







# APPENDIX E



## Corporate Plan Update Quarter 2 2020/21

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

Theme	Measure of Success	Activities and Projects	Status Icon	Theme assigned to	Progress update
A great place to live	We will plan for communities where people can work, live and prosper. New homes will meet the needs of a full range of households in a low carbon world	Prepare a revised Local Plan which engages with the public and brings forward the proposals and policies which ensure we have enough homes of the right type to meet future demand and enable existing businesses to grow, new businesses to relocate and provides a range of new employment opportunities. Our revised Local Plan will aim to promote healthy, vibrant town and village centres, deliver facilities and identify the infrastructure necessary to support growth in a way that protects the overall character of the District.		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic
		Work with central government and key partners to identify the strategic infrastructure necessary to support sustainable development.		Strategic Planning	Responses to government consultations submitted in accordance with timescales. Letters sent to MHCLG identifying impacts arising from COVID-19 on housing delivery.
		Continue to support local communities to prepare Neighbourhood Plans for their areas. Ensure that Neighbourhood Planning contributes to the District's housing requirements and adds value to quality development in local areas, whilst taking account of local community views.		Strategic Planning	Most Neighbourhood plans now well progressed. 45% made or have passed examination. Are currently unable to progress to referendum due to COVID-19 restrictions.

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		Provide new community facilities that can be used by all residents. Improved facilities will be provided at new community centres in Highwood, West of Horsham and at Kilnwood Vale.		Leisure and Culture	This is part of the Local Plan process and work is underway.
		Prepare a Local Cycling and Walking Infrastructure Plan that identifies improvements for future investment in the short, medium and long term.		Strategic Planning	Documentation prepared, consultation complete. Document in final stages of completion.
		Prepare planning guidance to ensure car parking spaces in new developments are well designed and fit for the future.		Strategic Planning; Development	WSCC revised guidance published.
		Work with partners to increase the number of electric vehicle charging points across the District to promote the use of more environmentally friendly vehicles.		Customer Services and Performance;	Strategy on this was approved in March 2020. The Council is part of a joint procurement process (lead by WSCC) to secure a market provider to install a network of charge points across West Sussex. The contract is due to commence in January 2021.
A great place to live	We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.	Develop a district-wide culture strategy, building on the success of the Year of Culture 2019 and support the cultural legacy created by the many events which took place across the District.		Leisure and Culture	The culture strategy is on hold due to COVID-19. Current priority focus on the key cultural assets owned and run by HDC – The Capitol and The Museum.
		Maintain our high standard of sport and leisure facilities.		Leisure and Culture	Leisure centres are open and normal maintenance has been ongoing throughout the pandemic.
A great place to live	Both our built and natural environments are highly valued and	Enhance public space in Horsham Town Centre, particularly Horsham Park.		Leisure and Culture	COVID-19 has meant that our parks and open spaces have received

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	will be well managed to keep our District an attractive place to live.	Review Southwater Country Park, Chesworth Farm, Owlbeech & Leechpool Woods, Sandgate Park and Henfield Commons to ensure everyone can use and enjoy these sites.			significant numbers of additional visitors. The focus of the team has been to proactively manage all sites to ensure the spaces continue to be well maintained. Horsham Park has been recognised by the prestigious international Green Flag Award Scheme as one of the best green spaces in the UK, achieving the highest international standards demanded by the Green Flag Award.
A great place to live	New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	Prepare a new District-wide Design Guide to improve the quality of development locally.		Development	Research gathering in progress (10% of project). Draft cannot be produced until Local Plan is at an advanced stage. This will inform design standard and criteria.
		Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
A thriving economy	Increased economic growth making Horsham District a location of choice for business and providing local jobs	Identify and promote more employment sites for new and expanding businesses in the District.		Strategic Planning; Economic Development	A new Think Horsham website was launched Feb 2020 with promotional details of new employment sites. Research underway to identify those businesses looking to relocate.
		Work with Legal and General to deliver a high quality employment offer at North Horsham and with public sector partners to ensure business opportunities are created on other		Strategic Planning; Economic Development;	Employment land at North Horsham has planning permission.

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		sites.		Development	
		Work with Network Rail to encourage new railway stations to be built close to our employment sites.	▶	Strategic Planning	Network rail have commissioned study to look at potential for new station in north Horsham – Crawley corridor. Report anticipated November 2020.
		Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.	▶	Economic Development	Work to commence on providing a gigabit capable network between Crawley/Horsham and Burgess Hill.  Working with WSCC in promoting the broadband voucher scheme to local businesses
		Support businesses through advice and guidance on regulation and legislation that promotes best practice and improvement whilst implementing regulation in a fair and equitable manner.	▶	Environmental Health	We have continued to work proactively with businesses throughout COVID-19. Additionally, we are now offering online courses in Food Safety, Health & Safety and refresher training. A scheme to allow food businesses to apply for free pavement licenses has seen positive uptake.
A thriving economy	Towns and villages are lively and welcoming	Support market towns, high streets and villages to thrive by encouraging new businesses and enterprises, including from leisure and tourism.	▶	Economic Development	Support continues to be focused on COVID-19, with help packs, promotional campaigns and advice on available funding. Tools developed included Virtual Horsham, a portal for localised online shopping. Small business funding scheme (LEAP) focused on start-up businesses, to support them through the COVID 19 impacts.

