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Cabinet

Thursday, 12th January, 2017 at 5.30 pm
Goodwood Room, Parkside, Chart Way, Horsham

Councillors:	Ray Dawe	Leader
	Jonathan Chowen	Deputy Leader and Leisure and Culture
	Philip Circus	Housing and Public Protection
	Roy Cornell	Waste, Recycling and Cleansing
	Brian Donnelly	Finance and Assets
	Gordon Lindsay	Local Economy
	Kate Rowbottom	Community and Wellbeing
	Claire Vickers	Planning and Development

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. Minutes	3 - 10
To approve as correct the minutes of the meeting held on 24 th November 2016	
3. Declarations of Members' Interests	
To receive any declarations of interest from Members of the Cabinet	
4. Announcements	
To receive any announcements from the Leader, Cabinet Members or the Chief Executive	
5. Public Questions	
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. Broadbridge Heath Leisure Centre	11 - 18
Joint report of the Cabinet Member for Leisure and Culture and the Cabinet Member for Finance and Assets on the appointment of a building contractor for the construction of the Broadbridge Heath Leisure Centre	

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| 7. | Contaminated Land Strategy
Report of the Cabinet Member for Housing and Public Protection on the review and update of the Contaminated Land Strategy | 19 - 64 |
| 8. | Sport and Physical Activity Strategy
Report of the Cabinet Member for Leisure and Culture on the adoption of the Sport and Physical Activity Strategy | 65 - 92 |
| 9. | Economic Development Strategy
Report of the Cabinet Member for Local Economy on the Horsham District Economic Development Strategy | 93 - 128 |
| 10. | Creation of a Cabinet Advisory Sub-Committee
Report of the Monitoring Officer on the creation of a Property Investment Advisory Sub-Committee of the Cabinet | 129 - 134 |
| 11. | Overview & Scrutiny Committee
To consider any matters referred to Cabinet by the Overview & Scrutiny Committee – there are currently no matters for consideration | |
| 12. | Forward Plan
To note the Forward Plan | 135 - 142 |
| 13. | To consider matters of special urgency | |

Cabinet 24 NOVEMBER 2016

Present: Councillors: Ray Dawe (Leader), Jonathan Chowen (Deputy Leader and Leisure & Culture), Philip Circus (Housing & Public Protection), Brian Donnelly (Finance & Assets), Gordon Lindsay (Local Economy), Kate Rowbottom (Community & Wellbeing) and Claire Vickers (Planning & Development)

Apologies: Councillor: Roy Cornell (Waste, Recycling & Cleansing)

Also Present: Councillors: Karen Burgess, Peter Burgess, Leonard Crosbie, Matthew French, Billy Greening, Nigel Jupp, Mike Morgan, Godfrey Newman, Jim Sanson and Michael Willett

EX/45 MINUTES

The minutes of the meeting of the Cabinet held on 22nd September 2016 were approved as a correct record and signed by the Leader.

EX/46 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

EX/47 ANNOUNCEMENTS

The Cabinet Member for Planning and Development updated Members on the current position regarding the submission of the Community Infrastructure Levy Draft Charging Schedule for Examination.

The Leader reported the receipt of a petition opposed to charging for parking in rural car parks, an item that was to be considered at this meeting.

EX/48 PUBLIC QUESTIONS

One member of the public had submitted a question in respect of the item on rural car parking but was unable to be present to ask it in person. The Leader therefore asked the following question on their behalf:

Has there been an assessment conducted on the impact on the local economy of implementing car park charges and time limited car parking?

The Cabinet Member for Local Economy replied as follows:

A specific local economy assessment has not been undertaken but we have gathered information regarding the potential impact in other ways.

In June/July 2016 the Council commissioned a survey of all the rural car parks to understand the usage. In addition we undertook a questionnaire to establish frequency of use, distance travelled, origin of journey, purpose of journey and length of stay.

From this we derived that the use of the car parks fell into one of the following categories:

- ***Regular short stay (one to +three times a week) – 80% the majority of users.***
- ***Irregular/Visitors (once a month or less)***
- ***Long stay all day parkers***

With this in mind we undertook detailed discussions with local district, county and parish councillors as to our emerging proposals and to test whether the results and categories matched local needs.

