







Corporate Plan End of Year Report 2020/21










Total 78 Actions






8 completed
 64 in progress
 6 on hold








Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	*Progress update
A great place to live	We will plan for communities where people can work, live and prosper. New homes will meet the needs of a full range of households in a low carbon world	Prepare a revised Local Plan etc.		Strategic Planning	Officers have drafted a revised plan with a range of recommendations to meet housing demand in the District. The volume and location of housing is controversial and will be a difficult decision for Members. Legal and independent advice has been sought to assist in this process. There is however a significant risk of delay to the programme depending on decisions reached by Cllrs.
		Work with central government etc		Strategic Planning	Ongoing - responses submitted to recent consultation on design and proposed amendments to the NPPF.
		Continue to support local communities to prepare neighbourhood plans etc.		Strategic Planning	10 referenda held on 6 May.2021. These plans will be made in June 2021 as they passed the referenda.
		Provide new community facilities that can be used by all residents etc		Leisure and Culture	Ongoing work as part of the Local Plan.
		Prepare a Local Cycling and Walking Infrastructure Plan etc		Strategic Planning	Document complete and adopted.
		Prepare planning guidance to ensure car parking spaces in new developments etc		Strategic Planning; Development	Review of WSCC guidance to be programmed once Local Plan review has progressed to allow any revised targets to apply when local plan allocations are considered.







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		Work with partners to increase the number of Electric vehicle charging points etc		Finance and Performance; Community Services	WSCC abandoned joint programme. Review in progress to determine the timing and procurement route to secure a supplier to deliver a County wide network of charge points.
A great place to live	We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.	Develop a district-wide culture strategy etc		Leisure and Culture	The development of the cultural strategy is still on hold and will be reviewed in 2022 as the arts and culture industry recovers from Covid-19.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Leisure centres are open again in-line with the Government's Roadmap. Maintenance has been ongoing throughout the pandemic. Athletics track is at end of life and various options for renewal of the track or relocation will be considered in Summer/Autumn 2021.
A great place to live	Both our built and natural environments are highly valued and will be well managed to keep our District an attractive place to live.	Enhance public space in Horsham Town Centre, particularly Horsham Park etc		Leisure and Culture	The renewal of the skate park in Horsham Park is underway, including engagement with the market and user groups to confirm realistic requirements. Expected installation in Q1 2022/23. The pond project in Horsham Park is also underway. Dredging is programmed for Autumn/Winter 2021. Completion in March 2022.
A great place to live	New development should sit well with the natural environment and be recognised for its quality by the local community and through industry awards.	Prepare a new District-wide Design Guide to improve the quality of development locally.		; Development	Research gathering in progress (10% of project). Draft cannot be produced until Local Plan is at an advanced stage. This will inform design standard and criteria.
		Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	Policies drafted but cannot proceed until wider decisions made on Local Plan.








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A thriving economy	Increased economic growth making Horsham District a location of choice for business and providing local jobs	Identify and promote more employment sites for new and expanding businesses in the District.		Strategic Planning; Economic Development	A new Think Horsham website was launched Feb 2020 with promotional details of new employment sites. Revised local plan policies will seek to allocate additional land for employment growth and also support the expansion and enhancement of existing facilities.
		Work with Legal and General to deliver a high quality employment offer etc		Strategic Planning; Economic Development; Development	This objective should be moved to DM / major projects
		Work with Network Rail to encourage new railway stations to be built close to our employment sites.		Strategic Planning	Report received - Study concludes a new station on this line is not feasible in the short - medium term, until infrastructure enhancements elsewhere on the line have been brought forward.
		Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.		Economic Development	Progress has been made in providing a gigabit capable network between Crawley/Horsham and Burgess Hill. Working with WSCC in promoting the broadband voucher scheme to local businesses.
		Support businesses through advice and guidance etc		; Environmental Health	Ongoing development of our Covid-19 response has led to the recruitment of Covid-19 Information Officers which is now underway.
A thriving economy	Townships and villages are lively and welcoming	Support market towns, high streets and villages to thrive etc		Economic Development	The Covid-19 recession has had a major detrimental impact on our market towns, villages and rural areas. We are developing a programme of support targeted at the retail sector. Funding has been achieved from SIF (£80k) for a training and grants package. Traders Associations are supported.
		Promote a comprehensive		Economic Development	All events have been cancelled by Covid-19 and our staff resource scaled back reflecting HDC's own financial issues. We are, however,