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		Promote a comprehensive calendar of events to attract people into our town centres.		Economic Development	Calendar of events on hold due to COVID-19. Virtual events and trails have been launched with positive feedback.
		Implement the Town Centre Vision for Horsham.		Strategic Planning	The first two projects of the 'Vision' are nearing completion. The draft Local Cycling and Walking Infrastructure Plan has been produced and consulted on. Responses are currently being reviewed. The draft Public Realm Strategy is nearing completion and a final draft will be consulted on shortly with key stakeholders.
		Support Horsham businesses with their plans for designating the Town Centre as a Business Improvement District (BID). This will allow them to raise a levy through non-domestic rates funding additional services or improvements within the BID area.		Economic Development	Working with the BID Steering Group to establish themselves as a Community Interest Company.
		Improve the car parks in Horsham and continue to enhance rural car parking to improve access to our town and village centres.		Parking	Due to the recent pandemic the priority of spend was realigned; this includes some of the work on the rural car parks being delayed until 2021/22.
A thriving economy	Tourism's contribution to the economy, employment and quality of life is maximised	Develop the District's identity as an appealing destination for visitors.		Economic Development	Promotion and marketing heavily restricted due to COVID-19. Work resuming on promoting the District through the Discover Horsham Website.

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					Digital signs installed in the rural car parks and will be used to promote the District when restrictions allow.
		Launch a new tourism website to better promote what the District has to offer and provide a single point of information for visitors.		Economic Development	The Discover Horsham website was launched January 2020.
		Enhance our culture, leisure and heritage facilities to attract visitors and to support the local economy.		Leisure and Culture	<p>Following a successful bid for support funding, The Capitol has been awarded £182,000 as part of the Government's Culture Recovery Fund (CRF) to help face the challenges of the coronavirus pandemic.</p> <p>We have used the time during lockdown to repaint, repair and carry out necessary maintenance at The Capitol. The entrance and key public areas are enhanced, clean and more welcoming for customers. The Museum remains closed and we are carrying out a programme of improvements to the displays ready to reopen in summer 2021.</p>
A thriving economy	Residents have access to a wide range of local employment opportunities	Use the planning process to provide opportunities for people moving to new developments to access employment opportunities.		Strategic Planning	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
		Work closely with our businesses to create suitable employment opportunities for people		Economic Development	A raft of employment projects to support all district residents who need it will be

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		who find it hard to get into work			provided. J2W and WISH continue but additional projects to support young people into work and over 50s are planned to start before the end of 2020.
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.		Economic Development	Work on hold due to COVID-19
		As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.		HR & OD	We aim to recruit locally for all non-specialist job roles and more than 50% of staff live in the district. Currently, due to COVID-19 and the associated uncertainties for our future staffing/ skill mix, we are not running any sizeable recruitment campaigns.
A Strong, safe & healthy community	Continue to be the safest district in West Sussex.	Create a new 'Horsham District Safe and Well Partnership' to work together with public sector partners and the voluntary sector to address issues such as violent crime and support for young people in the district.		Housing and Communities	Two sessions of the Horsham District Safe & Well Partnership have now been held. One in person pre COVID-19 and one subsequent virtual.
		Address anti-social behaviour within our communities, focusing particularly on the most vulnerable to ensure they are appropriately supported.		Housing and Communities	The Community Safety Team has begun trialing a new way of working that adopts a place based approach. This involves the identification of specific problems thorough analysis and leads to the development of a tailored response and sets up an effective assessment of the impact of the response.
		Work with Parish and Neighbourhood Councils to prevent crime and anti-social behaviour		Housing and Communities	The Community Safety Team work with Parish and Neighbourhood Councils

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		through the Neighbourhood Warden programme			using the above approach.
		Use regulatory powers to maintain the safety standards of premises and taxis.		Environmental Health	The Taxi Licensing team regularly inspect taxis and assess drivers to maintain standards we have worked closely with the industry to help taxi services continue throughout Covid-19 and have adopted a flexible approach to licence renewal.
		Work with event organisers to make events as safe and as well organised as possible.		Economic Development	On hold due to COVID-19.
A Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	Work with partner organisations to minimise rough sleeping and prevent homelessness		Housing and Communities	COVID-19 saw an “everyone in” instruction from central government and saw an increase in the number of emergency accommodation placements and some fantastic joint working with Turning Tides, County and District & Borough colleagues as well as Registered Providers to identify wherever possible longer term housing solutions during the restricted lock-down period.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Communities	Horsham District Homes (Holdings) has secured planning permission on the Billingshurst site and secured Council approval to acquire two further separate sites in Slinfold with developers that would otherwise have been lost from the affordable housing sector.
		Work with our local Registered Providers to		Housing and	Saxon Weald have begun work on sites







