. The vote in favour was unanimous.

SO/55 **REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2021/22**

The Meeting received an update from the Head of Finance & Performance on the finance and performance for 2021/22. Particular aspects of the Finance report highlighted for Members' attention were:

- The surplus forecast for the end of the year is £2.1million. This reflects the cautious budget set at a time when lockdown and other factors created more uncertainties, particularly in leisure services, but also not needing to commit expenditure in the event of a further Covid19 lockdown.
- Additional income has also been received from Government which either exceeded anticipated levels or was entirely new and unexpected. Examples include Housing, Cyber-security and Bio-diversity related funding. It is noted that some of these also bring associated expenditure but are an overall positive development.
- Looking ahead there are clear pressures going forward, such as the increasing cost of fuel, an increase of 11-13% in building material costs and salary increases to address the rising cost of living. The Council is also struggling in some areas, such as Legal and Waste, to retain staff against more attractive private sector incentives.
- Capital programme is suffering from poor performance – around 2/3rds of proposed budget. Have paused the purchase of vehicles while the strategy for replacement, including the nature of vehicles in which to invest, is under review.

Will expect to spend more heavily in 2022/23 once the options are clearer. A number of proposed capital investments have not been able to progress as a result of factors beyond our control.

On the performance side, most Key Performance Indicators are on or above target, with just three currently below target. Two of these relate to increased demand for temporary housing and bed & breakfast (B&B) accommodation following the lifting of the eviction ban. The Housing and Public Protection PDAG on 29 March will receive a briefing from the Housing service about ways in which it might be able to reduce the pressures on B&B and temporary accommodation. The third below-target KPI relates to attendance and commerce at Horsham Museum and the results from reduced opening hours and continuing closure of some facilities over the year.

The meeting noted the contents of the report having sought clarification on some points of detail.

SO/56 **UPDATE ON CURRENT TASK & FINISH GROUPS**

As the final report from the Sustainable Transport T&FG was a main item on the agenda, there were no further updates relating to current activity.

SO/57 **WORK PROGRAMME**

The Committee work programme was noted and the previously advised addition of the Carbon reduction item postponed from this meeting will be added to the June agenda. It was noted that the recast of the Council's Corporate Plan will be taking place in the next Council year and that Over view & Scrutiny will play a key role in that process.

A proposal was also made in relation to off-street parking and it was suggested that the head of Strategic Planning be invited to the next meeting to brief the Committee on current work with Consultancy support in this area. It was agreed that the Chair and Vice-Chair would make an approach to explore this proposal.

SO/58 **CABINET FORWARD PLAN**

The Cabinet Forward Plan was noted.

SO/59 **URGENT BUSINESS**

No additional business was advised.

*The meeting closed at 7.31 pm having commenced at 6.15 pm*

CHAIRMAN

## Report to Overview and Scrutiny Committee

Monday 6 June 2022

By the Chairman of the Overview and Scrutiny Committee



### INFORMATION REPORT

Not Exempt

Overview and Scrutiny Annual Report 2021/22
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### Executive Summary

This report provides a review of the work of the Overview and Scrutiny Committee during the municipal year 2021/22.

### 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 2021 to March 2022.

**Wards affected:** All

**Contact:** Dominic Bradley, Interim Director of 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 the 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 2021/22**

- 3.2.1 At the start of the 2021/22 year the Committee members appointed by Council were: Matthew Allen, Tony Bevis, Martin Boffey, Jonathan Chowen, Brian Donnelly, Billy Greening, Frances Haigh, Nigel Jupp, Tim Lloyd, Bob Platt, Josh Potts, Jack



Saheid, Jim Sansom, Ian Stannard and James Wright. At its June meeting the Committee elected Tony Bevis Chairman and Brian Donnelly Vice-Chairman.

- 3.2.2 Between the meetings held on in November 2021 and January 2022, Cllrs Chowen and Haigh stood down from the committee and three new appointments were made, including the previously unfilled vacancy - Philip Circus, Paul Clarke and John Milne.
- 3.2.3 Following a period of meeting via videolink in line with pandemic restrictions, the Committee resumed physical meetings for the year.

### **3.3 Work completed by the Committee during 2021/22**

- 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 2021 the Committee reviewed the work it carried out in 2020/21 and received a report on the Council's Finance and Performance for 2020/21
- 3.3.3 In July 2021 the Committee met twice. On the 13 July, the Committee was convened to meet with the Leader of the Council, Cllr Paul Clarke in respect of the Finance and Performance report received at the previous meeting. The Committee's concerns, particularly with regard to the Medium-Term Financial Strategy and carbon neutrality aims were discussed.
- 3.3.4 On 19 July the Committee met for its normal business and established a Task & Finish Group to consider Urban Greening. Membership was agreed as Committee members Cllrs Allen, Bevis, Chowen, Greening and Platt, together with Cllrs Michael Croker and Ruth Fletcher. An inaugural meeting was planned but subsequently postponed in the light of continuing issues arising from water neutrality. This will be revisited once the wider issues and an appropriate brief are clearer.
- 3.3.5 The July meeting also received an update on progress towards the Drill Hall and Highwood Community Service.
- 3.3.6 In September 2021, the Committee received an update on the Council's Finance and Performance to date in 2021/22. The Committee also received a progress report from the Sustainable Travel Task & Finish Group set up in January.
- 3.3.7 Further updates on the Council's Finance and Performance to date in 2021/22 and the progress of the Sustainable Travel Task & Finish Group were received in November 2021. The Committee also took the opportunity to express commiserations for the untimely passing of a highly regarded officer.

- 3.3.8 In January 2022, the Committee received a presentation from Cllr van der Klugt on the South Downs National Park Authority, for which she is the Council's representative. The meeting also received a review of the 2022/23 Budget and Medium-Term Financial Strategy to 2025/26. Since detailed briefings had already been delivered to Councillors in other forums, the session concentrated more on specific questions and responses, some of which had been previously submitted and prepared.
- 3.3.9 Prior to the final meeting of the year, held in March 2022, the Committee had a private discussion with the Head of Property & Facilities regarding debts and the commercial portfolio.
- 3.3.10 The principal item for the March Committee meeting itself was receipt of the final report from the Sustainable Travel Task & Finish Group. It was agreed that the recommendations be forwarded to full Council for consideration. The recommendations contained in the report were:
- HDC to consider pursuing implementation of a highway matters screening method similar to that employed by Mid-Sussex DC for planning applications.
  - HDC to consider:
    - o the group's recommendations for specific changes to Policy 41 in the draft Horsham District Local Plan as laid out in Appendix 5
    - o A much stronger emphasis on sustainable transport, as required by NPPF para 112, incorporating themes expressed in Appendix 6, are reflected in the Local Plan and in supporting design and other planning policy guidance.
    - o focussing initial capital investment on a single LCWIP project meeting LTN1/20 standards and of sufficient scale to enable people to cycle more complete trips and to act as a flagship for further routes.
  - HDC to pursue and enable policy and measures to reduce the need to travel (especially by private car), including shifting trips from private car to active travel and public transport, reducing trip length and enabling the option of working from home.
  - HDC to develop and to support local groups to develop further LCWIPs, especially for larger villages across the District,
- 3.3.11 The Committee's Sustainable Travel Task & Finish Group was disbanded following presentation of its final report. The Group set up in June to look at Urban Greening has not been progressed and no other Task & Finish Groups were set up during the year.
- 3.3.12 The Committee had two principal items planned for the latter part of the year which were both deferred.

- A presentation on the Council's Zero Carbon Plan was postpone due to illness but is now included in the agenda for the current meeting (June 2022).
- The Committee was also keen to discuss water neutrality issues with Southern Water and Natural England but this remains on hold following Officers' advice until a more appropriate time to have the discussions.

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

- 3.4.1 Members have received general training on a number of issues but nothing specific to this committee has been commissioned or delivered in the year.

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

The Joint Scrutiny Steering Group set up by West Sussex local authorities in 2012 suspended activity during the pandemic but no invitations to attend were received in 2021/22. Initial enquiries regarding the current status of the group have been made, but it remains inactive and its future remains unclear.

### **Next Steps**

- 5 The Overview and Scrutiny Committee will determine its work programme for the municipal year 2022/23 year at this meeting and will commission additional task and finish groups as needed and appropriate 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 consider and advise on issues that would benefit from a review. The Horsham District Council website has a work programme suggestion form for this purpose.

### **Other Courses of Action Considered and Rejected**

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

### **Resource Consequences**

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

### **Legal Considerations and Implications**

- 8 There are no specific Legal Implications from the Committee's activity, though legal considerations are a key consideration in the assessment and recommendations made.

## **Risk Assessment**

- 9      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.

## **Procurement Implications**

- 10     There are no direct procurement implications.

## **Equalities and Human Rights Implications / Public Sector Equality Duty**

- 11     There are no direct Equalities or Human Rights implications

## **Environmental Implications**

- 12     There are no direct Environmental Implications

## **Other Considerations**

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



Horsham  
District  
Council

# Update on the Councils Carbon Reduction Programme

Overview and Scrutiny 6<sup>th</sup> June 2022

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Agenda Item 9

# HDC's carbon neutral targets

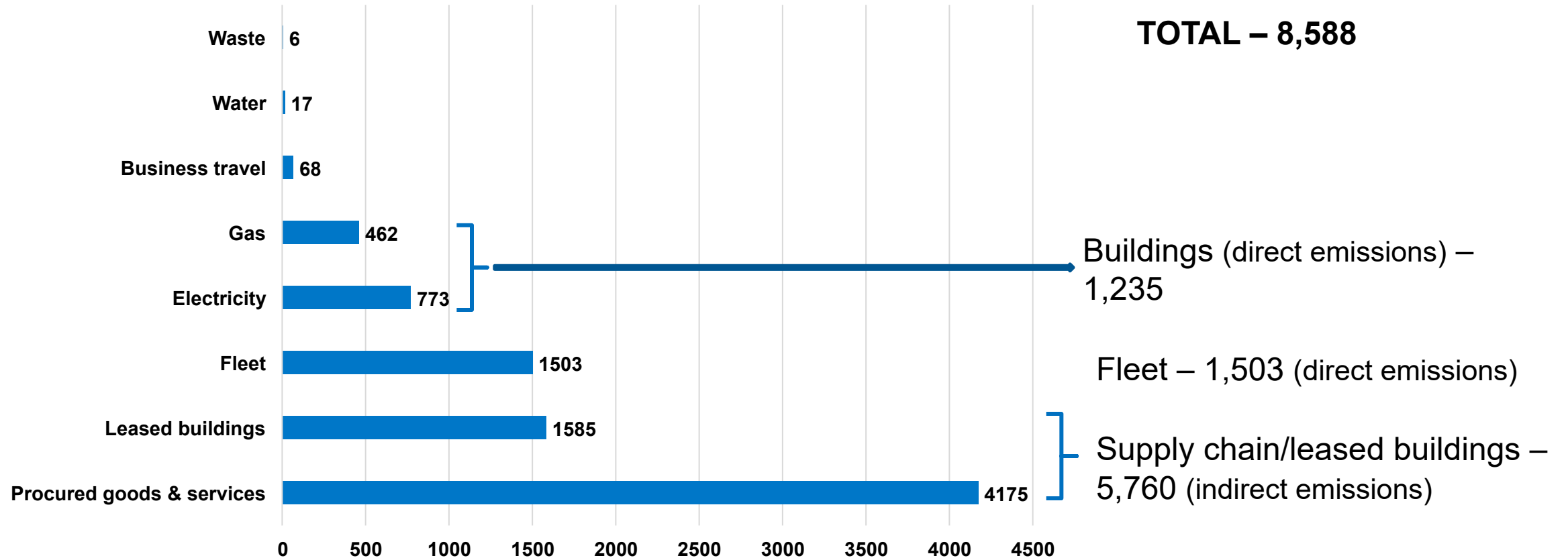
- Aspire to reach carbon neutrality for the emissions that are more directly within the Councils control by 2030 (from petrol, diesel, gas & electricity)
- For the Councils indirect carbon emissions to be carbon neutral by 2050 (from supply chain & leased buildings, also water, waste, business mileage & commuting)

