



THE CABINET

Thursday 21st November 2013 at 5.30 p.m.

COUNCIL CHAMBER, PARK NORTH, NORTH STREET, HORSHAM

Councillors: Ray Dawe
Helena Croft

Andrew Baldwin
Jonathan Chowen
Gordon Lindsay
Roger Paterson
Sue Rogers
Claire Vickers

Leader
Deputy Leader and Communication, Horsham Town
& Special Projects
The Environment
Arts, Heritage & Leisure
Resources
The Local Economy
Safer & Healthier District
Living & Working Communities

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

AGENDA

- | | Page
No. |
|--|-------------|
| 1. Apologies for absence. | |
| 2. To approve as correct the record of the meeting of 25 th July 2013 (herewith). | 1 |
| 3. To receive any declarations of interest from Members of the Cabinet. | |
| 4. To receive any announcements from the Leader, Cabinet Members or Chief Executive. | |
| 5. To receive questions from and provide answers to the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting. | |
| 6. To consider the following reports: | |
| (a) Report of the Cabinet Member for Arts, Heritage & Leisure on the Green Space Strategy 2013-23 | 5 |
| (b) Report of the Cabinet Member for the Local Economy on the Horsham District Economic Development Strategy | 11 |

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|-----------|--|-----------|
| (c) | Report of the Cabinet Member for a Safer & Healthier District on the Single Equality Scheme 2013-15 | 49 |
| (d) | Report of the Director of Corporate Resources on Budget 2013/14 - Progress Report to end of September 2013 and Outturn Forecast | 55 |
| 7. | To consider any matters referred to Cabinet by the Scrutiny & Overview Committee: | |
| | Report of the Cabinet Member for Living & Working Communities on Planning Services Review and Restructure and response to recommendations from the Scrutiny & Overview Committee of 11 th November 2013 | 69 |
| 8. | To consider matters of special urgency. | |

THE CABINET
25TH JULY 2013

Present:	Councillors:	
	Ray Dawe	Leader
	Helena Croft	Deputy Leader and Communication, Horsham Town & Special Projects
	Andrew Baldwin	The Environment
	Jonathan Chowen	Arts, Heritage & Leisure
	Roger Paterson	The Local Economy
	Sue Rogers	A Safer & Healthier District
Apologies:	Gordon Lindsay	Resources
	Claire Vickers	Living & Working Communities
Also present:	Councillors: John Bailey, John Chidlow, George Cockman, Leonard Crosbie, Duncan England, Frances Haigh, David Holmes, Sheila Matthews, Jim Rae	

EX/8 **RECORD OF THE MEETING OF 23RD MAY 2013**

The record of the meeting of the Cabinet held on 23rd May 2013 was approved as correct and signed by the Leader.

EX/9 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EX/10 **ANNOUNCEMENTS**

There were no announcements.

EX/11 **PUBLIC QUESTIONS**

The Leader reported that a question had been received from Mr Paul Kornicky but, as he was unable to attend the meeting, a written reply would be sent.

REPORT BY THE DIRECTOR OF CORPORATE RESOURCES

EX/12 **Budget 2013/14 – Progress Report to end of June 2013 and Outturn Forecast**

The Director of Corporate Resources submitted a report that compared expenditure and income with the profiled budget for the period 1st April 2012 to 30th June 2013 and provided a forecast for the full year outturn. The report highlighted that additional income of £192,000 had been achieved on the green waste service and, with other income and expenditure variances, at this early stage in the year a potential underspend of £307k at year end was forecast. This forecast would be updated as the year progressed.

EX/12 Budget 2013/14 – Progress Report to end of June 2013 and Outturn Forecast (cont.)

The Director and the Chief Executive responded to Members' queries in respect of an increase in the forecast outturn for legal costs awarded against the Council in respect of planning appeals; vacant posts; capital and repair & renewals budget underspends; and salaries underspend.

RESOLVED

That the report be noted.

REASONS

Monitoring of the Council's budget is essential, so that if necessary action can be taken to safeguard the Council's financial position.

EX/13 Medium Term Financial Strategy 2014/17

The Director of Corporate Resources reported that the Council's Medium Term Financial Strategy had last been reviewed by the Council on 13th February, 2013, as part of the annual budget setting cycle. The current report summarised the latest review of the financial strategy, considering key financial changes which impacted on the Council's local and wider financial environment, resulting in revised financial projections. The review ensured that the 2014/15 budget and resultant Council Tax level would be set within the context of the Council's District Plan priorities and the financial strategy in order to deliver a balanced budget, updated for the latest information and knowledge available to the Council.

The report referred to issues including the economic outlook, financial strategy objectives, budget assumptions, the budget challenge process, reserves, the capital programme and business transformation.

In particular, the Director of Corporate Resources drew Members' attention to possible future changes to Government funding for local authorities, the New Homes Bonus scheme and Pension Fund contributions.

It was noted that a number of potential actions could be taken to mitigate the projected deficit. Over the coming months, Cabinet would review these options, develop proposals and make recommendations to Council.

RESOLVED

That the projected budget gap detailed in the report be noted and that strategies be developed to deal with the deficit during the 2014/15 budget setting process.

EX/13 Medium Term Financial Strategy 2014/17 (cont.)

REASON

To ensure that the 2014/15 budget and resultant Council Tax level is set within the context of the financial strategy in order to deliver a balanced budget, updated with the latest information and knowledge available to the Council.

REPORT BY THE CHIEF EXECUTIVE

EX/14 **Representatives on Outside Bodies**

The Chief Executive reported that the Scrutiny & Overview Committee's Social Inclusion Working Group had been reviewing how the Council was represented on outside bodies. As a result of this review, the list of such bodies had been updated to remove those where the Council's representation was no longer required or where the outside body no longer existed. The revised list, indicating current representatives, was submitted.

Members suggested that, in reviewing the current schedule of representatives on outside bodies, regard should be had to the interests and skills of all Members. It was also agreed that some additional information was required regarding each of the bodies on the schedule, such as frequency of meetings, and that the list should be kept under review to ensure that it was relevant and up to date.

RECOMMENDED TO COUNCIL

- (i) ***That Councillor Sue Rogers, in her capacity as the Cabinet Member for a Safer & Healthier District, be appointed as the Council's representative on the Police and Crime Panel until May 2015, with Councillor Brian Donnelly as the substitute representative.***

RESOLVED

- (ii) That the Chief Executive, in consultation with the Leader of the Council and the Leader of the Minority Group, should determine whether any changes should be made to any of the other representatives currently appointed until May 2015.
- (iii) That the Chief Executive, in consultation with the Leader of the Council and the Leader of the Minority Group, should seek interest from all Members to fill existing vacancies.

EX/14 Representatives on Outside Bodies (cont.)

- (iv) That all Members who are appointed to outside bodies be required to report to Council on a regular basis, and in any event at least once a year, by means of a brief written information report.

REASON

To ensure that the Council is adequately represented on outside bodies, where required by that body's constitution or by statute or where there is a benefit to both the Council and the body.

EX/15 **SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET**

There were no matters currently outstanding for consideration.

EX/14 **MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

The meeting closed at 5.15pm having commenced at 4.30 pm.

LEADER

Draft Report to Cabinet

Date of meeting 21st November, 2013

By the Cabinet Member for Arts, Heritage and Leisure



Horsham
District
Council

KEY DECISION

Not exempt

Green Space Strategy 2013 - 2023

Executive Summary

The purpose of this report is to seek adoption of the Green Space Strategy.

The Green Space Strategy sets out the authority's vision for its green spaces and the goals it wants to achieve, plus the actions needed to meet these goals.

The vision for Horsham District's Green Space Strategy is to provide, protect and enhance a publicly accessible network of diverse and quality green spaces to meet the needs of the community.

On an operational level, the strategy provides a focus for the management and continued improvement of green spaces in the Horsham District. The strategy focuses on publicly accessible areas which are owned and maintained by Horsham District Council.

Recommendations

The Cabinet is recommended:

- i) To adopt the Green Space Strategy for the period 2013-2023.

Reasons for Recommendations

- i) To provide, protect and enhance a publicly accessible network of diverse and quality green spaces that meet the need of our community.
- ii) To establish a strategic approach to the management and improvement of green spaces in the Horsham District.

Background Papers

None

Consultation

Parks and Countryside Advisory Group

Wards affected

All

Contact

Anna Chapman ext 5201

Background Information

1 Introduction

The purpose of this report

- 1.1 To seek adoption of the Green Space Strategy for the period 2013-2023.

Background/Actions taken to date

- 1.2 Green space forms a vital part of local authority provision, offering a broad range of facilities and opportunities to all its residents and visitors. It is a highly visible service, where success is immediately apparent but failures can provoke strong impassioned negative reactions from its users. A significant body of research identifies that the benefits of providing well managed green spaces that promote diverse usage and high ecological value are widespread.

Benefits of providing vibrant green spaces in the Horsham District include the improvement of residents health and wellbeing, a feeling of safer neighbourhoods, the opportunity for children to develop social, physical and cognitive skills and spaces to connect people with their community. Green spaces also play a vital part in boosting the economic potential of tourism, leisure and cultural activities, creating a sense of civic pride, retention and attraction of business investment and raising air quality, providing flood control and protecting and enhancing levels of biodiversity.

- 1.3 A number of important changes have impacted on the way in which service can be provided by Parks and Countryside staff and aspirations met for vibrant green spaces:
- Budget cuts resulting from the Government's deficit reduction programme.
 - The merger of the Parks Department and Countryside Department.
 - The start of a new Grounds Maintenance contract in January 2014.
 - A growing army of volunteers who annually contribute over 2000 volunteer days of work on Council owned green spaces.
 - The increasing work load generated by planning applications and recent large scale developments.
- 1.4 The Council has recently carried out two major pieces of work which have a direct bearing on the findings of this strategy. These are in the process of being adopted:
- Methodology for the allocation of S106 Open Space Sport and Recreation contributions
 - Open Space Sport and Recreations Study (replacement of PPG17)
- 1.5 The Council will be preparing a Green Infrastructure Strategy which will sit alongside the Green Space Strategy and look at the overall level and type of provision of green space across the District.

2 Statutory and Policy Background

Statutory background

- 2.1 European Landscape Convention, Community Infrastructure Levy (CIL), 1908 Small Holdings and Allotments Act S23, Environmental Noise Directive 2002/49/EC, Section 40 of the Natural Environment and Rural Communities Act 2006, Wildlife and Countryside Act 1994, UK Biodiversity Action Plan: Wet Woodlands & Reedbeds, 1992 Habitats Directive, Conservation (Natural Habitats, etc) Regulations 1994, Countryside and Rights of Way Act 2000, EEC Birds Directive, 1979.

Relevant Government policy

- 2.2 Healthy weight, healthy lives (Department of Health 2008), National Play Strategy for England (Department for Children, Schools and Families 2008), The Children's Plan: Building Brighter Futures (Department for Children, Schools and Families 2007), Communities in Control, Real People, Real Power (Communities and Local Government July 2008), Sustainable Communities Act 2007, Homes for the future, more affordable, more sustainable (Communities and Local Government 2007) Manual for Streets (Department for Transport, 2007), Lifetime Homes – Lifetime Neighbourhoods (Communities and Local Government 2008)

Relevant Council policy

- 2.3 The District Plan

The Green Space Strategy aligns with all of the priorities laid out in the District Plan:

Economic Development - The strategy makes provision to aim for good quality green spaces to help local businesses attract and retain staff, to encourage visitor growth and to have a positive impact on land and property markets.

Efficiency & Taxation - The strategy contains methods for increasing income and demonstrates the levels of funding that can be achieved through external grants for green spaces and community facilities.

Arts, Heritage & Leisure -The strategy identifies key projects for improving visitor attractions which will help maintain Horsham District's reputation for providing good quality green spaces and leisure facilities to help to support our economy.

Living, working communities - The strategy aims to support the life of local communities by providing well designed, safe, and valuable green spaces to enable community cohesion. It also demonstrates a high level of community interaction through volunteering and seeks to develop this further.

Environment - The strategy identifies sustainable horticulture and projects to conserve natural habitats for future generations to enjoy.

Safer & healthier communities - The strategy makes provision for communities to engage with and use our green spaces in a variety of ways.

2.4 ASPIRE

The Green Space Strategy also contributes to the six strands of the Council's Medium Term Financial Strategy ASPIRE.

3 Details

- 3.1 The Green Space Strategy lays out seven clear aims and associated action points to provide and protect the quality of green spaces to meet the needs of our community.

The Green Space Strategy enables Parks and countryside staff to:

- Streamline working practices in order to address the significant budget challenges we face and contribute to the six strands of the ASPIRE strategy.
- Harness the power of green space volunteers and provide quality support to allow those groups to flourish.
- Provide clear direction to staff following the merger of the Parks Department and Countryside Department.
- Provide a framework for the new Grounds Maintenance contract.
- Meet the Council's statutory obligations regarding health & safety, habitat protection and wildlife.
- Carefully manage the acquisition and provision of new green spaces associated with new developments.

4 Next Steps

- 4.1 The aims and objectives will be transferred to an action plan which will be implemented by the District Council's Parks and Countryside department. It is anticipated that the action plan will be periodically reviewed and a progress report written and published online.

5 Outcome of Consultations

- 5.1 Director of Community Services comments that the adoption of the strategy will provide clear guidance and focus to the Parks and Countryside service. A robust plan which indicates priorities with limited funds is essential.
- 5.2 Head of Finance and Legal comments that the Strategy gives careful consideration to the financial issues for the service in the light of continued pressure on local authority budgets. It considers income and grant generation and ensuring the maximum benefit is gained from the funds available to the service.

Agenda Item 6(a)

- 5.3 Interim Strategic Leisure Manager comments that the Green Space Strategy has been subject to extensive consultation and scrutiny and if adopted will provide clear focus and guidance for both future strategic direction and operational management.
- 5.4 The Draft Green Space Strategy was published for consultation in Spring 2013 and feedback was received by volunteer groups, users, parish and neighbourhood councils. Final amendments were made in Autumn 2013.

6 Other Courses of Action Considered but Rejected

- 6.1 It would be possible to consider issues related to green spaces on a “piecemeal” basis; however, it is considered more appropriate to develop a comprehensive vision and methodology in accordance with the recommendations of CABI SPACE, and other relevant bodies.

7 Staffing Consequences

- 7.1 The strategy highlights the importance of restructuring the Parks and Countryside department to harness the power of green space volunteers, to maximise opportunities for sharing resources and to ensure the new grounds maintenance contract is properly managed. It is anticipated that the restructure will be carried out within existing staffing budgets.

8 Financial Consequences

- 8.1 Many of the green space projects are financed through S106 contributions or external grants. The process for accessing the proportion of S106 contributions allocated for Open Space, Sport and Recreation facilities is currently under review. The key financial implications to the Council are identified clearly in the green space strategy. Any further financial needs would be identified through the normal revenue and capital budget process.

Appendix 1

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>The development of a green space strategy helps to ensure that risks are identified and procedures are put in place to minimise them.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The provision of purposeful play and leisure facilities, the regular maintenance of parks and recreation grounds and the presence of uniformed parks and countryside staff has a positive impact in reducing the incidence of crime, disorder and anti-social behaviour, particularly amongst young people.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The strategy promotes the human right to a healthy environment.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>The strategy promotes open access for all and reviews facilities on an ongoing basis to ensure that older people and people with disabilities are able to easily access facilities.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>The letting of a new grounds maintenance contract will ensure that maintenance operations are affordable and sustainable for the future.</p>

Green Space Strategy 2013-2023 Appendices

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1. Appendix 1 - The Strategy in Context

1.1. National Policy Context

This strategy has been influenced by the objectives set out in national policy documents including:

- ❖ Healthy weight, healthy lives – a cross-government strategy for England (Department of Health 2008) highlights the importance of open space in encouraging people to adopt healthier and more active lifestyles
- ❖ National Play Strategy for England (Department for Children, Schools and Families 2008) puts forward a vision for play which includes making parks and open spaces attractive and welcoming to children and young people.
- ❖ The Children's Plan: Building Brighter Futures (Department for Children, Schools and Families 2007) aims to make England a better place for children and young people and includes recommendations to create more child-friendly public spaces.
- ❖ Communities in Control, Real People, Real Power (Communities and Local Government July 2008) promotes stronger community participation and involvement, in particular giving a stronger voice to young and older people.
- ❖ Community Infrastructure Levy (CIL) is a charge that local authorities will be empowered, but not required, to levy on most types of new development. The definition of infrastructure for CIL purposes could include flood defences, play areas, parks and other green spaces.
- ❖ Sustainable Communities Act 2007 which promotes the sustainability of local communities through a broad agenda for partnership working at a local level, including the development of sustainable community strategies (SCSs) and the negotiation of local area agreements (LAA).
- ❖ 1908 Small Holdings and Allotments Act S23 – this outlines the Council's duty to provide allotments.
- ❖ In June 1998 a Government Select Committee published a report on its investigations into the future of allotments. This report advocated the role for allotments in contributing positively both to the environment and to a fulfilling lifestyle.
- ❖ Homes for the future, more affordable, more sustainable (Communities and Local Government 2007) sets out the Government's plan for three million new homes by 2020 which includes the ongoing programme of housing growth and housing renewal. The importance of good-quality parks and open spaces is emphasised.
- ❖ Manual for Streets (Department for Transport, 2007) provides guidance on the design of residential streets, promoting increased consideration of the 'place' function of streets for pedestrians and cyclists.
- ❖ Lifetime Homes – Lifetime Neighbourhoods (Communities and Local Government 2008) is a national strategy on housing, services, facilities and environments for an ageing society.

Local authorities need to give consideration to relevant legislation, European directives and conventions, specifically:

- ❖ The UK is a signatory of the European Landscape Convention. This encourages public authorities to adopt policies and measures for protecting, managing and planning all landscapes throughout Europe. The framework for implementation in England, produced by Natural England with Defra and English Heritage, can be seen at www.landscapecharacter.org.uk
- ❖ There is growing evidence that noise and soundscape quality influence use and enjoyment of open spaces. The Environmental Noise Directive 2002/49/EC requires the identification and protection of 'quiet' areas. The Environmental Noise Regulations 2006 (as amended) require protection of quiet areas in agglomerations, and open space strategies will play a key role.
- ❖ Section 40 of the Natural Environment and Rural Communities Act 2006 places a statutory duty on all public authorities to conserve biodiversity.
- ❖ Wildlife and Countryside Act 1994
- ❖ UK Biodiversity Action Plan: Wet Woodlands & Reedbeds
- ❖ 1992 Habitats Directive
- ❖ Conservation (Natural Habitats, etc) Regulations 1994
- ❖ Countryside and Rights of Way Act 2000
- ❖ EEC Birds Directive, 1979.

1.2. Link to other local strategies

The Green Space Strategy will link in to the Horsham District Green Infrastructure Strategy which is currently under preparation.

Elements of the Green Space Strategy will feed into the local development framework (LDF) and can be material for consideration in the determination of planning applications.

Other strategies used in the preparation of the Green Space Strategy include:

Corporate level	Mid level	Departmental level
District Plan Sustainable Community Strategy Core Strategy ASPIRE Medium term financial strategy District wide economic strategy	*Green Space Strategy* Green Infrastructure Strategy Horsham District Play Strategy (2012) Children & Young People's Plan 2011-2016 Health & Wellbeing Town Centre Plan Draft Horsham Town Plan 2012 Culture Crime and disorder Equalities and access Regeneration Local transport PPG17 Biodiversity	Strategies Tree Strategy Allotment Strategy Draft Management Plans Chesworth Farm Management Plan (2012) Horsham Park Management Plan (2007-2017) Sandgate Park Management Plan (2012) Warnham Local Nature Reserve Draft Management Plan (2012) Small Sites Management Plan (SSMP) Arun Crescent, Billingshurst SSMP Bens Acre, Horsham SSMP Brick Kiln Pond, Lower

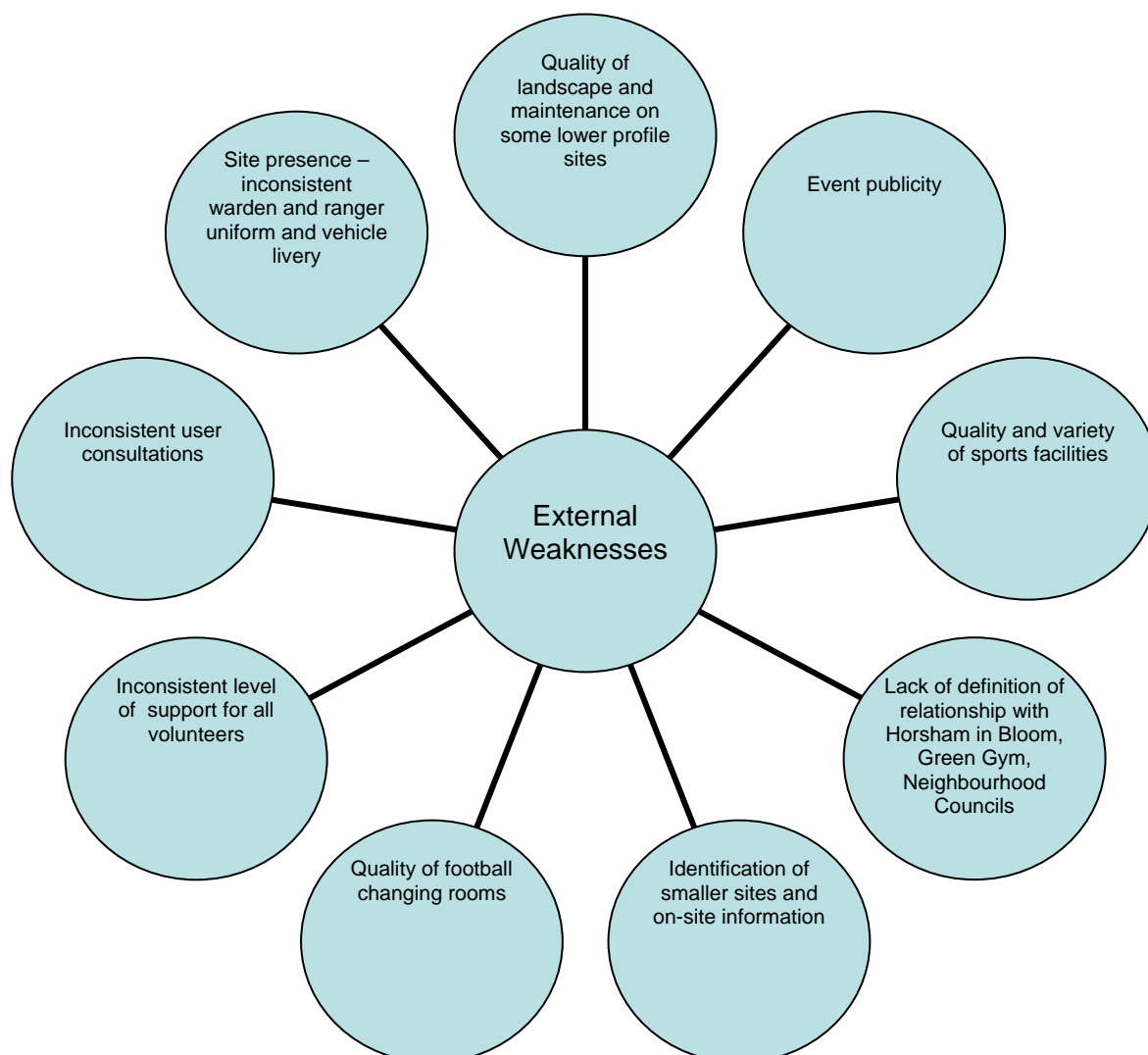
	<p>Climate change Volunteer Policy Draft Preparing for an ageing population 2011-2016</p>	<p>Beeding SSMP Chennells Brook Motte & Bailey (2011) SSMP Danny's Pond, Henfield SSMP Lower Barn Copse, Horsham SSMP Newlane Wood, Southwater SSMP North Heath Copse, Horsham SSMP Pondfarm Gill, Southwater (2012) Specifications Grounds Maintenance Specifications Specification for maintenance of North Street beds Specification for maintenance of Human Nature Garden</p>
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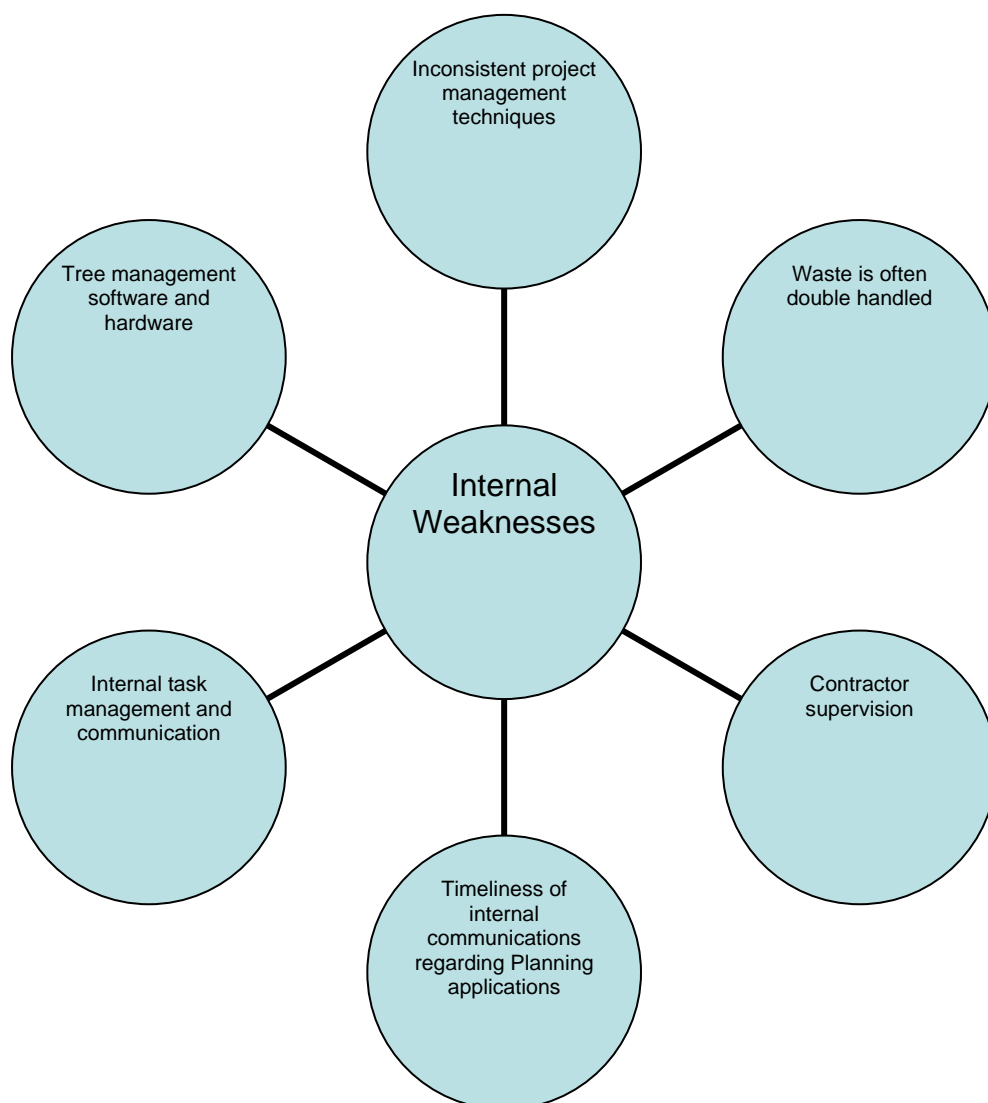
1.3. Internal workshop - Issues, opportunities and priorities