Our proposals took into consideration a number of factors regarding how car parking can support the local economy better. We are aware that in many of our rural car parks cars stay for long periods of time, often all day. This restricts churn of customers in these areas and causes difficulty for users when the car parks are full, particular during peak times 10am-2pm.

We also discussed the proposals with the Rural Towns Forum and other groups (including some traders). We discussed how a scheme could help support more customers, ease of use and convenience. It was obvious that they preferred a pay and display approach as it was much simpler and easier to understand for 'out of town visitors' - the system is tried and tested and is familiar to users. The £12 permit/disc (for residents and non-residents) recognises the frequent regular user which constitutes 80% of those surveyed, this also supports loyalty to the local offer. We also are aware there is a need to review and introduce in some areas long term season ticket parking. This provides accessible long stay parking for employers and employees.

Introducing a charge into an area where there is currently free parking is never going to be popular. The scheme that the Council is proposing tries to limit the impact on each user group. For example, a number of places throughout the country have just implemented pay and display machines but this has a greater impact on the regular user who has to pay for each visit, find change to pay and potentially moves them to other out of town shopping areas.

It is very much within the interest of the Council that the local economies thrive.

EX/49 **MEDIUM TERM FINANCIAL STRATEGY**

The Cabinet Member for Finance and Assets reported that the review of the Financial Strategy, as part of the budget setting process, enabled a balanced budget target to be established with a focus on an affordable level of Council Tax, delivery of the corporate priorities and policies of the Council and the continued enhancement of value for money and satisfaction with services for the residents of the District.

The 2016/17 budget was set in February 2016 and future deficits had been projected for 2017/18 through to 2019/20. Since then there had been a period of planning on a range of income generation ideas, continuing the business transformation journey to the next stage and other efficiency measures. The current report set out the proposed strategy for the period 2017/18 to 2019/20 to establish the context for the Council's budget and medium term financial planning scenarios and assumptions.

RECOMMENDED TO COUNCIL

- (i) That the projected budget gap be noted as detailed in the report.
- (ii) That the Medium Term Financial Strategy 2017/18 to 2019/20 be approved.

EX/50 **WASTE AND RECYCLING COLLECTION REVIEW**

The Cabinet Member for Waste, Recycling and Cleansing reported on proposed changes to household waste collections.

The collection of household waste (residual waste and recycling) was one of the highest profile and most highly valued services provided by the Council. Household waste was defined in Part II of the Environmental Protection Act 1990 as waste that originated from private homes and was collected by Waste Collection Authorities (Horsham District Council). Legislation required the Council to take action to increase the percentage of household waste that was recycled to at least 50% within three years, therefore reducing the proportion of waste disposed at landfill. This could not be achieved without implementing the recommendations detailed in the report.

In addition, the Council was facing significant financial pressures with a need to find savings to address a £4,200,000 projected budget gap in 2019/20. This was combined with the loss of a specific Government grant made to the Council to maintain the weekly collection of household refuse which would expire in November 2017.

The District currently had the highest recycling rate of any West Sussex authority and the Council had long taken a forward-looking approach to household waste collection. In 2008 the Council had taken what was then seen

as an innovative move to purchase a fleet of side-loading waste collection vehicles. Alongside this, the Council also introduced the simple blue and brown lidded collection system for recycling that was much praised by residents. The side-loading vehicles were now nearing the end of their useful life, becoming expensive to maintain and in need of replacement.

In response to this situation the Council had commissioned Ricardo Energy & Environment Consultants to undertake a full review of the waste collection service. Their task had been to assess the current provision and advise on the way forward, suggesting how a high-quality service could be maintained and how financial efficiencies could be generated with a particular focus on increasing recycling rates. Ricardo worked with Members in a series of seminars to develop an agreed vision for the Waste & Recycling Service and concluded that the alternate weekly collection of waste, similar to schemes operated successfully in Chichester and Mid-Sussex District areas and in over 75% of other local authorities across the country, was the recommended service model for this area.