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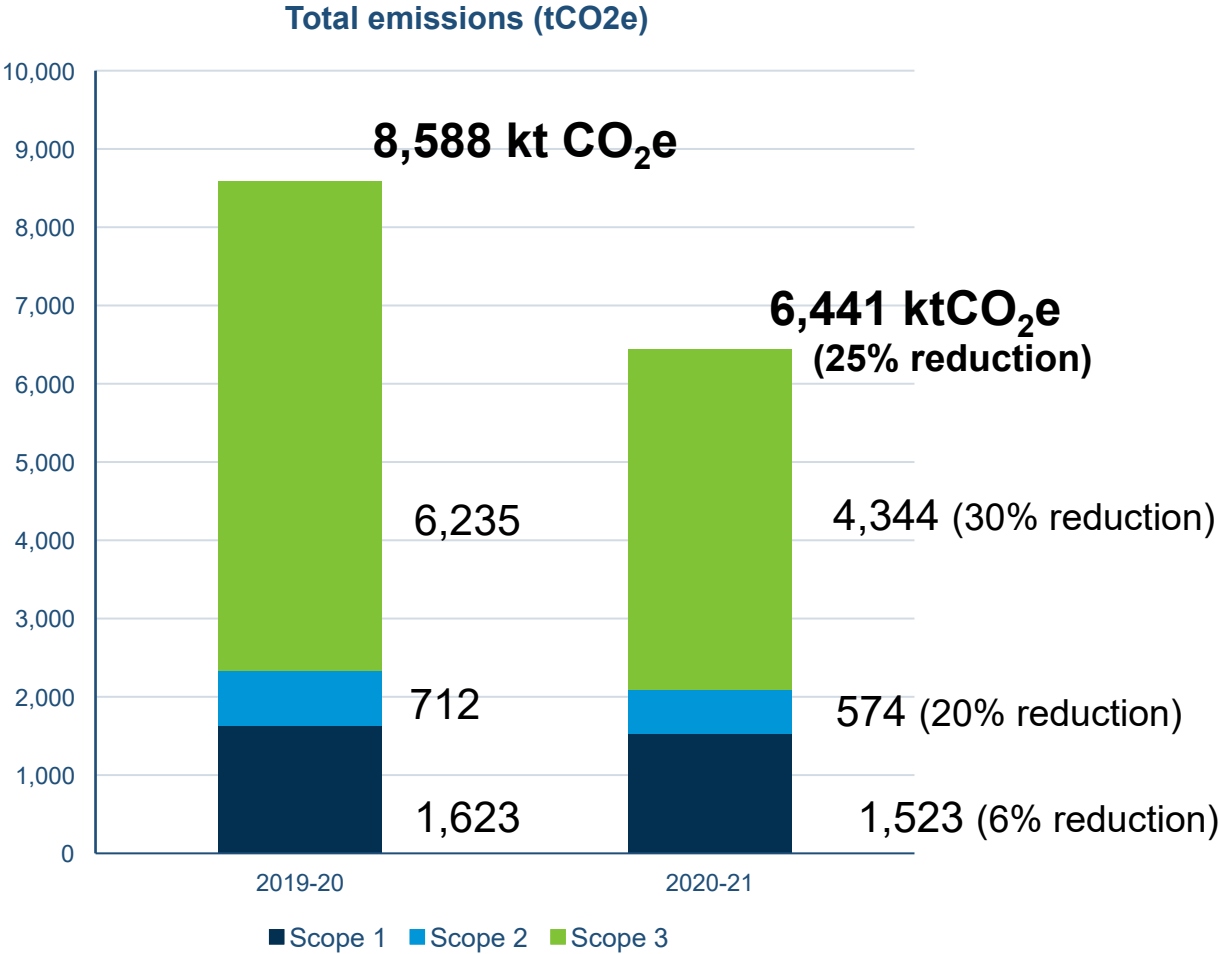
# HDC Carbon Emissions

## Carbon emissions by source (tCO<sub>2</sub>e) - 2019/20



# HDC Carbon Emissions

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- Scope 3**
- Contracts
  - Leased Buildings
  - Water
  - Waste
  - Business travel

**Scope 2 - Electricity**

- Scope 1**
- Gas
  - Petrol
  - Diesel



# Horsham District Council emissions

## Main changes 19/20 to 20/21

- Reduction in emissions scope 3 mostly due to reduction from the supply chain;
  - two construction projects finished
  - Reduction in business mileage of 50% (though this only accounts for a small proportion of scope 3)
  - Reduction in commuting due to lockdowns /home working approximately 300 tCO<sub>2</sub>e (2019/20)
- Reduction in electricity use (scope 2) was principally due to the pandemic;
  - large reductions from Parkside and The Capitol Theatre
- Reductions in scope 1 (gas, petrol and diesel);
  - Gas use fell in some buildings mostly due to the pandemic e.g. reductions from The Capitol, the former Ambulance Station (used by HAODS)
  - Petrol/diesel emissions small reduction in fuel used

# Carbon reduction action plans

**Short term action plan 2020-2022**

**Three-year action plan April 2022 to end March 2025**

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Transport



Buildings

Behaviour  
change

Procurement

Parks &  
Countryside

# Underlying principles

- Low hanging fruit e.g. LED lighting, HVO fuel
- Financial prudence e.g. payback from LED lighting
- Invest at the right time; cost of energy & carbon
- Proven technology e.g. fleet replacement; EV for smaller vans & cars but not large highway sweepers
- Well researched projects e.g. trial zero carbon refuse vehicles
- Lessons learnt; own projects and other Councils
- Partnership working e.g. supply chain, refuse vehicle replacement
- Adaptable; take advantage of opportunities e.g. grant funding (St Peter's Hall)

# Short term action plan - outcomes

## Behaviour change/awareness raising

- **Staff communication plan & training** +
- **Sustainable transport for business & commuting** ▬

### Key

- + completed
- ▬ in progress

- mileage reduced due to hybrid working; could be 150 tCO<sub>2</sub>e with 50:50 working
- analysis of business travel being undertaken (50% reduction during 20/21)

## Transport

- **Route optimisation for refuse vehicles**; no significant savings +
- **Driver training**; included in existing training +
- **Trial electric refuse vehicle** +
- **Fleet cars/vans end of life replacement with low emission vehicles** +
  - replacement vehicle programme agreed
  - **HVO interim step; reduces carbon emissions by up to 90%**
  - Review by consultant to electrify the fleet & infrastructure required at Depot

# Short term action plan - outcomes

## Property

- **Audit of main buildings for retrofitting** +
  - The Capitol; energy efficiency savings, low carbon heating & stage lighting survey
  - Houses, flats and community/countryside and leisure buildings
- **External lighting** +
  - LED lighting installed in The Forum and Swan Walk car parks
  - high level calculations for switching to LED & dimming controls in surface car parks & street lighting

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## Additional action

- Remodelled & reduced carbon emissions St Peter's Hall/RAFA Club; part paid for by Government grant
- From EPC E & D to EPC B; save 19 tCO<sub>2</sub>e per annum
- Lessons learnt

# Short term action plan - outcomes

## Procurement

- Introduce a **sustainable procurement charter** – approved July 2021 
- **Agree method to improve supplier data and reporting** - complex 

## Parks & Countryside

- **Map offsetting opportunities via habitat restoration** 
- **Develop an offsetting strategy** 
  - work commenced with a consultant & other Councils to develop a bespoke methodology for Local Authorities to offset their emissions & accelerate decarbonisation
- **Tree management plan** 
  - draft consultant report received; links to offsetting

# Short term action plan

## Outcomes

- Most actions delivered ahead of time; all commenced
- Start to embed knowledge
- Lessons learnt
- Foundations for future actions
- Immediate carbon savings

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## Potential carbon saving (to be confirmed)

- 1,200 tCO<sub>2</sub>e = 13% of overall emissions & 45% of direct emissions
- Mostly related to the switch to HVO fuel & some from reduction in business mileage

# Draft three-year plan (April 2022 to March 2025)

## Overview

- Approved by Cabinet on 24<sup>th</sup> March 2022
- Build on the short term action plan
- Roll over the few actions not completed from short-term action plan
- Continue to embed carbon reductions throughout the organisation
- Actions for the operational buildings & fleet
- Start to tackle the indirect emissions; 2050 target
- Six month review and update = plan will evolve; based on research, learning & new opportunities

**Full details of the action plan can be found in the Cabinet [paper](#)**



# Draft three-year plan (April 2022 to March 2025)

## Behaviour change

- More training and communication (use of case studies)

## Transport

- Start electrify the fleet (9 vehicles); any replacements consider EV options
- Annual review; identify vehicles no longer needed (4 to date)
- Continue research refuse vehicles & options for food waste vehicles

## Property (direct emissions)

- Retrofit minimum one leisure/community building per annum
- Works to the Capital; start with stage lighting
- LED in car parks/Horsham Park
- Blocks of flats – determine approach once audit report received

# Draft three-year plan (April 2022 to March 2025)

## Property (indirect emissions)

- Retrofit all houses (10)
- Leased buildings; retrofit programme prioritises least energy efficient & when lease due for renewal
- Leisure centre; discuss energy saving & decarbonisation measures with contractor (new contract 2027)
- Opportunities to improve water efficiency and energy diversification