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		help them increase the supply of affordable homes.		Communities	receiving funding from S106 pot which will see the delivery of 87 rented homes. Opportunities are regularly explored with other providers and assessed for their suitability against the size and location of properties.
A Strong, safe & healthy community	Residents of all ages, including those in need, enjoy improved levels of health and wellbeing.	Expand our Community Link service to support vulnerable people and help them live independently.	▶	Environmental Health	We have updated our offering to take advantage of the digital network which has led to an enhanced service capability to customers.
		Help people to adapt their homes so they can continue to live independently.	▶	Environmental Health	Our Housing Team have overseen 174 grants in the year to March 2020 to adapt people's homes through the Better Care Fund.
		Encourage participation in sport.	▶	Leisure and Culture	The sports development service and the leisure centres were unable to open during the lockdown period due to government guidance. Both are now open again.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.	▶	Housing and Communities	COVID-19 has reduced our ability to deliver services at the same rate as previous years however sessions have still been available virtually and face to face appointments will begin again in September 2020.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries	▶	Strategic Planning	Liaison with CCG ongoing as part of Local Plan process – meetings / contact has been more difficult since March due to COVID-19 pandemic but this is being progressed again.




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A Strong, safe & healthy community	An empowered and independent voluntary sector that has the capacity to tackle local priorities.	Support the voluntary sector with grants that help them reach more people.		Housing and Communities	A dedicated grants and funding officer was appointed late 2019/20 and has reviewed the processes previously in place and has worked to encouraged additional requests to be submitted. Review undertaken into the funding of Community Partnerships to enhance their support.
		Launch and promote our Council lottery to raise funds for local good causes		Housing and Communities	Community Lottery will be a year old in September 2020. Report to be considered at Cabinet on 24th September which recommends the continuation of the lottery. It is on target to raise an additional £56,000 for local services/groups and good causes in the district in year one.
		Promote opportunities for volunteering and increase the number of volunteers in the District.		Housing and Communities	Work with the West Sussex Voluntary Sector Alliance has seen us place an externally funded full time officer within the Community Development team and implement a volunteer management system. There has been an increase in the number of volunteers active in the district as a result of COVID-19 community hub response.
A cared for environment	Prioritised protection of the environment and increased biodiversity	Undertake a carbon audit to understand the Council's current carbon footprint.		Director of Community Services	Findings of the initial audit were reported to Cabinet in November 2019.  Work on updating the footprint for 2019/20 has commenced and is due to be completed by the end of 2020.

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		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street to help provide clean and tidy environments.		Waste	We have relaunched AaS with new membership and local people continue to sign up to the scheme.
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.		Waste	Enforcement directed towards any increase in fly tipping related to COVID-19 restrictions which has seen a slight uplift in the number of incidents
		Continue to protect our trees and ancient woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Leisure and Culture	We are continuing to protect our trees and ancient woodland. The partnership with Sussex Wildlife Trust is in place and Wilder Horsham initiative is progressing.
		Produce an action plan to move towards a carbon neutral organisation		Director of Community Services	Two targets for the Council to become carbon neutral were agreed by Cabinet in September 2020. This was accompanied by a short term action plan (to March 2021).
		Work with partners towards becoming a carbon neutral District.		Director of Community Services	Consultants have been appointed to analyse the Districts carbon emissions. The outcome of their report will be used as a basis for discussion with partners to produce an action plan. First outputs to PDAG in November 2020.
		Continue to work with residents to improve the energy efficiency of their homes.		Environmental Health	Our Housing Team continue to provide access to schemes and have been successful in gaining access to the Sussex Solar group purchase scheme to help local householders gain the benefits of solar power.