In presenting the report, the Leader advised Cabinet that the proposed new exceptions policy had been amended slightly from that published in the report and would provide additional bin capacity for households meeting at least one of the following criteria:

- Medical needs
- Households with five or more permanent residents
- Households with three or more children in nappies

RESOLVED

- (i) That alternate weekly collections for residual household waste be introduced from Spring 2018 and the estimated financial savings associated with this of approximately £730k per annum compared to the projected budget for 2018/19 be noted.
- (ii) That a rear-loading vehicle fleet be procured to deliver the revised service and the estimated financial saving of approximately £270k per annum compared to the projected budget for 2018/19 be noted.
- (iii) That the changes to the council's waste policies required to implement the new service as detailed in the report be approved, subject to the amendment noted above in respect of the exceptions policy.
- (iv) That the draft implementation timetable be agreed.
- (v) That the Director of Community Services, in consultation with the Cabinet Member for Waste, Recycling and Cleansing, be authorised to make necessary arrangements as required.

REASONS

- (i) Legislation requires a reduction in the amount of waste currently going to landfill and an increase in recycling, 50% by 2020. The introduction of AWCs would following assessment from Ricardo encourage additional levels of recycling estimated at 4%; although other councils have observed up to a 9% increase in recycling rates and up to a 16% decrease in residual waste produced. Councils are required to deliver “good quality local services as efficiently as possible within their financial constraints”. The council must therefore set that requirement against action to mitigate a forecast funding gap of £4.2m in its medium term financial strategy (MTFS).
- (ii) The current ageing waste collection vehicles require replacement.
- (iii) Dispensations will ensure the implementation recognises households which will find AWC more challenging due to receptacle capacity.
- (iv) Agreement to the approach and key milestones to implement both a revised collections methodology and procure a new fleet of refuse vehicles.

EX/51 **GREEN WASTE CHARGE**

The Leader on behalf of the Cabinet Member for Waste, Recycling and Cleansing reported that, with continuing pressures on the Council’s budget and the on-going challenge this presented to future service delivery, in particular discretionary services, it was necessary that where possible services generated sufficient revenue to cover their cost of delivery.

It was therefore proposed that there should be a small increase in the subscription charge that was made for the Garden Waste collection service.

RESOLVED

- (i) That the increase in Green Waste collection charges to take effect from 1st April 2017 be agreed as follows: The first bin collection at £39.50 per annum (if paid via the contact centre or post) or discounted to £37 per annum (if paid by on-line payment/Direct Debit).
- (ii) That the fee for additional green waste wheelie bin collections be increased from £20 to £25 per additional bin.
- (iii) That the Director of Community Services, in consultation with the Cabinet Member for Waste, Recycling and Cleansing, be

authorised to make any consequential amendments to the Green Waste Terms and Conditions.

- (iv) That it be noted that the proposed changes will result in approximately £106,500 additional revenue for the 2017/18 financial year.

REASONS

- (i) In line with the existing Green Waste Terms of Reference, the service and additional green waste bins collected from properties are subject to an annual price review.
- (ii) The current Terms and Conditions of the service will need to be amended to reflect the new charges and inclusion of any minimal service charges related to payment by credit card.
- (iii) Due to the improved revenue position from the scheme to amend the 2017/18 budget for the service accordingly.

EX/52 **RURAL CAR PARKING**

The Cabinet Member for Local Economy reported that, given significant financial pressures placed on the Council due to the complete withdrawal of Government Revenue Support Grant by 2019/20, the Council needed to identify ways to close the funding gap.

Currently, rural car parks were subsidised by approximately £315,000 per annum. However, this excluded any future investment costs for major improvements such as expansion or re-configuration. Approval was therefore being sought to change the way rural parks were operated so that the operating costs could be mitigated.

In addition, a standardised approach to operation was proposed across the District to address the current range of complex arrangements in place.

It was acknowledged that certain villages acted as retail hubs primarily for convenience shopping and it was difficult to gauge the willingness of consumers to pay for the convenience of shopping locally. However, it was considered that the pricing suggested in the report was such that it would not inhibit consumers' willingness to do so.

The key benefit of the proposal would be improved control which would raise the level of turnover in car parks and free up spaces for more shoppers, with greater enforcement to ensure parkers complied with parking rules.