Strengths

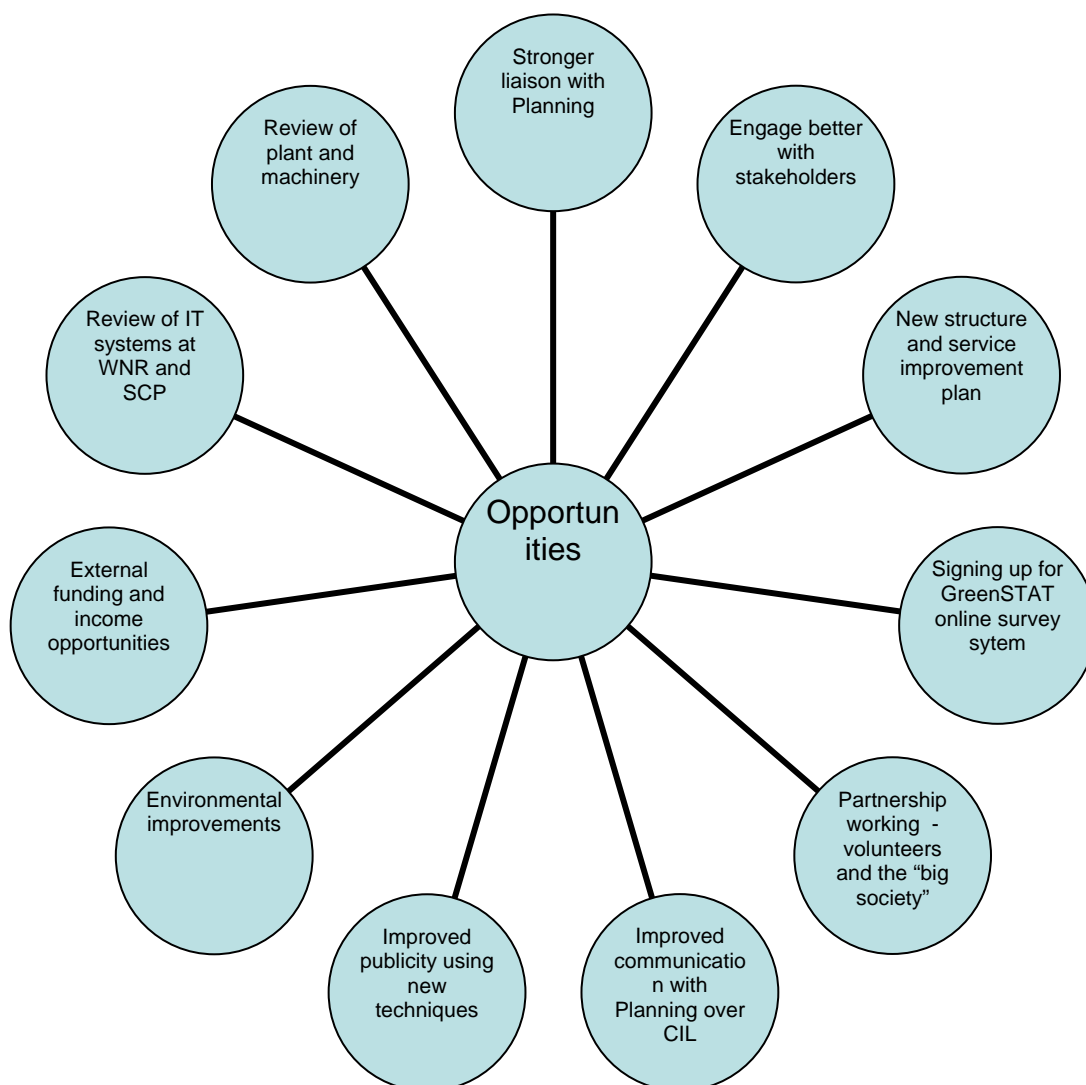


Weaknesses

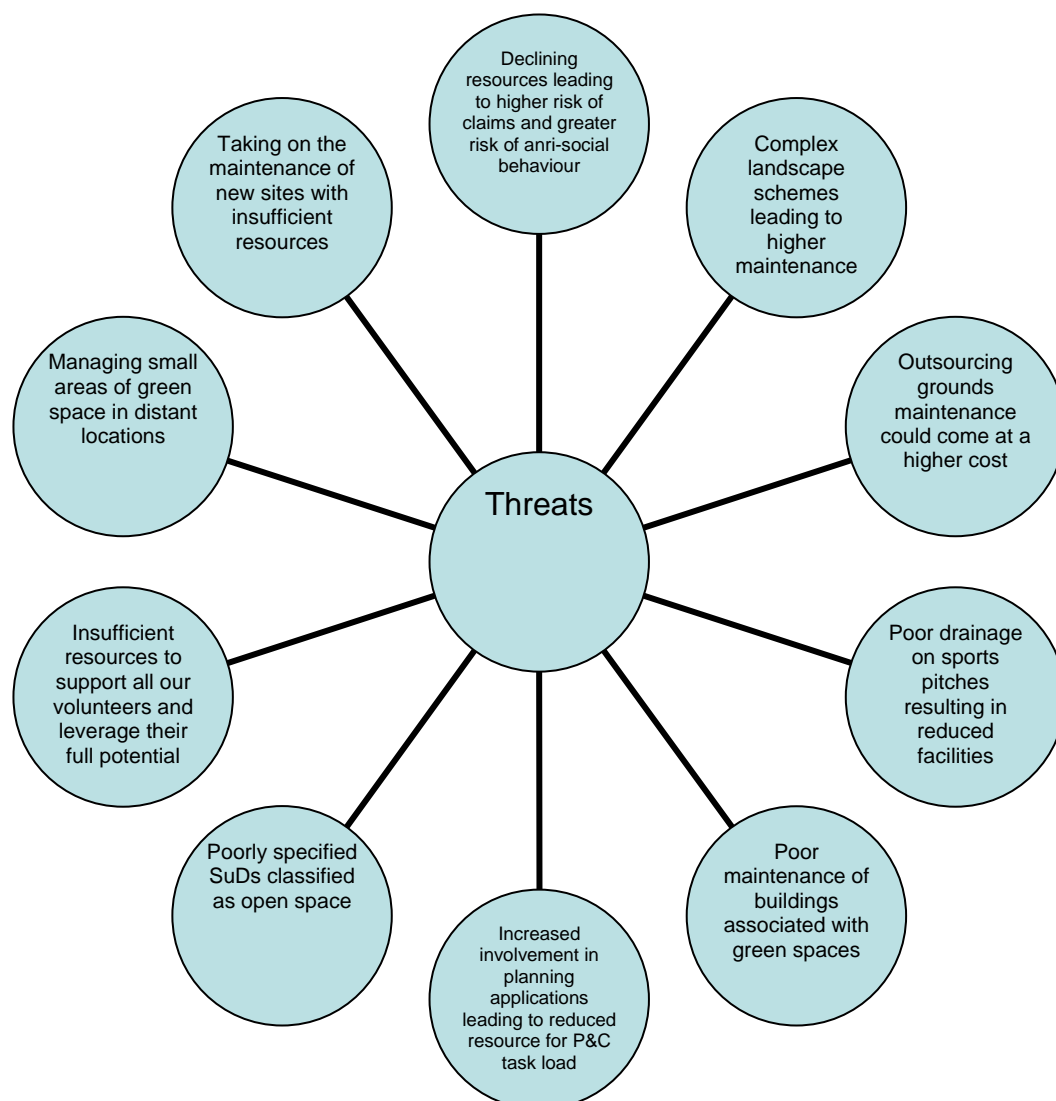




Opportunities



Threats



2. Appendix 2 - Current Provision

2.1. Typologies of green space owned by Horsham District Council

<p>Parks and Gardens</p> <p>Urban parks, country parks, formal gardens</p> <p><i>Examples include Horsham Park, Southwater Country Park, Park House Garden, New Street Garden</i></p>
<p>Amenity Greenspace</p> <p>Recreation grounds, informal recreation spaces, green spaces in and around housing, outdoor sports facilities, village greens</p> <p><i>Examples include Cedar Drive (Southwater), Beech Road Open Space, Bennetts Field, Pixies Hollow, Victory Recreation Ground</i></p>
<p>Natural and Semi-Natural Urban Green spaces</p> <p>Woodland, urban forestry and scrub, grasslands e.g. downland, commons and meadow, hedgerows, heathland, wetlands, open and running water, natural features for carbon storage or water purification, wastelands and disturbed ground, bare rock habitats e.g. cliffs and quarries, protected habitats such as SSSI and BAP areas</p> <p><i>Examples include Warnham Local Nature Reserve, Leechpool and Owlbeech Woods, Motte & Bailey, North Horsham, Monkmead Wood, Chesworth Farm</i></p>
<p>Green and Blue Corridors</p> <p>Rivers and canals including their banks, cycle routes, pedestrian paths, bridleways, public rights of way</p> <p><i>Examples include Horsham Riverside Walk, Storrington Riverside Walk</i></p>
<p>Other</p> <p>Allotments, community gardens, farmland, cemeteries & churchyards (5), accessible countryside to urban fringe areas, provision for children and teenagers such as play areas, skateboard parks, ponds, trees in urban areas and green walls</p> <p><i>Examples include Hills Cemetery, Depot Road Allotment, Horsham Skate Park, Meadowside Play Area (Storrington), Batts Pond (Henfield)</i></p>

2.2. Distribution of green space across the District

The following is a site list showing all green spaces maintained by Horsham District Council Parks and Countryside department.

Town	Location	Town	Location	Town	Location
Amberley	School Lane/Turnpike Road	Horsham	Granary Way	Horsham	Victory Road
Ashington	Millmead	Horsham	Groombridge Way	Horsham	Warnham Nature Reserve
Broadbridge Heath	Broadbridge Heath Bowls Club	Horsham	Groombridge Way	Horsham	Wild Goose/Rookwood Park
Broadbridge Heath	Singleton Road	Horsham	Guildford Road Town Gardens	Horsham	Windrum Close
Broadbridge Heath	Wickhurst Lane	Horsham	Harwood Road Roundabout	Horsham	Winterbourne
Billingshurst	Arun Road woodland	Horsham	Harwood Road/Redwing Close	Horsham	Wordsworth Place
Billingshurst	Berrall Way	Horsham	Harwood Road/Woodside	Horsham	Worthing Road
Billingshurst	Billingshurst bypass (north)	Horsham	Hatchlands	Horsham	Wren Close
Billingshurst	Billingshurst bypass (south)	Horsham	Haybarn Drive	Kingsfold	Pumping Station
Billingshurst	Cranham Avenue	Horsham	Heather Close/Fern Way	Lower Beeding	Brick Kiln Pond/Church Close
Billingshurst	Forge Way/Saddlers Close	Horsham	Henderson Way open space	Mannings Heath	Gagglewood
Billingshurst	Holder Close	Horsham	Highdown Way	Mannings Heath	Woodlands Walk
Billingshurst	Jengers Mead, & Car Parks	Horsham	Hills Cemetery	Maplehurst	Abinger Cottages
Billingshurst	Ostlers View	Horsham	Hills Farm Lane	Partridge Green	Meyers Wood
Billingshurst	Ostlers View/Forge Way	Horsham	Hop Oast Depot	Partridge Green	PG High Street Car Park
Billingshurst	Parbrook adj Berrall Way	Horsham	Hop Oast Park and Ride	Pulborough	Carpenters Meadow
Billingshurst	Roman Way	Horsham	Horsham Park	Pulborough	Glebelands
Billingshurst	Weald Leisure Centre	Horsham	Jackdaw Lane	Pulborough	Masons Way
Bramber	High Street Car Park	Horsham	Keats Close	Pulborough	New Place Corner
Coldwaltham	Brookland Way	Horsham	Kings Road roundabout	Pulborough	Strawberry Field
Cowfold	Cowfold Car Park	Horsham	Kingslea, Bowles Close	Pulborough	The Moat
Cowfold	Holm Oak	Horsham	Lanyon Close/Bignor Close	Rudgwick	Foxholes
Henfield	Batts Pond/Broomfield Road	Horsham	Leechpool/Owlbeech Woods	Southwater	Bamborough Close
Henfield	Coopers Way Car Park	Horsham	Littlehaven Lane	Southwater	Camelot Close
Henfield	Deer Park	Horsham	London Road	Southwater	Castlewood Road
Henfield	Henfield Library Car Park	Horsham	London Road Car Park	Southwater	Cedar Drive
Henfield	Parsonage Road	Horsham	Lower Barn Copse	Southwater	College Road
Horsham	50-58 Park Street	Horsham	Manor Fields	Southwater	Crockhurst/Corfe Close
Horsham	Agates Roundabout	Horsham	Medwin Walk	Southwater	Foxes Close
Horsham	Albion Way	Horsham	Mill Bay & Cricket Fields	Southwater	Ghyll Court
Horsham	Alder Copse	Horsham	New Street	Southwater	Grange Way
Horsham	Barrackfield Recreation Ground	Horsham	New Street Gardens	Southwater	Leeds Close
Horsham	Beech Road	Horsham	New Street/Stanley Walk	Southwater	Mapledown
Horsham	Bennetts Field	Horsham	North Street	Southwater	Newlane Wood
Horsham	Bens Acre	Horsham	North Street & Telephone Exchange	Southwater	Oakhurst Business Park
Horsham	Birds Farm Allotments	Horsham	Northern By Pass	Southwater	Pevensey Road
Horsham	Blackbridge Lane stream	Horsham	Oaklands Close	Southwater	Pond Farm Ghyll
Horsham	Blackhorse Way	Horsham	Old Crawley Road	Southwater	Porchester Close
Horsham	Blatchford Close, Kingslea Pond	Horsham	Park Farm Close	Southwater	Rascals Close
Horsham	Blunts Way	Horsham	Park North	Southwater	Southwater Country Park
Horsham	Boldings Brook north	Horsham	Park Street	Southwater	Southwater Village Centre
Horsham	Boldings Brook south	Horsham	Park Way	Southwater	Woodhatch play area
Horsham	Canberra Place	Horsham	Piries Place	Southwater	York Close/Edinburgh Close
Horsham	Capitol	Horsham	Pixies Hollow	Steyning	Chancton House
Horsham	Carfax	Horsham	Pondtail Drive	Steyning	Fletchers Croft car park
Horsham	Causeway	Horsham	Pondtail Recreation Ground	Steyning	Penlands Vale
Horsham	Chennells Brook/Dutchells Copse	Horsham	Pondtail Road	Steyning	Shooting Field
Horsham	Chennells pitches	Horsham	Primrose Copse/Holbrook School Lane	Steyning	St Andrew's Church
Horsham	Chennells Way	Horsham	Rakers Ridge/Ramsey Close	Steyning	St Cuthmans Field
Horsham	Chennells Brook/Drake Close/Brook Road	Horsham	Redford Avenue	Steyning	ST High Street Car Park
Horsham	Chesworth Allotments	Horsham	Redkiln Way	Steyning	Tanyard Lane car park
Horsham	Chesworth Depot	Horsham	Ridgehurst Drive	Steyning	Toomey Road
Horsham	Chesworth Farm	Horsham	Roffey Cemetery	Storrington	Abbey Court
Horsham	Cissbury Close	Horsham	Roffey Corner	Storrington	Amberley Road
Horsham	Clarence Road Allotments	Horsham	Roffey Recreation Ground	Storrington	Field End
Horsham	Coleridge Close	Horsham	Ropelands Bunds, Horsham	Storrington	Library car park
Horsham	Coltsfoot Drive	Horsham	Ropelands Way	Storrington	Love Lane
Horsham	Cook Road	Horsham	Saxons Pond	Storrington	Meadowside
Horsham	Cook Road open space	Horsham	Shottermill Play Area	Storrington	Mill Pond
Horsham	Cook Road Play Area	Horsham	Skylark View	Storrington	Old Mill Drive
Horsham	Crawley Road	Horsham	Sloughbrook play area	Storrington	Riverside Walk
Horsham	Denne Road Car Park	Horsham	Somergate	Storrington	Riverside Walk extension
Horsham	Denne Road Cemetery	Horsham	South Holmes Recreation area	Storrington	School Hill Car Park
Horsham	Depot Road Allotments	Horsham	St Mary's Church Yard, The Causeway	Storrington	Snapes Road, Southdown Way
Horsham	Dog & Bacon	Horsham	Standen Place Play Area	Storrington	The Green
Horsham	Dukes Square	Horsham	Stans Way	Thakeham	Lindfield Copse
Horsham	Durfold Road	Horsham	Station Road	Upper Beeding	Priory Field
Horsham	Earlswood Close play area	Horsham	Stoneybrook	Upper Beeding	UB High Street Car Park
Horsham	Fenhurst Close	Horsham	Swan Yard	Warnham	Warnham Village Hall
Horsham	Ghyll Crescent/Dickens Way	Horsham	Tanbridge Park	Washington	Chanctonbury Close
Horsham	Glendale Close	Horsham	The Hornets	West Chiltington	Monkmead Wood
Horsham	Godwin Way Car Park, Crawley Road	Horsham	The Needles		
Horsham	Goldfinch/Bullfinch Close	Horsham	The Pavilions		

2.3. Sites with a special designation

Sites designated Site of Nature Conservation Interest (SNCI):

Warnham Nature Reserve
Southwater Country Park
Leechpool Woods
Owlbeech Woods
Denne Road Cemetery

Sites designated Local Nature Reserve:

Warnham Local Nature Reserve

Sites designated Area of Outstanding Natural Beauty (AONB):

Owlbeech Woods

Sites designated Site of Special Scientific Interest (SSSI):

Monkmead Wood (part of)

Sites designated Ancient Semi-Natural Woodland (ASNW):

Pondfarm Ghyll
Rascals Close
New Lane Wood
West end of Cook Road
North Heath Copse
Owlbeech Woods
Leechpool Woods

Sites under the protection of Tree Preservation Orders (TPO):

Generally the Council does not place TPO's on its own trees, as they are deemed to be under good arboriculture management. However there are some occasions where trees need special protection or sites are adopted by the Council which include trees with TPO's. Currently, approximately 10% of HDC trees are afforded this designation.

Sites with significant protected species:

Chesworth Farm
Warnham Local Nature Reserve
Leechpool & Owlbeech Woods
Southwater Country Park
Monkmead Wood
Sandgate Park
Horsham Riverside Walk
Horsham Park
Brick Kiln pond
The Cedars

Details of protected species at these sites and others in the Horsham District can be obtained from the Sussex Biodiversity Record Centre at <http://sxbrc.org.uk>

Sites with Scheduled Ancient Monuments:

Motte & Bailey, North Horsham

The Moat, Pulborough

Sites within the South Downs National Park

Monkmead Wood

2.4. Lease arrangements

The following sites are leased to other organisations as detailed.

- ❖ Human Nature Garden, Horsham Park - Horsham in Bloom
- ❖ Victory Road Cricket Ground – Trinity Sports & Social Club
- ❖ Dutchells Pitches & Clubhouse (Ben Vodden Field) – Horsham Olympic Football Club
- ❖ Chennells Pitches & Clubhouse – Roffey Football Club
- ❖ Horsham Park Bowls Green and Clubhouse - Horsham Park Bowls Club
- ❖ Horsham Park Boxing Club – Horsham Amateur Boxing Club
- ❖ Horsham Cricket Club – Trustees of Horsham Cricket Club
- ❖ Henfield Common Memorial Field, Cricket Pitch and adjoining common – Henfield Parish Council
- ❖ Castlewood Lake, Southwater – Southwater Angling Club
- ❖ Saltings Field, Upper Beeding – Upper Beeding Parish Council
- ❖ Allotments
 - Redford Avenue - Shelley Allotment Society
 - Hills Cemetery allotment site - Hills Farm Allotment Association
 - Chesworth Farm - Chesworth Allotment Society
 - Bennetts Road - Bennetts Road Allotment Society
 - Lower Barn Close - Lower Barn Allotment Society
 - Beech Road - Roffey Allotment Society
 - *Depot Road - in process of forming Depot Road Allotment Society from March 2013*
 - Warnham Allotments Association

The following sites are owned by Horsham District Council and managed by others:

- ❖ Henfield Commons – Henfield Commons Joint Management Committee
- ❖ Tanyard Field, Henfield - Henfield Commons Joint Management Committee
- ❖ Rookwood Golf Club – Firemoss Ltd

The following sites are maintained by Horsham District Council although owned by others:

- ❖ Horsham Town Centre Landscaping- WSCC Highways
- ❖ Children's Play Area and adjacent area, Blackhorse Way
- ❖ St. Mary's Churchyard, Horsham – Church of England
- ❖ Denne Road Cemetery Extension, Horsham – Church of England
- ❖ St Andrews Churchyard, Steyning – Church of England

- ❖ St Mary's Closed Churchyard, Storrington – Church of England
- ❖ Storrington Riverside Walk Extension

3. Appendix 3 - Green space standards

The Local Development Framework process requires local authorities to develop local standards to meet the needs of local communities. Local authorities are also being encouraged to use other types of standards in particular quality and access standards. This is in recognition of the fact that having a standard for quantity is insufficient, without consideration of other important factors including:

- ❖ quantitative elements (how much new provision may be needed);
- ❖ a qualitative component (against which to measure the need for enhancement of existing facilities); and
- ❖ accessibility (including distance thresholds and consideration of the cost of using a facility).

3.1. Quantitative Standards

The following elements should be used to assess the quantity of new green spaces provided.

HDC Open Spaces Sport and Recreation Study / PPG17

Horsham District Council's PPG17 Open Spaces, Sport and Recreation Facilities Assessment 2005 provided a detailed assessment of open spaces in the Horsham District. It was used to inform negotiations for new development to ensure that appropriate green spaces and facilities such as sports pitches and play areas are included where they are needed. It was also used as evidence to secure Section 106 contributions to improve existing green space and facilities.

The PPG17 is being updated and when complete will be called HDC Open Spaces Sport and Recreation Study. It is important that the new study includes details on quality of green spaces, including minimum size requirements and distance from nearest dwellings, particularly in relation to sport and play facilities. It is important to note that the size of a play space is particularly important – a large play space serving a wider community can be of higher value than lots of little play spaces.

Local Nature Reserves, Accessible Natural Greenspace Standard, The Woodland Access Standards (Woodland Trust)

Local Nature Reserves (LNRs) play a key role in engaging and involving communities, especially children, in securing healthy places where they want to live. They can also help local authorities meet their biodiversity duty under Section 40 of the Natural Environment and Rural Communities (NERC) Act 2006, and Local Area Agreement targets across a wide range of national indicators. LNRs are for both people and wildlife. They are places with wildlife or geological

features that are of special interest locally. They offer people special opportunities to study or learn about nature or simply to enjoy it.

The Accessible Natural Greenspace standard and Woodland access standard detailed in section 3.3 are both used to determine levels of natural green space in the District.

3.2. Qualitative Standards

The following are all tools which are used to measure the quality of local green spaces against national standards:

Green Flag

The Green Flag Award has become the nationally accepted quality standard for all types of green space. Quality criteria are applied to green spaces to ensure that they deliver to their potential. This not only provides visitors with an assurance of quality, but can also help to assess whether the right intensity of management is matched to site requirements. For example, areas of high population density could expect larger numbers of people to visit the site, and require higher levels of maintenance.