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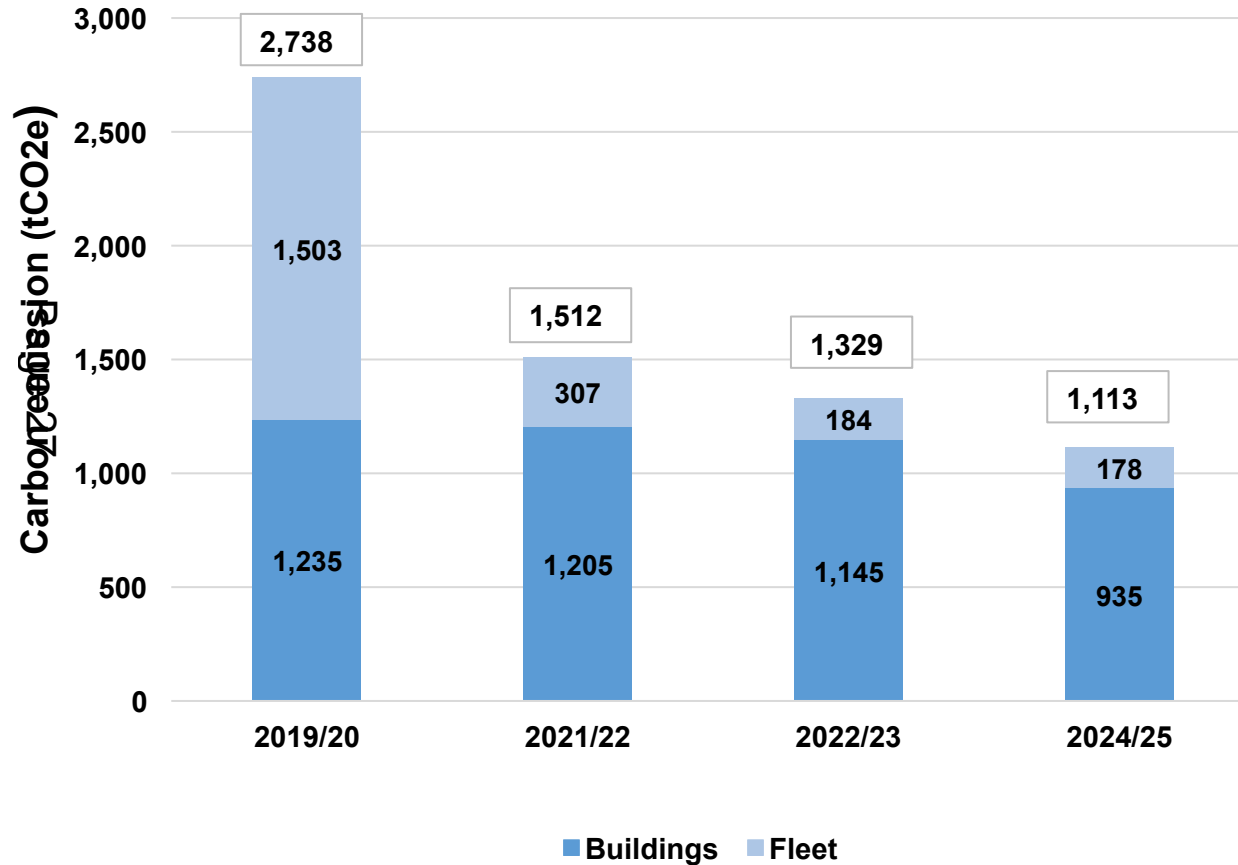
## Procurement

- Work with suppliers with largest part of carbon footprint to obtain data and reduce emissions
- New approach to data gathering

## Parks and Countryside

- Offsetting strategy (including natural solutions, such as tree planting)
- Develop a methodology in partnership with consultant/other Councils

# Potential carbon reduction – direct emissions



Target to carbon neutral  
by 2030

**Potential 400 tCO<sub>2</sub>e reduction during 3 year plan**  
**Maximum 59% reduction from baseline**

- approx. 88% reduction for fleet (from baseline)
- approx. 25% reduction for buildings (from baseline)
- **Parkside = approx. 280 tCO<sub>2</sub>e**

2019/20 – baseline year

2021/22 – end short term action plan

2022/23 – end year one of 3 year action plan

2024/25 – end of 3 year action plan

# Potential carbon reduction – indirect emissions

## Changes from baseline to end of short-term action plan

**Baseline = 5,800 tCO<sub>2</sub>e (2019/20)**

- Reduced by 1,900 tCO<sub>2</sub>e (33%) in 2020/21; two construction contracts finished & reduction in business miles
- Changes after short-term action plan – to be confirmed but largely dependant on changes to contracts

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## Changes after three-year action plan

- Non-operational buildings - houses retrofitted; 24 tCO<sub>2</sub>e
- Leased buildings; 265 tCO<sub>2</sub>e (maximum)
- Change to procured good and services; unknown

**Target to carbon neutral  
by 2050**

## Year one actions in the budget for 22/23

### Capital

- £300k additional cost for nine replacement vehicles with battery electric rather than internal combustion engine vehicles
- £100k infrastructure for electric vehicles
- £205k replacement LED lighting at the Capitol
- £150k retrofitting three houses
- £55k energy efficiency upgrades to Park Barn and the Granary
- £30k LED lighting in two rural car parks
- £10k Blatchford industrial estate energy review

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### Revenue

- £65k for two year environment support post and consultancy for Property and Facilities
- £10k for training (from environment budget)

## Year two and three budget

- Vehicle replacement programme in above costs
- Houses in year 2 &3 in above figure
- The Capitol - £747k required just for decarbonisation works (minus potential £456k grant & energy savings)

## Next steps

- Collate and analyse Council's carbon data for 2021/22
- Project team meet regularly – chaired by Director of Community Services  
Six month review – amend &/or update actions
- Six month report – progress and outcome of carbon analysis

# QUESTIONS



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## Report to Overview and Scrutiny Committee

6 June 2022

By the Interim Director of Resources

### INFORMATION REPORT

Not exempt



#### REPORT ON THE COUNCIL'S FINANCE AND PERFORMANCE IN 2021/22

### 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 £2.1m revenue surplus after allowing for budgets of £16,345 that will be carried over to 2022/23 relating to work in Economic Development that will now take place in the first quarter of 2022/23. This surplus is in the context of performance recovering from Covid-19 faster than the cautious budget predicted when it was set in lockdown in January 2021.

The Council received one-off Covid-19 compensation grants from Government for some loss of income and non-ringfenced 'expenditure' grants totalling £1.13m, offsetting the operational budget deficit that was set. The Council's non-operational income from Council tax and these grants meant that an overall surplus of £2.1m was generated in 2021/22.

Capital expenditure amounted to £4.7m which was 56% of the approved £8.3m capital programme.

The Key Performance Indicators (KPIs) report includes data for both quarter 4 and the end of year for 2021/22. An analysis of KPIs for quarter 4 with targets shows 76% were at or above target, 9% were close to target and 12% below target.

The end of year figures show 78% at or above target, 11% were close to target, and 11% were below target. We have seen improvements to those areas in Leisure and Culture that were impacted by Covid-19 including the attendance at sport centres and ticket sales at the Capitol. The museum is showing red for the year due to its closure until October 2021. The other KPIs that are showing red for the year are for the number of people in temporary accommodation, and those in Bed and Breakfast which has increased since the temporary eviction ban was lifted.

The end of year KPI figures show that 47% have improved, 25% have remained the same or are new indicators and 28% showed a worse performance compared to previous years. Those that have shown improvement include a reduction in the number of calls abandoned to the call centre and a reduction in the number of confirmed missed bins. Actions are being reviewed and taken where performance has dipped.

Work on the Corporate Plan actions continued through 2021/22 with nine actions now completed. All of the actions that were on hold last year due to Covid-19 are now progressing including support with events and support for local businesses. There are currently four Corporate Plan actions still paused; three relating to the Local Plan and one relating to the cultural strategy, which should start progressing during 2022/23.

## **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 Interim Director of 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, Interim Director of Resources, 01403 215300

### **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 2022
- Appendix F: Key performance indicators end of year report 2021/22
- Appendix G: Corporate Plan update end of year report 2021/22

## **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 delivered a £2.1m surplus in the context of setting a cautious budget in lockdown in January 2021.
- 2.2** The Interim Director of Resources has approved the carry forward of £16,345 budget into 2022/23, to enable Economic Development to deliver promotion and support to the visitor economy and local businesses.
- 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 2021/22. Projects spent £4.7m (56% of the £8.3m programme) which compares to £5.4m (60% of £8.9m) in 2020/21.
- 2.5** The performance reflects the impact of working with third parties on the capital programme as well as an optimism in the budget to deliver. The Council underspent on two larger projects; housing loans and equity funding for the housing company where the build was delayed by design changes and planning, and replacement vehicles where vehicle life has 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.
- 2.6** The Council holds several 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.
- 2.7** Appendix D sets out the movements between the general fund and ear marked reserves. The unaudited usable reserves total of £34.9m at 31 March 2022 compared to £43.5m at 31 March 2021. This splits into general fund reserves of £13m (£24.9m at 31 March 2021) and earmarked reserves at £21.9m (£18.6m at 31 March 2021).
- 2.8** The reduction in general fund reflects the fact that the balance at 31 March 2021 was significantly inflated by a timing issue relating to business rate reliefs granted during 2020/21. The General Fund held grant income at year-end that was transferred to the Collection Fund Adjustment Account deficit in 2021/22. Therefore, the position at 31 March 2022 is more in line with previous years.
- 2.9** Receipt of £3m of New Homes Bonus has contributed to the £3.5m movement in earmarked reserves in 2021/22. The Council had sufficient capital receipts to cover the funding for infrastructure and investment assets without needing to draw on the NHB reserve in the year.
- 2.10** Although the timings are uncertain, The Council is forecasting budget deficits in future years due to the impact of Government funding reforms and the likely implementation of food waste collection. It therefore remains important to invest in

transformational projects that may help to deliver further income generation and efficiency measures.

- 2.11 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 went live in April 2022 with the environmental health and licensing service. There will be further period of dual running and implementation costs for the next phases of Building Control and then Development. Other ICT investments will also help unlock digital change and improve customer self-service, as will investment in staff to help drive cultural change.
- 2.12 Subject to Cabinet approval, £106,499 will be transferred from the General Fund reserve balance to top up the existing balance of £393,501 at 31 March 2022 in the earmarked transformation reserve to £0.5m for this purpose during 2022/23. 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 2022 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, Environmental or 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.

## Draft Budget Outturn – April 2021 to March 2022

**Summary:** The operational outturn is a £2.11m (£2.16m M10 forecast) surplus for the year, the context being a cautious budget set in lockdown in January 2020. The cost of supporting the leisure service was lower, income in most areas was generally higher, and government provided additional grant funding. Gross surplus services total £3m. Some gross cost overruns of £0.9m in services though highlight the emerging risk of inflation with soaring costs of fuel, materials and indexed-linked contracts. The overall funding position forecast is a £2.1m surplus as well, as a result of one-off grants, especially from the loss of income grant scheme. Debt income risk over 90 days has aged but decreased in size.

### Revenue Outturn Forecast:

Outturn Forecast	£000s
Corporate Management	10
Resources	(764)
Community and Culture	(1,024)
Place	(333)
<b>Total overspend / (surplus)</b>	<b>(2,111)</b>

### Monitoring Compliance: 100%

All 34 budgets reviewed their final outturns.

### Expenditure and Income

Risks: Commercial debt invoices present a risk of non-payment that Property and Facilities are actively monitoring. One debt has been written off and one debt has been paid in full, with other instalments reducing the total.

The Council's share of the £150 local council tax support scheme with West Sussex County Council was £0.1m.

The forecast overall funding surplus position is £2.1m helped by the estimate of £410k income loss grant scheme over the first quarter and other grant funding from Government.

### Capital Expenditure:

Spend of £4.66m (56%) of the £8.3m capital budget at an average of £0.4m per month.

A total 11 of the 41 projects did not start, the largest being Oakhurst extension £0.65m due to a bereavement.

Other notable underspends were £0.8m vehicles, £0.5m housing related grants and £0.25m skate park.