It was noted that it was proposed to amend the schedule of draft rural car park proposals by removing reference to the car parks in Bramber, Cowfold and Upper Beeding.

RESOLVED

- (i) That an annual rural parking disc/permit scheme be introduced at £12 for the first car, £6 for subsequent cars registered at the same address (max four discs/permits per address). (An additional £2.50 charge to be applied for non-website and non-direct debit transactions). Discs/permits will take effect from Monday 3rd April 2017. These will be applicable in all Council rural car parks as outlined in the report (with the exclusion of the car parks in Bramber, Upper Beeding and Cowfold) between 9am- 6pm Monday-Saturday (unless otherwise stated) and will exclude Sundays and Bank Holidays.
- (ii) That the leasing of smaller rural car parks at a peppercorn rent or offer of purchase where appropriate to relevant Parishes where their function supports local community hall and open space activities be agreed.
- (iii) That the cost for long-term season tickets be standardised at £130 pa and that they be introduced in areas where facilities do not currently exist. This will apply from Monday 3rd April 2017. These will be applicable for use in specific car parks only (as indicated on the season ticket) and will be valid (unless otherwise stated) between 9am-6pm Monday-Saturdays (excluding Sundays and Bank Holidays).
- (iv) That the introduction of Pay & Display facilities from 3rd April 2017 in a number of specific car parks be agreed and that the hourly charge for users be set at 75p up to 1 hour and £1.50 for up to 2-3 hours or a reasonable maximum time to be agreed with local Parish Councils where appropriate. This charge will be applicable in specific rural car parks, as set out in the report, which have Pay & Display facilities between 9am- 6pm Monday-Saturdays (excluding Sundays and Bank Holidays).
- (v) That the capital project costs be funded from existing capital budgets that will not be spent in 2016/17. A virement of £77,000 from existing corporate capital budgets that will not be spent this year will be made to a new capital rural car parking project code to pay for the 11 car parking machines and phone line installation. This will enable the scheme to have the infrastructure in place to go live on 3 April 2017.
- (vi) That the Director of Community Services, in consultation with the Cabinet Member for Local Economy, be authorised to make any consequential amendments to the implementation of the recommendations contained within this report and undertake a review of the scheme 12 months after implementation.

REASONS

- (i) Annual permits are proposed at a small charge to provide convenience to regular users.
- (ii) A number of village halls have our car parks immediately located next to them. In some cases it is proposed that the car parks are transferred with conditions, free of charge or leased at a peppercorn to each of the relevant Parish Councils.
- (iii) The availability of long term car parking is recognised as a key requirement in rural communities that act as shopping hubs.
- (iv) It is recognised that not all users of rural car parks will want to purchase an annual permit or that they may be a visitor to the area.
- (v) To agree how implementing the scheme will be funded.
- (vi) To ensure the scheme can be implemented within agreed timescales and review is undertaken of the new arrangements in 12 months.

EX/53 **OVERVIEW & SCRUTINY COMMITTEE**

It was noted that recommendations had been received from the Overview & Scrutiny Committee regarding the Section 106 agreement process and officers were currently working with the Cabinet Member for Planning and Development, who would respond to the Committee.

EX/54 **FORWARD PLAN**

The Forward Plan was noted.

EX/55 **TO CONSIDER MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

The meeting closed at 7.30 pm having commenced at 5.30 pm

CHAIRMAN

Report to Cabinet

12th January 2017

By the Cabinet Member for Leisure and Culture
&

By the Cabinet Member for Finance and Assets

DECISION REQUIRED



**Horsham
District
Council**

Main report not exempt

Appendix 1 – Exempt under Paragraph 3 of Part 1 of
Schedule 12A to the Local Government Act 1972

Appointment of Building Contractor – Broadbridge Heath Construction of Leisure Centre

Executive Summary

On 23rd November 2015 Cabinet approved the redevelopment of the leisure centre at Broadbridge Heath. The necessary budget was approved by Council on 9th December 2015. The design phase of the project has been completed and this report deals with the appointment of the building contractor for the construction of the leisure centre.