The standards we aim to meet are those laid out in the Green Flag Standard:

A welcoming place – The overall impressions for any member of the community approaching and entering the park or green space should be positive and inviting, regardless of the purpose for which they are visiting.

Healthy, safe, and secure – The park or green space must be a healthy, safe and secure place for all members of the community to use. Relevant issues must be addressed in management plans and implemented on the ground. New issues that arise must be addressed promptly and appropriately.

Clean and well maintained – For aesthetic as well as health and safety reasons, issues of cleanliness and maintenance must be adequately addressed.

Sustainability – Methods used in maintaining the park or green space and its facilities should be environmentally sound, relying on best practices available according to current knowledge. Management should be aware of the range of techniques available to them, and demonstrate that informed choices have been made and are regularly reviewed.

Conservation and heritage – Particular attention should be paid to the conservation and appropriate management of natural features, flora and fauna, landscape features, and buildings and structural features.

Community involvement – Management should actively pursue the involvement of members of the community who represent as many park or green space user groups as possible.

Marketing – There should be a marketing strategy in place that promotes the usage of greenspace and natural areas, demonstrating the benefits and explaining how to get to the most significant areas. This will need to be regularly reviewed.

Management – A Green Flag Award application must have a management plan or strategy in place that reflects the aspirations of Local Agenda 21, and clearly and adequately addresses all the above criteria and any other relevant aspects of the park or green space's management. The plan must be actively implemented

and regularly reviewed. Financially sound management of the park or green space must also be demonstrated.

A Green Space Quality Standards publication identifies quality standards which should increasingly be used in the specification of works.

Natural England Visitor Service Standards

Local Nature Reserves provide access to the natural environment close to where people live and are often managed in close cooperation with local residents. There is a wide range in the quality of management of LNRs, but some key factors that help to make them visitor destinations, secure local ownership of a site and promote active volunteering include:

- ❖ An active local community/friends group that supports the reserve.
- ❖ Junior management groups including WATCH groups.
- ❖ Ongoing support to volunteers from the local authority in training volunteers across a wide range of skills, eg. guided walks and play activities, practical conservation tasks, visitor information and interpretation, publicity, fundraising, species and habitat monitoring, arts and culture projects.
- ❖ A visitor travel plan to secure sustainable access to the LNR.
- ❖ An access plan that considers the overall physical accessibility of the site for all users.
- ❖ A visitor and education access plan that considers the diversity of its local community and potential visitor audience.

Natural England is currently revising the guidance on the declaration of LNRs, and will include recommended service standards for visitors which have been tested by LNR managers and users.

The Country Park Accreditation Scheme

The Country Park Accreditation Scheme aims to identify and recognise those sites that are delivering the core facilities and services expected of a Country Park. A Country Park is not required to apply for accreditation but this is a useful tool for measuring Country Park standards. Sites must demonstrate all 15 Essential criteria and 10 Desirable criteria.

Britain in Bloom

The Britain in Bloom initiative, organised by the Royal Horticultural Society, runs a number of competitions and events to promote quality green spaces and community volunteering and engagement. Competition entries are marked against defined criteria which are a valuable tool in assessing the quality of green spaces.

The following district-focused strategy contains standards to measure the quality of local play spaces:

Children's Play

The Horsham District Play Strategy defines a quality standard for play spaces which was adopted by cabinet in 2007. This standard ensures that new or

improved play spaces are exciting, inclusive, accessible, well maintained and as safe as necessary.

3.3. Accessibility Standards

The following standards should be used to assess accessibility:

HDC Open Spaces Sport and Recreation Study

The HDC Open Spaces Sport and Recreation Study should be used to make recommendations for straight line walking distances to green space provision.

Accessible Natural Greenspace Standard

Natural England's Accessible Natural Greenspace Standard (ANGSt) provides a set of benchmarks for ensuring access to natural green spaces near to where people live.

ANGSt recommends that everyone, wherever they live, should have an accessible natural greenspace:

- ❖ of at least 2 hectares in size, no more than 300 metres (5 minutes walk) from home;
- ❖ at least one accessible 20 hectare site within two kilometres of home;
- ❖ one accessible 100 hectare site within five kilometres of home; and
- ❖ one accessible 500 hectare site within ten kilometres of home; plus
- ❖ a minimum of one hectare of statutory Local Nature Reserves per thousand population.

The Woodland Access Standards (Woodland Trust)

The Woodland Access Standards (Woodlands Trust) is based on a similar principle of accessibility to the Natural England ANGSt:

- ❖ No person should live more than 500 metres from at least one area of accessible woodland of no less than 2 hectares in size.
- ❖ There should also be at least one area of accessible woodland of no less than 20 hectares within 4 kilometres (8 kilometre round-trip) of people's homes.

It is recognised that it is not always possible to achieve this standard due to landscape constraints.

Inclusivity

When considering accessibility, the ease of access should also be considered. This should include considerations such as wide paths and gates, parking facilities, shallow slopes, free to use, free from traffic, free to come and go etc.

3.4. Operational Standards

The following legislation and standards are used to ensure the quality of operational duties:

Tree works

BS3988 Recommendations for Tree Pruning

BS5837 trees in relation to design, demolition and construction recommendations

Wildlife and Countryside

Wildlife and Countryside Act 1994

UK Biodiversity Action Plan: Wet Woodlands & Reedbeds

1992 Habitats Directive

Conservation (Natural Habitats, etc) Regulations 1994

Countryside and Rights of Way Act 2000

EEC Birds Directive, 1979

Health & Safety

Health and Safety at Work Act

Code of Practice for Using plant Protection Products

Chainsaws/Working at heights

HDC Grounds Maintenance Specifications

BS 4428:1989. Code of Practice for General Landscape Operations

BS 7370-3:1991. Recommendations for Maintenance of Functional and Amenity Turf

BS 7370-4:1993. Recommendations for Maintenance of Soft landscape

BS 3882: 2007. Specification for Topsoil

BS 3936 (various parts). Specifications for Nursery stock

National Plant specification

There are a new set of specifications developed by the Parks & Countryside team which will be used to specify the standard of maintenance at each site.

HDC Operational Procedures

The Council's in-house grounds maintenance team works to a developing set of operational procedures, which focus predominantly on Health and Safety related issues.

Report to Cabinet

21 November 2013

By the Cabinet Member for the Local Economy



**Horsham
District
Council**

Not exempt

DECISION REQUIRED

Horsham District Economic Development Strategy

Executive Summary

Economic Development and securing high levels of employment is considered to be the most important Council priority, which is essential for driving forward a high quality of life for all our residents. The Draft Economic Strategy is an important document for the Council and our partner organisations working within Horsham District and the wider sub-regional area. The purpose of the Draft Economic Strategy is to set out the direction that we need to collectively take to ensure that Horsham's economy remains strong and vibrant through the provision and creation of employment opportunities that benefit all who live and work here.

The draft Horsham Economic Development Strategy sets out a framework for the development of the local economy over the next ten years. It describes Horsham District Council's objectives and priorities to deliver a competitive and sustainable economy; driving the creation of jobs and better paid jobs; supporting the development of innovation and enterprise; support and invest in economic growth and the promotion of the District as a location of choice to do business and to visit.

The purpose of this report is to seek Cabinet adoption of the attached Economic Development Strategy 2013–2023 and the accompanying implementation action plan.

Recommendations

The Cabinet is recommended:

- i) To adopt the proposed draft Horsham District Economic Strategy 2013 – 2023 as set out in Appendix 2.
- ii) To agree the Economic Development Action Plan as set out in Appendix 3.

Reasons for Recommendations

- i) Adoption of the Strategy will set out what the Economic priorities are for the District and assist the Council and its partners in delivering them. These will provide clarity to the Coast to Capital Local Enterprise Partnership and help influence their priorities for investment.
- ii) Agreement to the Economic Action Plans will ensure that future Service Plans across the Council will embed appropriate activities and deliver specific actions.

Background Papers

Coast to Capital Local Enterprise Partnership (LEP)
Draft Horsham District Planning Framework (HDPF)
National Planning Policy Framework (NPPF)
Rural West Sussex Partnership- Economic Action Plan
Gatwick Diamond Initiative Strategic Business Plan 2013-2016
Horsham District Plan
'Plan for Growth' (2011) Government White Paper
An Economic Strategy for West Sussex 2012-2020
Heseltine Review *'No Stone Unturned in Pursuit of Growth'* 2013

Consultation

Members Economic Development Seminar July 2013
Members Economic Development /LEP Seminar September 2013
Business Consultation Workshop July 2013
Economic Development Officer Working Group
Economic Development Member Advisory Group meetings

Wards affected

All

Contact

Natalie Brahma-Pearl, Director of Community Services, ext 5250

Background Information

1 Introduction

- 1.1 The purpose of local economic development is to build up the economic capacity of a local area to improve its economic future, through the creation of jobs and opportunities for business to locate and grow in the area; consequently leading to a better quality of life for all. It is a process by which business and the public sector work collectively to create better economic growth and employment opportunities.
- 1.2 The draft Horsham Economic Development Strategy (Appendix 2) sets out a framework for the development of the local economy over the next ten years.
- 1.3 This Strategy sets out the district's strengths and challenges and suggests what is necessary to improve and overcome these.
- 1.4 The Strategy explains the new landscape for Economic Development at a national, sub-regional, county and local level and explains the critical role the Council has to perform to ensure that the district maximises economic growth. This will either be through actions we take ourselves or as partners of the Local Enterprise Partnership, the Gatwick Diamond Initiative and the Rural West Sussex Partnership.
- 1.5 The Strategy has been developed to reflect a new vision for Horsham and complements the emerging Horsham District Planning Framework. The economic vision for the district is to:

“Create a prosperous and resilient Horsham District economy, by using our economic strengths to attract new investment, while growing and retaining our existing businesses, in order to improve local employment opportunities and quality of life for all.”

- 1.6 To achieve this Vision, the Economic Development Strategy is divided into three themes: Business, Location and People. It is through these themes and six underpinning objectives that the Council will focus support and activity to maintain Horsham District's current position as an excellent place to live and work and continue to facilitate economic growth.

2 Statutory and Policy Background

Statutory background

- 2.1 The Local Government Act 2000 requires that every local authority produces a 'Sustainable Communities Strategy' for promoting the economic, social and environmental well-being of its area.
- 2.2 The Legislative and Regulatory Reform Act 2006 asks regulators to consider how they can support economic progress – by performing regulatory duties that should not impede business productivity e.g. Environmental Health.
- 2.3 A robust Economic Development Strategy forms a useful evidence base for the Horsham District Planning Framework which should help contribute towards a sound plan.

Relevant Government policy

- 2.4 The Government is clear that Councils should be 'planning for growth' to contribute towards economic recovery. The *'Plan for Growth' (2011) White Paper*, sets out the Government's approach to supporting sustainable economic growth.
- 2.5 An effective planning system is essential to achieving this and the new National Planning Policy Framework (NPPF) sets out a clear "presumption in favour of sustainable development" within the planning system. This means putting in plans that are pro-growth and allowing development that creates jobs and supports the economy.
- 2.6 Heseltine Review *'No Stone Unturned in Pursuit of Growth'* 2013, provides a comprehensive economic plan to improve the UK's ability to create wealth. At its heart is a powerful case for decentralising economic powers from central government to local areas and leaders, as those best placed to understand and to address the opportunities and obstacles to growth in their own communities.

Relevant Council policy

- 2.7 Economic Development has been identified as the Council's top District priority, underpinned by -'Plan for a successful local economy with high levels of employment'. It recognises that if the economy works - with people having jobs, that this sustains a good quality of life for all. If this is achieved then the District can perform at its best.
- 2.8 The Business Rates Retention Scheme (BRRS) from April 2013 means that a proportion of grant that Local Authorities receive will be based on the level of business rates generated in their area. The scheme is intended to provide a financial incentive for Council's to promote local economic growth.
- 2.9 The Government is devolving powers and responsibilities to the LEPs, and setting up a Single Local Growth Fund (SLGF). Significantly for the Council, from April 2015 up to 35% of its New Homes Bonus could be top-sliced and provided to the Coast to Capital LEP to be redistributed to deliver the LEPs priorities. In addition, the Coast to Capital LEP is to have responsibility for how £57.5 million of EU Structural and Investment Funds is spent.
- 2.10 The Economic Development Strategy 2013 - 2023 will contribute to the delivery of the Council's District Plan priorities and the objectives of the Horsham District Planning Framework and will help influence other corporate priorities.

3 Details

- 3.1 The Strategy reflects the Council's aspirations to support local businesses during challenging economic times and to help existing and new businesses create new jobs and thrive.
- 3.2 The strategy explains ways in which the Council can influence and embed economic growth across its services through day-to-day service delivery; in particular through regulatory functions emphasising the 'pro-business' approach e.g. through planning (policy and development management), environmental health, licensing, leisure and

housing services, in addition to the importance of driving local economic growth through business rate (Non-Domestic Rates) retention.

- 3.3 The economic priorities contained within the Strategy are significant cornerstones to maintain and support the growth of jobs and investment which will encourage and promote district wide economic prosperity. Each of the three themes of Business, Location and People has a set of priority objectives as set out below:

- 3.4 **Business:** To increase residents' prosperity & quality of life by creating District wide economic growth in support of balanced, living-working communities.

Objective 1: Plan and allocate new employment and housing land to provide maximum benefit to local residents through job creation and long term economic prosperity.

Objective 2: Attract high growth businesses, while supporting new and existing businesses to grow and prosper.

- 3.5 **Location:** To promote the District's location, together with its social, cultural, and environmental assets, as enablers of growth.

Objective 3: Promote Horsham as a first choice business and visitor destination.

Objective 4: Develop new approaches to providing housing that is affordable and attractive to working age households, supported by matching growth in employment land, community enhancing infrastructure and transport systems.

Objective 5: Maintain and develop economically vibrant town centres at the heart of our communities so that they provide substantial employment, meet changing business needs and evolving consumer demands

- 3.6 **People:** To improve earnings and job opportunities for District residents through higher quality employment and skills.

Objective 6: Improve job opportunities and pay levels for local employees by working with partners to provide stronger education and business links.

- 3.7 The Strategy and vision are supported by an Action Plan (2013 to 2015) (Appendix 3), detailing the proposed activity across the six headline economic objectives. These are divided into a series of short, medium and long term goals which are based on our identified strengths and challenges. The Action Plan will be reviewed annually ensuring priorities remain relevant and updated where appropriate to take in to account new issues and opportunities. Resources have been, and will continue to be, allocated to ensure that the implementation of the plan is achieved.

4 Next Steps

- 4.1 Throughout the Strategy's lifetime, periodic reviews will be undertaken to ensure that its direction and actions remain meaningful and relevant. This is particularly important in the current economic climate, which is still highly uncertain and likely to change significantly over the coming years.
- 4.2 Following adoption of the Strategy key measures of success associated with the priorities will be developed.

5 Outcome of Consultations

- 5.1 The Head of Finance and Legal comments that the Business Rates Retention Scheme now provides the Council with a direct financial incentive to develop the business rate base, with the New Homes Bonus providing a further incentive related to housing development.
- 5.2 The Strategic Planning Manager supports the content of the Economic Development Strategy, which has been prepared in close liaison with Strategic Planning so that it dovetails into the planning strategy for the future of the District, the Horsham District Planning Framework, and its policies support the delivery of the action plan.
- 5.3 The Head of Planning and Environmental Services supports the development of an Economic Strategy for the district. Within the Council's range of regulatory services there are many examples of good practice where services have formed effective and supportive working relationships with businesses. The action plan will help to ensure our regulatory duties support local businesses whilst also protecting those who could be adversely affected.
- 5.4 The themes and objectives of the Strategy were broadly supported by stakeholders (businesses and representative groups) during consultation opportunities. The proposals were tested on three occasions in Member Seminars and workshops and the Local Economy Advisory group.

6 Other Courses of Action Considered but Rejected

- 6.1 Failing to develop an Economic Development Strategy would mean the Council would lack a clear focus and agenda to support the local economy. Without one it would not fully inform the development of other strategies and policies and local and sub-regional partnership working, in particular the Horsham District Planning Framework and access to Regional Growth funding.

7 Staffing Consequences

- 7.1 The draft new organisational structure proposes to refocus some of the existing economic development roles in order to reflect the economic priorities contained within the Strategy. Aligning resources and skills to the Districts greatest challenges will ensure maximum progress is made against these. In addition, a new position of Economic Development Manager is proposed to oversee the work of the team, work at a more strategic level within the range of sub-regional partnerships and drive a 'whole council' approach, embedding economic development throughout the organisation.

8 Financial Consequences

- 8.1 Achieving some of the actions within the Strategy may require additional resources, either from the Council or its partners or funded by LEP growth funds. These will be considered at the appropriate time. This report is not committing the Council to any expenditure beyond current budgets.
- 8.2 The Strategy will be one of the Council's key documents to steer its use of resources for delivering the growth agenda and the work of the Economic Development Service. It will also impact on the work of other services such as Housing, Planning (Development

Agenda Item 6(b)

Management and Strategic Planning), Environmental Health, Licensing and Leisure services.

Appendix 1

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached No</p>	<p>Possible risks associated with not implementing the Economic Development Action Plan and missed opportunities for securing funding. Annual monitoring of the Economic Development Action Plan will be undertaken which will mitigate any risks.</p> <p>The Economic Strategy provides an evidence base for the HDPF.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>Engaging with businesses will support a more proactive relationship with businesses participating in Business crime reduction initiatives which sit under the Horsham Community Safety Partnership</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>There are none arising directly from the report.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached No</p>	<p>There are none arising directly from the report</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>There are none arising directly from the report</p>

Horsham District Economic Strategy

2013 - 2023

The Vision:

“Create a prosperous and resilient Horsham District economy, by using our economic strengths to attract new investment, while growing and retaining our existing businesses, in order to improve local employment opportunities and quality of life for all”.

November 2013

Executive Summary:

The Horsham District has a successful and diverse economy with a strong entrepreneurial culture in which companies can grow and flourish, with well educated residents and high quality housing. This Strategy seeks to ensure that we build on these strengths, whilst addressing challenges that may impact on future economic growth. In the current uncertain economic times, if the District is to continue to prosper then it needs a strong strategic direction to build on its past accomplishments and to meet future challenges.

This strategy addresses and acknowledges a changing and challenging economic climate following the 2008/09 financial crisis. New structures have evolved, in the form of Local Economic Partnerships (LEP) that will influence how economic development activity is carried out within the sub-regional area. This will require new ways of working but will also provide opportunities to work in different and collaborative ways, to deliver economic growth in a tighter fiscal regime.

A fresh approach to public policy has placed a responsibility on local authorities to find new, more innovative ways of supporting sustainable economic growth and this strategy is considered an important tool, bringing together existing and planned activity to ensure we support and retain existing businesses and encourage new businesses to start or come to Horsham District to provide local jobs. The Strategy is divided into three themes: Business, Location and People. It is through these themes and six underpinning objectives that the Council will focus support and activity to maintain Horsham District's current position as an excellent place to live and work and continue to facilitate economic growth. Delivering these objectives will be essential to be able to secure a strong economic future for the District. Key to this strategy is ensuring that the District remains a strong and effective economic presence within the South East area.

The National Planning Policy Framework, (NPPF), heralds the biggest single change in national planning policy in a generation, making the planning system less complex and more accessible and raises the bar for local authorities in terms of the positive approach they are able to take to growing their economies. In addition the Localism Act, with the revocation of Regional Strategies and the introduction of the duty to cooperate pushes down difficult decisions on setting housing and

One of the key aspects of Horsham District's success is the quality of life offer it provides to some of the south east's highest skilled residents, with it often considered to be one of the best places to live in the country. Good-quality housing help to draw talented wealth creators into the area, creating opportunities for business creation, home based businesses and stimulating the local economy Good connectivity and low levels of unemployment and crime help to make the District the area of choice for many professional people.

Economic Development is considered to be the most important priority for the Council as it underpins the creation of vibrant, resilient communities where people prosper and have access to jobs and employment opportunities.

This Strategy has a ten year lifetime, from 2013 to 2023 and forms a blueprint for the prioritisation of economic development initiatives in the District it is supported by an Action Plan (2013 to 2015), detailing the proposed activity across the six headline economic objectives. It sets out how we will build on our strengths and address the challenges that may impede the District's economic growth. It has been developed in a difficult economic environment, therefore resources must be focused on where they have the greatest impact and our aim is to adopt more collaborative and innovative approaches to delivering economic growth.

The Vision: “Create a prosperous and resilient Horsham District economy, by using our economic strengths to attract new investment, while growing and retaining our existing businesses, in order to improve local employment opportunities and quality of life for all”.

To achieve our vision we must strike the right balance between housing growth and the provision of employment land, which supports the creation of state of the art business parks in strategic locations to enable the District to compete as a first choice business location.

We will also work hard to support local business growth through the way the Council delivers its services by supporting positive and efficient regulatory policies, processes and decisions that create a Council reputation for leading a business supportive local environment from top to bottom.

We will maximise the District's awareness as a visitor destination in partnership with attractions and by supporting proactive town centre management and business favourable neighbourhood planning.

Job creation and the retention and growth of businesses is key to this strategy, whilst at the same time ensuring that the District retains its high quality of life status.

We need to support and build on our existing entrepreneurial and innovation culture, starting with stronger links between business and education, to ensure our residents have the skills to satisfy future business needs.

Implementation

In order to retain its relevance and impact on the local economy, the strategy and vision are supported by an action plan (2013 to 2015), detailing the proposed activity across six headline economic objectives and a series of short, medium and long term goals which are based on our identified strengths and challenges. These will be reviewed on an annual basis.

Throughout the strategy's lifetime, periodic reviews will be undertaken to ensure that its direction and actions remain meaningful and relevant. This is particularly important in the current economic climate, which is still highly uncertain and likely to change significantly over the coming years.

Themes

In order to achieve this vision, Horsham District's Economic Development Strategy 2013-23 is organised around three central themes, Business, Location and People. It is through these themes and their headline objectives that we will focus support and activity to maintain Horsham District's current position as an excellent place to live and work and continue to facilitate economic growth.

Business: To increase residents' prosperity & quality of life by creating District wide economic growth in support of balanced, living-working communities.

The District already has a good stock of successful businesses which need to be supported alongside efforts to foster entrepreneurship and encourage and attract new businesses. Enabling existing home based businesses and small and medium sized enterprises, (SME's), to grow and achieve their potential through support and infrastructure is an important aspect of this work. The District also has larger employers who provide a significant amount of employment and need to be supported and retained in order to ensure future success. It is essential that new strategic development sites are identified to support this growth and meet business needs.

Objective 1: Plan and allocate new employment and housing land to provide maximum benefit to both local residents and long term economic prosperity.

Objective 2: Attract high growth businesses, while supporting new and existing businesses to grow and prosper.

Location: To promote the District's location, together with its social, cultural, & environmental assets, as enablers of growth.

One of the most important aspects of the strategy is reinforcing the District as a special location that is attractive to people, businesses and investors. Its central location and the high quality of life it offers means Horsham District plays a crucial part in providing many of the skilled workers to neighbouring areas, especially, Crawley, Gatwick, London and Brighton. We wish to enhance this further by ensuring that the District provides more high quality local employment, ensuring its communities become more self sustaining and retain more income locally. This will entail the need to raise the profile and potential of Horsham and its district towns as 'go to' business destinations.

Creating the right framework and taking the right decisions that lead to sustaining the economic health and vibrancy of Horsham town centre and the market towns in the face of rapidly changing consumer demands, will be a core aspect of retaining the District's business and public appeal. This theme also considers enablers of growth such as communications and transport networks, and affordable housing

Objective 3: Promote Horsham as a first choice business and visitor destination.

Objective 4: Develop new approaches to providing housing that is affordable and attractive to working age households, supported by matching growth in employment land, community enhancing infrastructure and transport systems.

Objective 5: Maintain and develop economically vibrant town centres which provide substantial employment, meet changing business needs and evolving consumer demands.

People: To improve earnings and opportunities for District residents through higher quality employment and skills.

Perhaps the greatest asset for the District is the high skill level of its residents, who support economic growth across a wide geographical area. The large number of successful, skilled, high earning residents is also a draw for businesses looking for suitable locations. Skilled residents are also more likely to create their own businesses, helping to stimulate the local economy. However, continuous skill development across all sectors of the population is essential in ensuring that all residents have an opportunity to access employment.

Objective 6: Improve job opportunities and pay levels for local employees by working with partners to provide stronger education and business links.

It is important to recognise that these themes are interlinked and interrelated and cannot be approached in isolation.

Our Strengths and Challenges:

The strategic vision has been formulated through a consultation process to address the economic challenges that face the District over the next ten years. With the current climate of economic uncertainty, it is important that the strategic outlook takes these issues into account, as well as building on our strengths and taking advantage of all the opportunities that are on offer. **It identifies the following economic strengths:**

Business:

- A 'healthy' business economy with a low reliance on the public sector.
- Horsham placed 7th for its ability to withstand the recession.
- Low levels of unemployment and out of work benefit claimants.

Location:

- A desirable place to live in a central location with good connectivity.
- A high quality of life with an abundance of recreational amenities contributes to Horsham being consistently listed in top 10 of best places to live.
- Within the top 10% least deprived Local Authority areas in England

People:

- Highly skilled & well educated population and high residents' earnings.
- First class schools with high levels of attainment.
- Low levels of crime.
- Good quality housing stock.