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		calendar of events to attract people into our town centres.			working hard to promote and market the district as a visitor destination and support others to provide events as we move out of lockdown.
		Implement the Town Centre Vision for Horsham.	✓	Strategic Planning	Horsham Town Centre Public Realm Strategy and Design Guide agreed at Council on 28 April 2021.
		Support Horsham businesses with their plans for designating the Town Centre etc	⚠	Economic Development	This project has been postponed awaiting a full understanding of Horsham town's economic situation as we come out of lockdown. The Viability of a BID will be reviewed between January and March 2022.
		Improve the car parks in Horsham and continue to enhance rural car parking to improve access to our town and village centres.	▶	Parking and Waste	The car parks selected for investment for 2020/21 following the capital project review are near completion. The remaining car parks within the programme have been reprioritised for the following years.
A thriving economy	Tourism's contribution to the economy, employment and quality of life is maximised	Develop the District's identity as an appealing destination for visitors.	▶	Economic Development	Supporting planning proposals for visitor accommodation/attractions.
		Launch a new tourism website to better promote what the District has to offer and provide a single point of information for visitors.	✓	Economic Development	The Discover Horsham website was launched January 2020.
		Enhance our culture, leisure and heritage facilities to attract visitors and to support the local economy.	▶	Leisure and Culture	The Museum remains closed to the public due to the Government Covid-19 restrictions. Refurbishment and improvement works are ongoing with reopening planned for September 2021. The Capitol is due to reopen on 28 May 2021. Review of customer behaviour, changes in the market and impact of Covid-19 to be









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					undertaken throughout latter part of 2021/22.
A thriving economy	Residents have access to a wide range of local employment opportunities	Use the planning process to provide opportunities for people moving to new developments to access employment opportunities.		Strategic Planning	Policies drafted but are dependent on Member decisions on the wider local plan.
		Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work		Economic Development	The Journey to Work programme has increased capacity to provide 3 projects – WISH clubs, In2Work (25+ programme) and Y-WISH Youth Support hub – which are working with unemployed people and employers to get people whose livelihoods have been impacted by Covid-19. The two new projects In2Work and Y-WISH are funded for one year by the DWP. All projects work closely with Horsham Jobcentre Plus.
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.		Economic Development	The Y-WISH Youth hub is working with schools and colleges to provide any support that may be required by school leavers (18+).
		As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.		Human Resources; Procurement	We produced a video for the HDC Jobs and Skills Fair, promoting the council as an employer with a variety of job roles and showcasing the range of benefits. Our virtual stand was well attended, and current vacancies received good interest. 79 local people signed up to the Council's job newsletter alerts.
A Strong, safe & healthy community	Continue to be the safest district in West Sussex.	Create a new 'Horsham District Safe and Well Partnership' to work together with public sector partners and the voluntary sector to address issues such as violent crime		Housing and Community	The Safe & Well Partnership has continued to meet virtually and shifted with a strong focus on health outcomes and inequalities further exacerbated by Covid-19. The partnership is making use of a data analyst and will present the recommendations for areas of action at the next Safe & Well Partnership session.







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		and support for young people in the district.			
		Address anti-social behaviour within our communities etc		Housing and Community	Warden schemes continued in a number of parishes. Focused community sessions being facilitated in key areas of focus in response to local increases in violent crime.
		Work with Parish and Neighbourhood Councils to prevent crime etc		Housing and Community	Warden schemes continued in a number of parishes. Focused community sessions being facilitated in key areas of focus in response to local increases in violent crime.
		Use regulatory powers to maintain the safety standards of premises and taxis.		Environmental Health	We have continued our work with the industry and have drafted a revised taxi policy in line with Government guidance which will go out to consultation once approved by committee.
		Work with event organisers to make events as safe and as well organised as possible		Housing and Community ; Economic Development; Leisure and Culture	On hold due to Covid-19 but will be picked up again as we leave lockdown.
A Strong, safe & healthy community	We will increase the supply of affordable homes and reduce rough sleeping.	Work with partner organisations to minimise rough sleeping and prevent homelessness		Housing and Community	MHCLG funding secured to continue partnership working with Turning Tides outreach services. Outreach advice provision (Turning Tides bus) to be on the road in the district this summer. Bed and breakfast demand remains low (5 and below) with long term accommodation solutions having been secured for most rough sleepers identified through "everybody in" instruction and SWEP provision.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Community	First Slinfold property due to be occupied by a household from the housing register in May 2021. A further four x 1 bed flats in Slinfold are still expected this financial year alongside a start on the three affordable houses on the Billingshurst site.
		Work with our local Registered Providers to help them		Housing and Community	Discussing next five-year plan with Saxon Weald and shaping a S106 grant funding policy to aim to increase the access to the fund.