The value of the contract exceeds the EU procurement threshold of £4.1m. The works were therefore procured via the Official Journal of the European Union (OJEU). The works were tendered via the OJEU Competitive Negotiation route

After undertaking a market testing exercise, the Council's professional team recommended selecting a contractor through a single stage design and build route. Tender documents were developed and a Pre-Qualification Questionnaire (PQQ) was prepared to seek expressions of interest from contractors.

In total, nine bidders submitted a PQQ response and five were successfully taken forward to the Invitation to Tender stage.

Bidders were asked to provide a price for the construction of the new leisure centre and demolition of the old one and to provide a series of answers to questions which were evaluated as the quality element of the process.

Of the five contractors selected for ITT stage, 3 declined to bid, leaving two contractors in a head to head competitive situation. The details of the two contractors are included in Appendix 1 (Exempt).

The evaluation process use a 60/40 quality/price split assessment, to ensure a blend between an assessment of the quality of the project and a competitive price. The cost and quality elements of the tenders were marked and the final results were as follows:

- Company A 99%
- Company B 87%

The evaluation panel agreed that these scores accurately reflected their conclusions and that Company A should be selected as contractors for the proposed project.

Recommendations

That the Cabinet is recommended:

- i) To approve the tender received from Company A, as identified in the attached exempt Appendix 1 and to proceed to formal appointment.
- ii) To delegate authority to the Director of Community Services to enter into the contract for the appointment of Company A.
- iii) To grant delegated authority to the Director of Community Services to agree the final contract sum.

Reasons for Recommendations

- i) To appoint a contractor to undertake the construction of the Leisure Centre

Background Papers

Cabinet Report dated 23rd November 2015: Proposals for the Redevelopment of Broadbridge Heath Leisure Centre
Referred to Council, 9th December 2015: Proposals for the Redevelopment of Broadbridge Heath Leisure Centre
Appendix 1- EXEMPT – Analysis of tenders

Wards affected All

Contact: Brian Elliott Property and Facilities Manager

Background Information

1 Introduction and Background

- 1.1 The Council has agreed to develop a new Leisure Centre at Broadbridge Heath to provide a facility that will accommodate the expected future growth of the District.
- 1.2 A contractor is required to construct the new leisure centre.
- 1.3 The objective of the procurement process is to identify a contractor who has the appropriate experience to undertake a project of this nature at a competitive price.

2 Relevant Council policy

- 2.1 The Council is committed to ensuring that the most appropriate contractors are selected for the project at an appropriate price.

3 Details

- 3.1 Due consideration was given to the most appropriate method of procurement.

There were two options;

- (a) To undertake an OJEU tender process or;
- (b) To use a framework agreement.

Following market research, the decision was taken to undertake an OJEU tender process with a single stage design and build tender. The market research revealed that there were sufficient contractors interested in bidding on this basis, which traditionally secures the most competitive prices.

- 3.3 A Pre-Qualification Questionnaire (PQQ) was prepared, which was advertised to secure expressions of interest. Nine bidders submitted PQQ documentation and five of these were taken forward to Invitation to Tender (ITT) stage as they were identified as contractors that have the relevant experience for the construction of a building of this scale and type.
- 3.4 Of the five contractors who were invited to tender at ITT, two contractors submitted tenders and three withdrew from the process. The two contractors who submitted bids are detailed in Appendix 1 (exempt).
- 3.5 The ITT process required the evaluation of two aspects of each contractor's bid; these were quality and price, with the quality element accounting for 60% of the final score and price 40%. The objective of weighting the evaluation 60/40 quality/price was to ensure that the contractor's experience and capability were given due weight and importance. This is a departure from the Council's normal procurement policy of 70/30 price/quality and a procurement exemption was secured.

- 3.6 A review of the priced submissions was undertaken by the Council’s external Quantity Surveyors and a number of clarifications were sought and final adjusted figures were obtained, which can be compared on an equal like for like basis.
- 3.7 The prices obtained from the contractors are set out in Appendix 1 (exempt).
- 3.8 The quality element was evaluated, taking into consideration the experience of the personnel to be engaged on the project, the phasing and sequencing of the project delivery, how the contractor would work in partnership with the Council and other stakeholders and social initiatives that would be undertaken by the contractors. The percentage allocation to each element was as follows:

Personnel	15%
Phasing, sequencing and project delivery	25%
Stakeholder management	15%
Social initiatives	<u>5%</u>
Total available	60%

- 3.9 The quality element was evaluated by a panel comprising the Lead Project Manager, the Project Manager, the Procurement Manager at Horsham District Council and the Property and Facilities Manager at Horsham District Council.
- 3.10 The quality results were moderated by the panel and are shown in Appendix 1 (exempt).
- 3.11 The panel agreed that the results accurately reflected their conclusions from the interviews and that Company A should be recommended for selection and appointment as contractors for the proposed project.