...and the following economic challenges:

Business:

- Freehold and leasehold employment land in the District is scarce and much of the business accommodation stock is low grade and does not meet the requirements of existing businesses or attract new businesses, resulting in Horsham District being placed 86th in England in a recent Local Futures survey of 'best places to do business'.
- Shortage of Industrial space in the types and sizes needed
- Outdated office stock which is now unsuitable for modern business needs
- A high proportion of 'foreign-owned' larger businesses potentially footloose and vulnerable to relocating from the District.

Location:

- Poor infrastructure with inadequate broadband speeds and road congestion problems on main routes such as the A27, A24 and A272.
- The lack of affordable housing means young people have to move out to less costly areas, whilst businesses struggle to recruit much needed skills.
- Council policies that may not always reflect a 'pro-business' culture and potentially stifle growth.
- New shopping patterns pose a threat to many traditional retail sectors and high streets.

People:

- Low average workplace earnings with 29% of the workforce in-commuting, whilst 41.6% of residents have to out-commute for higher paid jobs.
- Haemorrhaging of young skills, talent & entrepreneurship through lack of affordable housing.
- No significant higher education presence.
- The increasing post-working age population with no vested interest in the economy.
- Rural access issues with high car dependency and the viability and retention of vital rural amenities e.g. pubs, village shops, public transport and post offices.

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1. Introduction

About this strategy:

Horsham District Council is at a pivotal point in planning for and delivering its economic future for residents, businesses and visitors alike.

Economic Development is considered to be the most important Council priority, ensuring we plan for a successful local economy with high levels of employment. The Horsham District Planning Framework is currently being prepared and takes into account the changes to national planning policy through the National Planning Policy Framework, (NPPF), to plan for sustainable development to drive and support economic growth. Local planning authorities should plan proactively to meet the development needs and support an economy fit for the 21st Century. This will require the delivery of homes, business and industrial units and infrastructure to meet objectively assessed local needs. This Economic Development Strategy has been developed alongside this, so economic growth and investment into the District remains paramount to the strategic long term planning of the district.

Most factors that influence business and the economy are beyond the scope of a District Council. National and international factors have a greater influence on business conditions than local ones. National Governments and the Bank of England set macro-economic and other linked policies and they largely determine the framework within which businesses operate.

Following a severe recession and property market slump, the future of the UK economy remains uncertain. It is experiencing very slow growth and the short term outlook is not good. Looking ahead, account will need to be taken of a different economic development climate characterised by:

- Continued restricted credit availability
- A more risk averse environment
- Less certainty that development schemes will be funded by rising land values as in the past
- Less reliance on growth sectors of the past decade, e.g. financial services
- Demand for office space growth likely to be stronger than industrial
- Future job growth at lower levels than previously achieved or predicted

The Horsham District is within the Coast to Capital Local Enterprise Partnership area, West Sussex County Council area and straddles the two Area Partnerships: Gatwick Diamond Initiative and Rural West Sussex. Strong partnership relationships and collaborative working with neighbouring authorities has been high priority for the Council for some years.

The purpose of this Economic Strategy is to communicate widely how the Council intends to grow the Horsham District economy. It presents a coherent rationale for the council to develop a robust economy that supports business investment and benefits local residents, whilst ensuring that there is sufficient housing and employment space within the District to support sustainable economic growth.

2. The Horsham District Challenge:

The Horsham District is an affluent District, with an impressive array of local businesses, first class schools, well educated and highly skilled residents, a wide range of high quality housing and a plentiful supply of recreational facilities. A key aspect of the District's success is the high quality of life it offers, with consistently high scores in national quality of life surveys. Unemployment and crime in the District are among the lowest in the country. One of the attractions of the District to residents and businesses is its prime location and connectivity: mid way between London and Brighton, with Gatwick Airport on the doorstep, speedy rail access to London and its proximity to the South East's major ports and airports.

The District is mainly rural with large areas of beautiful unspoilt landscape, some with national significance such as the High Weald in the north and to the south, the South Downs National Park. However, with this comes the common rural challenges of high car dependency, access to services and the viability of local amenities.

As with many other areas in the UK, the District has an increasing ageing population and high house prices which present a challenge to retaining young people. Almost a third of the Districts workforce commute in from locations with less expensive housing and almost half of residents have to commute out for higher paid work.

The Horsham District has fared better than many areas of the UK during the recession. The majority of business in the District are small, with many home based and a steady rate of business start ups despite a downward trend nationally. However, many of the major employers are foreign owned and potentially vulnerable to moving out.

For some years Horsham District has been under pressure to provide additional housing which has not been matched with new business land allocations and local job creation opportunities which has increased the number of residents commuting out of the area. The last new business land allocations were in the 1990's. Many of the existing commercial areas are low quality with little provision to meet current and future needs of existing businesses or attract new inward investors.

The revised Horsham District Planning Framework (HDPF) sets out the planning policies to deliver the needs of the District as well as protecting and enhancing the place in which we live work and relax. It proposes a vision, objectives and strategy for the Horsham District to cover +20 years, including locations to meet future housing, employment, retail and other development needs across the District.

The vision for the Economy in the HDPF is that by 2031 Horsham District will have become a place where:

“There is a vibrant economy that recognises both the wider context of the South Downs National Park and the Gatwick Diamond, building upon the established transport connections, and the niche market offer within Horsham District. Supports growth in employment land and communications to provide a diverse, resilient and flexible range of business premises which will provide good quality jobs and the opportunity of living close to where people work. This will incorporate floor space within a high value business park as well as starter units and move on accommodation to nurture and support growth of smaller businesses and attract inward investment”.

New sub regional structures have evolved, with the formation of Local Enterprise Partnerships (LEP). LEPs are to have an increasingly important role in determining sub-national economic development priorities and local authorities are expected to work closely together to identify joint solutions to shared challenges and opportunities.

Retail Issues

For town centre retail environments future growth in the retail sector at the national level is predicted to be significantly slower during the next decade, along with severe competition from increasing levels of internet shopping. The District's town centres will need to embrace these challenges if they are to remain vital and viable, requiring a flexible approach to the interpretation of town centre policies and strategies and the uses which take place within them. The historical function of town centres being primarily for retailing is being challenged and it will be increasingly necessary for town centres such as Horsham to be host to more socially driven non-retail uses, including services, food and drink and leisure. The success of our towns will be determined by our ability to deliver on five key high street drivers of change, the need for: Experience, Value, Connectivity (Data and Communications), Accessibility and Safety.

One example of positive Council leadership is the transformation of Horsham Town's, East Street and Market Square into a major restaurant area which has brought a new vitality to this area of the town with over £8 million of new private sector investment, 100 plus new jobs, and thousands of additional

customers and visitors as a result of joint Council investment of just half a million pounds. A proportionate impact is being sought from the Council's investment in West Street from West Sussex County Council Kick Start funding. Further exciting retail based developments are also proposed for Horsham over the next two to seven years which could see it enhance its reputation with residents, visitors and business operators still further.

3. Setting the scene – A new Economic Context:

3.1 National Level

The Government is clear that councils should be 'planning for growth' to contribute towards economic recovery. The *'Plan for Growth' (2011)* sets out the Government's approach to supporting sustainable economic growth. It believes that the national economy had become too dependent on financial services and the public sector and that this was unsustainable. It wants the post-recession economy to be rebalanced, so that it is driven by a stronger private sector and stronger international trade. It sees the public sector's role, which includes Local Authorities, as setting the right conditions for growth. An effective planning system is essential to achieving this and the new National Planning Policy Framework (NPPF) sets out a clear "presumption in favour of sustainable development" within the planning system. This means putting in plans that are pro-growth and allowing development that create jobs and support the economy.

Government policy requires local authorities to identify enough land for new economic development to attract jobs which will offer opportunities for local employment and benefit local economies. Current land allocations do not meet these needs, and this will be addressed through the Horsham District Planning Framework (HDPF) which will identify sufficient land to meet the needs of local businesses and provide opportunities to attract new investment.

The Heseltine Review *'No Stone Unturned in Pursuit of Growth'* 2013. Provides a comprehensive economic plan to improve the UK's ability to create wealth. The review makes the case for a major rebalancing of responsibilities for economic development between central and local government, and between government and the private sector.

The report makes 89 recommendations which aim to:

- inject stability into the economy
- create the conditions for growth, and
- maximise the performance of the UK

At its heart is a powerful case for decentralising economic powers from central government to local areas and leaders, as those best placed to understand and to address the opportunities and obstacles to growth in their own communities.

3.2 Sub-National Level:

Local Enterprise Partnerships, (LEP's)

Since the election of the coalition government in 2010, new sub regional structures have evolved, with the abolition of English regional Development Agencies and the formation of England's 39 Local Enterprise Partnerships, (LEPs). LEPs are business-led and intended to cover "functional economic areas" rather than arbitrary local authority boundaries. The Government has devolved powers and funding to LEP's that has little influence from Whitehall control, giving businesses and local leaders

the power and funding to do what they feel is necessary to realise their economic potential. Broadly, it believes that local residents and businesses are best placed to agree and respond to local economic priorities. As a result LEP's are playing a greater role in defining economic and growth priorities for their area, whilst being afforded greater accountability for delivering their economic growth potential and local authorities are expected to work closely together to identify joint solutions to shared challenges and opportunities.

Horsham District Council is part of the Coast to Capital LEP area, which covers a sub-regional area from the London Borough of Croydon, the Gatwick Diamond, West Sussex, Brighton & Hove and Lewes District. The Coast to Capital LEP will influence how economic development activity is carried out within Horsham District and across the wider area. The Coast to Capital LEP aims to:

- Create 100,000 net private sector jobs by 2035.
- Increase the volume of international trade and increase the levels of entrepreneurship and enterprise.

Their role is to set local economic growth strategies and to act as the main link between local and national Government on local economic issues. It is essential that we work with the LEP to secure investment and that we help influence the overall priorities within the area. Through the LEP solutions may be provided to address our identified challenges.

LEPs are growing in importance because they:

- Are the key link with UKTI for Foreign Direct Investment (FDI);
- Are required to develop a local growth strategy for their area;
- Have been provided with £23m Growing Places funds to identify and help unlock development sites;

From 2015 Local Enterprise Partnerships will be responsible for:

- Developing and implementing Local Economic Growth Strategies
- Allocating Local Growth Funds and £57million EU Structural Funds in their areas
- Allocating 'Growing Places' funding to identify and unlock development sites
- Prioritising and funding major local transport schemes through Local Transport Bodies.
- Bidding for Regional Growth Funds that provides support for private sector-led projects with significant potential for economic growth and which will create additional sustainable private sector employment.

Horsham District Council will work in partnership with Coast to Capital LEP to contribute to the achievement of its goals and maximise the benefits for the District.

3.3 West Sussex County Council

In 2012, West Sussex County Council produced a new economic strategy, which acts as the framework for economic development interventions across the county and has seven strategic priorities. West Sussex County Council has made a strong financial commitment in its allocation of funding to 'Kickstart' the West Sussex economy. This funding has been distributed throughout the County, enabling many economic improvement projects to proceed. HDC has benefited from this funding, successfully securing £600k for the enhancement of West Street in Horsham.

WSCC is using Kickstart to fund:

- A business support programme and the creation of a business grant scheme for West Sussex. 'Be the Business' was launched in September 2013.
- An Inward Investment website to promote West Sussex and attract new businesses and investment.
- A 'Delivery & Investment Framework' project aimed at unlocking potential sites which have job creation potential. This work will feed into the Coast to Capital LEP Growth Strategy.

Additional funding has been allocated by WSCC to improve broadband, particularly in rural areas of West Sussex where many home based businesses are reliant on high speed broadband. This area of investment will be of particular importance to HDC in supporting and promoting the economy in our rural area.

WSCC is leading the Sussex Energy Saving Partnership, to improve the energy efficiency of properties across the county. The SESP programme will make a significant contribution to energy saving, and boost the local economy through employing local tradesmen, spend and increased spending and adding to the skills of the existing workforce.

3.4 West Sussex Area Partnerships:

The Horsham District spans two West Sussex Area Partnerships:

3.4.1 The Gatwick Diamond Initiative (GDI) – this covers the geographic areas of Horsham, Crawley, Mid Sussex, Epsom & Ewell, Tandridge, Mole Valley and Reigate & Banstead.

Horsham District Council is an active member of the Gatwick Diamond which plays a key role in promoting the area around Gatwick Airport as a world class business location. GDI is responsible for responding to Coast 2 Capital on Inward Investment enquiries and will secure inward investment projects in the District. This will continue to build upon the previous, successful delivery of inward Investment enquiries such as, in 2011 the American UKTI inward investment project in HDC.

It's Vision – 'To be an internationally recognised world-class business location achieving sustainable prosperity'

The Gatwick Diamond Initiative Strategic Business Plan 2013-16 identified the following:

Key Objectives:

- To promote the area as a world class business location (PROMOTE)
- To attract investment whether from UK, government or foreign (ATTRACT)
- To help retain existing businesses (RETAIN)
- To foster the growth of existing and new businesses. (GROW)
- To maximise the benefits of technological change (GROW)
- To contribute to public sector decision making at a local, regional and national level (INFLUENCE)

The Gatwick Diamond has a large number of major international, corporate businesses and is a key sub-regional employment centre, with a strong focus on international trade and inward investment. GDI has identified seven priority sectors to support economic growth: One of the key outcomes of its Strategic business plan for 2013 – 2016 is GVA growth - £17.5bn (2009) to £19.1bn (2016) to £21.5bn (2020)

3.4.2 Rural West Sussex Partnership:

Covering the rural areas of West Sussex:

Horsham District Council plays an active role in the Rural West Sussex Partnership along with representatives from Mid Sussex, Chichester, Arun and Horsham District Councils, West Sussex County Council, Coast to Capital LEP, South Downs National Park Authority and Action in Rural Sussex, as well as other organisations with an interest in supporting the rural economy.

The Rural West Sussex Area Partnership has formed a West Sussex Rural Economy Group and developed a strategy and an action plan focusing on three themes:

- Promote and invest
- Funding and Finance
- Business engagement and skills

Collaborative projects for Rural West Sussex are emerging through the themed groups with an emphasis on complementing existing work within the rural Local Authorities of West Sussex. The existing Core Strategy recognises and seeks to support the rural economy in Horsham District. The HDPF recognises the stronger emphasis put on promoting and strengthening the rural economy

3.5 Local Authority: Horsham District Council

The Government believes that local authorities have a 'critical role' in supporting their local economies and that they are "uniquely placed" to bring stakeholders together to do this.

The Local Growth White Paper identifies local authorities as having the following key roles:

- Leadership and co-ordination
- Providing a responsive supply of land to support business growth and housing supply
- Using their own land assets to lever private sector funding
- Influencing investment decisions, particularly through the planning system
- Supporting local transport infrastructure investment
- Working with nationally-led schemes, such as business support and employment: programmes, to support local people and businesses
- Providing high quality core services, such as schools and transport; and
- Leading efforts to improve the health and well-being of local residents, particularly around maximising opportunities for work

The 2008/09 financial crisis has changed the economic and business environment and weakened medium-term prospects for growth. A fresh approach to public policy and the introduction of new local authority incentives has placed a responsibility on local authorities to find new, innovative ways of achieving sustainable economic growth as the future funding of local council's is heavily dependent on achieving business growth. The Government has removed many local targets, but has provided a number of incentives to encourage local authorities to take a more proactive approach to developing their local economies. These include:

Business Rate Retention Scheme – The Business Rates Retention Scheme (BRRS) from April 2013 means that a proportion of the grant that Local Authorities receive will be based on the level of business rates generated in their area. The scheme is intended to provide a financial incentive for Council's to promote local economic growth. The key stated objective of the Business Rate Retention scheme in England is as follows:

"It [the Business Rate Retention scheme] will provide a direct link between business rates growth and the amount of money councils have to spend on local people and local services. Councils will be able to keep a proportion of the business rates revenue as well as growth on the revenue that is generated in their area. This will provide a strong financial incentive for councils to promote economic growth. Business rates retention is at the heart of the government's reform agenda and will help achieve 2 priorities: economic growth and localism."

The Community Infrastructure Levy (CiL) – this allows local authorities to levy charges on new developments to help fund the development of supporting community infrastructure.

The New Homes Bonus – this is a central government grant, based on additional new homes, that is paid to local authorities to encourage them to increase the number of new homes in their areas as the housing industry is seen as playing a key role in boosting the economy. There are extra payments for affordable homes. Up to 35% of this funding may be top-sliced and passported through to LEPs in the near future to enable them to unlock regionally significant growth through the funding of infrastructure.

Tax Increment Finance (TiF) – this allows local authorities to borrow against predicted growth in their locally raised business rates to fund key infrastructure and other capital projects that will support economic growth.

BIDS – Business Improvement Districts – a defined area within which businesses pay an additional business rate in order to fund projects within the Districts boundaries.

In addition to this, local planning authorities now have a statutory Duty to Co-operate, with each other, introduced through the Localism Act, and enshrined in policy in the NPPF, so that they can develop strategic policies together. This recognises that business and economic growth is not confined within local authority boundaries.

3.6 Horsham District Partnerships:

3.6.1 Town Centre Business Partnership Horsham Unlimited (CIC Ltd)

Horsham District Council is a stakeholder in Horsham Unlimited which brings together business interests to sustain and grow a successful and vibrant town trading environment.

The Horsham Unlimited Board is made up of businesses that represent the town both geographically and by sector including property owners.

It both leads and partners a number of tactical initiatives including many that pro-actively support independent businesses and also feeds essential business input into strategic town developments. In 2013/14 Horsham Unlimited is seeking a feasibility study to lead into development of a Business Improvement District (BID) for the town centre.

3.6.2 Horsham Rural Towns Forum

This is a unique group that brings together pro-active community leaders from the seven Horsham Districts Rural Towns. Membership comprises both Community Partnership and Parish Council representatives with a common purpose; to share best practice and experience to ensure their communities' benefit from enhanced facilities and services both economic and otherwise.

Horsham District Council's role is one of support and facilitation, encouraging the group as a whole and its constituent members to achieve their objectives. Where there is benefit to do so, the Forum members can come together to develop initiatives that deliver gain across all or some of their number. The group is closely affiliated to the Association of Market Towns (AMT) and has won AMT awards for some of its projects.

3.6.3 Horsham District Community Partnership (HDCP)

Horsham District Community Partnership is the Local Strategic Partnership, (LSP), established in 2003 as part of the Local Government Act 2000, with a legal duty on the Council to produce a Community Strategy with partners to represent the interests of the Horsham District Community. The 'Opportunity for all' economic sub group of the Partnership made up of public and private sector representatives, successfully created the 'Think Horsham' website and contributed to the development of the work experience programme to tackle the growing number of young people in Horsham District not in employment, education or training (NEETS).

3.7 Greening Business

3.7.1 Sussex Energy Saving Partnership:

West Sussex has established a partnership with the 14 local authorities across East and West Sussex to implement the Sussex Energy Saving Programme. The focus of the programme is to reduce energy consumption in the existing building stock across the Partnership area. This is an ambitious and long term programme (20-25 years) which aims to install energy efficiency measures in both residential and

commercial premises where up to 700,000 local houses could benefit. The aim of the programme is that it will also benefit the local economy by having the potential to create 11,000 jobs.

3.7.2 West Sussex Sustainable Business Partnership

Horsham District Council is one of the partners in this County-wide Partnership. It is run by a Community Interest Company to improve the resource efficiency of small and medium sized businesses across West Sussex. The Partnership runs workshops, a helpline, a network and newsletter to support businesses and help them to save money by reducing their energy costs.

4. The Horsham District

Business, Location & People

The 6 emerging economic development objectives that will underpin the strategy are divided into three themes: Business, Location and People and aim to maintain Horsham District's current position as an excellent place to live, work and visit.

The supporting actions for each objective are explained in more detail in the Economic Development Action Plan 2013-2015 (Appendix 1)

Summary of Objectives:

Business:

Objective 1: Plan and allocate housing and employment land to provide maximum benefit to both local residents and long term economic prosperity.

Objective 2: Attract high growth businesses while supporting new and existing businesses to grow and prosper.

Location:

Objective 3: Promote Horsham as a first choice business and visitor destination.

Objective 4: Develop new approaches to providing housing that is affordable and attractive to working age households, supported by matching growth in local employment land and transport systems.

Objective 5: Maintain and develop economically vibrant town centres which provide substantial employment, meet changing business needs and evolving consumer demands.

People:

Objective 6: Improve job opportunities and pay levels for local employees by working with partners to provide stronger education and business links.

4.1 Business

There is a healthy business basis in the Horsham District with in excess of 11,000 businesses. Approximately 6,350 of these are VAT registered. The District's economy is valued at £2.33bn

86.5% of the businesses are small, either employing the owner or up to 9 people, consistent with the South East (84.4%) and GB (82.9%). Many of these small businesses are home based, an increasing trend. 2010 national research indicated that 2.8m of the 4.7m small and medium sized enterprises in the UK were home based, increasing at a rate of 300,000 each year. In a predominantly rural area home based businesses are often the only means of employment for those without transport and vital part time employment for residents working around school hours.

85% of the District is rural and home to many major employers, small and medium sized enterprises (SME's) and home based businesses contributing significantly to the District economy. A Skills and Enterprise in Rural West Sussex report by Simpson Consulting on behalf of WSCC in 2010 found an increase of 6,500 jobs in rural West Sussex areas, whilst 6,500 jobs had been lost in the urban areas in the County. The majority of new businesses start up's are in rural area's. The challenge is to provide move on premises for all sizes of business and enable them to stay and grow in their locality to achieve their potential and retain rural jobs. Stronger policies are required to retain agricultural buildings for business use together with new business land allocations in strategic locations throughout the District to create new business parks.

The latest new business data suggests that 7.5% fewer businesses started up in the Horsham District during the first four months of this year compared with the same period in 2012. The majority of new businesses starting were within rural areas of the District. A strategic and co-ordinated approach to business support is being addressed by WSCC which will encourage and help those seeking to start a business.

The District also has a growing number of medium sized enterprises, but few large/major employers, with 0.2% of businesses employing more than 250. This compares with SE (0.4%) and GB (0.4%). Many of the larger businesses are foreign-owned with investment decisions made by the parent company, therefore potentially vulnerable to moving out of the District.

Trends Business Research Observatory 2012 information suggests that between 2009 and 2011:

- 315 businesses left the district and are trading elsewhere
- 395 businesses established in the District
- 1785 jobs were lost
- 1955 were gained

For some years Horsham District has been under pressure to provide additional housing, whilst no new business land has been allocated in the District for 20 years, during which time the housing stock and population has risen considerably. Many of the existing commercial areas are low quality with little provision for business incubation, high tech or expansion for existing businesses or the attraction of inward investment. New business land allocations in appropriate places throughout the District will provide for the expansion needs of our home grown businesses and offer space for Inward Investment, providing vital jobs for our growing communities. A recent study by Local Futures placed Horsham District 86th in the list of best locations for a business, mostly due to the District's business accommodation and land offer.

The District has infrastructural issues, particularly access to reliable broadband and adequate speeds, which constrain business growth and individual's access to employment and learning opportunities.

Objective 1: Plan and allocate housing and employment land to provide maximum benefit to both local residents and long term economic prosperity.

Objective 2: Attract high growth businesses while supporting new and existing businesses to grow and prosper.

4.2 Location

The first historical record of Horsham is from AD 949 and historically known for horse trading in early medieval times, as well as trading in sheep, cattle and corn. Former industries include brick making, iron smelting, brewing and printing. Over time new industries and major employers have emerged and made Horsham home.

The Horsham District is an affluent District, covering 205 square miles, 85% of which is rural, with large areas of unspoilt landscape from the High Weald in the North to the South Downs National Park in the South. 55,000 of the District's population live in Horsham Town, the District's administrative centre. The remaining population lives in the Market Towns: Billingshurst, Henfield, Pulborough, Southwater, Steyning and Storrington as well as the many picturesque villages and hamlets across the District.

The rural area of the Horsham District contributes significantly to the District economy. Each of the Market Towns has its own unique identity and the council is working with Parish Council's and Community Partnerships to ensure that the District's market towns are thriving and vibrant economic hubs. Neighbourhood plans are underway and these will shape the future of their local areas. In the last decade HDC supported the Market Towns through the Defra/ SEEDA Rural Market Towns programme to develop Appraisals and Action plans to enable them to apply for RDA funding. It was this process which led to the formation of economic support groups within each of the market towns. HDC has supported these economic groups and the development of highly successful projects to enhance their local economies – e.g. Billibiz, Henfield Hub and new for 2013 – Steyning's Food & Drink Festival within the HD Food & Drink Festival – organised and energised by local economic groups.

Being a predominantly rural area, the District has similar challenges to other rural areas in the UK: high car dependency, access to services, e.g. healthcare, education and training, public transport and the viability of local amenities including, village shops, post offices and pubs.

One of the reasons the Horsham District is so desirable to businesses and residents is its prime location and connectivity, mid-way between London and Brighton. London is less than an hour away by rail; Gatwick Airport is on the doorstep whilst Heathrow, London City and Southampton Airports are within 50 miles. The South Coast ports, the Channel Tunnel Eurostar and Le Shuttle are also easily accessed. This unique location provides excellent communication links to the rest of the UK, Europe and beyond, enabling businesses to benefit from the opportunities provided by international trade and investment.