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		increase the supply of affordable homes.			
A Strong, safe & healthy community	Residents of all ages, including those in need, enjoy improved levels of health and wellbeing.	Expand our Community Link service to support vulnerable people and help them live independently.		Environmental Health	We have recently increased the hours of one of our Community Link Officers to help support the service offered to our customers through the roll out of the change in technology platform offered.
		Help people to adapt their homes so they can continue to live independently.		Environmental Health	Our Housing Team facilitated 166 applications for grants during the year to adapt people's homes through the Better Care Fund.
		Encourage participation in sport.		Leisure and Culture	Leisure centres are open again in-line with the Government's Roadmap. Sports development activities have continued digitally where possible throughout lockdown and are starting up again face-to-face.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.		Housing and Community	Health and Wellbeing shop now open (soft launch), the next step will be the full opening in June. Additional funding pitched for from public health to deliver additional services. Opportunity for additional strong & steady/falls prevention sessions being costed.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries		Strategic Planning	Active engagement with CCG ongoing - outcomes from Local Plan perspective dependent of Member decisions
A Strong, safe & healthy community	An empowered and independent voluntary sector that has the capacity to tackle local priorities.	Support the voluntary sector with grants that help them reach more people.		Housing and Community	<p>Annual Strategic Grant process has been opened up to more community groups and been approved through budget setting into 2021/22. Regular reporting from recipients has become standard practice.</p> <p>Community Partnership funding has been reviewed and is now more accessible to more of the Community Partnerships with a reduced maintenance grant and a separate project funding pot.</p>




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		Launch and promote our Council lottery to raise funds for local good causes		Housing and Community	Policy to allocate "banked funds" in development. Target to be set for second year of lottery.
		Promote opportunities for volunteering and increase the number of volunteers in the District.		Housing and Community	Significant increase in numbers of volunteers following initial Covid-19 lockdown. This has continued through the subsequent two lockdowns and into the vaccination rollout. Through the partnership with Crawley Action Group and the wider West Sussex Voluntary Sector Community Infrastructure Alliance we have put in place a volunteering system which matches volunteers to opportunities.
A cared for environment	Prioritised protection of the environment and increased biodiversity	Undertake a carbon audit to understand the Council's current carbon footprint.		Finance and Performance; Community Services	An annual update will be produced for September 2021. This will form part of a report to Overview & Scrutiny Committee with progress on the carbon reduction action plan. An annual update will be produced.
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street etc		Parking and Waste;	There has been significant growth within Adopt a Street with an increase in people signing up to the scheme. This is likely due to the pandemic which has increased the interest in local community projects.
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.		Parking and Waste;	Further investment has been made in the enforcement of fly tipping, with the purchase of mobile cameras, which are being placed in 'hot spot' areas. The cameras were purchased in February 2021 and are currently being installed. This should lead to the capture of further evidence, creating a stronger case in any prosecution opportunity over the coming months.
		Continue to protect our trees and ancient woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Community Services; Leisure and Culture	Wilder Horsham District initiative underway. New arboriculture contract procurement in progress.
		Produce an action plan to		Finance and Performance; Community	Work is continuing on the short-term action plan. Update report to Cabinet September 2021 to inform budgets that might be required for

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		move towards a carbon neutral organisation		Services	implementation in 2022/23 onwards.
		Work with partners towards becoming a carbon neutral District.	▶	Finance and Performance; Community Services	Consultants have been appointed to analyse the Districts carbon emissions. The outcome of their report will be used as a basis for discussion with partners to produce an action plan. First outputs expected to PDAG in November 2021.
		Continue to work with residents to improve the energy efficiency of their homes	✓	Environmental Health	Our Housing Team continue to provide access to schemes and have been successful in gaining access to the Sussex Solar group purchase scheme to help local householders gain the benefits of solar power. In addition, we are rolling out the LAD (Local Authority Delivery) Scheme to enable householders to improve the energy efficiency of their homes.
		Continue to work to reduce fuel poverty.	▶	Environmental Health	A new round of funding has been approved that HDC are accessing to promote renewables in homes across the district which will be rolled out by the team in 2021/22.
		Investigate working with landowners and partners to develop a plan to improve the ecology and biodiversity of the District.	✓	Community Services; Leisure and Culture	This activity has been completed as the Wilder Horsham District project is now up and running.
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.	▶	Environmental Health	Ongoing improvements in Air Quality in both Cowfold and Storrington have been observed during that may be attributable to the pandemic further investigation is needed to validate this. Additional work with the steering groups in both towns is being looked into.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.	▶	Community Services; Leisure and Culture	Wilder Horsham District initiative underway. Ongoing management of our parks and open spaces continues to prioritise improvement opportunities. The new grounds maintenance contract allows for futureproofing and improvement of practices to increase biodiversity longer-term.

