







Appendix E
Corporate Plan Update
Q1 April – June 2021
Total 78 Actions








8 completed 66 in progress 4 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	Delays due to changed NPPF requiring additional work on the 30-year vision to a 50-year vision. Updates to evidence base required.
		Work with central government etc		Strategic Planning	Ongoing discussions with MHCLG in light of changes to NPPF.
		Continue to support local communities to prepare neighbourhood plans etc.		Strategic Planning	There are now 17 'Made' neighbourhood plans and four which have passed their examination and are awaiting referendum.
		Provide new community facilities that can be used by all residents etc		Leisure and Culture	A consultant is being sought to produce and implement a programme of virtual community consultation on the proposals for a new community at the Highwood Community Centre . Drill Hall options to be presented to Cabinet in September. Working with Planning and Development Control colleagues to ensure that leisure facilities are included within the Local Plan and reflect community need as well as the Playing Pitch and Built Facility strategies.
		Prepare a Local Cycling and Walking		Strategic Planning	Document complete and adopted.






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		Infrastructure Plan etc			
		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		Finance and Performance; Community Services	A second procurement is underway to secure a supplier to deliver a Countywide network of charge points. It is hoped that the preferred supplier will be in place in October 2021.
A great place to live	We will provide culture, sports and leisure opportunities to improve the health and wellbeing of our communities.	Develop a district-wide culture strategy etc		Leisure and Culture	The development of the cultural strategy is still on hold due to the impact of Covid-19 and will be reviewed in 2022.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Maintenance of leisure centres is ongoing and the Council continues to support the main leisure provider during the impact of Covid-19. Future options for the athletics track will be considered by Cabinet in November 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 Horsham Park skate park is underway with procurement of specialist contractors to progress in October 2021 and installation in Spring/Summer 2022. The desilting and opening up of Horsham Park pond is also underway to be finalised by March 2022.
A great place to live	New development should sit well with	Prepare a new District-wide Design		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.





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	the natural environment and be recognised for its quality by the local community and through industry awards.	Guide to improve the quality of development locally.			
		Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	Policies published in Reg 19 which is now delayed. Some updates required as a result of NPPF updates.
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		Economic Development; Development and Building Control	This action now sits with Development.
		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 to medium term, until infrastructure enhancements elsewhere on the line have been brought forward.
		Work with other councils in West		Economic Development	Progress has been made in providing a gigabit capable network between Crawley/Horsham and Burgess Hill.





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		Sussex to roll out superfast broadband across our District and into the rural areas.			Working with WSCC in promoting the broadband voucher scheme to local businesses.
		Support businesses through advice and guidance etc		Environmental Health	A second phase of business engagement has been commenced being the Covid Aware program in conjunction with the newly appointed Covid Information Officers. This will assist businesses and residents in accessing covid safe environments.
A thriving economy	Towns and villages are lively and welcoming	Support market towns, high streets and villages to thrive etc		Economic Development	A West Sussex wide Retail Training Hub has been established with free training, support and live Q&A sessions. Allocation from the Welcome Back Fund (WBF) has been secured, building on the Re-opening High Streets Safely Fund, to deliver projects and activities to support the economic recovery of - and safe return to - our high streets.
		Promote a comprehensive calendar of events to attract people into our town centres.		Economic Development	All events have been cancelled by COVID-19 and our staff resource cut back to meeting HDC's own financial issues. We are, however, working 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	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 Jan to March 2022. The business group behind the BID has formed into a CIC and has requested pump prime funding from HDC.
		Improve the car parks in Horsham and		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.





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		continue to enhance rural car parking to improve access to our town and village centres.			
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	We continue to work closely with Experience West Sussex and are support them to become a formal Destination Management Organisation (DMO).
		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 refurbishment of the Museum is underway with plans to reopen to the public in October 2021. Further strategic work looking at the longer-term offer for the Museum and other opportunities for modernisation will be considered in early 2022.
A thriving economy	Residents have access to a wide range of local employment	Use the planning process to provide opportunities for people moving to		Strategic Planning	Draft document published as part of Council papers but Council meeting postponed due to changes to the NPPF.