The District is renowned for its high quality of life and consistently scores highly in national surveys. The latest survey on best places to live in England by Experian for the Sunday Times placed Horsham District 5th place. The District is rich in its cultural and historic heritage with an abundance of cultural, sporting and leisure activities to offer. Add to this its strong locally produced food and drink offer and Horsham Town Centre annual events programme and the District has the potential to greatly increase visitors to the District through targeted promotional activities.

Horsham District compares well against similar economic areas elsewhere in the UK. The District was ranked 7th out of the 325 English Local Authority areas for its ability to withstand the recession. It has shown strong and consistent private sector growth over the past decade and is less reliant on public sector employment, therefore less vulnerable to the public sector job cuts.

Average house prices in the District are £325,142, second highest in West Sussex to Chichester District and higher than the West Sussex, South East and UK averages. Affordable housing is a key issue to retaining young people in the District and for businesses seeking to attract skilled employees

The HDC Housing Strategy 2013 – 2015 highlights that affordable housing is in short supply and the need to work with partners to increase the delivery of the provision and access to affordable homes to be able to maintain thriving communities.

One of the key aspects of Horsham District's success is the quality of life offer it provides to some of the south east's highest skilled residents. Good-quality housing help to draw talented wealth creators into the area, creating opportunities for business creation, home based businesses and stimulating the

local economy. Low levels of crime and good connectivity help to make the District the area of choice for many professional people.

Town Centres

Town centres in the UK have been hit hard with high street chain closures, supermarkets, out of town shopping and the ever increasing trend towards internet shopping are a constant threat to our town centres, village shops and post offices. Whilst Horsham Town, running at an average void rate of around half the national average, and the Market Towns have not suffered greatly thus far, we are not immune to these changes in shopping patterns and national chain closures and there is a great deal of movement in businesses present.

The transformation of East Street and Market Square into a major restaurant area has leveraged an estimated £8m new private sector investment creating 100+ new jobs and brought new customers and visitors into the town from a public sector investment of £500k by WSCC and HDC. Improvements and changes to other parts of the town centre in a co-ordinated and planned fashion are one of the key challenges over the next five years.

The Horsham Town Centre Vision, commissioned by HDC in 2011 from Urban Futures reported: "Although Horsham has demonstrated considerable resilience in the face of the current economic downturn, it is important that the public and private sectors continue to be proactive in maintaining and enhancing Horsham's competitive advantage and promoting the vitality and viability of Horsham town as the commercial, cultural and administrative centre of the District. There is a complementary, but not competitive role, for other key development opportunity areas including; Hurst Road and Broadbridge Heath Quadrant. The Town Centre framework presents a timely mechanism for highlighting the interventions required to protect and enhance Horsham's Town Centre's competitiveness and distinctiveness".

The Town Framework promotes the protection and enhancement of Horsham town's heritage as a unique selling point, as this character offers an exciting opportunity to nurture the town's growth as a cultural hub and destination for the creative arts.

Horsham District Council supports the retail and small business community across the District through its proactive town centre management including the co-ordination of activities involving a wide range of partners that together animate the towns and villages, driving footfall throughout the year. As part of this HDC has established several highly successful events, such as Piazza Italia, Sparks in the Park, Horsham Food & Drink Festival, The Big Nibble and Microbiz. These events not only promote the town to attract new visitors and shoppers, they also encourage local purchasing by showcasing the availability of local products and services to consumers and businesses. Other smaller scale activities are supported in retail centres in the rest of the District.

A new car parking strategy and improvements to parking payment methods and environments in Horsham Town will enable easier access; improve value perception and enhance the shopping and visitor experience.

The Horsham Districts visitor economy was worth £172,929,000 in 2011, sustaining 2,953 full and part time and seasonal jobs. With its high quality of life location and outstanding environment the District has the potential to attract greater numbers of tourists and day visitors. The visitor economy could provide a significant number of new opportunities for residents, in terms of employment and the creation of new businesses.

Objective 3: Promote Horsham as a first choice business and visitor destination.

Objective 4: Develop new approaches to providing housing that is affordable and attractive to working age households, supported by matching growth in employment land and transport systems.

Objective 5: Maintain and develop economically vibrant town centres which provide substantial employment, meet changing business needs and evolving consumer demands.

4.3 People

Horsham District has a resident population of 131,500 and a working age population of 81,100 with 66,900 (81.8%) economically active. The primary objective of this Strategy is to ensure that local people have access to employment opportunities which underpin a good quality of life for all.

The District benefits from first class schools achieving high levels of attainment.

- 41.8% of its residents hold a degree or an equivalent qualification, well above the national average of 34.4%.

Horsham's residents have high earnings, with gross weekly earnings of £576.3, higher than West Sussex, the South East and national averages.

The occupational structure of employment for residents reflects the high level of skills.

- 55.8% employed in managerial, professional and technical occupations against a national figure of 44%.
- 41% of the District's residents commute out to work in Crawley, London and beyond for higher paid work, which provides for a disparity in earnings by residence and earnings by workplace.
- 29% of the District's workforce travel from locations with less expensive housing.

The District has low unemployment and benefit claimants. Unemployment peaked at 2.6% in April 2011 and currently stands at 1.4%.

The District, like many other areas in the UK, has an ageing population which is a more pronounced trend in rural areas as young people move out to find employment and affordable housing and older people move in.

- The 65+ age group account for almost 20% of the District population, a figure set to increase.
- The 50+ accounting for 40.5% of the District population, against a national figure of 34.9%.

The retention of young people in the District is a key issue, contributing to the ageing population.

- The 15 to 29 age group account for 14.8% of the District population

Young people leave the District to go to Universities in other areas of the UK and do not return. Additionally the lack of affordable housing forces young people to move out to places with less expensive housing.

The District has a number of young people aged 18 to 24 who are not in employment, education or training, (NEETS), mainly due to the lack of work experience to get their first job and the increased costs of a University education. This is being addressed by HDC through its DWP funded work experience programme with positive results. The number of JSA claimants aged 18 to 24 has fallen from 390 to 270 since the programme started in January 2012 with 84 work experience work places and a 64% success rate in participants finding employment.

Objective 6: Improve job opportunities and pay levels for local employees by working with partners to provide stronger education and business links.

5. Horsham District – Reviewing progress:

The Horsham District Economic Development Strategy is the guiding document for the Council and its partners setting out how we aim to achieve our economic growth ambitions.

The Council will work with partners to deliver strategic priorities, and will look to the LEP and the private sector to leverage funding and investment into the District. Horsham District businesses and partnerships will be crucial in achieving the goals set out in the strategy, with the Council taking an enabling role that allows the private sector to deliver jobs and growth.

The Economic Development Strategy recognises the strengths of the district, with its highly skilled residents, good quality housing and large, successful business base. At the same time it highlights the challenges that face the district in terms of the need to ensure appropriate land is allocated to supporting growing businesses needs, improve the town centre, create more high growth businesses and deal with issues of worklessness particularly in young people.

Through focusing on the three key areas of Business, Location and People, the strategy lays out the main priorities for the district in order to ensure prosperity in the future.

This strategy has a ten year lifetime, from 2013 to 2023. In order to retain its relevance and impact on the local economy the strategy will be supported by a two year action plan detailing proposed activity across six headline economic objectives and a series of short, medium and long term goals, which will be reviewed on an annual basis. It is important that the strategy continues to be relevant and therefore throughout the strategy's lifetime periodic reviews will be undertaken to ensure that its direction and actions remain meaningful and relevant. This is particularly important in the current economic climate, which is still highly uncertain and likely to change significantly over the coming years.

Since 2010, the Government has adopted a strong 'localism' agenda, removing a raft of centrally imposed targets and guidance and set about devolving responsibilities away from Whitehall, so that local authorities and their partners can have a greater impact on their local economies.

Local Enterprise Partnerships are set to have an increasingly important role in determining sub-national economic development priorities and associated funding to deliver these. Local authorities are expected to work closely together to identify joint solutions to shared challenges and opportunities.

Coast to Capital LEP will influence how economic development activity is carried out within Horsham District and across the wider area. This will require new ways of working, but will also provide opportunities to work in different and collaborative ways, to deliver the efficiency savings needed if economic development is to remain effective under the new tighter fiscal regime we face.

Economic Development is a cross-departmental, multi-functional discipline that requires a 'whole council approach and effective partnerships with neighbouring local authorities and other public, private and voluntary sector partners, both within and beyond the local authority boundary.

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Horsham District Council –Economic Development Action Plan 2013/15

Business To increase residents' prosperity & quality of life by creating District wide economic growth in support of balanced, living-working communities				
Objectives	Priorities	Actions	Who	When
1. Plan and allocate new housing and employment land to provide maximum benefit to both local residents & to meet the needs of long term economic prosperity	1.1 Ensure that the Development Planning polices promote the District's success as a business location while balancing thriving local economies with community & home owners interests	1.1.1 To review the existing policies through the development of the Horsham District Planning Framework to plan for the delivery of homes, business and industrial units, infrastructure to meet the objectively assessed local needs.	Strategic Planning	In accordance with the timetable in the Local Development Scheme. (The HDPF should be adopted by 2015).
	1.2 Identify & encourage landlords & business owners to improve or redevelop their premises with positive support from planning & building controls & introduction to sources of external funding	1.2.1 Contact owners of vacant premises across District to understand barriers and assist unblocking of such premises.	Economic. Development Team	End 2013
		1.2.2 Promote Business Rate Relief. 1.2.3 Meet Commercial Agents regularly to share information on available premises and potential investors / expanding businesses	Census Economic. Development Team	Ongoing Bi annually
	1.3. Identify a sufficient supply of existing and new employment land to provide a diverse, resilient and flexible range of business premises to meet the future needs of the Districts.	1.3.1 To allocate and plan for regenerated and new employment areas.	Strategic Planning	In accordance with the timetable in the Local Development Scheme. (The HDPF should be adopted by 2015).
2. Attract high growth businesses while supporting new and existing businesses to grow and prosper	2.1 Engage with property agents & potential investors to develop tailored offers to market District's benefits to attract investment.	2.1.1 Meet Commercial Agents regularly to share information on available premises and potential investors / expanding businesses	Economic. Development Team	Annually
		2.1.2 Organise a commercial agent forum	Economic. Development Team	September 2014
		2.1.3 Meet with local banking and accountancy organisations to discuss business support, business opportunities and shared intelligence.	Economic. Development Team	November 2014

Horsham District Council –Economic Development Action Plan 2013/15

	2.2 Build/maintain strong relationships with major employers to understand their challenges, & support their opportunities	2.2.1 HDC Account Managers to build and maintain relationships with portfolio of major employers to include premises visits 2.2.2 Organise a Business Forum to discuss current issues for businesses of all sizes	Chief Executive, Director of Community services & other senior officers Economic. Development Team	Continue visiting one employer each month February 2014
	2.3 Formulate pro-employment & business policies to support growth & remove regulatory & planning barriers as identified by local business networks	2.3.1 Hold HDC Extended Business Team meetings to discuss 'Whole Council' approach and share information / good practice 2.3.2 Departments to review , formulate and implement 'pro business' policies with support from HDC Members 2.3.3 Feed back results to the planning department to enable planning barriers to growth to be addressed. 2.3.4 Support the FSB's Charter of Good practice for procurement and prompt payment and encourage local businesses to bid for HDC contracts.	HDC Extended Business Team HDC Extended Business Team departments & HDC Members DM and Strategic Planning Economic Development and Procurement Teams	Quarterly Ongoing plus incorporate into annual Service Plans As required April 2014
	2.4 Research investors' needs & promote business locations in partnership with economic partners (UKTI, Coast to Capital, Gatwick Diamond, WSCC etc.)	2.4.1 Meet regularly with all key partners to share information on inward investment opportunities in the Horsham District 2.4.2 Support the overall aims and objectives of all key strategic partners (e.g. participation in delivery & investment framework with WSCC) 2.4.3 Support WSCC's Inward Investment	HDC / C2C / GDI / WSCC /UKTI Economic Development Team Economic	Quarterly Ongoing Ongoing

Horsham District Council –Economic Development Action Plan 2013/15

		promotional website.	Development Team	
	2.5 Better understand our current position regarding growth potential of the district.	2.5.1 Economic Growth Assessment to determine growth potential, sector strength and business land requirements.	Joint commission - HDC, Crawley and Mid Sussex	January 2014
	2.6 Ensure high quality location search & business support service, including networking and business skills for small, start-up, & home based businesses to accelerate profitability & job creation	2.6.1 Business Support Events - Microbiz / Food & Drink Festival / Meet the Buyer including business master classes	Economic Development Team	Existing business support Calendar of events established
		2.6.2 Support and promote the Be the Business programme to Horsham District businesses and provide opportunities for BTB Road shows in the District.	Uni of Chichester & consortium partners	18 month programme commenced in September 2014
		2.6.3 Investigate potential for Business Hubs for start-ups and small growing businesses	Economic Development Team	July 2014
		2.6.4 Make better use of electronic information for business benefit (e.g. Think Horsham brand - relaunch and promotion of website).	Economic Development Team	February 2014
		2.6.5 Promote HDC Business Support including extended business team and networking with other support / networking organisations	Economic Development Team	January 2014

Horsham District Council –Economic Development Action Plan 2013/15

Location To promote the District's location, together with its social, cultural, & environmental assets, as enablers of growth				
Objectives	Priorities	Actions	Who	When
3. Promote Horsham District as a first choice business & visitor destination	3.1 Work in partnership to develop marketing and branding campaigns through the Think Horsham Website to promote a more coherent & attractive image of Horsham District targeted at the web, business networks, retailers, property agents etc	3.1.1 Consult District Businesses through an annual Business Forum (as above)	Economic Development Team	February 2014
		3.1.2 Commercial Agents Meetings (as above)	Economic Development Team	Annually
		3.1.3 Partnership working - build on existing partnerships and networking (FSB, Chambers, Networking Groups, Community partnerships and retailer groups including Horsham Unlimited)	Economic Development Team	Ongoing
		3.1.4 Refresh and relaunch Think Horsham Brand	Economic Development Team	February 2014
	3.2 Continue improvements of Horsham town & the District's market towns by working in partnership to enhance their offer to shoppers, workers, employers and visitors.	3.2.1 Work with RTF, RWP, RWSEG, AiRS etc	Economic Development Team	Ongoing
		3.2.2 New Director of Rural Partnership (to be hosted at HDC)	Economic Development Team	From April 2014
		3.2.3 Progress work with Market Towns - ensure MOUs in place -regular meetings with Rural Towns Forum (RTF)	Economic Development Team	March 2014

Horsham District Council –Economic Development Action Plan 2013/15

		<ul style="list-style-type: none">- link RTF to existing business support available- encourage RTF to support existing HDC initiatives (F&D, Microbiz)- support district towns & villages with info & advice on neighbourhood planning		
3.3 Deliver the Horsham Town Centre Vision- including implementing the West Street refurbishment project, install new way finding, and improved lighting.	3.3.1 Current programme of development funded by Kick Start money	Economic Development Team		November 2013
3.4 Progress the improvement and redevelopment plan for Horsham town to attract new retail, commercial & hotel investments with the Council's assistance for planning & land assembly.	3.4.1 Develop policies in the HDPF which strengthen and enhance the role of Horsham Town as the commercial, cultural and administrative centre of the District.	Strategic Planning. Strategic Property & Town Centres Manager		In accordance with the timetable in the Local Development Scheme. (The HDPF should be adopted by 2015).
3.5 Encourage the retention and improvement of rural centres in the District.	3.5.1 Develop policies in the HDPF and support subsequent Neighbourhood Plans which strengthen and enhance the role of the hub settlements and villages in the district as sustainable locations for the rural economy, services and retailing.	Strategic Planning. Strategic Property & Town Centres Manager		In accordance with the timetable in the Local Development Scheme. (The HDPF should be adopted by 2015).
3.6 Support the Development of a Horsham Business Improvement District Centre.	3.6.1 HDC to support the creation of a BID for Horsham Town Centre in conjunction with Horsham Unlimited.	Director of Community services & Town Centres Manager		April 2014
3.7 Identify & challenge Horsham District landlords & business owners to improve or redevelop their premises & upgrade quality with HDC providing positive support through planning, development control & access to external funding	3.7.1 Contact owners of Vacant premises across District to understand barriers and assist unblocking of such premises 3.7.2 Meet Commercial Agents regularly to share information on available premises and potential investors / expanding businesses	Economic. Development Team Economic. Development Team		End 2013 Bi annually

Horsham District Council –Economic Development Action Plan 2013/15

	3.8 Implement the Horsham Parking Strategy and install new parking equipment in appropriate car parks	3.8.1 Monitor and assess the impact of new equipment and parking arrangements in Horsham Town on traffic and footfall	Town Centres Manager	June 2014
	3.9 Better understand the needs of providers and engage with them to maximise the potential of the districts visitor economy	<p>3.9.1 Audit of attractions and accommodation to promote their offer on Think Horsham & HDC websites</p> <p>3.9.2 Link VE providers with current business support programme - i.e. Microbiz and food & drink to encourage the use of local produce and local products/services. (encourage participation in the Sussex Breakfast / Sussex platter campaign - promotions using local produce as ingredients)</p> <p>3.9.3 Create strong partnership bond with South Downs National Park</p> <p>3.9.4 Partner and attend meetings working with Love Sussex, Visit Sussex, Tourism South East and Visit England, Sussex Destination Managers group and Sussex Hoteliers group</p> <p>3.9.5 Food & drink trails - using existing walks programme and our food & drink festival contacts</p> <p>3.9.6 Send each accommodation provider the annual HDC events programme to help them to attract visitors and place in their visitor packs</p> <p>3.9.7 Promote WSCC business support programme - Be the business</p> <p>3.9.8 Link to work experience programme/ internships/ apprenticeships</p>	<p>Economic. Development Team</p> <p>Economic. Development Team</p> <p>Economic. Development Team</p> <p>Economic. Development Team</p> <p>Economic. Development Team</p> <p>Economic. Development Team</p> <p>Economic. Development Team</p>	<p>January 2014</p> <p>January 2014</p> <p>January 2014</p> <p>Ongoing 2014</p> <p>Summer 2014</p> <p>January 2014</p> <p>January 2014</p> <p>January 2014</p>

Horsham District Council –Economic Development Action Plan 2013/15

		3.8.9 Promote any leader funding that may be applicable with new leader funding back on stream from 2015	Economic Development Team	Summer 2014
4. Develop new approaches to providing housing that is affordable & attractive to working age households, supported by matching growth in local employment land and transport systems	4.1 Ensure Horsham communities and parishes develop neighbourhood plans that provide a range of development initiatives for affordable housing for local families, including self-build, as well as including proposals for employment land to support local jobs	4.1.1 Develop the HDPF with policies that enable and support Neighbourhood Planning 4.1.2 Provide support to Parishes and Neighbourhood Forums to develop Neighbourhood plans	Strategic Planning	In accordance with the timetable in the Local Development Scheme. (The HDPF should be adopted by 2015).
5. Maintain and develop economically vibrant town centres at the heart of our communities so that they provide substantial employment, meet changing business needs and evolving consumer demands.	5.1 Ensure strategic town centre developments achieve positive impacts on town centre visitor numbers, quality and 'retail mix' 5.2 Support and where needed lead on the development and implementation of tactical initiatives that benefit all town centre businesses but especially independents 5.3 Provide effective town centres management, co-ordinating other HDC departments, local partners and contracted out operations towards the given goal	5.1.1 Work with Strategic planning and development to ensure policy and planning decisions support the Economic objectives 5.2.1 Play an active role in Horsham Unlimited-Town Centre Business Partnership, championing their role as the voice of the town business community 5.2.2 Plan, implement, co-ordinate and promote an annual programme of Horsham town centre events, activities and promotional initiatives by both HDC and partner organisations that support the vibrancy of Horsham Town Centre 5.3.1 Manage contracts for the running of Horsham Markets and installation of Christmas Lights 5.3.2 Monitor standards and issues arising and promote action to maintain a positive town centre experience 5.3.3 Work closely with Car Parking and Leisure Services to ensure they are fully integrated within town centre economic objectives	Town Centres & Event management Team Town Centres & Event management Team Town Centres & Event management Team Town Centres & Event management Team Town Centres & Event management Team Town Centre and Parking Services	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing

Horsham District Council –Economic Development Action Plan 2013/15

People To improve earnings and opportunities for District residents through higher quality employment and skills				
Objectives	Priorities	Actions	Who	When
6. Improve job opportunities and pay levels for local employees by working with partners to provide stronger education and business links	6.1 Work with Job Centre Plus & partner agencies to ensure that residents of all ages are provided with information & guidance to access local employment opportunities including special attention to child care, public health & lifestyle, & problem families	6.1.1 Continue to manage and Develop Employment projects including J2W & REDO and look for further funding opportunities to improve access to these and additional projects.	Funded HDC Officers	Ongoing - Dependent on funding
		6.1.2 Continue to Chair the Horsham District Employment Task & Finish Group (and its projects including Employability Passport, Website ('BEACH') & Youth Employment Pathway).	HDC Officers and local partners	Ongoing - Dependent on funding
		6.1.3 Support and Promote Community Development initiatives such as Health and Wellbeing, Healthy Workplace etc.	HDC Officers and local partners	Ongoing
		6.1.4 Support the West Sussex Think Family programme	WSCC / HDC & local partners	Ongoing
		6.1.5 Sign NEET Information sharing protocol & support the Horsham District NEET Forum promoting employment and training opportunities to hard to reach young people.	Economic Development Team	January 2014
	6.2 Encourage local provision of skills training and learning programmes, working with partners such as local 6 th Form & FE Colleges, private sector providers, together with business groups such as Chambers of Commerce & Federation of Small Business to support	6.2.1 Continue to support and promote the North Sussex Young Enterprise programme 6.2.2 Continue to support Young Start up Talent (Horsham and Crawley)	Economic Development Team Economic Development	Ongoing Ongoing

Horsham District Council –Economic Development Action Plan 2013/15

	apprenticeship schemes	6.2.3 Through Employment Task and Finish Group organise and promote Apprenticeship Events (Apprenticeship Week) Careers Fairs and other related programmes (Career Speed Dating) across the District etc	Team Economic Development Team	Ongoing
	6.3 Draw on best practice programmes aimed at improving basic skills & employability, & facilitate opportunities for work experience and apprenticeships for young people especially in rural areas	<p>6.3.1 Continue to develop Worklessness projects including J2W & REDO (Work Experience, Rural Job Clubs & other support services)</p> <p>6.3.2 HD Worklessness Task & Finish Group projects including Employability Passport, Website ('BEACH') & Youth Employment Pathway</p> <p>6.3.3 Through Employer / Business Support programmes encourage Employers to take on Apprentices</p> <p>6.3.4 Support local Traineeship provision (colleges etc)</p>	<p>HDC Officers and partners</p> <p>HDC Officers and partners</p> <p>Funded HDC Officers</p> <p>Funded HDC Officers</p>	<p>Ongoing</p> <p>Ongoing</p> <p>January 2014</p> <p>January 2014</p>
	6.4 Encourage local employers to engage with prospective employees, to develop existing staff skills, & to provide training opportunities to raise productivity & staff retention.	<p>6.4.1 Through Business Support and Major Employer Account Management programme encourage engagement in local partner led training and skills development opportunities.</p> <p>6.4.2 Encourage links between schools and colleges and local employers through careers, apprentice and other events.</p>	<p>Economic Development Team</p> <p>Economic Development Team</p>	<p>January 2014</p> <p>January 2014</p>

DRAFT

Report to Cabinet

21st November 2013

By the Cabinet Member for a Safer and Healthier District

INFORMATION REPORT

Not exempt



Horsham
District
Council

Single Equality Scheme 2013 - 15

Executive Summary

Under the Equality Act 2010 public sector bodies are required to promote equality of opportunity, eliminate discrimination for service users and staff and promote good relations between people of different protected characteristics (equality strands), rather than waiting for individuals to complain.

The Single Equality Scheme sets out what the Council will do to meet its obligations under the Equality Act 2010. The scheme covers the period 2013 -2015 and builds upon the achievements of the first Single Equality Scheme, which have been reported in Annual Equality and Diversity reports which are available on the Council's website.

This scheme is closely aligned with the District Plan 2011-15 and the action plan looks at the equality implications of District Plan priorities for the current year, and will be reviewed as the District Plan is reviewed. The primary action required is to undertake Equality Impact Assessments which are the means by which the Council demonstrates that it has considered the impacts – both positive and negative – of its policies and services upon its residents and staff with different “protected characteristics” (age, disability, sex, religion and belief, race, maternity/pregnancy, marriage/civil partnership, sexual orientation and gender reassignment).

Completed EIAs are published on the Council's website.

The drafting of this new Single Equality Scheme provided an opportunity for some refresher training on Equalities at a Members' seminar entitled “Knowing Our Community” on 16th October 2013, which looked at who our residents are and a number of Council services and activities which we deliver as part of fulfilling the public sector responsibilities under the Equalities legislation.