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		Embed biodiversity into our planning policies for a sustainable built environment etc		Strategic Planning; Leisure and Culture	Revised local plan policies will seek to deliver enhanced biodiversity and contribution to a wider Nature recovery network. Carbon audit outcomes have fed into preparation of the local plan.
A cared for environment	Improved award-winning parks and open spaces.	Prepare management plans to guide investment in our parks and open spaces.		Leisure and Culture	Horsham Park management plan is underway.
		Promote our parks and open spaces as great places to visit.		Leisure and Culture	Parks and open spaces continue to be promoted when appropriate. During the pandemic all open spaces have received very high visitor numbers so the challenge has been to manage the spaces and numbers effectively.
		Inspire the next generation to enjoy our open spaces by providing new and exciting play areas and opportunities for play.		Leisure and Culture	The procurement of improvements works to the skate park in Horsham Park is underway.
A cared for environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Parking and Waste	We are currently waiting on the confirmed recycling rate percentage from DEFRA. It is anticipated that the pandemic would have a negative impact on the recycling rates. The introduction of the kerbside collection of electricals and textile items and the new re-use scheme will contribute to improved recycling rates from the summer of 2021.
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Parking and Waste	We are undertaking a consultant lead review for the potential introduction of food waste alongside WSCC. The review will explore a number of options for HDC to consider when introducing food waste collections.
		Continue to develop our existing re-use service.		Parking and Waste	This project was delayed due to Covid-19 but the re-use scheme trial which will be run by HDC is on track to be launched Summer 2021.
		Investigate the introduction of		Parking and Waste	The introduction of a trial of kerbside collections of Waste Electric and Electronic Equipment (WEEE), textiles and batteries is on track to be

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		kerbside collection of textiles and electrical goods.			launched in the Summer 2021.
A modern and flexible council	People and businesses can deal with us online when they choose to.	Ensure digital technology strategy is up-to-date, efficient and effective.		Customer and Digital	The strategy has been reviewed and deemed as still being accurate and relevant. No further action required until next year when it will be reviewed again.
		Enhance our online services and make them more accessible through cloud technology.		Customer and Digital	Implementation has begun on the Planning, land charges, building control and environmental health systems. This is part of a three-year project.
		Use technology to make it easier for our residents to report problems to us including missed bin collections and overflowing dog bins.		Customer and Digital	Progress is on-going across the Council.
A modern and flexible council	People with more complex enquiries can talk to someone to help them find solutions.	Hold surgeries for people facing housing difficulties so we can support them to prevent them from becoming homeless.		Housing and Community	Services still being delivered remotely. This action is being reviewed in line with government roadmap surrounding the easing of Covid-19 lockdown restrictions.
		Provide face-to-face support to people claiming benefits.		Revenue and Benefits	Due to the ongoing risks from Covid-19 the service did not provide a face to face appointments at Parkside in 2020/21 to ensure the H&S of staff and public.
		Make appointments and telephone contacts available for people who have fallen		Revenue and Benefits	The service has a recovery process in place to support customers at each step of the billing/recovery process who advise that they are struggling to afford to pay their bill. This support is offered by phone and email, which are the accepted methods of contact for our customers.

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		behind with their Council Tax etc			
		Liaise with partners such as, Parish and Neighbourhood Councils and the voluntary sector, to explore new ways to promote joint working and greater mutual understanding of issues.		Housing and Community	The Community Development team are liaising with all Community Hubs to establish how they envisage operating if at all in the future. Work in other service areas has stopped during lockdown.
A modern and flexible council	The Council continues to provide the quality, value for money services that people need throughout the 2020s.	Improve our website to transact with customers online, making our services available to people when it's most convenient to them.		Customer and Digital	Continuing to work on ways to improve our online offer across a number of council services including Waste.
		Make our computer systems easier to use, through artificial intelligence and voice recognition etc		Customer and Digital	Work is progressing in Finance, looking to implement similar ways of working in other areas.
		Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.		Finance and Performance	The Covid-19 pandemic has encouraged people to pay electronically.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets etc		Finance and Performance	Covid-19 has severely disrupted our finances. A £4.5m operational overspend was made in 2020/21, although with action taken and one-off government funding, the overall funding outturn is a £0.98m surplus. . The action taken and unexpectedly good one-year provisional settlement for 2021/22 means that we are able to set a balanced budget in

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					2021/22. A £2.6m gap by the end of the MTFS is currently anticipated, requiring further significant action in future years.
A modern and flexible council	The Council attracts local people to work for us and motivates them to stay. The Council attracts local people to work for us and motivates them to stay.	Offer apprenticeships to local people wanting to start a career in local government etc		Human Resources	We have advertised a multi-year contract for manager apprenticeships and development for NVQ levels 3, 5 and 7. Such a program builds skills for existing staff and also adds to the attractiveness of the council as an employer.
		Offer retraining to attract people back into the workforce or to change career, especially in those professions which are hard to recruit locally.		Human Resources	We aim to start a new campaign for later in the year.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		Human Resources	With an expected increase of "hybrid" working new skills at officer and manager levels will be needed to effectively adapt to new ways of working. The workforce plan review will add corporate initiatives to support managers in managing remote working, such as flexible working policies review, health and wellbeing offers, improved e-learning options.