4 Next Steps

- 4.1 Following approval to award the contracts, there will be a mandatory legal 10 day “standstill” period as required by the Public Contract Regulations, to allow unsuccessful tenderers time to request feedback and scrutinise the award process. Once this has passed without incident, the appointment can be ratified and legal formalities concluded.

5 Views of the Policy Development Advisory Group and Outcome of Consultations

- 5.1 This recommendation has not been considered at formal meetings of the relevant PDAGs because of the time constraint imposed by the requirement for an urgent business Cabinet Decision. However a draft report has been circulated to members of both the Finance and Assets PDAG and Leisure and Culture PDAG and any views and comments from PDAG members will be verbally reported at the Cabinet meeting when the item is considered.
- 5.2 Comments from the Director of Corporate Resources and Monitoring Officer are incorporated in this report.
- 5.3 There are no staffing issues that are impacted by this decision.

6 Other Courses of Action Considered but Rejected

- 6.1 This is a normal OJEU tender process. A framework was considered but rejected as the quantity surveyor advised that a better price should be achieved by following a tender process.

7 Resource Consequences

- 7.1 The tender costs are higher than the budget forecast for total development costs, which is £9m. The tender price will be adjusted before a contract is entered into to take advantage of value engineering savings. This is where minor changes to the design or changes to the fabric or proposed materials has been suggested to reduce cost, without compromising the new facility. This has been undertaken to ensure that the project is within budget. The quantum of the value engineering savings is set out in Appendix 1 (Exempt).
- 7.2 There are no HR consequences in relation to this decision.

8 Legal Consequences

- 8.1 The Council is obliged to undertake a process that conforms with the Council's procurement code and to achieve a balance quality and price.
- 8.2 The Council complied with OJEU rules, which applied in this instance.

9 Risk Assessment

- 9.1 All building contracts contain an element of risk. A process of due diligence has been undertaken to assess risk and also a contingency sum has been included within the overall cost budget to accommodate any unforeseen risks that may become apparent when the contract starts on site.
- 9.2 A detailed project risk register has been prepared and has been regularly updated as the project has progressed.

10 Other Considerations

- 10.1 The social impact of the contractor was considered as part of the evaluation process.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Report to Cabinet

12th January 2017

By the Cabinet Member Housing and Public Protection

DECISION REQUIRED



**Horsham
District
Council**

Not Exempt

Contaminated Land Inspection Strategy

Executive Summary

Since April 2000 Part IIA of the Environmental Protection Act 1990 has required local authorities to produce a written inspection strategy to identify areas of contaminated land in their districts.

The Council's original contaminated land inspection strategy was agreed by Cabinet in September 2001 and was reviewed and amended in 2007. Following this review and statutory consultation a new contaminated land strategy is recommended to be adopted and published.

Recommendations

That the Cabinet is recommended:

- i) To approve the new Contaminated Land Inspection Strategy set out at Appendix 1 to this report.

Reasons for Recommendations

- i) All local authorities are under a statutory duty to review their contaminated land inspection strategies
- ii) The outcome of the consultation did not result in any objections to the proposed new inspection strategy.

Background Papers: Horsham District Council's Contaminated Land Inspection Strategy 2007.

Wards affected: All

Contact: Lee Money, Area Environmental Health Officer, Ext 5410.

Background Information

1 Introduction and Background

- 1.1 Since April 2000 Part IIA of the Environmental Protection Act 1990 has required local authorities to produce a written inspection strategy to identify areas of contaminated land in their districts.
- 1.2 The Council's original contaminated land inspection strategy was agreed by Cabinet in September 2001 and was reviewed and amended in 2007. The existing strategy is due for review.