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		Continue to work to reduce fuel poverty.		Environmental Health	Our Housing Team continue to provide access to schemes and have been successful in gaining access to the Sussex Solar group purchase scheme to help local householders gain the benefits of solar power.
		Investigate working with landowners and partners to develop a plan to improve the ecology and biodiversity of the District.		Leisure and Culture	Two post holders in place for the Wilder Horsham District programme. Communications plan to be produced by end 2020. Mapping for Nature Recovery Network to be produced for end January 2021.
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.		Environmental Health	Improvements in the fleet and measures taken by the Council to improve traffic management have seen improvements in AQ in both AQMA's.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Leisure and Culture	As part of the Wilder Horsham District initiative management of HDC land will be reviewed to form part of a Nature Recovery Network.
		Embed biodiversity into our planning policies for a sustainable built environment etc		Strategic Planning; Leisure and Culture	Regulation 18 consultation held Feb and March 2020. Work progressing towards Reg 19 consultation in Jan / Feb 2021. Some risks due to external delays relating to COVID-19 pandemic.
A cared for environment	Improved award-winning parks and open spaces.	Prepare management plans to guide investment in our parks and open spaces.		Leisure and Culture	The focus of the team has been to manage our parks and open spaces with increased visitors and pressure during COVID-19. Horsham Park has been recognised by







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					the prestigious international Green Flag Award Scheme as one of the best green spaces in the UK, achieving the highest international standards demanded by the Green Flag Award.
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	Our parks and open spaces have received increased visitor numbers throughout the pandemic.
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	Investment in improved play equipment is underway at Horsham Park play area.
A cared for environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Waste	COVID-19 has seen any new initiatives delayed recycling tonnages –there has been some improvement due to residents at home on lock down
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Waste	The MSDC trial has been postponed COVID-19
		Continue to develop our existing re-use service.		Waste	We have increased our sign posting for re-use which saw some useful tonnages diverted from disposal through charities such as BHF. Our online Bulky waste booking programme is now online. Additional re-use measures are being developed
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Waste	Progress has been stopped in light of COVID-19 .We will look to revisit later this year

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A modern and flexible council	People and businesses can deal with us online when they choose to.	Ensure digital technology strategy is up-to-date, efficient and effective.		Technology Services	The new strategy was published in April 2020 and runs to 2023. We will be monitoring it to see if external circumstances need to be incorporated into the strategy.
		Enhance our online services and make them more accessible through cloud technology.		Technology Services	Work is due to commence on digitally transforming our biggest back office system and other systems updates are occurring and continuously being improved.
		Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.		Technology Services	Work is ongoing to digitise the ability for residents to report problems to the Council, such as missed bin collections and overflowing dog bins.
A modern and flexible council	People with more complex enquiries can talk to someone to help them find solutions.	Hold surgeries for people facing housing difficulties so we can support them to prevent them from becoming homeless.		Housing and Communities	Telephone sessions available as a result of COVID-19 which are well received and will be considered as an option in the future to increase flexibility and availability to our customers.
		Provide face-to-face support to people claiming benefits.		Revenues and Benefits	Due to COVID -19 the service is currently unable to provide a face-to-face service to support our Benefit Customers. The service is actively working on plans to restart face to face meetings with customers in a way that is safe for customers and staff.
		Make appointments and telephone contacts available for people who have fallen behind with their Council Tax, business rates or other bills so that we can try to find a solution.		Revenues and Benefits	The service has a recovery process in place to support customers at each step of the billing/recovery process who advise that they are struggling to afford

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					to pay their bill. This support is offered by phone and email, which are the accepted methods of contact for our customers.
		Liaise with partners such as, Parish and Neighbourhood Councils and the voluntary sector, to explore new ways to promote joint working and greater mutual understanding of issues.		Housing and Communities	As part of the COVID-19 pandemic a number of new community responses have been identified with a number aligning themselves with Parish Councils, faith groups and Community Partnerships. Work is ongoing to identify how these groups intend to operate beyond the COVID-19 response with support being provided by the Community Development team to help structure groups to respond to local needs.
A modern and flexible council	The Council continues to provide the quality, value for money services that people need throughout the 2020s.	Improve our website to transact with customers online, making our services available to people when it's most convenient to them.		Technology Services	Continuing to work on ways to improve our online offer across a number of council services including Waste.
		Make our computer systems easier to use, through artificial intelligence and voice recognition where appropriate so that our services are more effective and efficient.		Technology Services	Work on this is progressing.
		Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.		Finance	The COVID-19 pandemic has encouraged people to pay electronically.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets as funding from central		Finance	The impact of COVID-19 has severely disrupted our finances. A £5m overspend is forecast in 2020/21. A

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		government reduces.			£3m gap in the MTFS is currently anticipated, requiring significant action. Government has informed local government that a multiple year settlement is likely, but the detail will not be known until December 2020.
A modern and flexible council	The Council attracts local people to work for us and motivates them to stay. The Council attracts local people to work for us and motivates them to stay.	Offer apprenticeships to local people wanting to start a career in local government, introduce the Local Government Association's graduate scheme, and work with local schools to encourage young people to join us.		HR & OD	So far this year, 3 further apprenticeships have been recruited.
		Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.		HR & OD	This has been a successful programme when launched 2 years ago; plans for a new campaign are currently stayed due to losses due to COVID-19 creating uncertainties for future staffing/ skills needs.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		HR & OD	A workforce plan is in place, which will need annual review by Heads of Service for their respective areas, at time of budget setting.