### Forecast overall funding position at M12

2021/22	M12 snapshot of overall budgetary position
13,072	Net exp set in budget
250	Changes to net budget.
-2,111	surplus
<b>11,211</b>	<b>Forecast net exp</b>
-10,251	Council tax
-2,052	Business rates
-12	Net Collection Fund 'surplus' after using reserve
-146	CTS Government funding
<b>-12,461</b>	<b>Funding</b>
<b>-1,250</b>	<b>Net (surplus) / deficit before one-off cost / funding</b>
-571	One-off exp funding received
-410	Income loss grant (claimed) first quarter
98	Spend on CTS £150 scheme
<b>-883</b>	<b>One off net funding after costs</b>
<b>-2,133</b>	<b>Overall (surplus) / deficit</b>

### Debtors

The Council was owed £1.67m at 11 May 2022 of which £1.16m was >30 days. The table compares a breakdown of the oldest debts to last month.

Age Group	10 Mar 2022 £k	11 May 2022 £k
<b>current</b>	<b>290</b>	<b>516</b>
<b>&gt;30 Days</b>	<b>141</b>	<b>371</b>
<b>&gt;60 Days</b>	<b>94</b>	<b>13</b>
<b>&gt;90 Days</b>	<b>930</b>	<b>777</b>
	<b>1,455</b>	<b>1,677</b>
<b>* commercial rents</b>		
<b>* Commercial rent</b>	<b>139</b>	<b>-</b>
<b>Developer</b> S106 due in 2016 and 2017	<b>116</b>	<b>116</b>
<b>*Commercial rent</b> Arrears and £5.5k > 60 days and £5.5k >30 days	<b>105</b>	<b>97</b>
<b>* Commercial rent</b> and £25k >30 days	<b>120</b>	<b>86</b>
<b>*Commercial rent</b> and £13.5k >30 days	<b>55</b>	<b>55</b>
<b>* Commercial rent</b>	<b>51</b>	<b>-</b>
<b>Developer</b> £37k CIL due Jan 2019, £3k CIL due July 2019	<b>42</b>	<b>42</b>
<b>Company</b>	<b>35</b>	<b>35</b>
<b>Leisure company</b>	<b>27</b>	<b>28</b>
<b>Company</b>	<b>25</b>	<b>25</b>
<b>Developer</b> and £14k >30 days	<b>-</b>	<b>21</b>
<b>Developer</b> and £3k >30 days	<b>-</b>	<b>20</b>
<b>Total of top ten &gt; 90 days</b>	<b>715</b>	<b>525</b>
<b>Percentage of &gt;90 day debt</b>	<b>76.9%</b>	<b>67.6%</b>

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# Revenue Outturn 2021/22

## Appendix B - Revenue

Service Area Table in £000's	Exp	Annual Exp Budget	Spend Variance	Income	Annual Income Budget	Income Variance	Net Spend	Net Budget	Over spend / (surplus)	Comments
BUILDING CONTROL	795	589	205	-714	-831	117	81	-242	323	Reduction of income, in line with market trend. Restructure resulted in changes in Building Control and Development support and admin functions. Some overspend here offset by underspend in Development.
STREET SCENE & FLEET	2,855	2,739	116	-135	-149	14	2,720	2,589	130	Significant cost increases in parts and HVO fuel.
TECHNOLOGY	1,981	1,964	17	-115	-210	96	1,866	1,753	113	Cost pressures due to inflation and IT projects.
INVESTMENT PROPERTIES	570	346	224	-4,039	-3,911	-129	-3,469	-3,565	95	More maintenance than planned. Some write-off inevitable following Covid, although extremely low relative to income which was higher than albeit dampened budget.
COMMUNITY SAFETY	787	774	14	-446	-521	75	341	252	88	Increase in activity and incorrect income budget set.
LEGAL & DEMOCRATIC	1,290	1,238	52	-96	-101	5	1,194	1,137	57	By-election costs and some additional external legal costs for outsourced work, due to staff shortages and specialisms.
CAPITOL	1,600	1,444	156	-1,202	-1,093	-109	398	350	47	Lower income including room hire. Theatre performing better than film. Plus reactive maintenance costs.
ECONOMIC DEVELOPMENT	1,242	687	555	-799	-283	-516	442	404	39	Significant increase in activity following receipt of Government grants.
MUSEUMS	221	199	22	-13	-20	7	208	179	28	Maintenance costs from extended refurbishment whilst closed.
HEALTH AND WELLBEING	409	352	57	-409	-374	-35	0	-22	22	Salaries and casual inputs higher in health and wellbeing hub due to demand for services.
CORPORATE MANAGEMENT	1,181	1,164	17	-33	-26	-7	1,148	1,138	10	Overall no significant movement.
LEISURE & CULTURE	81	80	1	0	0	0	81	80	1	
COMMUNITY DEVELOPMENT	1,035	814	221	-299	-79	-220	736	735	1	
FINANCE ACCOUNTANCY	743	749	-6	-9	-13	4	734	736	-2	
PERFORMANCE AND PROJECTS	261	299	-38	-70	-94	24	191	205	-13	Covid related grants supporting increased demand for services.
ENV SERVICES/LICENSING	1,667	1,541	126	-1,022	-868	-154	645	673	-28	
COMMUNICATIONS	303	330	-27	-11	-10	-1	292	320	-28	Mini restructure savings.
PARKS & COUNTRYSIDE	1,565	1,575	-10	-401	-371	-30	1,164	1,204	-40	Income up at Southwater CP and Warnham nature reserve and staff savings from vacancies.
CUSTOMER SERVICES	282	322	-40	-2	0	-2	280	322	-42	Stationery and postage reductions from increased electronic comms.
HR & ORG DEVELOPMENT	519	558	-39	-6	0	-6	513	558	-45	Reduction in Covid-19 spend under emergency planning. Plus fewer qualification courses undertaken
PARKING SERVICES	2,336	2,108	228	-4,576	-4,301	-275	-2,240	-2,193	-47	Income recovery slightly ahead of track, albeit around £0.5m lower than 2019/20.
HOUSING	2,608	2,267	341	-2,560	-2,093	-467	48	174	-126	Cost pressures from temp and B&B offset by Government housing grants including domestic abuse, rough sleeping initiatives and homelessness prevention grants.
SPATIAL PLANNING	1,186	1,458	-272	-106	-251	145	1,081	1,208	-127	Water neutrality delaying progress on Local Plan and consultant spend.
PROPERTIES & FACILITIES	492	534	-42	-114	-19	-96	378	515	-137	Work on feasibility projects lower than anticipated and central bad debt provision reduced.
REVS & BENS ADMIN	1,652	1,135	517	-1,129	-462	-667	523	673	-150	Government grants for additional work performed.
OPERATIONAL PROPERTIES	1,071	1,189	-118	-143	-84	-58	928	1,105	-176	Less maintenance and fewer voids. Note voids covers operational and investment properties.
DEVELOPMENT	1,862	2,027	-165	-2,033	-1,850	-183	-171	177	-348	Some additional pre-planning application income received. Part underspend here offsetting Building control following restructure of joint admin support functions.
WASTE & RECYCLING	4,476	4,478	-1	-3,968	-3,608	-360	509	870	-361	Driver shortage cost pressures starting to rise, but staffing, overtime and agency still slightly lower than budgeted with a couple of part year vacancies. Garden waste income up and Business waste profitable.
FINANCE CORPORATE	1,068	3,655	-2,587	-1,627	-3,560	1,934	-559	95	-654	Investment dividends recovering. Central redundancy provision not required as £100k redundancy costs absorbed across Council.
LEISURE SERVICES	814	1,512	-699	-546	-504	-41	268	1,008	-740	Recovery much better than cautious budget provided by leisure service provider. Less support needed. Provider started to pay some part year management fee.
<b>Grand Total</b>	<b>36,950</b>	<b>38,125</b>	<b>-1,175</b>	<b>-26,622</b>	<b>-25,687</b>	<b>-936</b>	<b>10,328</b>	<b>12,438</b>	<b>-2,111</b>	

Corporate management	10
Resources	-764
Community and Culture	-1,024
Place	-333
Total (surplus)	-2,111

BENEFIT PAYMENTS	23,969	24,600	-631	-23,919	-24,550	631	50	50	0	Non-operational Housing Benefits payments line
Grand total	60,919	62,725	-1,806	-50,541	-50,237	-304	10,378	12,488	-2,111	



