






Appendix E Corporate Plan Update Quarter 2 (July, August, September)






Total actions 78







✔ 7 completed ▶ 68 in progress ▲ 3 paused











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	Delay anticipated as a consequence of the water neutrality Position Statement received from Natural England
		Work with central government etc	▶	Strategic Planning	New NPPF guidance published regarding 30 year vision. Further discussions being sought in relation to water neutrality
		Continue to support local communities to prepare neighbourhood plans etc.	▶	Strategic Planning	4 referenda on hold until issue of water neutrality can be resolved (Cowfold, Lower Beeding, Itchingfield and Pulborough)
		Provide new community facilities that can be used by all residents etc	▶	Leisure and Culture	Highwood Community Centre public engagement is complete and incorporated into the proposal for Cabinet.
		Prepare a Local Cycling and Walking Infrastructure Plan etc	✔	Strategic Planning	Document complete and adopted.
		Prepare planning	✔	Strategic Planning; Building	Review of WSCC guidance and parking design to be undertaken during






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		guidance to ensure car parking spaces in new developments etc		Control and Development	the delay on progress on Local Plan review. This will 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	Supplier secured through second procurement. In mobilisation phase & contract should be signed by beginning of November. First implementation will be replacement of existing EVCP in Horsham, Billingshurst and Storrington by end Jan 2022
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 for the district will be initiated in 2022/23.
		Maintain our high standard of sport and leisure facilities		Leisure and Culture	Maintenance of leisure centres is ongoing. Future options for the athletics track will be considered by Informal Cabinet and Leisure and Culture PDAG in November.
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 overview of the Horsham Park management plan will be presented to the leisure and culture PDAG in November. The renewal of the Horsham Park skate park is underway with installation planned for Spring/Summer 2022. The desilting and opening up of Horsham Park pond are also underway with completion planned for March 2022.
A great place to live	New development should sit well with the natural environment and be recognised for its	Prepare a new District-wide Design Guide to improve the quality of development locally.		Building Control and 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

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	quality by the local community and through industry awards.	Prioritise environmentally sound policies that enhance biodiversity alongside new development		Strategic Planning	On hold until issue of water neutrality can be resolved.
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; Building Control and Development	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		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

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		and into the rural areas.			
		Support businesses through advice and guidance etc		Environmental Health	Covid Aware Scheme now being fully implemented and rolled out to businesses in support of their return to "normal"
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 Reopening 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	A number of third party events are now able to go ahead which are being supported through promotion and advice. We are working with the Horsham CIC who has contacted all event partners to work on a programme for 2022. We are 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. Feasibility and design work being undertaken for public realm improvements in Horsham Town Centre.
		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 continue to enhance		Parking and Waste;	Refurbishment of Henfield car park has been completed and Storrington Mill Road is scheduled for completion in Spring 2022. The remaining car parks within the programme have been reprioritised for the following years.





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		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 Museum's displays have been successfully refurbished and it is open again to the public. Further long-term strategic work will be undertaken at the beginning of 2022.
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		Strategic Planning	Awaiting resolution of water neutrality issues in order to progress local plan further






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		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	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 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 Partnership' to work		Housing and Communities	Safe and Well partnership not met again yet since last update. Separate Health group created and due to meet to identify health inequalities.






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		together with public sector partners and the voluntary sector to address issues such as violent crime and support for young people in the district.			
		Address anti-social behaviour within our communities etc		Housing and Communities	A further project Southwater session has been undertaken and focus session in Storrington.
		Work with Parish and Neighbourhood Councils to prevent crime etc		Housing and Communities	New warden supervisor appointed. Some moves within the services means there are a couple of vacancies. Will be out for advert imminently.
		Use regulatory powers to maintain the safety standards of premises and taxis.		Environmental Health	Taxi renewal continuing apace, and the revised policy now adopted and going live from November 21
		Work with event organisers to make events as safe and as well organised as possible		Housing and Communities; Economic Development; Environmental Health; Leisure and Culture	Now that events are beginning to be put forward across the district, the communication with numerous event organisers regarding the instalment and lifting of lockdowns, revised event guidance is being implemented.
A Strong, safe & healthy community	We will increase the supply of affordable	Work with partner organisations to		Housing and Communities	Housing & Homelessness strategy adopted by Council 13/10/21






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	homes and reduce rough sleeping.	minimise rough sleeping and prevent homelessness			
		Use our affordable housing company to build affordable homes in areas of high demand	▶	Housing and Communities	On site in Billingshurst, Member consultation taken place on Dukes Square
		Work with our local Registered Providers to help them increase the supply of affordable homes.	▶	Housing and Communities	Cobblers planning application approved. Request for funding likely.
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	The transformation to a new digital platform is forming part of our ongoing business planning and will form an integral part of our long-term plan for the department culminating in the transition to digital in 2024
		Help people to adapt their homes so they can continue to live independently.	▶	Environmental Health	The Housing Team continue to offer grants and facilitate adaptations to applicants in spite of covid restrictions through the Better Care Fund. We anticipate distributing the full grant received for 21/22
		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 have returned with a particular focus in supporting marginalised groups.
		Deliver targeted	▶	Housing and Communities	Staff appointed following vacancy. Due to join in December. Five year






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		health initiatives to help people lose weight, stop smoking and become more active.			funding agreement confirmed with Public Health.
		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 Communities	About to "go live" with grants for 2022
		Launch and promote our Council lottery to raise funds for local good causes	▶	Housing and Communities	Follow up audit completed with Substantial assurance. On target to raise £60k annually across all good causes and HDC
		Promote opportunities for volunteering and increase the number of volunteers in the District.	▶	Housing and Communities	Following Community Services and Community Development amalgamation additional capacity within the team in the front line has been secured. Work with West Sussex Voluntary Community Sector Infrastructure Alliance has also now resulted in funds being directed to HDC via Billingshurst Community Partnership for direct recruitment.
A cared for environment	Prioritised protection of the environment and increased	Undertake a carbon audit to understand the Council's current	✔	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.