Recommendations

The Cabinet is recommended:

- i) to note the Single Equality Scheme

Reasons for Recommendations

- i) to meet the Council's obligations under the Equality Act 2010

Background Papers: Single Equality Scheme 2013-15

Consultation: CMT, Horsham and District Access Forum, and long list of consultees (see below)

Wards affected: All

Contact : Jill Scarfield x 5303

Consultees:

- 1) Distribution channels as recommended via Communications Manager and press release issued
- 2) Horsham and District Access Forum (included face to face discussion)
- 3) Horsham Roundabout News (service for people with visual impairments)
- 4) Rehabilitation Officer for the Visually Impaired at West Sussex County Council
- 5) The Filipino Community of Horsham
- 6) Malayalee communities in Horsham
- 7) African Church in Horsham
- 8) Black and Minority Ethnic (BME) Community Services (West Sussex)
- 9) Rural Black and Minority Ethnic Community Network Officer (Action in Rural Sussex)
- 10) Friends Families and Travellers (National organisation who HDC has closely worked with in past, supporting Gypsies and Travellers)
- 11) Horsham Churches Together
- 12) Horsham Interfaith Forum
- 13) Horsham Mosque
- 14) Horsham Humanists
- 15) HACVS – Horsham Area Council for Voluntary Service
- 16) Age UK Horsham District
- 17) Former Chair of West Sussex County Council's staff Black and Minority Ethnic Group
- 18) Saxon Weald Housing
- 19) South East Regional Manager Help and Care (Healthwatch)
- 20) Horsham Town Community Partnership
- 21) West Sussex County Council's Equalities lead officer
- 22) West Sussex Council for Voluntary Youth Services
- 23) HDC Community Development Officer (Arts)
- 24) HDC Senior Youth & Older Persons Officer
- 25) HDC Council Solicitor (who works with Gypsies and Travellers)
- 26) HDC Planning Compliance Team Leader (who works with Gypsies and Travellers)
- 27) Representative from learning disabilities team at West Sussex County Council
- 28) Local human rights campaigner
- 29) Local contact who is Hungarian, and has links with other Hungarians in the District

Background Information

1 Introduction

The purpose of this report is to make Members aware of the Single Equality Scheme 2013-15 which has been drafted to demonstrate how the Council will discharge its duties as a public sector body under the Equality Act 2010.

Background/Actions taken to date

- 1.2 This is the second Single Equality Scheme, and runs from 2013-15. It builds upon the successes of the first Single Equality Scheme 2011-13, which have been reported in Annual Equality and Diversity reports, available on the Council's website (the 2012-13 Annual Report is available).

2 Statutory and Policy Background

Statutory background

- 2.1 The Equality Act 2010 consolidates and replaces the previous discrimination legislation for England, Scotland and Wales. The Act covers discrimination because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation (the "protected characteristics").

Relevant Government policy

- 2.2 The Act imposed a new duty on public authorities to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Relevant Council policy

- 2.3 The Council recognises the importance of equality and diversity in the services it delivers and in the employment of staff and reflects that in its policies and practices. It features in the District Plan priorities and there is a Cabinet member with responsibility for Equalities and Diversity within the portfolio.

3 Details

- 3.1 The Single Equality Scheme sets out how the Council proposes to deliver its responsibilities under the Equality Act 2010. Equalities is becoming embedded within the core of the Council's work, with departments undertaking Equality Impact Assessments to consider the impact, positive or negative, of any policy or service introduction or change upon the protected characteristics identified at para 2.1. In

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the event of any challenge, the Council needs to be able to demonstrate how it has considered the impact upon users or potential users and what measures it has adopted to mitigate any adverse impact. Examples include the new Green Waste collection service, West Street enhancements and the Leisure Management Contract – Selection of Preferred Bidders.

- 3.2 The attached scheme builds upon the success of the first Single Equality Scheme. A lot has been achieved in the last 3 years and this has been reported in our Annual Equality and Diversity reports which are available on our website. For the new SES we have aligned it more closely with the District Plan priorities, with actions relating to priorities where it is considered there is an equality consideration.
- 3.3. All managers are responsible for incorporating relevant and proportional equalities measures into their work in managing staff and service provision.

4 Next Steps

- 4.1 The Action Plan will be monitored using the same system we use for performance management – Covalent – to track delivery.
- 4.2 More information on our activity and responsibilities around Equalities featured in a Member Seminar on 16th October entitled “Knowing Our Community”. The seminar looked at who our residents are and a number of Council services and activities which we deliver as part of fulfilling the public sector responsibilities under the Equalities legislation.

5 Outcome of Consultations

- 5.1 The Director of Corporate Resources has no comments to make.
- 5.2 The Monitoring Officer has made no comments.
- 5.3 The Council Solicitor has no comments to make.
- 5.4 The Head of Strategic Planning and Performance confirms that through the Communications Manager’s channels, a press release was issued and sent to a wide range of media contacts.
- 5.5 A limited response to the consultation was received, with three replies, and no additions or alterations have been suggested from local people/groups. One from the representative of the Filipino Community of Horsham thanked HDC for the email, and said he would seek feedback from his group: no further comments received. Secondly, the Equalities lead officer at West Sussex County Council, who undertook to forward to various equality staff groups, and to the HR equalities lead: no further comments have been received. Thirdly, a local resident who requested email links to the Scheme and to equalities information on our website.

6 Other Courses of Action Considered but Rejected

- 6.1 To do nothing leaves the Council open to challenge about how it is delivering its responsibilities under the Equality Act 2010.

7 Staffing Consequences

- 7.1 There are no direct staffing consequences as a result of the Single Equality Scheme

8 Financial Consequences

- 8.1 There are no direct financial consequences as a result of the Single Equality Scheme other than minimal consultation costs which can be covered by existing budgets.

Appendix 1

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>The risk of non-compliance with the Equality Act 2010 and/or challenge from our residents over discrimination is reduced through the adoption of this scheme and particularly through aligning it with the District Plan which sets out the Council's priorities</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The Scheme promotes social inclusion which reduces the risk of social unrest and hate crime.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>This Scheme will greatly enhance the Council's ability to ensure there is a systematic process in place to work towards compliance with the Human Rights Act 1998.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>This Scheme will greatly enhance the Council's ability to ensure there is a systematic process in place to work towards compliance under the Equality Act 2010.</p> <p>No, as the Scheme is wholly about equality and diversity</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Social inclusion supports sustainable communities</p>

Single Equality Scheme Action Plan 2013-2015

Autumn 2013 to March 2015

This document is available in alternative formats upon request such as large print. Please contact the Equalities Officer on equalities@horsham.gov.uk or telephone 01403 215574 (Text Relay calls welcome)



**Horsham
District
Council**

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Introduction

Over the previous three years Horsham District Council (the Council) has continuously strengthened its commitment in the field of equality, diversity and Human Rights within the Horsham District and with local partners. As one of the largest employers and service providers in the Horsham District, it is vital that we deliver meaningful positive change across all areas of equality for the benefit of residents of the District, our community as a whole and our staff. We appreciate that at a time of austerity, it is easy to forget that different, traditionally-excluded groups could potentially be left behind. We have taken steps to ensure that our services and employment practices remain inclusive.

The Cabinet Member for Safer and Healthier Communities and the Chief Executive take both personal and professional responsibility to drive these changes to the heart of the organisation by offering clear leadership around Equality, Diversity and Human Rights.

In addition, we have an experienced equality, diversity and human rights officer to work corporately to guide us to a position of compliance and best practice. This is a shared post with Crawley Borough Council.

Equality and diversity has been woven into the core of the Council's work and is included in the Council's District Plan. The Council's themes are as follows:

- **Economic Development:** Plan for a successful local economy with high levels of employment
- **Efficiency and Taxation:** Delivering excellent value and high performance
- **Arts, Heritage and Leisure:** Build an arts, leisure and culture reputation that also supports our economy
- **Living, Working Communities:** Working together to support the life of local communities
- **Environment:** A better environment for today and tomorrow
- **Safer and Healthier:** Improving health and well being

We recognise the distance we have travelled and have mapped out the improvements that are still required for the Council, its residents and staff to achieve our vision of a dynamic district where people care, and where individuals from all backgrounds can get involved in their communities and share the benefits of a district that enjoys a high quality of life.



Sue Rogers
**Cabinet Member for a Safer
and Healthier District**



Tom Crowley
Chief Executive

Summary

This is our second Single Equality Scheme which builds on the success of the first Single Equality Scheme 2011-13. Much has been done in the previous three years and reported in Annual Equality and Diversity Reports which have been published online on the Horsham District Council website (www.horsham.gov.uk). This Scheme aims to be more closely aligned with the District Plan. The layout of the actions is in a familiar style, which will assist in a more effective delivery of the actions. Residents who live in the District were consulted as were Members (Councillors) and staff who work at Horsham District Council.

This scheme sets out what we will do to meet our duties as required by the Equality Act 2010. The scheme covers the period 2013 to 2015.

Much of the content of the previous action plans came from consultation with staff and external organisations. The rest came from legislation and from guidelines from the Equality and Human Rights Commission as well as the Equality Framework for Local Government.

The scheme starts by explaining who we are and what we do. Our strategic priorities have been outlined previously in the introduction. This Scheme also explains how we will carry out Equality Impact Assessments on our policies and practices, how we will be accountable for the commitments in the action plan and how you can comment on the scheme.

The Action Plans can be found on page 11 onwards.

How to give us feedback

We welcome feedback on our Single Equality Scheme. You can do this by contacting us using the information below:

Equalities Officer
Horsham District Council
North Street, Horsham RH12 1RL
Tel: 01403 215574 (Text Relay calls welcome from Deaf and speech impaired people)
Email: equalities@horsham.gov.uk

If you would like a copy in another language or format please visit our website or contact us using the details above.

Section 1 – Horsham District Council

Geography and Population

Horsham District covers 205 square miles (530 square kilometres) of countryside and attractive small towns and villages in the county of West Sussex.

Horsham is the main town and the administrative and commercial centre of the District. Over 130,000 people live in the Horsham District, with around 50,000 of those living in Horsham town and its immediate area. It is bordered to the north by Surrey, to the south by the South Downs, to the east by St Leonard's Forest and the High Weald, and to the west by the Arun Valley. The Sussex Coast is just a few miles to the south of the District and there are many other attractive villages and hamlets within our 32 Parishes. There are over 6,000 VAT registered businesses in the District, ranging from small companies to multi-national organisations.

The population is relatively racially homogeneous (White British) but recent trends from the Office for National Statistics are showing increasing levels of black and minority ethnic people which in turn reflect our slowly increasing numbers of people practising non Christian faiths. Overall the area has below average levels of poverty (compared to the rest of England) and better than average health indicators; however, there are pockets of deprivation and ill health across the District. We have some data around disability statistics from our previous Disability Equality Scheme (2007) and uplifted data from various sources. We are aware that Horsham District has an ageing population in line with the majority of the UK. There is also a low visibility of lesbian, gay, bisexual and transgender (LGBT) people despite our relative proximity to Brighton and Hove which is known for its LGBT community. We will be developing a more comprehensive community demographic profile, using sources such as the Census 2011 and staff data.

Functions of the Council

The Council currently provides a large range of local services, including environmental health, planning and building control, housing, leisure, refuse collection, recycling and street cleansing. It also deals with major issues such as new housing development and investment into the area.

Section 2 – How we developed the scheme

Equality, Diversity and Human Rights Governance

Our Council Leader, Councillor Ray Dawe, Chief Executive, Tom Crowley, Councillor Sue Rogers (Cabinet Member for a Safer and Healthier District which includes Equalities) and the Corporate Management Team have overall responsibility for making sure that we carry out the actions in this scheme. Actions have been allocated to the relevant staff members across the Council and they are responsible for delivering them and reporting on progress.

Social Inclusion Working Group

The Social Inclusion Working Group is made up of 8 non-Executive Council Members. The terms of reference of the Group are to consider and to make recommendations to the Scrutiny & Overview Committee on the following:

- i) Initiatives to develop the Council's approach to social inclusion, equality and diversity
- ii) Access to services and supporting vulnerable people
- iii) Anti poverty initiatives
- iv) Reports received from Cabinet Members / service heads on specific issues relating to social inclusion, equality and diversity
- v) Health matters

Horsham and District Access Forum

This Group is chaired by Councillor Andrew Baldwin. It meets at least four times a year and is made up of District Council staff and local disabled people and/or organisations working on behalf of disabled people. It advises the Council on best practice with regards to disability equality and acts as a liaison mechanism for the Council to disseminate information to the local disabled community and to resolve (where possible) any access issues which disabled people face within the District.

Staff Groups

The Council is a strong believer in engaging, supporting and working alongside its members of staff and has a consultative forum which has a representative from most departments. This forum meets senior staff on a regular basis. There has been little appetite to date for formal staff groups such as an LGBT, disability, or other staff groups. This will be explored further in the next few years.

Equality Act 2010 (and the Public Sector Equality Duty)

The UK anti-discrimination legislation covers all the main "protected characteristics: sex (gender) and gender reassignment; disability; race; sexual orientation; age; religion and belief, maternity/pregnancy and marriage/civil partnership status with the additional area of Human Rights. Although this has started to tackle discrimination, progress has been slow across the public sector and has often led to individual legal remedies which do not tackle the underlying problems.

The public sector equality duties take a fundamentally different approach. Public authorities are now legally obliged to promote equality of opportunity and eliminate discrimination for service users and staff, rather than waiting for individuals to complain. We have to go beyond ticking boxes and to review progress to ensure that we deliver results. If there are no positive outcomes, we will be failing in our legal duties. This is a step towards a society where equality is the norm and diversity is seen as a benefit to everyone.

The Equality Act was enacted in 2010 and its aims are to promote equality, fight discrimination in all its forms, and introduce transparency in the workplace.

The main elements of the Act are:

- Reducing nine major pieces of legislation, and around 100 statutory instruments into a single Act, making the law more accessible and easier to understand, so that everyone can be clear on their rights and responsibilities

- Using public procurement to improve equality.
- Banning age discrimination in the provision of goods, facilities or services and public functions.
- An equality duty which requires the Council to consider the diverse needs and requirements of our workforce, and the communities they serve, when developing employment policies and when planning services;
- Extending positive action measures to allow the Council to make our organisation more representative

The Human Rights Act 1998

'Human rights' are the basic rights and freedoms that belong to every person in the world. Human rights are based on core principles like dignity, fairness, equality, respect and autonomy. They are relevant to our day to day life and protect our freedom to control our own lives, effectively to take part in decisions made by public bodies which impact on our rights, and receive fair and equal services and outcomes from public bodies.

The Human Rights Act came into force in the UK in October 2000. The Act has two main aims:

- **To bring most of the human rights contained in the European Convention on Human Rights into UK law.** In other words, to make it possible for people to raise or claim their human rights within the complaints and legal systems here in the UK.
- **To bring about a new culture of respect for human rights in the UK.** The Act was intended to place human rights at the heart of public service delivery, and through this to make rights a reality for all people in the UK.

Where applicable, we will also be using guiding principles from the Human Rights Act in our work. For more information on the Human Rights Act Articles please refer to the weblink below:

<http://www.horsham.gov.uk/community/11146.aspx>

Equality Impact Assessments (EIA)

An equality impact assessment (EIA) is the process of assessing the impact of existing or proposed functions/policies or services in relation to their consequences for residents and staff with different protected characteristics. This includes looking for both positive and negative impacts. The impact assessment process is an on-going one, and not a process that just happens once, and should develop and evolve alongside the organic development of the organisation. It involves anticipating the consequences of our work and making sure that, as far as possible, any negative consequences are minimised and opportunities for promoting equality are maximised.

All managers are responsible for incorporating equalities into their work both in managing staff and service provision and for assessing impact on equality, diversity and human rights. Although EIAs are not a legal requirement under the Equality Act 2010, the council is following best practice in carrying out EIAs. Our previous and future EIAs are published on the Council's website on the link below:

<http://www.horsham.gov.uk/community/11149.aspx>

Involve disabled people

The (now defunct) Disability Rights Commission (DRC) 2006 guidance 'The Disability Equality Duty' Guidance on gathering and analysing evidence to inform action' advises that the Council formally involve disabled people in the development of the Scheme. Involvement requires active engagement of disabled stakeholders rather than consultation. The Council uses the Horsham and District Access Forum which has disabled people as members as a feedback mechanism in the development and delivery of the disability related actions within this action plan.

The Equality Act 2010 defines a disabled person as a person with 'a physical or mental impairment which has a substantial and long term adverse effect on his/her ability to carry out normal day-to-day functions. The law gives protection from discrimination for people of all ages with mobility and sensory impairments, learning disabilities, mental health conditions and progressive conditions. It can cover people with heart disease, diabetes, severe disfigurement, depression, schizophrenia, dyslexia, epilepsy and Down's Syndrome. It should be noted that many of those who have rights under the Equality Act 2010 may not choose to use the term "disabled" about themselves.

Monitoring our policies, functions and practices

In this section, we use the term policy and functions separately. Policy is used when referring to policies, procedures, strategies, publications and press releases. We define a function as a practice, service design or decision. The Council's approach is that all policies and functions are to be considered and given "due regard" as required by the Equality Act 2010.

To meet our duties on gathering information and monitoring, we must have suitable systems in place to collect relevant data that allows us to assess existing policies to see how they affect different groups. We can then identify whether any of our policies are having an adverse impact on a particular group and if so, how we can review or amend the policy to remedy the situation. Some of our monitoring systems are already in place, while others need to be developed.

- We will also monitor all relevant parts of our work, both in terms of employment and service provision.

To meet our legal requirements under the general equality duties (and to broaden these out to cover all equality areas) we will, where appropriate, collate and analyse data under different protected characteristics. We will take the following steps:

- Collect and analyse accurate data for all relevant policies, practices and functions
- Present the data and analysis to the Social Inclusion Working Group where applicable.
- Determine what action we need to take to tackle any adverse impact, gaps or differences identified by our monitoring.
- Make the necessary changes to our policies.
- Publish the results of our monitoring on our website.

We will assess policies to decide how best to monitor them, including how much data we need to collect. As a minimum we will use basic data monitoring (which may be available from sources such as the Office for National Statistics) and, where necessary, we will supplement this with additional work, including qualitative and quantitative staff and user surveys, focus groups and other involvement exercises.

Individual directorates are responsible for identifying any adverse impact or potential adverse impact on their policies. Senior managers are responsible for making sure that relevant policies are monitored and reviewed appropriately.

Section 3 – the Scheme

Involving and Consulting People

The Council is committed to making communications accessible and is constantly seeking new or innovative ways of engaging with stakeholders and partner organisations. Consultation and involvement are the means by which the Council ensures participation to fulfil the various duties outlined in the legislation. The Single Equality Scheme (SES) is not set in stone; it is a living document and subject to ongoing review.

Consulting with staff

The SES will be available on the Council intranet (and in alternative formats upon request) for staff to comment. Managers of staff without access to a computer will be asked to discuss the Scheme and consult staff as part of their normal team briefings with comments and feedback to be sent to the Equality Officer. In addition the Scheme will be sent to the Unions and staff network.

Procurement

The Council provides a wide range of services to the community in Horsham. In some cases these are provided directly by the Council, in other cases on our behalf by contractors and partners. Each year the Council enters into contracts worth many hundreds of thousands of pounds for buying goods, works and services on behalf of the people in the District. Therefore, the services provided to the community should be geared towards their diverse needs and requirements.

Spending by the Council sustains and maintains a significant number of jobs within the District. The Council has a statutory duty to ensure that public money is spent in a way that ensures value for money and does not lead to unfair discrimination and social exclusion.

The promotion of equality in procurement will help the Council to:

- Improve the overall value for money for the Council in terms of the goods, works and services it purchases
- Improve the quality, responsiveness and appropriateness of our services.
- Ensure that public money is not spent on practices which lead to unfair discrimination within the Horsham District.
- Create a diverse and integrated workforce which reflects the local community.
- Deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities.
- Encourage other organisations to promote and practice the Council's policies on equality, diversity and human rights

Publication and Review

The Council will publish the Single Equality Scheme on our website: www.horsham.gov.uk in late 2013 following ratification from the Council. We will offer the opportunity to provide these in different formats.

The Scheme is reviewed annually based on relevant data and information will be included in the Annual Equality, Diversity and Human Rights Report.

Our Action Plan

The following action plan is an identification of actions the Council needs to work towards, we recognise that achieving all these goals in this timescale may be challenging, however we will report annually on progress made on each of these actions.

The action plan has been aligned to mirror the District Priorities. Outstanding actions from the first Single Equality Scheme 2010-2012 have been included within this updated Scheme.

The 6 key corporate objectives are:

Objective 1: Plan for a successful local economy with high levels of employment for all

Objective 2: Efficiency by delivering excellent value and high performance

Objective 3: Build an arts, heritage and leisure culture reputation that also supports our economy

Objective 4: Working together to support the life of local communities

Objective 5: a better environment for today and tomorrow

Objective 6: Improving health and well being

These objectives are linked to the District Plan Priorities to be delivered by the Council in year 2013-2014

Objective 1: Plan for a successful local economy with high levels of employment for all by:

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
1.01	Implement an overall vision for urban and rural economic development through implementation and action plans, which integrate with the LEP (Local Economic Partnership)	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Equality proofing economic and development strategy by carrying out an equality impact assessment and publishing findings	Cllr Roger Paterson (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services)	EIA – Head of Economic Development and Leisure
1.02	Develop and deliver the Horsham Town Vision. This will include: <ul style="list-style-type: none"> • The West Street Enhancement Project • Wayfinding • Explore opportunities for HDC around developing a BID (Business Improvement District). • Redevelopment of the western side of the town centre • Explore opportunities for the future occupation of Piries Place • Horsham Town Car Park Strategy to increase income generation, dwell time in Horsham town, 	Disability, sex, age, pregnancy and maternity	A town that is accessible and meets requirements of all residents, especially those who are aging or have a disability plus families with young children	Cllr Helena Croft (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services)	EIA - Head of Economic Development and Leisure

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
	payment on web and improve efficiency/performance of the service				

Objective 2: Efficiency and Taxation delivering excellent value and high performance

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
2.01	Develop and deliver the Business Transformation programme <ul style="list-style-type: none"> Implement Phase 1 of the Customer Contact Project Implement the Terms and Conditions review project Implement the Digital Horsham project Develop a framework for the commissioning of services 	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Undertaking effective and meaningful Equality Impact Assessments (EIAs) on service reviews and working practices	Cllr Ray Dawe (Council Leader) Tom Crowley (Chief Executive)	EIA – Business Transformation Manager
2.02	Review and refine the Medium Term Financial Strategy (MTFS) for 2012/16 and action plan	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	A fair and balanced strategy that does not disproportionately affect one group over another	Cllr Gordon Lindsay (Cabinet Member) Katharine Eberhart (Director of Corporate Resources)	EIA – Director of Corporate Resources
2.03	Deliver specific actions from the Corporate Communications Strategy Action Plan, including	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership,	Compliance with duty to promote good relations across all local communities and to promote positive	Cllr Helena Croft (Cabinet Member)	EIA – Communications Manager

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
	branding and the development of social media	pregnancy and maternity)	images amongst all equality strands	Jill Scarfield (Head of Strategic Planning and Performance)	

Objective 3: Build an arts, heritage and leisure culture reputation that also supports our economy

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
3.01	Implement the Broadbridge Heath Quadrant Programme: <ul style="list-style-type: none"> Develop detailed plans for the new Broadbridge Heath Leisure Centre and Athletics Track Develop master plan for the BBH site 	Ethnicity All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	New Quadrant which are inclusive of all, especially all ages and disabilities and ethnicities plus families with young children	Cllr Jonathon Chowen (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services) Cllr Claire Vickers (Cabinet Member) Tom Crowley (Chief Executive)	EIA – Head of Economic Development and Leisure
3.02	Warnham Mill Pond – deliver a solution that meets the requirements of the Reservoir Act 1975.			Cllr Jonathon Chowen (Cabinet Member)	EIA – Head of Economic Development and Leisure
3.03	Explore opportunities for	Disability, age, ethnicity, pregnancy & maternity	New facilities which are inclusive of all ages, disabilities, ethnicity, pregnancy & maternity and families with young children	Natalie Brahma-Pearl	

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
	income generation and enhanced visitor experience within the Council's countryside sites.			(Director of Community Services)	

Objective 4: Working together to support the life of local communities

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
4.01	Develop the Horsham District Planning Framework, including developing arrangements for neighbourhood plans	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Inclusive and flexible urban and retail areas to meet the needs of all residents especially those who have young families and are older, disabled and ethnic backgrounds	Cllr Claire Vickers (Cabinet Member) Tom Crowley (Chief Executive)	EIA – Head of Strategic Planning and Performance
4.03	Develop, agree and implement new approach to Community Engagement involving three tiers of local government	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Strengthen relationships and listen to our communities by ensuring that traditionally excluded groups are still able to participate in civic life (EIA's)	Cllr Ray Dawe (Council Leader) Tom Crowley (Chief Executive)	EIA – Head of Strategic Planning and Performance
4.04	Develop a new Single Equality Scheme	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	A published Single Equality Scheme on Horsham District Council's website	Cllr Sue Rogers (Cabinet Member) Jill Scarfield (Head of Strategic Planning and Performance)	

Objective 5: A better environment for today and tomorrow for everybody

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
5.01	Develop and adopt "intelligently green" priorities including; <ul style="list-style-type: none"> • Trade Waste recycling scheme • Recycling improvement project • Consider signing up to Climate Local • Actions to reduce fuel poverty 	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Effective communication to all residents on the aims of these priorities and conduct of EIA's as appropriate	Cllr Andrew Baldwin (Cabinet Member) Jill Scarfield (Head of Strategic Planning and Performance) Ian Jopling (Head of Environmental Management Waste and Cleansing)	EIA – Various officers