Capital projects categories	Detailed Description	M12 £	Budget £	% Budget	Commentary
BBH Leisure Centre - new build	BBHLC-NEW BUILD	15,000	15,000	100%	Final part of retention paid during year. Project complete.
Other Community & Culture projects	HORSHAM PARK POND IMPROVEMENTS	131,936	131,728	100%	Sluice fix cost was high (identified as risk). Stage two fencing has approved capital budget of £50k in 2022/23.
Other Community & Culture projects	WARNHAM NATURE RESERVE IMPROVEMENTS	202,460	206,962	98%	Project complete - retention is £4,082 will be made in 2022/23
Other Community & Culture projects	HORSHAM PARK PLAY AREA IMPROVEMENTS	1,813	0	n/a	Project delivered within budget in 2020/21. Budget was not kept open for retention. Overspend can be offset by underspend on the general corporate budgets.
Other Community & Culture projects	RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	12,500	0%	Deferred to 2022/23 - the nearby bridge needs replacement too and was sensible to combine into a single project
Other Community & Culture projects	BLUEBELL PARK ADVENTURE TRAIL	0	15,000	0%	Post pandemic lead times on manufacture of play equipment threw out timing. Delivered & installed April 2022.
Other Community & Culture projects	HORSHAM SKATE PARK	0	250,000	0%	Not started because of lengthy public consultation resulting in better design. Build now in 2022/23.
Other Community & Culture projects	SECURITY ENTRANCE DEFENCES	29,218	64,000	46%	Lengthy contract negotiations delayed start of project.
Other Community & Culture projects	MUSEUM - REFRESH & REFURBISHMENT	65,891	65,891	100%	Project complete. Virement from corporate asset enhancement budget to accommodate £20k overspend.
Other Community & Culture projects	PUBLIC SPACE CCTV CAMERA REPLACEMENT PROGRAMME	29,912	30,473	98%	Completed 2021/22 part of replacement programme
		461,230	776,554	59%	
Vehicle Fleet	VEHICLES - NEW	166,735	753,000	22%	Vehicles being maintained beyond their 'set' useful economic life
Vehicle Fleet	VEHICLES - NEW - GOING GREEN ADDITIONAL COSTS	0	242,000	0%	whilst carbon efficient strategy developed.
		166,735	995,000	17%	
Business Waste	BIN WEIGHING TECHNOLOGY & EQUIPMENT	56,190	89,000	63%	Work on skips postponed to the new financial year
Economic Development initiatives	HORSHAM DISTRICT EXPERIENCE APP & WEBSITE	0	25,000	0%	With the reorganisation of Ec Dev and Comms, there has not been resources to fully utilise and update the visitor website. As part of the proposed new structure of Ec Dev, a dedicated post has been suggested which will enable the visitor website and digital screens to be developed, utilising this capital budget in 2022/23.
Grants - Environmental health	96 ACT-DISABLED FACILITY GRANT	1,094,854	1,250,000	88%	Spend is demand led on disabled facilities and home repair grant.
Grants - Environmental health	ACT-HOME REPAIR ASSIST. GRANT	37,652	60,000	63%	This is grant funded.
		1,132,506	1,310,000	86%	
Housing enabling grants	HOUSING ENABLING GRANTS	862,800	1,761,510	49%	Development of four sites by Registered Provider has fallen behind schedule, plus Housing Company site not completed.
Housing enabling grants	LOANS - PROPERTY DEV CO	0	350,000	0%	Housing Company site build delayed due to planning.
	EQUITY FUNDING - PROPERTY DEV CO	100,000	0	n/a	Housing company took full equity before loans.
	S106 / CIL INFRASTRUCTURE SPEND	874,602	200,000	437%	The budget is an estimate and all spend is funded by S106 receipts. The spend is the total used by Parishes for S106 projects plus S106 developer contributions passed to Parishes for their use.
		1,837,402	2,311,510	79%	Overall, Housing grant spend within total housing budget envelope.
Car Parks Fabric and Equipment	PIRIES PLACE CAR PARK LIFT	0	7,996	0%	This is an unreleased balance from a larger budget for the replacement of lifts at the Pories Place - held as a virement to be used on the bin store in Park Place.
Car Parks Fabric and Equipment	RURAL CAR PARK - HENFIELD (LIBRARY)	41,146	78,151	53%	Work complete. Works started in 2020/21 with interim payment in that year, final payment minus retention was paid in 2021/22. Retention due around 30 April 2022 is for £ 5,530 will be paid in 2022/23.
Car Parks Fabric and Equipment	WELCOME ZONES IN MULTI-STOREY CAR PARKS	0	25,541	0%	Project part completed in 2020/21, with remainder impacted by Covid and social distancing rules. Project may be completed in 2022/23.
Car Parks Fabric and Equipment	ANPR REPLACEMENT - Town centre CAR PARKS	18,371	18,371	100%	Disputed 2019 invoice paid during 2021/22.
Car Parks Fabric and Equipment	STORRINGTON MILL LANE - RURAL CAR PARK IMPROVEMENTS	9,719	146,931	7%	Project delayed to tie in with Waitrose store refurbishment works, which was also delayed, so the car park could be closed for final surfacing safety reasons at the same time as Waitrose store closed. The work on the car park will be completed in 2022/23.
Car Parks Fabric and Equipment	EV CHARGING POINTS	0	100,000	0%	The WSCC organised contract fell through and has delayed this to 2022/23.
		69,236	376,990	18%	
Strategic Planning projects	ALBION WAY CONNECTIVITY - WORTHING ROAD	0	100,000	0%	Linked to Highway Authority. Delay in provision of Route Assessment Study and approval from WSCC.
Strategic Planning projects	LOCAL CYCLING AND WALKING INFRASTRUCTURE	0	18,507	0%	Linked to WSCC Cycling and walking. WSCC failed in a bid for funding from the DfT and so the spend on cycling schemes has been delayed.
Strategic Planning projects	ALLOCATIONS FOR DEVELOPMENT IN HDPF	21,440	31,014	69%	Completed lower than budget.
Strategic Planning projects	PUBLIC REALM PROJECTS - TOWN CENTRE VISION	951	107,000	1%	Project timeframes and priorities yet to be established plus delay in West Walk Forum scheme due to material supplies lead in times.
		22,391	256,521	9%	
Oakhurst Business Park	OAKHURST BP EXTENSION (UNITS 20 & 15)	0	650,000	0%	Owner passed away during the year and has been delayed
Oakhurst Business Park	LAND AT OAKHURST BUSINESS PARK - PHASE 4	32,082	29,697	108%	The project was a £2m+ scheme and this is the remaining balance. The overspend can be offset by underspend on the general corporate budgets.
		32,082	679,697	5%	
Miscellaneous properties spend	CORPORATE PROVISION - ASSET ENHANCEMENT	60,387	61,501	98%	Not all of this general enhancement budget was required during the year. Part of budget used on specific overspends elsewhere.
Miscellaneous properties spend	COMMERCIAL ESTATES - GENERAL	80,776	85,000	95%	Not all of this general enhancement budget was required during the year. Part of budget used on specific overspends elsewhere.

Capital projects categories	Detailed Description	M12 £	Budget £	% Budget	Commentary
Miscellaneous properties spend	FORUM PIAZZA AND FOUNTAIN UPGRADE	30,974	144,931	21%	Following Member consultation the nature of the brief changed to remove the piazza and focus on West Walk instead.
Miscellaneous properties spend	MILLSTREAM EXTENSION	2,077	331,621	1%	Delayed because the tender returns were over budget and the deal was restructured, requiring a new agreement with the tenant and a revised scope of works to bring it into budget.
Miscellaneous properties spend	TEMP AT ROWAN DRIVE GARAGES and PEARY CLOSE	21,115	21,145	100%	Retention paid and project complete.
Miscellaneous properties spend	BILLINGSHURST CAR PARK DEVELOPMENT	0	164,580	0%	Planning delays but there are other legal issues that need to be resolved to secure the site before this can go ahead.
Miscellaneous properties spend	PARK HOUSE, HORSHAM	15,232	36,089	42%	This is the balance of a larger budget. The project has been delivered.
Miscellaneous properties spend	ST PETERS HALL & RAFA IMPROVEMENTS	655,263	630,000	104%	Overspend of £25k due to building material inflation and higher levels of insulation. The overspend can be offset by underspend on the general corporate budgets.
		<b>865,823</b>	<b>1,474,867</b>	<b>59%</b>	
		<b>4,658,593</b>	<b>8,310,138</b>	<b>56.1%</b>	

							<b>Appendix D</b>
<b>TRANSFERS TO/FROM EARMARKED RESERVES</b>							[Unaudited]
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 in 2017/18							
	Balance at 31.03.20	(Income) / Expenditure 2020/21	Transfer (to) / from other reserves 2020/21	Balance at 31.03.21	(Income) / Expenditure 2021/22	Transfer (to) / from other reserves 2021/22	Balance at 31.03.22
	£000	£000	£000	£000	£000	£000	£000
<b>Useable Revenue Reserves</b>							
<b>General Fund Balance</b>	<b>(15,662)</b>	<b>(18,433)</b>	<b>9,199</b>	<b>(24,896)</b>	<b>8,372</b>	<b>3,473</b>	<b>(13,051)</b>
New Homes Reserve	(4,671)	0	(4,831)	(9,502)		(3,083)	(12,586)
Health and Wellbeing	(308)	0	0	(308)	0	(27)	(335)
Council tax localism	(293)	0	0	(293)	0	0	(293)
Neighbourhood Planning Grant	(278)	0	11	(267)	0	0	(268)
s106 Reserves	(802)	26	0	(776)	(142)	0	(919)
NNDR Provision	(1,435)	0	0	(1,435)	0	0	(1,434)
Transformation fund	(377)	0	(12)	(389)	0	(4)	(394)
Homelessness Prevention	(77)	0	(64)	(142)	0	(95)	(237)
Revenues and Benefits	(318)	0	(300)	(618)	0	(302)	(920)
Covid 19 Discretionary Grants	(36)	0	(2,779)	(2,815)	356	707	(1,752)
HDC Green Reserve	0	0	(695)	(695)		129	(564)
Leisure Reserve	0	0	(212)	(212)	0	212	0
Journey to Work	(211)	0	(78)	(289)	0	(75)	(364)
Covid 19 Outbreak Management Fund	0	0	0	0	0	(446)	(446)
IT Security	0	0	0	0	0	(100)	(100)
Community Fund	0	0	0	0	0	(250)	(250)
Other	(721)	105	(240)	(856)	0	(139)	(995)
<b>Other Earmarked Reserves</b>	<b>(9,529)</b>	<b>131</b>	<b>(9,199)</b>	<b>(18,596)</b>	<b>214</b>	<b>(3,473)</b>	<b>(21,855)</b>
<b>Total Useable Revenue Reserves</b>	<b>(25,190)</b>			<b>(43,492)</b>			<b>(34,906)</b>

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## Appendix E – Transformation Fund

<b>2021/22</b>		<b>2022/23</b>	
389,336	<i>balance brought forward</i>	393,501	<i>balance brought forward</i>
110,664	<i>In year addition</i>	106,499	<i>In year addition</i>
<b>500,000</b>		<b>500,000</b>	
-19,502	<i>Food waste trial</i>	-12,186	<i>Food waste trial residual</i>
-41,136	<i>Backfill for the digitalisation project</i>	-83,000	<i>Backfill for the digitalisation project</i>
-18,000	<i>Licence and implementation tech costs for the PRS digitalisation project.</i>	-50,000	<i>Licence and implementation tech costs for the PRS digitalisation project.</i>
-13,710	<i>Technical kit for hybrid working in all 2nd floor meeting and Director rooms</i>	-8,000	<i>Carbon audit of a Council building to enable future grant funding</i>
-14,151	<i>Conference room video streaming</i>	-35,000	<i>Creation of large meeting room on second floor of Parkside incl Tech</i>
<b>-106,499</b>	<i>indicative spend in year</i>	<b>-188,186</b>	<i>indicative spend in year</i>
<b>393,501</b>	<i>balance</i>	<b>311,813</b>	<i>balance</i>
			<i>* 2022/23 costs are indicative estimates only.</i>
			<i>Appropriate additional items may be added as required</i>
			<i>via SLT and Leader and Cabinet Member for Finance and Parking approval</i>

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# Appendix F

## Key Performance Indicator Report

### Quarter 4 and End of Year 2021/2022



#### Quarter 4 (in White)

37 KPIs      34 with a target      3 Data only

Of the 37 KPI's with a target:

✓ 76% (26/34)    ⚠ 9% (3/34)    ✖ 12 % (4/34)    One tbc 3% (1/34)

#### End of Year 2021/2022 including annual only KPIs (in orange)

32 KPIs      28 with a target      5 Data only

Of the 28 KPI's with a target:

✓ 78% (22/28)    ⚠ 11% (3/28)    ✖ 11 % (3/28)

#### 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 KPI



















PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> CD21 Total number of Community Trigger activations 09048	1	1	3	2			If you have made three or more qualifying complaints of anti-social behaviour within the last six months, you may be able to escalate your complaint through the Community Trigger. The Community Trigger exists to review previous actions and make recommendations through an action plan if appropriate. It does not replace the need to report incidents when they happen. There have been three triggers this quarter and all of the reviews have found that HDC has met its requirements and provided all services and suitable interventions available.
<b>Annual</b> CD21 Total number of Community Trigger activations	4	4	7	8			
<b>Quarter 4</b> CD23 No of voluntary organisations supported through advice and enablement			86	56			
<b>Annual</b> CD23 No of voluntary organisations supported through advice and enablement			247	224			This KPI started in April 2021.





























PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> CD24 Number of Volunteers placed through the Voluntary Sector Support Service			19	66			Delays between people who have started volunteering in this period being logged on system.  Feedback from organisations suggests that the sector is experiencing similar challenges to the paid sector. People are enquiring and accepting roles and then changing their mind – being cautious about committing to a role.
<b>Annual</b> CD24 Number of Volunteers placed through the Voluntary Sector Support Service			366	264			This KPI started in April 2021. The target exceeded through covid response/vaccination hubs. As we emerge from pandemic people lives are shifting and focus is not on volunteering. We have changed the Voluntary Sector Support team to increase capacity, advertising and opportunity matching in this area.
<b>Quarter 4</b> CS03 Less than 5% of incoming calls abandoned	5.7%	3.93%	2.79%	5%			Performance has improved as there has been an increase in the number of staff in the contact centre as well as increase in the number of people using our online options including paying for Garden Waste and Annual Parking discs.
<b>Annual</b> CS03 Less than 5% of incoming calls abandoned	5.63%	6.49%	3.7%	5%			
<b>Quarter 4</b> FS07 % of invoices paid on time	91.3%	89.5%	93.6%	95.0%			Performance in both quarter 4 and annually has improved compared to the previous period, but remains slightly below the national target due to budget holders carefully checking and not paying invoices until the work is delivered to their satisfaction. Positive direction of travel with authorisers being regularly reminded to process invoices within the target dates where possible.
<b>Annual</b>	90.7%	89.8%	92.4%	95.0%			















PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
FS07 % of invoices paid on time							
<b>Quarter 4</b> FS09c Parking Combined Total Income	£3,542,158	£1,561,225	£3,365,418	£3,105,622			
<b>Annual</b> FS09c Parking Combined Total Income	£3,542,158	£1,561,225	£3,365,418	£3,105,633			Income approaching a return to 2019/20 levels.
<b>Quarter 4</b> HS18 No of households in temporary accommodation	122	117	154	115			Increased number in B&B affects the overall number in all forms of temporary accommodation. This uplift in numbers is the effect of courts re-opening post lockdown.
<b>Annual</b> HS18 No of households in temporary accommodation	1,404	1,378	1,519	1,380			
<b>Quarter 4</b> HS19 Of which no of households in B & B accommodation	20	14	42	13			As a result of the eviction ban lifting, there has been an increase to the use of temporary accommodation. As the Council's temporary accommodation housing stock is full, the Council is having to use bed and breakfast as an overflow.
<b>Annual</b> HS19 Of which no of households in B & B accommodation	248	155	216	156			Private Sector Leasing scheme being implemented to increase access to temporary accommodation. Roffey Place accommodation opportunity being investigated in partnership with Turning Tides.
<b>Quarter 4</b> LS01a Attendance at Sports Centres	278,039	0	271,441	225,000			
<b>Annual</b> LS01a Attendance at Sports Centres	1,134,600	50,460	901,483	900,000			But still below 2019/20 levels.














PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> LS05(i) Total attendance at Horsham Museum and Visitor Information Centre	14,395	0	4,884	3,750	✓	↑	
<b>Annual</b> LS05(i) Total attendance at Horsham Museum and Visitor Information Centre	101,994	0	7,466	15,000	✗	↓	The museum was closed and did not open until October 2021, with reduced opening hours compared to pre-Covid.
<b>Quarter 3</b> OP14a Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	46.9%	49%	55.44%	50%	✓	↑	Figures for quarter 3 as we have to wait for confirmation from West Sussex County Council.
<b>Annual</b> OP14a Recycling rate % (Tonnage) [2025 Resources & Waste Strategy Target 55%]	54.74%	55.28%	54.67%	50%	✓	↓	This does not include figures for quarter 4 as we are still awaiting confirmation.
<b>Quarter 4</b> OP17 Number of refuse, recycling and garden waste collections confirmed as missed	601	242	175	243	✓	↑	
<b>Annual</b> OP17 Number of refuse, recycling and garden waste collections confirmed as missed	1077	947	752	947	✓	↑	

PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> OP19 Quality of recycling - % contamination rate	9.34%	9.97%	8.2%	8%			The average quality of recycling over the year has been 7.5% from the recorded samples. The most reported items contaminating the loads have been Household Waste, Wet Recycling and Hard Plastics. We are developing a communication campaign to highlight these issues and how to deal with them.
<b>Annual</b> OP19 Quality of recycling - % contamination rate	10.34%	8.4%	7.53%	8%			
<b>Quarter 4</b> PP09 % of FOI requests responded to within 20 days	93%	96%	97%	85%			
<b>Annual</b> PP09 % of FOI requests responded to within 20 days	95.75%	97%	96.5%	85%			
<b>Quarter 4</b> PS11c Total sickness (excluding leavers sickness)	6.36	5.86	5.99	6.5			
<b>Annual</b> PS11c Total sickness (excluding leavers sickness)	6.47	6.05	5.92	6.5			
<b>Quarter 4</b> SSC9a No. of fly tipping incidents	298	358	312	358			
<b>Annual</b> SSC9a No. of fly tipping incidents	1,064	1,419	1,063	1,419			
<b>Quarter 4</b>			206				

PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
SSC9c No of Fly Tipping Clearances							
<b>Annual</b> SSC9c No of Fly Tipping Clearances			522				This KPI started in April 2021.
<b>Quarter 4</b> VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.76%	96.83%	98.88%	95%			Void Two Units
<b>Annual</b> VE01a Percentage of total HDC owned and managed commercial and industrial estate space occupied	99.15%	98.54%	97.93%	95%			14 Voids throughout the year: 5 for 1 month 1 for two months 1 for three months 2 for five months 1 for six months 3 for seven months 1 for eleven months 1 for twelve months
<b>Quarter 4</b> VE01b Income from HDC owned and managed commercial and industrial estate space	£4,039,339	£4,258,023	£4,090,234	£3,896,196			KPI is above target due to rent reviews etc.
<b>Annual</b> VE01b Income from HDC owned and managed commercial and industrial estate space	£4,039,339	£4,258,023	£4,090,234	£3,669,975			






PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> BT1(i) Percentage of payments made online			82%	85%			New KPI so no comparative data from previous years. Q1 for 2021 recorded 84.4%, Q2 at 80.3% and Q3 at 84.0%
<b>Annual</b> BT1(i) Percentage of payments made online			82.67%	85%			New KPI in April 2021.
<b>Quarter 4</b> HW1 Number of Health & Wellbeing Interventions for working age residents			308	195			
<b>Annual</b> HW1 Number of Health & Wellbeing Interventions for working age residents			964	780			New KPI in April 2021.
<b>Quarter 4</b> HW2 Number of Health & Wellbeing Interventions for over working age residents			181	78			
<b>Annual</b> HW2 Number of Health & Wellbeing Interventions for over working age residents			466	312			New KPI in April 2021.
<b>Quarter 4</b> LS04 The Capitol overall ticket sales			22,399	13,250			
<b>Annual</b> LS04 The Capitol overall ticket sales			79,923	53,000			New KPI in April 2021. Previous KPI recorded attendance figures.

PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Quarter 4</b> R&B01 Customer Assurance		100	100	80			The service has worked hard this year to maintain a high standard of customer service/assurance. This PI has been exceeded consistently throughout the year.
<b>Annual</b> R&B01 Customer Assurance		100	100	80			The service has worked hard this year to maintain a high standard of customer service/assurance. This PI has been exceeded consistently throughout the year.
<b>Quarter 4</b> R&B02 Right Time: Combined Speed of processing for new claims and changes of circumstances	7.3	7.55	10.54	11			
<b>Annual</b> R&B02 Right Time: Combined Speed of processing for new claims and changes of circumstances	7.71	6.6	9.28	11			The service has ensured that the Speed of Processing for Housing Benefit customers has remained below the 11 day target at the year-end position.
<b>Quarter 4</b> R&B03 Quality Assurance: LA Error	0.17%	0.36%	0.26%	0.4%			
<b>Annual</b> R&B03 Quality Assurance: LA Error	0.17%	0.36%	0.26	0.4%			The LA Error rate for Housing Benefit overpayments has remained below the 0.40% local target.  However, as the service continues to review the outputs of the subsidy audit and commences the next subsidy audit a red RAG status for LA Error still remains appropriate.
<b>Quarter 4</b>	98.16%	98.31%	98.48%				

PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
R&B04a Collection: Council Tax							
<b>Annual</b> R&B04a Collection: Council Tax	98.16%	98.31%	98.48%				The Council Tax collection for 2021/22 has been finalised at 98.48%, which has demonstrated an ongoing increase in the collection rate over the last 3 years. This demonstrates that the collection process in place, along with support from the discretionary CTR scheme has allowed an ongoing improvement in collection rates, during a difficult two year period.
<b>Quarter 4</b> R&B04b Collection: NNDR	97.56%	94.97%	97.43				
<b>Annual</b> R&B04b Collection: NNDR	97.56%	94.97%	97.43				The service has delivered an increase collection rate for 2021/22, when compared to the previous year and has made significant progress to bring the collection rates back to a pre-pandemic level.
<b>Quarter 4</b> R&B05 Collection: Arrears		52.5		80			The collection rates for the service have been compiled, however, these are undergoing a full review by their Service Delivery Manager to ensure accuracy ahead of being published.
<b>Annual</b> R&B05 Collection: Arrears		52.5	77.14	80			This shows the average figure up to quarter 3.
<b>Annual Only</b> CD19 Total hours of voluntary support for Leisure & Culture Services	0	0	17,660				This figure is the total volunteer hours for The Capitol (2,598), Museum (198) Parks and Countryside (4,382) and Sports Development (482).
<b>Annual Only</b> OP21 Garden Waste sign up (% of total households)		53.03%	53.58%	55%			53% of all households in the district have taken up the garden waste collection service and over 14,600 tonnes of garden waste has been collected in the last year



PI Code & Short Name	2019/20	2020/21	Q4 2021/22				Notes
	Value	Value	Value	Target	Status	Long Trend	
<b>Annual Only</b> VE10 Commercial property return on investment	7.27%	7.11%	6.89%	6%			

PI Code & Short Name	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Target	Status	Notes
	Value	Value	Value	Value			
DM23f Speed of decision - majors (Oct 19 to Sept 21)	98.9%	99.1%			60%		The final figure for this indicator is recorded in quarter 2 2021.
DM23g Speed of decision - major (Oct 2020 - Sept 2022)				98%	60%		New indicator introduced in quarter 4 2022.
DM23h Speed of decision - major (Oct 2021 - Sept 2023)				100%	60%		New indicator introduced in quarter 4 2022.
DM24d Quality of decisions - majors (April 19 - March 21)	3.54%	4.42%	4.39%		10%		The final figure for this indicator is recorded in quarter 3 2021.
DM24e Quality of decision - major (April 2020-March 2022)				6.98%	10%		New indicator introduced in quarter 4 2022. Figure is forecast final value.
DM24f Quality of decision - major (Apr 2021 - Mar 2023)				5.56%	10%		New indicator introduced in quarter 4 2022.
DM25f Speed of decision – non-majors (Oct 19 to Sept 21)	97.9%	97.7%			70%		The final figure for this indicator is recorded in quarter 2 2021.
DM25g Speed of decision - Non-major (Oct 2021 - Sept 2022)				96%	70%		New indicator introduced in quarter 4 2022.

PI Code & Short Name	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Target	Status	Notes
	Value	Value	Value	Value			
DM25h Speed of decision - non-major (Oct 2021 -Sept 2023)				94%	70%	✓	New indicator introduced in quarter 4 2022.
DM26d Quality of decisions – non-majors (April 19 - March 21)	1.12%	1.23%	1.27%		10%		The final figure for this indicator is recorded in quarter 3 2021.
DM26e Quality of decision – non-major (April 2020-March 2022)				1.28%	10%	✓	New indicator introduced at quarter 4 2022.  Figure is forecast final value.
DM26f Quality of decision – non-major (Apr 2021 - Mar 2023)				1.01%	10%	✓	New indicator introduced at quarter 4 2022.  Figure is forecast final value.