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	biodiversity	carbon footprint.			
		Work in partnership with local communities, parish and neighbourhood councils to promote Adopt a Street etc		Parking and Waste	268 individuals have been signed up since Sept 2020. 45 people are currently being processed.
		Invest in our enforcement programme to reduce fly-tipping and other environmental crimes.		Parking and Waste	The new environmental enforcement officer will start on the 1st of November. 2 FPN's have been issued in the last 3 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 project working successfully with landowners and community groups. Demand is starting to outstrip capacity; need to prioritise the work to ensure effectiveness and manage expectations.
		Produce an action plan to move towards a carbon neutral organisation		Community Services	Business case being produced for decarbonising parts of the fleet, with implementation in 2022/23 and then 2023/24. Audits completed for several residential and non-residential properties. Will be used as the basis for some pilots and developing a retrofit programme. Presentation to Members now in November (O&S)
		Work with partners towards becoming a carbon neutral District.		Community Services	Stakeholder Group has met 3 times. Four subject areas still to discuss and agree actions. Intention is to produce action plan early 2022




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		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	We continue to provide access to schemes and have been successful in gaining access to new purchase schemes for the coming year 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.		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	Renewed interest in Air Quality from both residents and members has been noted. Whilst levels in pollutants are only validated annually it is likely that the continued improvements seen previously will continue.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Community Services; Leisure and Culture	Nature Recovery Network document now available. Work commenced on how changes/improvements to management of HDC land can contribute to the delivery of the NRN.

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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	The overview of Horsham Park management plan will be presented to the Leisure and Culture PDAG in November.
		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	Horsham Park skate park procurement is underway and will be installed in Spring/Summer 2022. Bluebell Park play area is currently being upgraded and will be complete by March 2022.
A cared for environment	Minimise waste, increase re-use and recycling.	Increase recycling rates to above 55%.		Parking and Waste	Quarter one saw us reach the target of 55% however it is possible that this could reduce in quarter two due to the seasonal reduction in garden waste tonnage, with this tailing off further towards the end of the financial year. This is likely to bring the average down for 2021/22. The introduction of small electricals, textiles and batteries collection in May and Reuse in August will provide a small boost, with further options for increasing recycling through kerbside schemes currently being explored. In addition, HDC are

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					awaiting results of a Countywide Waste Composition Analyses which is expected to show some Mixed Dry Recycling (MDR) within the residual waste stream. This insight will form the basis for a communications campaign for residents to move this material into the recycling stream.
		Work with other West Sussex councils to develop a strategy for dealing with food waste.		Parking and Waste	The trail has commenced with a 78% take up off the service in week 4 with 800 kg of food waste collected from the participating households so far.
		Continue to develop our existing re-use service.		Parking and Waste	The hub will continue as a collection point, with storage and distribution from the MT garages. Online sales being developed.
		Investigate the introduction of kerbside collection of textiles and electrical goods.		Parking and Waste	2,896 WEEE & Textiles collections from inception of the service. 2,855 electrical and 5,400 textile bags collected. Kerbside battery collections are proving popular.
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	Under continuous review.
		Enhance our online services and make them more accessible through cloud		Customer and Digital	Continuously being improved. Move of Environmental Health and Licensing planned for late winter will secure the "off site" system for these services.

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		technology.			
		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	Online system for reporting problems such as missed bin collections and overflowing dog bins is in place. We are constantly reviewing and update the Web Site and take on board feedback from residents.
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	Service continues to be delivered remotely. Housing Services Manager continues to review the situation and the impact on other services
		Provide face-to-face support to people claiming benefits.		Revenue and Benefits	Parkside reopened to the public on 8 November. Vulnerable customers are able to book appointments to have help with their applications.
		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. With Parkside reopened face to face appointments can be arranged if needed.
		Liaise with partners such as, Parish and Neighbourhood		Housing and Communities	There have been changes to how terms the wardens work and how their work is prioritised. In addition, the winding down of COVID hubs has led to new groups

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		Councils and the voluntary sector, to explore new ways to promote joint working and greater mutual understanding of issues.			being created and some reprofiling of Parish Councils and Community Partnerships work streams or community focus.
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	Continuously being worked on.
		Make our computer systems easier to use, through artificial intelligence and voice recognition etc		Customer and Digital	Continuously being looked at.
		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		Finance and Performance	M5 reporting indicates a £1m surplus in 202/22 (reduction in support

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		our finances prudently and identify new sources of revenue to balance our budgets etc			needed to leisure provider). An updated MTFS reported to Cabinet in September 2021 indicates that 2022/23 should balance, but a £1m+ step change is likely due to the introduction of collecting food waste in 2023/24. But that the levels of uncertainty are high. Regular review of assumptions will happen as information emerges from Government.
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 let 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 for 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.