











Appendix G Corporate Plan Update End of Year 2021/2022












Total actions 78

 9 completed
  65 in progress
  4 paused





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




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






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






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		alongside new development			
A thriving economy	Increased economic growth making Horsham District a location of choice for business and providing local jobs	Identify and promote more employment sites for new and expanding businesses in the District.		Strategic Planning; Economic Development	The primary vehicle for the delivery of employment sites is the Local Plan. The Regulation 19 – Pre Submission Horsham District Local Plan was due to be published October 2021. However, due to changes to the National Planning Policy Framework and the Position Statement from Natural England on water neutrality, the publication has been postponed. The Local Plan review timetable will be updated when the extent of the delay is clearer.
		Work with Legal and General to deliver a high quality employment offer etc		Economic Development; Development and Building Control	Employment land at North Horsham has planning permission. No further updates at this time.
		Work with Network Rail to encourage new railway stations to be built close to our employment sites.		Strategic Planning	Report received - Study concludes a new station on this line is not feasible in the short - medium term, until infrastructure enhancements elsewhere on the line have been brought forward.
		Work with other councils in West Sussex to roll out superfast broadband across our District and into the rural areas.		Economic Development	A Virgin Media pilot project in the Steyning area is now well underway, using rural gigabit vouchers. The council will be working with Virgin Media to spread the word regarding this opportunity, particularly amongst the business community.
		Support businesses through		Environmental Health	Post Covid support is increasing with the restart of training courses and inspections of premises not visited during





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

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		and continue to enhance rural car parking to improve access to our town and village centres.			July
A thriving economy	Tourism's contribution to the economy, employment and quality of life is maximised	Develop the District's identity as an appealing destination for visitors.		Economic Development	Discover Horsham District website set up but unable to maintain due to resource challenges. However, working with WSCC to promote the district via their Experience West Sussex website.
		Launch a new tourism website to better promote what the District has to offer and provide a single point of information for visitors.		Economic Development	The Discover Horsham website was launched January 2020.
		Enhance our culture, leisure and heritage facilities to attract visitors and to support the local economy.		Leisure and Culture	Strategic work underway at The Capitol - looking at business case and long-term improvement plan
A thriving economy	Residents have access to a wide range of local employment opportunities	Use the planning process to provide opportunities for people moving to new developments to access employment		Strategic Planning	Awaiting resolution of water neutrality issues in order to progress local plan further





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		opportunities.			
		Work closely with our businesses to create suitable employment opportunities for people who find it hard to get into work		Economic Development	In2Work and Youth Hub projects have been successful in supporting local people and employers. These services continue to deliver and the council has now been delivering physical jobs and apprenticeship fairs since October, a big step forward in helping local businesses to recruit successfully. A WISH 50+ Hub has also recently been launched, which aims to support mature workers into employment.
		Work with our schools and colleges to help get their students ready for work and to offer training courses that help.		Economic Development	The Youth Hub continues to provide these opportunities and has been provided with a further year of funding from DWP. We are also beginning to deliver work experience for local students again. Officers continue to have a presence on the Young Enterprise board, supporting the charity's delivery of the programme and work with young people.
		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 20% of the total spent in West Sussex and 10% in Horsham, the next analysis will take place in 2023.





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







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






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





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




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



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		develop a plan to improve the ecology and biodiversity of the District.			
		Work with our communities and partners to monitor air quality and target improvement of our air quality management areas.		Environmental Health	Sussex Air were successful with their bid for the 2021/2022 air quality grant. HDC Env Health were actively involved in two strands of the bid : 1) Taxis - engagement campaign to facilitate a transition to EV vehicles. 2) Monitoring - the addition of PM10 and PM2.5 monitoring to the Storrington station.
		Improve the ecology, wildlife and biodiversity of our parks, open spaces and countryside.		Community Services; Leisure and Culture	WHD - meetings held to explore opportunities on HDC land to contribute to the developing Nature Recovery Network. Aim to complete this work June 2022. Parks and Countryside also looking at opportunities through the new Grounds Maintenance contract e.g. change moving regimes.
		Embed biodiversity into our planning policies for a sustainable built environment etc		Strategic Planning; Leisure and Culture	Revised local plan policies will seek to deliver enhanced biodiversity and contribution to a wider Nature recovery network. Carbon audit outcomes have fed into preparation of the local plan.
A cared for environment	Improved award-winning parks and open spaces.	Prepare management plans to guide investment in our parks and open spaces.		Leisure and Culture	Ongoing

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

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

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

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		artificial intelligence and voice recognition etc			
		Encourage electronic payment using cards or direct debits to reduce how much it costs us to collect money.		Finance and Performance	The COVID-19 pandemic has on the whole encouraged people to pay electronically, although a very small minority have slipped back to paying by cheque at reception.
		Continue to manage our finances prudently and identify new sources of revenue to balance our budgets etc		Finance and Performance	<p>Outturn of a £2m surplus in 2021/22 (including £0.6m reduction in support needed to leisure provider). Some will be reinvested in supporting people during the energy crisis.</p> <p>2022/23 budget surplus £0.6m set, and only a small deficit in 2023/24.</p> <p>There will be a step change upon the introduction of collecting food waste of approximately £1.3m (3,2,1) or £1.6m (2,2,1). Current timing brings this in across 2023/24 and 2024/25 but could be pushed into 2024/25 and 2025/26.</p> <p>Note also the levels of uncertainty are extremely high. Regular review of assumptions will happen as information emerges from Government.</p>
A modern and flexible council	The Council attracts local people to work for us and motivates them to stay. The	Offer apprenticeships to local people wanting to start a career in local		Human Resources	Two apprentices started in Q4 2021/22, both from within Horsham District. We continue offering entry level apprenticeships, which are typically taken up by local people. Also coming under apprenticeships is a multi-year learning contract for relevant employees to undertake NVQ

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