## Appendix G Corporate Plan Update End of Year 2021/2022













Total actions 78

9 completed 
 65 in progress 
 4 paused





Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
A great place to live  Page 59	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	<p>The Local Plan timetable has been paused following the receipt of a Position Statement from Natural England which requires all new development to be 'water neutral'. To resolve the issue of water neutrality and unlock Local Plan preparation a partnership with the affected Local Authorities has been set up. Governance arrangements to ensure effective working are now in place. £100,000 funding from the Local Enterprise Partnership has been secured and is being used to recruit a project manager to help deliver the water neutrality mitigation strategy and set up the longer term implementation strategy.</p> <p>It is currently anticipated that the water neutrality mitigation strategy will be finalised by the Autumn. The Planning Team are currently working to ensure the Local Plan evidence remains up to date, and allows the highest possible environmental standards to be sought. A series of Member Workshops is programmed for the summer and Autumn to provide detail on the evidence base, policy background and how these have been used to inform policy preparation to date.</p>

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 60		Work with central government etc		Strategic Planning	Ongoing issue, also raised to Member level to request funding and support
		Continue to support local communities to prepare neighbourhood plans etc.		Strategic Planning	Ability to progress Steyning and Horsham Blueprint as no allocations in these plans. Steyning agreed with Natural England, this still outstanding for Horsham Blueprint.
		Provide new community facilities that can be used by all residents etc		Leisure and Culture	Highwood Community Centre approved by Cabinet - going to Council in May. Then works will proceed.  Drill Hall conversations with Royal British Legion ongoing
		Prepare a Local Cycling and Walking Infrastructure Plan etc		Strategic Planning	Document complete and adopted.
		Prepare planning guidance to ensure car parking spaces in new developments etc		Strategic Planning; Development and Building Control	Review of WSCC guidance to be programmed once Local Plan review has progressed to allow any revised targets to apply when local plan allocations are considered.
		Work with partners to increase the number of Electric vehicle charging points etc		Community Services	Rapid charge points installed & operational in Billingshurst and Storrington. Fast charge points for these sites and North Street, Horsham due to be installed May/June.  Work on Demand Map continuing.  Site visits for phase 1 car parks completed. Awaiting confirmation for which sites will proceed to installation.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
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	Cultural strategy on hold. But update on events given to Informal Cabinet and going to joint HT and L&C PDAG on 11 May. Holding approach recommended for this year with events delivery to align with the town centre BID referendum early 2023. Events will be part of the cultural strategy.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Maintenance is ongoing  Thinking ahead - work underway to look at 2027 contract tender and 2050 carbon reduction and investment in sites, plus future of leisure provision.
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	Horsham Park skate park project progressing, procurement process has been finalised, installation at end of year.  Horsham Park pond work is also underway.
A great place to live	New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	Prepare a new District-wide Design Guide to improve the quality of development locally.		Development and Building Control	Research gathering in progress (10% of project). Draft cannot be produced until Local Plan is at an advanced stage. This will inform design standard and criteria
		Prioritise environmentally sound policies that enhance biodiversity		Strategic Planning	Guidance note prepared in draft. Additional evidence required for Local Plan Review under consideration.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		alongside new development			
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	The primary vehicle for the delivery of employment sites is the Local Plan. The Regulation 19 – Pre Submission Horsham District Local Plan was due to be published October 2021. However, due to changes to the National Planning Policy Framework and the Position Statement from Natural England on water neutrality, the publication has been postponed. The Local Plan review timetable will be updated when the extent of the delay is clearer.
		Work with Legal and General to deliver a high quality employment offer etc		Economic Development; Development and Building Control	Employment land at North Horsham has planning permission. No further updates at this time.
		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	A Virgin Media pilot project in the Steyning area is now well underway, using rural gigabit vouchers. The council will be working with Virgin Media to spread the word regarding this opportunity, particularly amongst the business community.
		Support businesses through		Environmental Health	Post Covid support is increasing with the restart of training courses and inspections of premises not visited during






Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		advice and guidance etc			lockdown.
A thriving economy	Towns and villages are lively and welcoming	Support market towns, high streets and villages to thrive etc	▶	Economic Development	<p>A second round of free workshops has been planned under the Retail Training programme and a range of hospitality skills courses are being delivered under the Hospitality Skills Buffet programme.</p> <p>A series of Mystery Trails are also being launched in seven towns and villages across Horsham District, to encourage locals and visitors to head back to the high street.</p> <p>The West Sussex wide Retail Training Hub remains live, with free training and support.</p>
		Promote a comprehensive calendar of events to attract people into our town centres.	▶	Economic Development	Working closely with Experience West Sussex to promote and market the district as a visitor destination and support others to provide events as we move out of lockdown. Some Welcome Back Funding has been allocated to community led projects.
		Implement the Town Centre Vision for Horsham.	▶	Strategic Planning	Horsham Town Centre Public Realm Strategy and Design Guide agreed at Council in April 2021.
		Support Horsham businesses with their plans for designating the Town Centre etc	▶	Economic Development	We have supported the creation of a business led organisation Horsham Business Initiative. The main objective of this group is to establish a Business Improvement District for Horsham town centre in the next 18 months.
		Improve the car parks in Horsham	▶	Parking and Waste	The contractor for Storrington has been appointed and work will commence in May with an expected completion in early






Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		and continue to enhance rural car parking to improve access to our town and village centres.			July
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	Discover Horsham District website set up but unable to maintain due to resource challenges. However, working with WSCC to promote the district via their Experience West Sussex website.
		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	Strategic work underway at The Capitol - looking at business case and long-term improvement plan
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		Strategic Planning	Awaiting resolution of water neutrality issues in order to progress local plan further



Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 65		opportunities.			
		Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work	▶	Economic Development	<p>In2Work and Youth Hub projects have been successful in supporting local people and employers. These services continue to deliver and the council has now been delivering physical jobs and apprenticeship fairs since October, a big step forward in helping local businesses to recruit successfully.</p> <p>A WISH 50+ Hub has also recently been launched, which aims to support mature workers into employment.</p>
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.	▶	Economic Development	<p>The Youth Hub continues to provide these opportunities and has been provided with a further year of funding from DWP. We are also beginning to deliver work experience for local students again.</p> <p>Officers continue to have a presence on the Young Enterprise board, supporting the charity's delivery of the programme and work with young people.</p>
		As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.	▶	Human Resources Procurement	<p>Procurement regulations have not allowed the Council to restrict competition to the local area however the Procurement Policy Note issued by the Cabinet Office allows Council's to 'reserve' contracts for either SMEs or local suppliers dependent on a set of criteria being met which includes the contract value being below a set value. We continue to work to ensure we attract the local supply chain in our competitive procurement processes. The Council is relatively consistent in the proportion of expenditure with local suppliers with 20% of the total spent in West Sussex and 10% in Horsham, the next analysis will take place in 2023.</p>

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Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
A Strong, safe & healthy community	Continue to be the safest district in West Sussex.	Create a new 'Horsham District Safe and Well Partnership' to work together with public sector partners and the voluntary sector to address issues such as violent crime and support for young people in the district.		Housing and Communities	Annual data being collated and digested in partnership with Sussex Police. Annual update to be provided to Overview & Scrutiny group in the Summer before the next Safe & Well partnership meeting being held.
		Address anti-social behaviour within our communities etc		Housing and Communities	All member briefing with Police colleagues had to be rescheduled and was held 19th April. New wardens recruited for Horsham and Pulborough vacancies.
		Work with Parish and Neighbourhood Councils to prevent crime etc		Housing and Communities	New wardens recruited to vacancies in Pulborough and Horsham. Highlight of rural crime and the Rural Crime team operated by Sussex Police.
		Use regulatory powers to maintain the safety standards of premises and taxis.		Environmental Health	Inspections continue and discussions with Unite are scheduled to take place in light of the return to work and recent fuel price increases
		Work with event organisers to make events as safe and as well organised		Housing and Communities; Economic Development;	Free street closures and other relevant licences have been offered to support Economic Development and Parks in the Jubilee Celebrations. An upswing in other licence applications has been seen with the return of larger events

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		as possible		Environmental Health; Leisure and Culture	such as Big Church Day Out.
A Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	Work with partner organisations to minimise rough sleeping and prevent homelessness		Housing and Communities	Review of housing register completed with recommendations due to be presented to Cabinet in June and Council in July.  Turning Tides homeless service presented to Policy Development Advisory Group and feasibility of single homeless accommodation solution being assessed.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Communities	Work underway on Billingshurst site (the first on council land). Business cases being worked up on further additional sites in Horsham town.
		Work with our local Registered Providers to help them increase the supply of affordable homes.		Housing and Communities	S106 financial support due to be presented to cabinet in June.
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	New staff to assist in the rollout of the Digital Switch have been appointed and the team are preparing for the start of the switch in April
		Help people to adapt their homes so they can		Environmental Health	£1.1 million spent on Disabled Facility Grants in year April 2021-March2022







Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 68		continue to live independently.			
		Encourage participation in sport.	▶	Leisure and Culture	Sports Development team are working with new objectives to focus on participation and underrepresented groups  Strategic leisure work underway reviewing options for the hockey club, Roffey football and cricket clubs, Holbrook club, possibilities for paddle tennis and football pitch drainage.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.	▶	Housing and Communities	5 year partnership agreement entered into with Public Health which sees service funded through to 2027.  Strong and Steady service to be delivered by Active Housing Solutions following procurement process.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries	▶	Strategic Planning	Discussions with Clinical Commission Group and other partners ongoing
A Strong, safe & healthy community	An empowered and independent voluntary sector that has the capacity to tackle local priorities.	Support the voluntary sector with grants that help them reach more people.	▶	Housing and Communities	Strategic grants approved by Council, lottery funding live for applications.
		Launch and promote our	✅	Housing and Communities	Lottery funding live. Procurement options being investigated when current provider contract due for renewal 2023.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
A cared for environment Page 69		Council lottery to raise funds for local good causes			
		Promote opportunities for volunteering and increase the number of volunteers in the District.	▶	Housing and Communities	New externally funded posts recruited to, new recruits due to join the team May 2022.
	Prioritised protection of the environment and increased biodiversity	Undertake a carbon audit to understand the Council's current carbon footprint.	✔	Community Services;	The audit is completed and a regular update will form part of a report to O&S with progress on the carbon reduction action plan.
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street etc	▶	Parking and Waste	292 Signed up and 50 in process for Adopt a Street.
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.	▶	Parking and Waste	22 FPN's have been issued since the new environmental enforcement officer has taken up his post.
		Continue to protect	▶	Community	Demand for advice via Warm Homes Discount is exceeding






Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 70		our trees and ancient woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Services; Leisure and Culture	the capacity of the project team. Extra resources approved in Council budget report in Feb 2022.  Prioritisation exercise completed to give focus to current resources; River Arun corridor to North East part of the District and also includes River Adur corridor. Will review approach after 6 months.
		Produce an action plan to move towards a carbon neutral organisation	✓	Community Services;	Three action plans approved by Cabinet on 24th March (22 - 25). Aim is to reduce direct emissions by up to 60% during this period
		Work with partners towards becoming a carbon neutral District.	▶	Community Services;	A report will be submitted to Cabinet on the 9 June recommending a way forward for the production of a district wide action plan.
		Continue to work with residents to improve the energy efficiency of their homes	▶	Environmental Health	Our Housing Team continued to be successful in accessing group purchase schemes helping local householders gain the benefits of solar power. We are looking to roll out the next generation of 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	Warmer Homes LAD 3 & HUG 1 funding programme is to be launched on the 27 April. In addition, HDC are part of a consortium , led by Portsmouth City Council and AgilityEco to spend £32 million on retrofitting energy-saving measures (across 21 Local authority areas).
		Investigate working with landowners and partners to	✓	Community Services; Leisure and Culture	This activity has been completed as the Wilder Horsham District project is now up and running.