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	opportunities	new developments to access employment opportunities.			
		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 consists of In2Work (25+ programme) and Y-WISH Youth Support hub (for 18-25 year olds). In2Work and Y-WISH are funded for one year by the DWP and work closely with Horsham Jobcentre Plus. We are 6 months into the funding period, and around 150 local residents have been supported with 40 finding work as a direct result of this support. We have also held two virtual jobs fairs, where 600 vacancies were advertised. There are plans to hold a physical fair at the beginning of October, engaging with 40+ employers with vacancies.
		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+). We have also partnered with WSCC Youth Careers advisers to support 16-18 year old NEETS.
		As a Council, recruit our workforce and buy goods and services from our local communities whenever we can.		Human Resources; Procurement	Whilst procurement regulations have not allowed the Council to restrict competition to the local area, 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. 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 22% of the total spent in West Sussex and 8% in Horsham, the next analysis will take place later this year.
A Strong, safe & healthy community	Continue to be the safest district in West Sussex.	Create a new 'Horsham District Safe and Well		Housing and Community	The Safe and Well partnership has continued to meet. The Strategic Intelligence Assessment (SIA) have been reviewed and three objectives agreed. Vulnerable Older People - victims of house fires, isolation and loneliness






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		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.			Young People - Victims and perpetrators of ASB Mental Health and Youth Suicide
		Address anti-social behaviour within our communities etc		Housing and Community	Focused interventions Southwater.
		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	A revised and updated taxi licensing policy has been approved for implementation by full council this has been consulted on and is due for ratification by committee.
		Work with event organisers to make events as safe and as well organised as possible		Housing and Community; Economic Development; Environmental Health; Leisure and Culture	Throughout the pandemic, HDC have been in communication with numerous event organisers regarding the instalment and lifting of lockdowns, constant revised event guidance, subsequent restrictions and ultimately the eventual return of events taking place across the District.






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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	Housing Strategy presented to PDAG/SLT and due for Cabinet/Council in September 2021.
		Use our affordable housing company to build affordable homes in areas of high demand		Housing and Community	First Slinfold property is tenanted. Second Slinfold site due for completion in 2021. Billingshurst site due to start on site August 2021.
		Work with our local Registered Providers to help them increase the supply of affordable homes.		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.
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	A new digital platform has been sourced and will be rolled out to new customers in the new year. Existing customers will be given the option to upgrade or continue with the existing platform.
		Help people to adapt their homes so they can continue to live independently.		Environmental Health	The Housing Team have continued to offer grants and facilitate adaptations to applicants in spite of covid restrictions through the Better Care Fund.
		Encourage participation in sport.		Leisure and Culture	Leisure centres are open again and attendance is at 85% (compared to pre-pandemic levels) which is very positive. Sports development activities







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					have returned with a particular focus in supporting marginalised groups.
		Deliver targeted health initiatives to help people lose weight, stop smoking and become more active.		Housing and Community	Wellbeing Centre now open, launch event received TV and radio press coverage.
		Support our partners to ensure that all residents can access basic health facilities such as GP surgeries		Strategic Planning	Active engagement with CCG ongoing - outcomes from Local Plan perspective dependent of Member decisions
A Strong, safe & healthy community	An empowered and independent voluntary sector that has the capacity to tackle local priorities.	Support the voluntary sector with grants that help them reach more people.		Housing and Community	Annual Strategic Grant process has been opened up to more community groups and been approved through budget setting into 2021/22. Regular reporting from recipients has become standard practice. Community Partnership funding has been reviewed and is now more accessible to more of the Community Partnerships with a reduced maintenance grant and a separate project funding pot.
		Launch and promote our Council lottery to raise funds for local good causes		Housing and Community	Estimated annual amount raised for good causes £60k. Continues to be well supported.
		Promote opportunities for volunteering and increase the number of volunteers in the District.		Housing and Community	Significant increase in numbers of volunteers following initial Covid lockdown. This has continued through the subsequent two lockdowns and into the vaccination rollout. Through the partnership with Crawley Action Group and the wider West Sussex Voluntary Sector Community Infrastructure Alliance we have put in place a volunteering system which matches volunteers to opportunities.