Objective 6: Improving health and well being

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
6.01	Develop new ways to deliver Community Safety in compliance with the Crime and Disorder Act following the election of the new Police and Crime Commissioner	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Specific intervention programmes targeting different protected characteristics as people who belong to different protected characteristics are potentially at higher risk of particular community safety problems.	Cllr Sue Rogers (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services)	EIA – Head of Housing and Community Development
6.02	Influence and work with the new GP Consortia commissioning groups to	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership,	Specific intervention programmes targeting different protected	Cllr Sue Rogers (Cabinet Member)	EIA – Head of Housing and Community Development

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
	achieve better local health care. Focus on making better use of local facilities like Horsham and Crawley hospitals	pregnancy and maternity)	characteristics as people who belong to different protected characteristics are potentially at higher risk of particular health problems.	Natalie Brahma-Pearl (Director of Community Services)	
6.03	Explore and develop appropriate activities for teenagers/young people	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Inclusive service provision that caters for all people whatever their background.	Cllr Sue Rogers (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services)	EIA – Head of Housing and Community Development

Objective 7: Outstanding and new equalities priorities

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
7.01	Developing structured and meaningful work experience placements	Race, disability, age, sex, sexual orientation, religion and belief, gender reassignment	Improving the employment prospects of those groups who are affected by the greatest impact	Cllr Sue Rogers (Cabinet Member) Natalie Brahma-Pearl (Director of Community Services)	EIA – Head of Housing and Community Development
7.02	A review of the council's database to include indicators of customers or service users who have a disability so they can be catered for in an accessible way.	Disabled	Communicate with customers in a way that suits their needs	Cllr Helena Croft (Cabinet Member) Business Transformation Manager	EIA – Communications Manager
7.04	Develop a workforce strategy which identifies key equality issues and ensure inclusive structures are in place to engage and involve staff before strategy agreed	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	i) An inclusive workforce that is reflective of the local community ii) barriers to employment are eliminated	Cllr Ray Dawe (Leader) Peter Dawes (Head of Corporate Support Services)	EIA – Principal Personnel Officer
7.05	Publish Personnel related Equality Impact Assessments	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Updating policies where appropriate to meet compliance with Equality Act 2010 and existing legislation and publishing Equality Impact Assessments	Cllr Ray Dawe (Leader) Peter Dawes (Head of Corporate Support)	EIA – Principal Personnel Officer

Updated 21/02/2014

No.	Priority	Equality impacted upon	Desired outcome	Lead	Actions
				Services)	
7.06	Maintain compliance criteria with Positive About Disabled People (Double Tick symbol) and a clear process and policy document outlining how the Council can make reasonable adjustments to meet the needs of disabled staff	Disability	Systems in place for annual review of Positive About Disabled People and a published document on reasonable adjustments for all staff to see	Cllr Ray Dawe (Leader) Peter Dawes (Head of Corporate Support Services)	EIA – Principal Personnel Officer
7.07	Review the need of a sacred and quiet space within the Council for Members and staff	Religion and Belief	Subject to demand, to develop a sacred and quiet space for staff and members	Cllr Ray Dawe (Leader) Peter Dawes (Head of Corporate Support Services)	EIA – Principal Personnel Officer
7.11	Recommend Equality, Diversity and Human Rights training covering responsibilities of the Equality Act 2010 for all Councillors and staff All relevant and new training courses run by the Council to be Equality Impact Assessed.	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership, pregnancy and maternity)	Increased employee and customer satisfaction Member seminar in October 2013	Cllr Sue Rogers (Cabinet Member) Jill Scarfield (Head of Strategic Planning and Performance) Peter Dawes (Head of Corporate Support Services)	
7.12	Forthcoming procurement projects to give due regard to our obligations under the Equality Act 2010	All (race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage/civil partnership,	Formal scrutiny given to forthcoming projects to ensure projects are inclusive of all residents	Cllr Gordon Lindsay (Cabinet Member)	EIA – Head of Financial and Legal Services

No.	Priority	Equality impacted upon pregnancy and maternity)	Desired outcome	Lead	Actions
				Katharine Eberhart (Director of Corporate Resources)	
7.13	Continue to support the Horsham and District Access Forum	Disability	Effective engagement and feedback to ensure disability inclusion remains a key part of the Council's ongoing work	Cllr Andrew Baldwin (Cabinet Member) Jill Scarfield (Head of Strategic Planning and Performance)	EIA – Equalities Officer
7.14	Continue to develop awareness around the requirements of local Gypsies and Travellers for Council. Members and Horsham District Council staff and residents (links in to 4.01)	Race	A clearly identified Development Plan Document created in consultation with local Gypsies and Travellers	Cllr Claire Vickers (Cabinet Member) Jill Scarfield (Head of Strategic Planning and Performance)	EIA – Spatial Planning Manager

Report to Cabinet

21st November 2013

By the Head of Financial & Legal Services

INFORMATION REPORT

Not exempt



Horsham
District
Council

serving our towns and villages

BUDGET 2013/14 - PROGRESS REPORT TO END OF SEPTEMBER 2013 AND OUTTURN FORECAST

EXECUTIVE SUMMARY

This report compares expenditure and income with the profiled budget for the period 1st April 2012 to 30th September 2013 and provides a forecast for the full year outturn.

Recommendation

The Cabinet is recommended to note this report.

Background papers	Consultation	Wards affected	Contact
			Sue McMillan Ext. No. 5302

1. Background

- 1.1. The budget for 2013/14 was approved by Council at its meeting in February 2013. Because of the decisions made by Council to commence charging for green waste and to increase car park charges, the anticipated income is in excess of anticipated expenditure for the year. A summary of the budget is set out below:-

	£000
Net expenditure	12,678
Contribution to reserves	486
	<hr/>
	13,164
To be financed from:	
Government grant/business rates	4,487
Less paid to parish councils	-151
Council tax freeze grant	81
New Homes Bonus	1,166
Council tax	7,581
	<hr/>
	13,164

- 1.2 The original budget for 2013/14 has been increased by £543,164. This is made up of :

Unspent budgets carried forward from 2011/12	£423,164
Supplementary Estimates	£120,000

Additional budgets are made up of:

Interim ICT Manager	£60,000
Hay, Pay and Grading, Management Restructure	£60,000
(funded from the £500k Business Transformation Programme)	

The carried forward budgets and supplementary estimates are funded from the Council's reserves.

- 1.3 There have also been a number of virements to the revenue budget, (the transfer of budgets from one cost centre to another), approved in accordance with the Council's financial regulations. The virements have not increased the overall budget.
- 1.4 The following supplementary estimates have been made by delegated authority to the Council's capital budget since the beginning of the year.

Agenda Item 6(d)

£

Costs of Chiller in the Capitol exceeding budget provision	44,230
Fuel tank replacement at Hop Oast	35,000
Costs of drainage and treatment works at Hop Oast depot	75,000

In additional Capital budgets now include a carry forward amount of £1,670,700 from 2012/13 and a carry forward of £329,290 for Repairs and Renewals.

2 Revenue Forecast Outturn for 2013/14

2.1 The forecast under spend now stands at £250k

Current Budget		13,221,018
Corporate	Pensions Auto Enrolment	50,000
Democratic Services	Additional election costs	14,270
Planning & Environmental services	Planning Legal Costs - payments to Stern	15,000
Planning & Environmental services	Ues of Consultants	98,000
Planning & Environmental services	Idox additional functionality	21,500
Planning & Environmental services	Planning Counsel fees	25,000
Planning & Environmental services	Planning Fees	(70,000)
Planning & Environmental services	Legal expenses reclaimed	(30,000)
Planning & Environmental services	South downs National Park Contribution	(27,500)
Planning & Environmental services	Land charges	(120,000)
Building Control	Reduction in income	30,000
Environmental Health and Licensing	Additional net income	(12,950)
Housing and Community Development	Removals and Storage - Bed & Breakfast	(18,000)
Housing and Community Development	Community Alarm - Reduction in Income	12,000

Agenda Item 6(d)

Leisure and Economic Development	Broadbridge Heath : Income not receivable under new contract	29,070
Leisure and Economic Development	Billingshurst LC - Income not receivable under new contract	10,000
Leisure and Economic Development	Drill hall additional hall hire income	(11,000)
Operational Services	Additional Green Waste Income	(257,850)
Operational Services	Trade Waste increased income	(29,500)
Operational Services	Reduction in cess pool income - fewer customers	14,000
Operational Services	Contract Hire - delay in vehicle delivery	44,000
Operational Services	Cleansing grants	(13,500)
Operational Services	Transport additional income	(10,300)
Operational Services	Tyres and Tubes	(10,000)
Operational Services	Swan Walk Car Park - reduction in income	120,000
Operational Services	Car Park Income including evening charges	(23,010)
Operational Services	Piries Place - reduction season tickets	10,000
Corporate Support services	Hop Oast Depot - Tankering Costs	30,000
Corporate Support services	Town Centre Rents - reduction due to voids during refurbishments	55,000
Corporate Support services	Utilities recovered from Mill Lodge	(23,706)
Corporate Support services	Oakhurst Business Park - service charge prior year over recovery	15,390
Corporate Support services	Commercial units- reduction in rents	12,930
Corporate Support services	Gyhll Court - Lease extensions	(23,500)
Corporate Support services	Lintot Square - net movement on rent	15,500
Corporate Support services	North Point - Additional rent and Service charge	(47,000)
Corporate Support services	Footpath Lighting recovery of costs	(11,480)
Corporate Support services	Remove duplicate electricity budget	(10,000)

Agenda Item 6(d)

Finance and Legal services	Interest - reduced requirement to borrow in first half of year	(150,000)
Finance and Legal services	Interest receivable	10,000
Finance and Legal services	Reduction in external legal fees	(20,000)
Finance and Legal services	Insurance	25,000
	Minor Items	13,060
Forecast Movement		(249,576)

Forecast Outturn

12,971,442

3 Salaries and Wages

The under spend on staffing costs has reduced in Period 6. For the first period this year the savings on salaries, wages and superannuation has been exceeded by the over spend on agency costs. Agency costs are carefully monitoring month by month and should a shortfall in the annual budget for overall staffing costs be anticipated, this will be flagged up for action to be taken.

The budget figures below include a vacancy saving of £50k.

	Actual P1-6	Budget P1-6	Variance P1-6
Salaries & Wages inc Superannuation	£7,747,867	£8,298,407	-£550,540
Overtime	£91,981	£64,819	£27,162
Casual/Temporary Staff	£578,533	£160,044	£418,489
Total	£8,418,381	£8,523,270	-£104,889

4 Spend to 30th September 2013

Full details of spend to 30th September compared with the budget profiled to that date are attached at Appendix A. Net expenditure was £1.812m less than the profiled budget; £356k of this related to housing benefit payments and related government subsidy and is a timing difference only. The variances have been investigated and have informed the forecast outturn figures reported in paragraph 2 above.

5 Income to date

	2013-14 Gross Inc Actual to P6 £	2013-14 Original Budget to P6 £	Variance £
Development Control & Enforcement	-519,824	-449,820	-70,004
Building Control	-245,074	-264,894	19,820
Land Charges	-128,057	-59,976	-68,081
Garden Waste Collection	-845,206	-589,400	-255,806
Trade Refuse Bins	-744,195	-721,291	-22,904
Car Parks Pay & Display	-1,294,406	-1,358,421	64,015
Car Parks Season Tickets	-261,390	-291,470	30,080
Town Centre Rents	-291,635	-330,000	38,365
Misc Comm & Dom Props Rents	-255,469	-299,438	43,968
Interest on Investments	-112,618	-113,328	710
Total	-4,697,874	-4,478,038	-219,836

Planning and land charge fees have exceeded budget in the first half year while building control income is somewhat below budget. The variance on car park pay and display income has been adjusted for timing issues and the shortfall in income is in the main due to a reduction in usage of Swan Walk car park. Not included in the rental income is the additional income arising from the extension of the lease on the third floor of North Point to Cancer Research UK. Green waste income is now £256k in excess of budget which was set at a 40% participation rate.

6 Capital

In the first half of the year capital spend is £0.68m while spend plus commitments totals £1.27m. The budget is £10.265m including new schemes approved during the year. Details of the schemes, with comment, are in Appendix B.

7 Repairs and Renewals

The Repairs and Renewals spend at the mid point of is £115k and spend plus commitment £159k. This is set against a budget of £1.12m. Appendix C to this report shows the details

Appendix 1

Consequences of the Proposed Action

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>Report is for information</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>No implications</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>No implications</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>No implications</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>No implications</p>

Budget Current

Horsham District Council

2014 Period: 6

Appendix A1

Expenditure Analysis Adjusted

Department	<i>Employee Expenses</i>		<i>Total Premises</i>		<i>Transport Expenses</i>		<i>Supplies & Services</i>		<i>Agency/Contracted</i>		<i>Capital Financing</i>		<i>Income</i>		<i>Total Expenditure</i>		<i>Expend less Income</i>		
	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
CHIEF EXECUTIVE'S OFFICE	304	288	0	0	0	0	41	1	0	0	0	0	0	0	346	289	346	289	-56
STRATEGIC PLANNING & PERFORMANCE	420	430	0	0	1	1	172	54	0	0	0	0	-13	-12	593	485	580	473	-107
DIR CORPORATE SERVICES	426	441	0	0	8	8	797	587	0	0	0	0	-331	-569	1,231	1,036	900	466	-433
FINANCE & LEGAL SERVICES	679	634	0	0	16	19	508	522	9	0	168	66	-126	-187	1,380	1,241	1,254	1,054	-200
CORPORATE SUPPORT SERVICES	1,755	1,641	616	597	39	49	1,003	1,011	0	0	0	0	-2,927	-2,903	3,411	3,297	485	394	-91
DIR OF COMMUNITY SERVICES	189	153	0	0	0	0	1	19	0	0	0	0	0	0	190	172	190	172	-17
HOUSING & COMMUNITY DEVELOPMENT	631	634	81	64	23	22	605	655	0	15	0	0	-848	-940	1,340	1,389	493	450	-43
LEISURE & ECONOMIC DEVELOPMENT	729	706	625	548	10	7	561	550	85	19	0	0	-1,144	-1,237	2,010	1,830	867	593	-273
DIR OF DEVELOPMENT & ENVIRONMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PLANNING & ENVIRONMENTAL SERVICES	1,541	1,534	22	21	61	53	298	314	0	0	0	0	-1,113	-1,283	1,922	1,922	809	640	-170
OPERATIONAL SERVICES	2,016	2,034	547	570	902	832	702	540	0	0	0	0	-4,177	-4,051	4,167	3,977	-10	-75	-65
	8,690	8,493	1,891	1,801	1,060	992	4,687	4,253	94	34	168	66	-10,678	-11,182	16,590	15,639	5,912	4,457	-1456
Housing Benefits	0	0	0	0	0	0	0	0	14,722	15,410	0	0	-14,898	-15,942	14,722	15,410	-176	-532	-356

18 October 2013

Page 1 of 2

Department	Employee Expenses		Total Premises		Transport Expenses		Supplies & Services		Agency/Contracted		Capital Financing		Income		Total Expenditure		Expend less Income		
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Varianc
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Objective	Description	2013/14 Budget - Full Year	2013/14 Actual Exp - Period 6	Commitments/ Accruals at 30 Sept.	Total including Commitments at 30 Sept.	Variance	Budget Holder Comments
		£	£	£	£	£	
KA00102	GRANTS FOR YOUTH PROJECTS	30,061	0	0	0	30,061	Use of fund is dependent on bids coming forward
KC00004	HDC DATA CENTRE	47,178	6,425	35	6,460	40,718	Additional requirements resulting from HDC Roll out project etc.
KC00005	HDC - TELEPHONES REPLACEMENT	192,000	5,721	16,355	22,076	169,924	In progress - rollout from November
KC00006	CENSUS - STORAGE AREA NETW'K DISK	55,800	44,114	3,000	47,114	8,686	Space requirements being monitored, use by EOY
KC00007	CORE SWITCH REPLACE	20,000	0	25,694	25,694	-5,694	Network performance issues being monitored. Third party investigation to be commissioned.
KC00008	CENSUS - PC DESKTOP MGT SOLN	38,864	20,905	0	20,905	17,959	VDI Solution being investigated. Required for SCCM etc. roll out.
KC00008	HDC - PC DESKTOP MGT SOLN	114,136	0	0	0	114,136	Provision c/fwd from 12/13
KC00009	CENSUS - DISASTER RECOVERY	90,000	0	13,200	13,200	76,800	Investigation underway. Remainder required for results of recommendations
KC00010	HDC - LOCAL AREA NETWORK	158,129	3,533	1,262	4,795	153,334	Order placed
KC00011	HDC - WIDE AREA NETWORK	159,514	123,172	65,875	189,047	-29,533	B2G WAN underway
KC00012	HDC-WINDOWS7+ MS OFFICE	60,000	24,710	0	24,710	35,290	Project starting & ends by 31/3/2014
KC00013/1	HDC-REPLACE PC'S	295,000	850	0	850	294,150	Project starting & ends by 31/3/2014
KC00016	HDC-WEBSITE REVAMP	50,000	0	0	0	50,000	Business Transformation project underway
KC00017	DIGITAL PROJECTION - CAPITOL	46,914	46,384	0	46,384	530	Scheme completed
KC00050	ICT PROJECTS	200,000	0	0	0	200,000	Additional PSN requirements accounting for £82.5k
New	CENSUS - PSN Accreditation	0	0	0	0	0	Includes HDC contribution £82.5k
KE00907	HORSHAM PARK - IMPROVEMENTS	7,842	0	0	0	7,842	Scheme to commence this year, some slippage
KE00950	SOUTHWATER COUNTRY PARK	95,000	0	0	0	95,000	Some works in 13/14, play area works slip to 14/15
KE01103	SWIMMING PAVILION	615,000	0	0	0	615,000	Scheme slippage
KE01104	SWIMMING STEYNING	150,000	0	0	0	150,000	Scheme slippage
KE01105	SWIMMING BILLINGSHURST	220,000	0	0	0	220,000	Scheme slippage
KE01901	CAUSEWAY - LANDSCAPE	29,150	0	0	0	29,150	Developer funded, scheme slippage
KE02305	CAPITOL-CHILLER REPLACEMENT	104,805	3,652	0	3,652	101,153	Scheme in progress
KE03005	FRENCHES WAY PLAY AREA - B'HURST	89,194	0	0	0	89,194	Developer contribution, scheme to commence 13/14
KE03115	RIVERSIDE WALK - STORRINGTON	8,000	0	0	0	8,000	Scheme to commence 13/14, some slippage
KE03120	PARTRIDGE GREEN	1,287	0	0	0	1,287	Developer contribution
KE03301	CLOSED CEMETERIES IMPROVEMENTS	5,934	1,905	720	2,625	3,309	Scheme in progress
KF00801	PARISH COUNCIL VILLAGE INITIATIVES	23,017	0	0	0	23,017	Budget deleted, to be met from revenue
KF01201	MULTI-STOREY CAR PARK	499,526	628	0	628	498,898	Scheme slippage
KF01203	CAR PARK PAYMENT MACHINES / BARRIER (SWAN WALK)	110,000	0	0	0	110,000	Programme underway anticipated for completion April 2014. Some slippage likely
KF01210	PIRIES PLACE CAR PARK	120,000	0	0	0	120,000	Scheme slippage
KF01302	HILLSIDE PARK, SAFETY WORKS	17,716	0	4,600	4,600	13,116	Slippage to 14/15 due to site factors
KJ01402	HOUSE PURCHS - TEMP ACCOMM	1,864,481	0	0	0	1,864,481	3 bed acq'n programme was temporarily frozen
KJ01430	PULBOROUGH TOWN CENTRE	49,350	14,209	0	14,209	35,141	Developer contribution

Objective	Description	2013/14 Budget - Full Year	2013/14 Actual Exp - Period 6	Commitments/ Accruals at 30 Sept.	Total including Commitments at 30 Sept.	Variance	Budget Holder Comments
		£	£	£	£	£	
KJ01717	FORUM PAVING	82,307	0	0	0	82,307	Budget retained for equipment to treat paving
KJ02407	SECRETARIAT REBUILD	1,419	0	0	0	1,419	Scheme completed
KJ02408	REPLACE BOILERS	83,086	0	0	0	83,086	Revised renewal programme
KJ02409	ENERGY EFFICIENCY IMPROVEMENTS	50,000	0	0	0	50,000	Fees only in 13/14, programme slipped
KJ02601	PARK ACCESS IMPROVEMENTS	59,278	27,755	170	27,925	31,353	Scheme complete, at final account stage
KJ02702	SOUTHWATER HEALTH CNTR	1,312	1,236	0	1,236	76	Scheme completed
KJ02703	SOUTHWATER VILLAGE CENTRE	22,362	23,277	1,311	24,588	-2,226	Scheme completed
KJ02706	OAKHURST BUSINESS PARK PHASE 3	0	20,840	0	20,840	-20,840	Additional final payment
KJ03109	FUEL TANK, HOP OAST DEPOT - vired	35,000	23,426	2,150	25,576	9,424	Vired from KP04805 (Vehicles)
KJ03110	HOP OAST DRAINAGE - supp approval	75,000	0	0	0	75,000	Supplementary approval emergency works
KJ05002	S106 PROJECTS	33,560	0	0	0	33,560	Schemes to be progressed
KP01108	TRADE BINS PURCHASED	70,000	0	0	0	70,000	Budget not required
KP03202	EAST STREET PEDESTRIANISATION	18,334	0	0	0	18,334	Provision for fees
KP03301	WEST STREET IMPROVEMENTS	697,000	13,288	284,585	297,873	399,127	WSCC contrib. £565k. Scheme in progress
KP03401	DISABLED ACCESS TO PUBLIC BLDGS	39,674	0	0	0	39,674	Works to be progressed in 13/14
KP03502	WARNHAM MILLPOND RESERVOIR	634,000	1,580	0	1,580	632,420	Main work starts January 2014
KP04804	GREEN WASTE - PODS	42,000	0	0	0	42,000	Re-phase replacement programme
KP04805	VEHICLES - NEW	1,117,346	29,750	130,527	160,277	957,069	Re-phase replacement programme
KT01201	DISABLED FACILITIES GRANTS	713,000	208,197	0	208,197	504,803	Demand led, higher spend mths 7-12 last two years
KT01202	HOME REPAIR ASSISTANCE GRANTS	75,000	28,134	0	28,134	46,866	Demand led, higher spend mths 7-12 last two years
KT01203	RENOVATION GRANTS	50,000	3,585	0	3,585	46,415	Demand led, higher spend mths 7-12 last two years
KT03001	HOUSING ENABLING GRANTS	500,000	0	0	0	500,000	The revised budget is likely to be required in full
	Sub-Total	9,967,576	677,276	549,484	1,226,760	8,740,816	
	New Schemes (approved Sept 13)						
KC00051	CENSUS ICT PROJECTS - supp appr	185,100	0	0	0	185,100	Schemes programmed
KE03006	REFURB. OF PLAY AREAS - supp apr	60,000	0	0	0	60,000	Works to be carried out 13/14
KA00701	REPLACE 21 CCTV CAMERAS - supp appr	52,450	0	47,152	47,152	5,298	Order for cameras placed with supplier
	TOTAL	10,265,126	677,276	596,636	1,273,912	8,991,214	

Objective	Description	2013/14 Budget - Full Year	2013/14 Actual Exp to Period 6	2013/14 Actual inc Commitments	Variance	Details	Budget Holder Narrative at P6
ME011	CLOSED CEMETERIES - HORSH.	611	0	0	611	Outstanding budget	
ME012	CLOSED CEMETERIES - AREA 1	19	0	0	19	Outstanding budget	
ME013	CLOSED CEMETERIES - AREA 2	2,480	2,330	2,330	150	Outstanding budget	
ME035	HORSHAM PARK - TENNIS	2,865	2,865	2,865	0	Tennis Court Fencing	
ME038	HORSHAM PARK - PAVILION	428,332	25,009	25,009	403,323	Repairs and maint budget moved from capital prog	Scheme slippage
ME061	STEYNING POOL	94,635	13,537	18,307	76,328	Repairs and maint budget moved from capital prog	Scheme slippage
ME062	BILLINGSHURST POOL	81,839	4,090	8,890	72,949	Repairs and maint budget moved from capital prog	Scheme slippage
ME101	REC GROUNDS - GENERAL	21,232	4,175	4,175	17,057	Bennetts Field Changing Room Roof £10k; Pitch drainage £7k; carpark repairs £4k	Scheme subject to possible review
ME151	OPEN SPACES-BRIDGES	5,434	0	0	5,434	-	
MJ161	MISC DOMESTIC	13,500	0	0	13,500	Fiennes Court - Fire Doors	Budget expected to be expended
MJ164	BLATCHFORD CLOSE	19,375	0	0	19,375	Roof £12,500; Other external repairs £6,875	Extent of repairs now not necessary so only part of budget will be needed.
MJ165	CHANCTON HOUSE	18,000	0	0	18,000	Kitchen Replacement	Budget expected to be expended
MJ168	46 ROMAN WAY	23,000	0	0	23,000	Fire Doors	Budget expected to be expended
MJ181	SOUTHWATER MEDICAL CEN	27,000	0	0	27,000	External render	Defer to 14/15, £20k in draft revenue budget
MP021	ROOKWOOD (PAYP) GOLF	9,000	4,950	9,158	-158	Ancilliary buildings roof treatment	Works commenced, budget due to be spent
MP024	HORSHAM ARTS CENTRE	10,000	0	9,432	568	Emergency lighting battery	Order raised August 13, works in progress
MP026	HOP OAST DEPOT	10,000	12,300	12,300	-2,300	Internal/external decorations	Scheme complete
MP047	CAR PARKS	69,489	200	4,700	64,789	MSCP Doors & windows £11,232, MSCP gen dec £17,055, lighting £906, gen repairs £7,003, Horsham town carpark resurfacing £33,293	Repairs in progress, lighting works complete and subject to re-code, other works planned Dec-Feb.
MP052	BARN	16,000	0	0	16,000	External/internal decorations	Programme to be advised
MP053	OFFICE CAR PARKS	4,341	0	0	4,341	Lighting and security	Works planned 13/14
MP055	STABLE BLOCK	15,000	0	0	15,000	External/internal decorations	Programme to be advised
MP056	PARK HOUSE	50,567	0	0	50,567	Replacement windows £10k, Ext dec £12k, Int dec £25k, Upgrade elec install distrib sys £11k	All works planned to be complete by March 14 with the exception of Internal decs slipped to 14/15
MP059	COUNCIL CHAMBER	7,551	0	0	7,551	Sound reinforce & voting system	Some costs have been charged to IT and will need to be transferred here
MP067	OTHER RURAL CAR PARK	12,531	1,730	1,730	10,801	-	
MP072	SOUTHWATER COUNTRY P	54,213	0	0	54,213	Refurbishment of the visitor centre	Planned Jan-Feb 14
MP091	GENERAL BUILDINGS	19,727	11,223	14,573	5,154	Security CCTV £9,661 (£11k spent); Management system repairs/maint budget £10,066	Planned Feb-March 14

Objective	Description	2013/14 Budget - Full Year	2013/14 Actual Exp to Period 6	2013/14 Actual inc Commitments	Variance	Details	Agenda Item 6(d)
							Budget Holder Narrative at P6
MP121	HORSHAM MUSEUM	37,761	23,426	25,326	12,435	External/internal decorations £14,730; Fire Alarm System £15,000; Overhaul/upgrade aircon system £2,573; gen repairs £5,458	Works planned
MP131	PARK NORTH	16,325	0	0	16,325	Electrical distribution	Works complete, to be re-coded
MP152	TOWN CENTRE	29,668	7,025	9,455	20,213	Town centre and carfax decorations	Programme to be advised
MP155	BLACKHORSE WAY	1,000	0	0	1,000	Forum Flats - Water supply zoning	Completed, awaiting invoice
MP165	BUS SHELTERS	1,651	0	0	1,651	General repairs/maintenance	
MP171	DRILL HALL	15,000	2,750	10,710	4,290	Internal decorations	Programme to be advised
		1,118,146	115,610	158,960	959,186		

Report to Cabinet

21st November 2013

By Cabinet Member for Living and Working
Communities

For Decision



Exempt

Planning Services Review and Restructure and Response to the Scrutiny & Overview Committee's Recommendations

Executive Summary

The report is in two parts. The first part looks at the ongoing review of the operations of the Development Management Department undertaken by the Interim Improvement Manager, whilst the second part of the report is a response to the recommendations being placed before Cabinet by the Scrutiny and Overview Committee resulting from the work undertaken by the Business Improvement Working Group.