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Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		develop a plan to improve the ecology and biodiversity of the District.			
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.	▶	Environmental Health	Sussex Air were successful with their bid for the 2021/2022 air quality grant. HDC Env Health were actively involved in two strands of the bid : 1) Taxis - engagement campaign to facilitate a transition to EV vehicles. 2) Monitoring - the addition of PM10 and PM2.5 monitoring to the Storrington station.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.	▶	Community Services; Leisure and Culture	WHD - meetings held to explore opportunities on HDC land to contribute to the developing Nature Recovery Network. Aim to complete this work June 2022.  Parks and Countryside also looking at opportunities through the new Grounds Maintenance contract e.g. change moving regimes.
		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	Ongoing



Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	Parks and open spaces are continuing to be promoted via all channels. Current focus on Queen's Green Canopy and planting of ceremonial trees.
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	Horsham Park skate park will be installed by the end of 2022  Bluebell park play area installation complete, opening May 2022
Cared for Environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Parking and Waste	Q3 Recycling rate 51%. Monthly newsletter sent to 6,277 subscribers.
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Parking and Waste	Government consultation is still ongoing and it is anticipated that the result of the consultation will be known in the Autumn.
		Continue to develop our existing re-use service.		Parking and Waste	The re use hub closed in mid April. The stock is being reduced in price and offered to local charities to be disposed of.
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Parking and Waste	We are looking to continue the scheme until March 2023 with the addition of funding from the coffee podback scheme.



Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
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 current strategy is reaching its end (March 2023) and work on a new strategy will begin Q3/Q4 of this year.
		Enhance our online services and make them more accessible through cloud technology.		Customer and Digital	The new Environmental Health and Licensing system went live in April and this is cloud based.
		Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.		Customer and Digital	Work is progressing on these activities.
A modern and flexible council	People with more complex enquiries can talk to someone to help them find solutions.	Hold surgeries for people facing housing difficulties so we can support them to prevent them from becoming homeless.		Housing and Communities	Reception open and face to face appointments available for customers.
		Provide face-to-face support to people claiming benefits.		Revs and Bens	The service is working closely with the corporate Customer Service team, which is facilitated by a monthly liaison meeting. Customer Service team are collating data about contact at the counter so we can ascertain support

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 74					requirements.
		Make appointments and telephone contacts available for people who have fallen behind with their Council Tax etc	✓	Revs and Bens	The service continues to offer support via email, phone and on-line forms to support customers struggling with their CT
		Liaise with partners such as, Parish and Neighbourhood Councils and the voluntary sector, to explore new ways to promote joint working and greater mutual understanding of issues.	▶	Housing and Communities	Community audits being provided in areas with additional focus through ASB being undertaken. Additional groups formed through Homes For Ukraine support with co-ordination with community development and Voluntary Sector Support.
A modern and flexible council	The Council continues to provide the quality, value for money services that people need throughout the 2020s.	Improve our website to transact with customers online, making our services available to people when it's most convenient to them.	▶	Customer and Digital	With the new Environment Health and Licensing moving online, we are progressing this action.
		Make our computer systems easier to use, through	▶	Customer and Digital	This is progressing.

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 75		artificial intelligence and voice recognition etc			
		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 on the whole encouraged people to pay electronically, although a very small minority have slipped back to paying by cheque at reception.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets etc	▶	Finance and Performance	<p>Outturn of a £2m surplus in 2021/22 (including £0.6m reduction in support needed to leisure provider). Some will be reinvested in supporting people during the energy crisis.</p> <p>2022/23 budget surplus £0.6m set, and only a small deficit in 2023/24.</p> <p>There will be a step change upon the introduction of collecting food waste of approximately £1.3m (3,2,1) or £1.6m (2,2,1). Current timing brings this in across 2023/24 and 2024/25 but could be pushed into 2024/25 and 2025/26.</p> <p>Note also the levels of uncertainty are extremely high. Regular review of assumptions will happen as information emerges from Government.</p>
A modern and flexible council	The Council attracts local people to work for us and motivates them to stay. The	Offer apprenticeships to local people wanting to start a career in local	▶	Human Resources	Two apprentices started in Q4 2021/22, both from within Horsham District. We continue offering entry level apprenticeships, which are typically taken up by local people. Also coming under apprenticeships is a multi-year learning contract for relevant employees to undertake NVQ

Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
Page 76	Council attracts local people to work for us and motivates them to stay.	government etc			levels 3, 5 and 7. in Management. The programme builds skills for existing supervisors and managers, also adding 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 Resources	Continuing recruitment market volatilities and Covid restrictions have delayed efforts to devise a new campaign to retrain people or help people back into work. However, we continue with the Jobs Centre Plus scheme of offering local people work placement opportunities, which helps them in securing paid work either at the council or elsewhere.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		Human Resources	The hybrid working trial is back on track and will be reviewed throughout the summer, with a view to adopt new ways of working. We are closely monitoring Local Government Association advice on emerging best practice nationally and we have all relevant infrastructure, policies and procedures in place to do so successfully. We are currently surveying managers to make an assessment of skills levels and manpower needed in the medium term, to inform an update of the workforce strategy.

## Outline Annual Scrutiny Work Programme

Date of Meeting	Items for Meeting
JULY	<ul style="list-style-type: none"> <li>• Crime and Disorder Annual update</li> <li>• Report on the Council's Finance &amp; Performance</li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
SEPTEMBER	<ul style="list-style-type: none"> <li>• Report on the Council's Finance &amp; Performance Q1</li> <li>• Update on Work Programme</li> <li>• Update from Task &amp; Finish Groups</li> <li>• Cabinet Forward Plan</li> </ul>
NOVEMBER	<ul style="list-style-type: none"> <li>• Report on the Council's Finance &amp; Performance Q2</li> <li>• Review of the Council Budget and Medium-Term Financial Strategy</li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
JANUARY	<ul style="list-style-type: none"> <li>• Review of the Council Budget and Medium Term Financial Strategy</li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>
MARCH	<ul style="list-style-type: none"> <li>• Report on the Council's Finance &amp; Performance Q3</li> <li>• Draft Corporate Plan Priorities Finance &amp; Performance Report</li> <li>• Overview and Scrutiny Work Programme</li> <li>• Update from Task &amp; Finish Groups</li> <li>• Update on Work Programme</li> <li>• Cabinet Forward Plan</li> </ul>

NB The Finance & Performance outturn report will normal be scheduled for the June meeting.

### **For consideration**

Structured overview of the key strategic, financial, environmental and other issues being addressed by the other Committees. To include consideration of planned scrutiny discussions and potential commissioning of Task & Finish Groups This should be refreshed / revisited at each meeting

Review of other Committee agendas and, potentially, an invitation to one or more Cabinet Members to discuss current and emerging issues with a view to scrutiny attention / support

Consider wider local issues and whether invitations for discussion should be extended to other agencies / service deliverers etc. An example under current consideration is Southern Water.

More detailed review of the Cabinet Forward Plan to identify areas where an O&S input might be effective or necessary.

Refreshed invitation to other Members to suggest issues for O&S consideration

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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 may also include 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 215123

Published on 01 May 2022

### **What is a Key Decision?**

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

- (i) to involve expenditure or savings of £250,000 or more as well as otherwise being 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 and Date of Policy Development Advisory Group for consultation</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>S106/Commuted Sum Funding - The Cobblers, Slinfold</b>	Cabinet	9 Jun 2022	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk  Cabinet Member for Housing and Public Protection (Councillor Tricia Youtan)
2.	<b>Transformation Fund 2022-23 and use of the 2021-22 surplus</b>	Cabinet	9 Jun 2022	Open	Dominic Bradley, Director of Corporate Resources dominic.bradley@horsham.gov.uk  Deputy Leader and Cabinet Member for Finance & Parking (Councillor Tony Hogben)
3.	<b>Tendering of Residential Management Services</b>	Cabinet Council	9 Jun 2022 22 Jun 2022	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Deputy Leader and Cabinet Member for Finance & Parking (Councillor Tony Hogben)
4.	<b>Park Place Bin Store</b>	Cabinet Council	9 Jun 2022 22 Jun 2022	Open	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Cabinet Member for Horsham Town (Councillor Christian Mitchell)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer  Cabinet Member (NB include name, title and email address)
5.	<b>The Forum Fountain upgrade</b>	Cabinet  Council	9 Jun 2022  22 Jun 2022	Part exempt	Brian Elliott, Head of Property & Facilities brian.elliott@horsham.gov.uk  Cabinet Member for Horsham Town (Councillor Christian Mitchell)
6.	<b>Sweepers - Vehicle Replacement</b>	Cabinet	9 Jun 2022	Part exempt	Laura Parker, Head of Parking & Waste Laura.Parker@horsham.gov.uk  Cabinet Member for Recycling and Waste (Councillor Toni Bradnum)
	<b>Tyre Procurement - Contract Award</b>	Cabinet	9 Jun 2022	Part exempt	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk  Cabinet Member for Recycling and Waste (Councillor Toni Bradnum)
8.	<b>WEEE and Textiles - Options paper decision</b>	Cabinet	9 Jun 2022	Part exempt	Laura Parker, Head of Parking & Waste Laura.Parker@horsham.gov.uk  Cabinet Member for Recycling and Waste (Councillor Toni Bradnum)
9.	<b>Evidence Resourcing - Biodiversity Net Gain in Development</b>	Cabinet  Council	9 Jun 2022  22 Jun 2022	Open	Catherine Howe, Head of Strategic Planning catherine.howe@horsham.gov.uk  Cabinet Member for Planning and Development (Councillor Lynn Lambert)

	<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)
10.	<b>Producing a Climate Change Action Plan for the District</b>	Cabinet	9 Jun 2022	Open	Adam Chalmers, Director of Community Services adam.chalmers@horsham.gov.uk  Cabinet Member for the Environment and Rural Affairs (Councillor James Wright)
11.	<b>Housing Company - changes to the Board of Directors</b>	Cabinet	9 Jun 2022		Dominic Bradley, Director of Corporate Resources dominic.bradley@horsham.gov.uk
12.	<b>Annual update to Pay Policy Statement - Financial Year 2022/23</b>	Council	22 Jun 2022	Open	Robert Laban, Head of HR & OD robert.laban@horsham.gov.uk
13.	<b>Housing Register review</b>	Cabinet  Council	21 Jul 2022  7 Sep 2022	Open	Rob Jarvis, Head of Housing & Community Services robert.jarvis@horsham.gov.uk  Cabinet Member for Housing and Public Protection (Councillor Tricia Youtan)
14.	<b>Budget and Medium-Term Financial Strategy update</b>	Cabinet	29 Sep 2022	Open	Dominic Bradley, Director of Corporate Resources dominic.bradley@horsham.gov.uk  Deputy Leader and Cabinet Member for Finance & Parking (Councillor Tony Hogben)

	<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)
15.	<b>Budget and Medium-Term Financial Strategy update</b>	Cabinet  Council	24 Nov 2022  14 Dec 2022	Open	Dominic Bradley, Director of Corporate Resources dominic.bradley@horsham.gov.uk  Deputy Leader and Cabinet Member for Finance & Parking (Councillor Tony Hogben)