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Theme	Measure of Success	Activities and Projects	Sub-Actions Status Icon	Theme assigned to	Progress update
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 O&S with progress on the carbon reduction action plan. An annual update will be produced.
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street etc		Parking and Waste	There has been significant growth within AaS 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	New dashcams have been purchased which are helping to improve enforcement on the highways. Two fixed penalty notices (FPNs) have been issued from data gathered by these cameras. This has also resulted in preventative work with Britannia Crest who have now improved their vehicles to prevent accidental littering.
		Continue to protect our trees and ancient woodland and work with Sussex Wildlife Trust to enhance our natural environment.		Community Services; Leisure and Culture	New arboriculture contract will be in place from April 2022 with an additional focus on sustainable practices. Wilder Horsham District is progressing.
		Produce an action plan to move towards a carbon neutral organisation		Finance and Performance; Community Services	Work is continuing on the short-term action plan. Update report to Cabinet September 2021 to inform budgets that will be required for implementation in 2022/23 onwards







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		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 to PDAG in November 2021.
		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	The roll out of HECA funded projects continues and is now nearing the stage where it will become accessible to residents.
		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	Post covid meetings have been organised with the steering groups for Cowfold and Storrington so that renewed effort can be put into improving Air Quality in these areas. This will include a review of the improvements noted previously to assist in assessing what new strategies to pursue.
		Improve the ecology, wildlife and		Community Services; Leisure and Culture	Wilder Horsham District initiative underway. Ongoing management of our parks and open spaces continues to prioritise improvement opportunities.





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		biodiversity of our parks, open spaces and countryside.			The new grounds maintenance contract allows for future-proofing and improvement of practices to increase biodiversity longer-term.
		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 in a finalised form ready for sign-off by the Cabinet Member for Leisure and Culture.
		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 new Horsham Park skate park will be installed in Spring/Summer 2022. Bluebell Park play area currently being upgraded and will be finalised by March 2022.
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.





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		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Parking and Waste	We are undertaking a trial of a 1-2-3 collections model based on the consultant led review of several options to deliver food waste collections. The trial will begin in September for 12 weeks.
		Continue to develop our existing re-use service.		Parking and Waste	The Reuse Hub opened in early August and has proved popular with the container filling in just two weeks. We will continue to develop this service during the trial period.
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Parking and Waste	This service was introduced in May 2021 along with a kerbside collection of batteries. The service has been extremely popular with residents.
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 Digital Technology Strategy is updated every three years and reviewed annually to ensure that it remains relevant. It was last updated in 2020.
		Enhance our online services and make them more accessible through cloud technology.		Customer and Digital	PRS Project progressing and on track.
		Use technology to make it easier for our residents to report problems to us		Customer and Digital	Residents can contact us by telephone or online to report problems such as missed bin collections and overflowing dog bins. We are constantly reviewing and update the Web Site and take on board feedback from residents.




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		including 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 Community	Service still being delivered remotely. Housing Services Manager reviewing impact on other services that customers may approach as an alternative to us being closed.
		Provide support to people claiming benefits.		Revenue and Benefits	Support continues to be offered to those customers who need it via email, telephone and online forms.
		Make appointments and telephone contacts available for people who have fallen behind with their Council Tax etc		Revenue and Benefits	The service continues to offer support via email, phone and on-line forms to support customers struggling with their Council Tax.
		Liaise with partners such as, Parish and Neighbourhood Councils and the voluntary sector, to explore new ways to promote joint working and greater		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.

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		mutual understanding of issues.			
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	Customer can transact with us online and we are working to make more services available and continue to improve the ones that are available.
		Make our computer systems easier to use, through artificial intelligence and voice recognition etc		Customer and Digital	We continue to monitor our current systems and investigate new and improved ways to ensure systems are easy to use. This is an ongoing progress
		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. However, opportunities being missed to permanently change to card payment only. e.g. the Capitol is again accepting cash after restrictions were lifted in July.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets etc		Finance and Performance	A new MTFS is being worked on and will be taken to Cabinet and Council in September 2021. Indications are that current (2021/22) and next year 2022/23 will be relatively ok, but a £1.5m step change is likely due to the introduction of collecting food waste in 2023/24.

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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 awarded a multi-year contract for manager apprenticeships and development for NVQ levels 3, 5 and 7. The programme builds skills for existing staff and also adds to the attractiveness of the council as an employer. We continue offering apprenticeships to people entering the job market and most typically these roles are taken up by local people.
		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 are planning a new campaign to start this autumn.
		Develop a workforce plan to ensure we have the skills we need to deliver the services our residents need in the future		Human Resources	We have started a "hybrid" working trail to run to March 2022. In support, new skills at officer and manager levels will be needed to effectively adapt to new ways of working. The workforce plan this autumn 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.