In response to the threat of the Council being placed under 'Special Measures' by the Department of Communities and Local Government HDC appointed an Interim DM Improvement Manager to put in place short term measures to avoid designation along with identifying measures necessary improve long-term performance, delivery of the service and meet the needs of its customers. As part of this process an action plan has been developed which has put in place the following interim measures:

- Re-focusing the Managers and Officers to a performance orientated approach;
- providing caseload management reports to track performance;
- shortening of reports;
- training and mentoring of staff;
- more efficient use of the computer systems;
- vacant posts were filled;
- appointment of additional staff resources to deal with the backlog of cases.

The 'Special Measures' threshold for major applications is measured using the average percentage of decisions on major applications made within the statutory time period of 13 weeks (or where such timeframe has been extended in writing between the applicant and the LPA) over a 2 year period up to and including the most recent quarter. The threshold for designation has been set at 30%. As a result of measures previously put in place by the Head of Service and the above changes, the performance of the department for the 2 year period increased from 17% in the last quarter of 2012/2013 (Jan - March 2013) to 50% in the second quarter of 2013/14 (July-Sept 2013).

In the second quarter of 2013/14 (July-Sept 2013) performance in respect of all applications had significantly improved with a figure of 90.90% being returned in respect of major applications.

Having achieved the short-term goal of preventing the council from being designated for special measures it is proposed, in accordance with the wider brief, to introduce further changes to not only sustain the improvements in performance but, moreover, to increase the momentum of change, moving towards to a much more efficient service which meets the needs of its customers.

The proposed changes relate to:

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- the continued focus of managers on performance using the monitoring reports;
- structured case reviews and team meetings;
- provide the required support and training to officers;
- review the IT systems;
- securing additional 'bolt on' caseload management software';
- Improve pre-application correspondence service and introduction of charging regime;
- Introduce discharge of conditions applications;
- seek to get agreement over how legal support is delivered by the Council's legal department in respect of S106 agreements to ensure a fast and efficient service;

Furthermore, the analysis has identified that a key weakness within the department is the way that it is structured into one major strategic development team and two area teams, along with a technical support team. However, whilst the report outlines the recommendation to change the structure of the department, this forms part of a wider management restructuring and as such is not covered in detail within this report.

Whilst a number of the recommendations of the S&O Committee detailed in Part 2 of the report are covered by proposed measures within Part 1, as detailed above, the recommendation for the reorganisation of the structure of the Development Management Department, the appointment of a 'Planning Director' and the integration of all planning functions, including Planning Policy, within one directorate is the subject of an ongoing Management Review process which is currently out to consultation. These changes involve the proposed appointment of a Director of Planning, Economic Development and Property, along with the restructuring of the Development Management Department to functional teams.

In conclusion, it is considered that, building upon the success achieved through the interim measures already put in place, the proposed changes, including those proposed by the S&O Committee, will, not only sustain these advances but, moreover, improve upon them, delivering a high performing department which meets and exceeds the expectations of its customers whilst, at the same time providing a framework where officers receive the necessary support and encouragement to fulfil the requirements of their posts.

Recommendations

The Cabinet is recommended:

- To note the changes already put in place and those which are proposed to be implemented;
- Note the recommendation in relation to the re-structuring of the department which will form part of the wider management review;
- Agree proposed responses to the Scrutiny & Overview Committee's recommendations detailed in Part 2 of this report.

Reasons for Recommendations

The restructuring of the service is required to ensure that the service is able to make the best use of the resources available through changes to processes and procedures and an on going commitment to staff development and training to ensure that its performance is improved upon and sustained, so that the council is again not subject the threat of being placed under Special Measures.

Background Papers:	BIWG Report
Consultation:	Business Improvement Working Group
Wards affected:	All
Contact:	Sim Manley (Ext 5244)

Background Information

1. Introduction

The purpose of this report

- 1.1 This report will outline what measures have been put in place to avoid the Council being designated for 'Special Measures' and those necessary to, not only improve performance but, moreover, maintain it once the Interim Manager is no longer employed by the Council. The report will differentiate between those measures which are simply changes in managerial and operational practices, and those changes which require agreement to proceed where they affect personnel. Those proposed changes are covered within the wider management restructure currently the subject of the consultation exercise presently being undertaken by the Chief Executive.
- 1.2 The report also proposes responds to the recommendations being made by the Scrutiny and Overview Committee at the its meeting on 11th November 2013 following recommendations by the Business Improvement Working Group's in respect of their review of Development Management and Planning Services, detailed in Part 2 of this report..

2 Background

- 2.1 Following a meeting of the Scrutiny & Overview committee in March 2013, where poor performance of the Planning Department was brought before the committee as a major concern of the Finance & Performance Working Group, the Business Improvement Working Group (BIWG) was tasked with undertaking an independent member review of the council's Development Management Department to establish the reasons for the poor performance on major applications. The findings and recommendations of the BIWG have been reported separately within 'Report on Review of Planning Services' also before this Cabinet.
- 2.2 In addition to the independent investigation by the BIWG, HDC also appointed an Interim Development Management Improvement Manager, who has been tasked with undertaking a full professional assessment of the provisions of the Development Management service, excluding the compliance team.

The tasks identified:

- work in close cooperation with the BIWG, whilst at the same time maintain their independent professional position;
 - put in place interim measures to improve performance on major applications to ensure that HDC does not become designated in October 2013;
 - consider and identify what measures are considered necessary to, not only sustain such improvements, but moreover improve the provision of the Development Management function as a whole
- 2.3 This report details the identified issues with the operation of the department. It details the interim measures which have already been put in place as well as identifying those changes still considered necessary.

PART 1

3.0 Action Plan

- 3.1 As part of the review of the service, an analysis was undertaken which has looked at all aspects of how the service is delivered and details proposed changes to the service.
- 3.2 The analysis has identified, in conjunction with the outcomes of the work undertaken by the Business Improvement Working Group that the issues associated with poor performance in relation to major applications stem from a number of different failings which run throughout the service.
- 3.3 Through this analysis four main areas of concern were identified and an action plan developed to put in place changes to address these issues. The areas of concern are:
 - i. Cultural;
 - ii. Managerial;
 - iii. Operational;
 - iv. Structural.
- 3.4 To address the immediate threat of “special measures” by the DCLG, the action plan has identified interim measures needed to meet the immediate threat a number of interim measures have been introduced to ensure major application performance was improved by the end of the 2nd quarter of 2013/2014 (Oct 2013). This section will outline what these interim measures were and the outcome of such changes. Furthermore, in accordance with the wider departmental review, this section will also outline measures considered necessary to not only increase major performance but, also put in place changes to ensure that there is a sustained improvement in respect of all types of application dealt with by the department and the other services which it provides.

4.0 Interim Measures

- 4.1 The interim measures, which have now been implemented, relate to operational and managerial changes and not structural changes. The changes, whilst significant, were the minimum considered necessary to ensure improved performance without overwhelming staff with excessive change in a short period of time which could be, counterproductive to improving major application performance.

4.2 Cultural

The following actions have taken place to try and address the issues of culture within the department:

- Officers have, through departmental and team meetings, been advised of the risk of ‘Special Measures and the potential impacts this could have upon the operation of the service.
- Officers have been clearly informed that the department is now focusing on providing the highest possible performance in the delivery of customer service.

4.3 Managerial

The following changes have been put in place regarding the management roles;

- the roles of both the PSM and the TLs has been more clearly defined in terms of responsibilities identified within their respective job descriptions.

- managers using the performance and monitoring reports in caseload management and targeting of performance.
- managers are now undertaking fortnightly case reviews with officers
- holding weekly team meetings
- providing support for the junior staff through mentoring and training.
- managers are now allocating work more effectively having regard to officer workloads and experience;
- ensuring that applications are cleared in a more efficient manner.

4.4 Operational

There have been a significant number of interim operational changes within the department. The changes involve:

- Continued use and secure of extension of time agreements, initially introduced by the Head of Service Manager, as well as identifying applications where it is appropriate to secure a planning performance agreements;
- Appointing staff to the two vacant Senior posts;
- Changing the way major applications are validated;
- Applications are being allocated more appropriately by TLs to officers based upon experience and workload;
- Monitoring applications during their life using of performance reports and case reviews, targeting cases to ensure that they are determined wherever possible within time.
- Shorter, clearer and more concise reports are now being produced in respect of both delegated and committee reports;
- Actively managing the backlog of cases, including the use of Finally Disposed of Letters, to ensure that they are dealt with without too much impact upon performance;
- 3 staff have been employed on temporary contracts to enable the changes in the department to be put in place;
- Using more effectively the existing computer software to streamline the service and improve efficiency;
- Focus on targeting major applications to early committee;
- Seeking clarification on policy advice on such matters as 5 year housing land supply
- Early instruction to legal of potential S106 agreements.

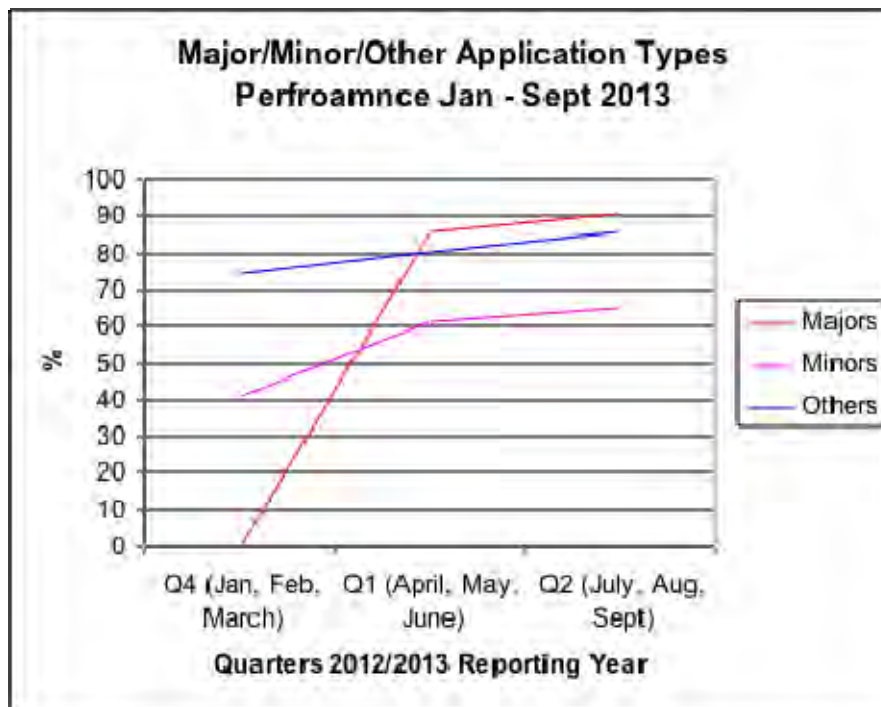
4.5 Structural

4.6 There have been no interim structural changes introduced to the department.

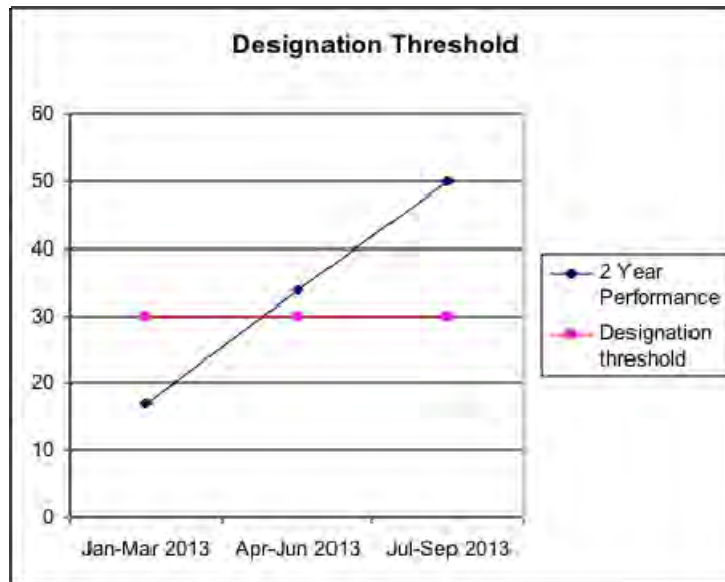
4.7 Results of the Interim Measures

Whilst the interim changes have been purposely limited to avoid introducing too much change, these measures have been extremely focused on the short term imperative of improving performance within the department with particular focus on the major applications.

- 4.8 The result of these changes has been an increase in performance from 0% of major applications being determined within 13 weeks in the last quarter of 2012/2013 to 91% in the 2nd quarter of 2013/2014 period.



9. The rapid increase in performance in the 1st quarter of 2013/14 (Mar-June 2013) was achieved by the simple expedient of securing as many extension of time agreements for out of time major applications as possible. Whilst this improved performance, it did not address the problem of the failure to determine applications as quickly as possible, with 73% of decisions relying on this mechanism. However, although extension of time agreements are continuing to be used, the focus is now firmly on determination within the 13 week period rather than relying on this mechanism. As a result, in the 2nd Quarter of 2013/14 (Jul-Sept 2013) only 36% of applications relied on an EOT agreement to keep them within time, with a majority of the decisions being made within the 13 weeks period.
10. The rapid improvement in performance has increased the reported 2 year figure from 33.71% in March 2013 to 50%, clearly moving it away from the 30% designation figure.
11. The Department for Communities and Local Government (DCLG) announced on the 8th November that the only authority to be designated, along with those already identified, was Blaby District Council. It is implicit within this announcement, therefore, that HDC will not be the subject of designation



5.0 Proposed Changes

- 5.1 The proposed changes are anticipated to be introduced within the next 6 months, with the exception of any structural change which will follow as part of the organisational re-structure.
2. These changes continue to target the 4 identified general areas of concern, these being;
 - i. Cultural
 - ii. Managerial;
 - iii. Operational;
 - iv. Structural.

Cultural

- 5.3 Now that the Council has moved away from the threat of special measures it is imperative that the performance of the department does not drop. This is particularly important given that the analysis has identified that there is a resistance to change within some of the officers. For this reason the PSM must closely monitor performance and ensure that the changes which have been introduced are maintained.

Managerial

- 5.4 In addition to the Planning Services Manager and Team Leaders continuing to ensure that all the interim measures are maintained, the following additional changes need to be implemented:
 - Continue to monitor and review improvement in performance;
 - Using performance reports and case reviews the PSM and TLs to identify any underperformance by officers ;
 - Improve communication within and between teams as well as other departments and outside agencies. Particular attention should be paid to improving communication with elected members.

Operational

- 5.5 Given that there are additional temporary resources within the department to lessen the impact of change upon the permanent staff, there is an opportunity to introduce operational changes which will effect real and sustained improvements to the operation of the department. These changes will involve:

Computer systems/software

- A full systems review of the Uniform Idox system computer to identify additional changes to improve efficiency;
- Introduce a case load management software system to help officers manage their workloads and managers to manage.

Introduction of new fee paying applications

- Introduction of a fee-paying pre-application service. This will assist in improving performance as well as generating revenue;
- Introduce Discharge of Conditions applications. This will improve the way the Council deals with this type of work as well as generating revenue;

Workload allocation

- All work now to be allocated by team leaders rather than Planning Technical Support (PTS) officers.

Officer practice and procedural changes

- Introduce changes in the way officers deal with applications:
 - o Case officers to validate applications rather than PTS to reduce errors and improve efficiency;
 - o Require early site visits to be undertaken by officers in respect of applications and pre-application submission
 - o Following the expiration of the consultation period, officers will be required to notify applicants/agents of the present position of the application;
 - o Officers to update members where applications are proving problematic or contentious;
 - o Early targeting of determination of all applications rather than waiting until the expiration of the 8/13 week period.

Legal Services provision

- Requested that Legal Services change current practices:
 - o Do not use outside solicitor to negotiate the largest and most complex S106 agreements – these applications to be dealt with by the in-house solicitors;

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- o Investigate whether outside solicitors can be used for simple S106 which can be quickly turned around, especially if the legal department does not have the resources to deal with them in a short timeframe;
- o Legal Services look to providing standard legal templates which can be placed on the web and thus speed up the process
- o Greater use of simple Unilateral Undertakings for straightforward s106s using template downloadable from the council website.

Committee and Members

- Presentation to committee using different software such as PowerPoint to ensure that they are faster, less stilted and more flowing;
- In terms of officer presentation, to provide training and workshops to ensure that they are faster and more concise, providing members with the information which is required to allow them to make a decision;
- Regular Member training to increase robustness of Member decisions on major applications so reducing the risk of “special measures” resulting from 20% or more major applications being overturned at appeal - The Quality criteria. Training provided by external barrister, including an update on changes in planning legislation, procedures and law.

Help Desk and Duty Officer

- Establish a Customer Help Desk within the Technical Support Team to deal with simple planning inquiries;
- Reinstate ‘Duty Officer’ to provide detailed support for members of the public via email, telephone or in person in reception.

Training and Mentoring

- Frequency of appraisals is being addressed corporately;
- Individual training needs identified through regular case review process and appraisals to be addressed by combination of internal mentoring, workshops and external training;
- Introduce an officer induction pack for new staff.
- Introduce ½ day training for all officers once per month through use of both internal and external specialists – self financing if courses opened up to other authorities to attend;
- Continue to support officer Continued Professional Development by encouraging officers to attend outside courses

Structure

- 5.6 It is recommended that the structure of the department is changed from a hybrid functional/area teams basis to full functional teams which will allow for a more targeted use

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of officer resources, ensuring that all application types are properly managed and that, along with the other proposed changes, performance is maximised.

- 5.7 Although compared with a number of other authorities the staffing levels are high within the department, there was an opinion that the poor performance was as a result of insufficient senior staff. However, in August 2013, prior to the appointment of any officer to the vacant posts or consultants being brought in, the department managed a 93% performance rate in relation to major applications as well as an improvement in all other types of applications as well. This was achieved through the focused efforts of the existing staff rather than by employing additional resources. Whilst the vacant posts have now been backfilled to bring it up to establishment, the problems of performance is not so much a shortage of staff but, moreover, how that resource is utilised and focused on performance. It is, for this reason that this report does not recommend seeking additional staff. The issue of staffing levels will be the subject of the management review discussed elsewhere as will the use of short term contracts.
8. The move to a full functional team will remove the current 'silo' mentality that exists within the area teams as well as, in part, address the problem of inconsistent policy interpretation and application.

6. Conclusion

- 6.1 There were and to a limited extent still remain weaknesses in the way in which the department is managed and operated, within a culture which has not, historically, seen delivery of a high performance, customer-focused service as a priority.
- 6.2 The interim measures which have been introduced have, however, demonstrated that the department is quite capable of producing high performance which is not at the expense of the quality of the decision. Furthermore, it is considered that the proposed, additional measures identified by the interim manager, along with those already put in place, should ensure that, not only is the current high performance maintained but, moreover, improved upon to deliver a fast, efficient and customer-focused service. Ultimately, however, this is dependent upon Managers and Officers within the department maintaining this focus using the tools they have been given.
- 6.3 It is considered that with all the measures finally put in place, should performance slip back to the point where the authority is again under the threat of 'Special Measures' it would have little option other than to investigate the expediency of seeking other means by which the service could be delivered.

PART 2

Business Improvement Working Group: Review of Development Management and Planning Services Scrutiny and Overview Committee's Recommendations to Cabinet

	S&O Committee Recommendation	Cabinet Member response
1.	A "Director of Service" should be appointed to take full control of the day to day running of the department, to carry out a complete re-structure of the department, to carry out a full and complete staff evaluation and appoint the appropriately qualified and experienced staff in the correct positions and to be responsible for productivity and efficiency improvements to ensure that national targets are met in a timely fashion.	Noted. The Chief Executive's current proposals for an Organisational Restructure include the creation of the post of Director of Planning, Economic Development and Property as well as a restructure of Development Management. Council is due to decide on these proposals in January 2014 and it would not be appropriate to comment further at this stage.
2.	Strategic Planning to be brought under the direct control of the new Director of Planning Services in order to improve co-ordination between departments and ensure thorough, accurate and consistent advice is given to Development Control in respect Five Year Housing Land Supply and Localism.	Noted. This is part of the proposal referred to at 1 above.
3.	Environment Health should be separated from the Development Management function.	Noted. This is part of the proposal referred to at 1 above.
4.	The use of six month short term contracts should be reviewed in greater detail. New staff being recruited should have an appropriate "Trial Period" within their contract and then engaged on a full time basis at a fair market rate. This will enable the council to attract the calibre of staff that is now required	Agreed. Short term contracts have been used to cover absence and workload peaks. All new staff are appointed subject to a six month probationary period.
5.	A recognised effective appraisal, training and mentoring programme to be implemented.	Agreed. Structured training needs for individual officers will be identified through the appraisal process. Additional training needs for individual officers will be identified through the case review process. Structured monthly half day training sessions will be provided by internal and external specialists for all officer. Support will be given for Continuous Professional Development training and activities for officers.

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6.	Provide training to staff on the use of the current software and implement upgrading of equipment as a matter of urgency	<p>Agreed. Individual training needs on software identified through processes referred to in 5 above.</p> <p>Updating and development of software is being undertaken and training being provided.</p> <p>Additional software and training has now been secured.</p>
7.	Consideration should be given to how Section 106 agreements are resourced in the Council and the processes between the departments improved to ensure that there are no unnecessary delays. In the event of lack of suitable resources within the in house legal department the production of S106 agreements should be outsourced so as not to cause any delay in issuing decisions.	<p>Agreed. These steps are in hand.</p> <p>Development Management and legal section are involved in on-going discussions and implementing measures to ensure that process is speeded up to ensure early instruction by officers with the information which is required at the start of the application process.</p>
8.	A review of the departmental structure (North/South and Majors) should be undertaken and changes made forthwith to address the problems identified and establish a new structure ensuring the most efficient provision of services.	<p>Noted. This is part of the proposal referred to at 1 above.</p>
9.	External consultants should be engaged to clear the backlog of applications and S106 agreements that have not been dealt with in due time.	<p>Agreed. Action already taken to tackle application backlog through the appointment of Interim DM Improvement Manager and three additional consultants. Further consideration is being given to securing additional resources to accelerate completion of outstanding s106 agreements.</p>