2 Relevant Council policy

- 2.1 The Council has an existing Contaminated Land Inspection Strategy which this report seeks to update.
- 2.2 The objectives under this Strategy are congruent with HDC's Corporate Plan 2016 – 2019 and its priority to manage the built and natural environments and support local communities.

3 Details

- 3.1 Since the adoption of the previous contaminated land inspection strategy there has been a number of revisions to the statutory guidance and government policy relating to contaminated land. In addition recent constraints have emerged such as the removal of government funding for investigation and remediation work together with the reduced support for local authorities from the Environment Agency. These constraints will impact on how the Council fulfils its statutory duties. The statutory guidance on contaminated land also requires that the strategy be reviewed from time to time.
- 3.2 Following the revision of the Council's contaminated land strategy in 2007 substantial progress has been made in meeting the targets identified. All sites considered as potentially having significant risk have been visited and preliminary site walkover inspections completed. No sites have been found which required remediation

Intrusive inspections undertaken by specialist consultants have been carried out at a number of sites. These include:

Storrington gas works - risks from hydrocarbon vapour, cyanides and phenols
Former Nightingales nurse - asbestos fibre concentrations in garden soils

The gas works investigation was funded through a successful grant bid to DEFRA and the Nightingales nursery site was assessed using a novel sampling protocol developed in conjunction with the Institute of Occupational Medicine.

The investigation work completed under the previous strategy has helped to ensure the council can continue to administer land contamination issues effectively for the foreseeable future.

- 3.3 The revised strategy details the general background to the contaminated land legislation and the particular characteristics of Horsham District. The strategy outlines the Council's priorities and how the contaminated land regime is to be implemented.
- 3.4 The Environmental Health and Licensing Department is responsible for implementing the Council's contaminated land inspection strategy and for undertaking its enforcement duties. The Council is the lead regulator on contaminated land but, whenever necessary, the Council will work in partnership with external agencies and other interested parties in dealing with the issues of identification and remediation of contaminated land.

4 Next Steps

- 4.1 The Cabinet are recommended to approve the Contaminated Land Inspection Strategy set out at Appendix 1 to this report to take immediate effect.

5 Views of the Policy Development Advisory Group and Outcome of Consultations

- 5.1 The proposed policy changes were considered by the Housing and Public Protection Policy Development and Advisory Group at its meeting on 7th November 2016. The Group was fully supportive of the new strategy and approved the draft strategy for consultation.
- 5.1 We received no comments from the statutory consultees as set out in Appendix 3 to the revised strategy.
- 5.2 A copy of the draft inspection strategy was also put on the Council Website and no comments were received.
- 5.3 The Monitoring Officer advised that the statutory guidance on contaminated land requires that the strategy be reviewed from time to time.
- 5.4 The Director of Corporate Resources advised that whilst the revised strategy has not identified any further sites that require proactive investigation there remains a financial risk of dealing with urgent sites where no liable persons can be established. Such sites are termed "orphan sites".

6 Other Courses of Action Considered but Rejected

- 6.1 Not to review the strategy but this would be counter to the duty to do so.

7 Resource Consequences

- 7.1 The revised strategy has not identified any further sites that require proactive investigation and confirms that the planning system will continue play the dominant role in dealing with sites that are affected by contamination within the District.

However there remains a financial risk of dealing with urgent sites where no liable persons can be established.

8 Legal Consequences

- 8.1 Part IIA of the Environmental Protection Act 1990 requires local authorities to produce a written inspection strategy to identify areas of contaminated land in their districts. The statutory guidance on contaminated land also requires that the strategy be reviewed from time to time.

9 Risk Assessment

- 9.1 There are no new risks associated with the revised contaminated land inspection strategy.
- 9.2 Local authorities' statutory duties in respect of contaminated land remain but central government financial support has been removed. HDC has registered dealing with contamination at an "orphan site" as a corporate risk on the Council's "Corporate Risk Register".

10 Other Considerations

- 10.1 Action under the proposed strategy would be taken without discrimination and in accordance with the statutory provisions.



Horsham
District
Council

Appendix 1

Contaminated Land Strategy

Draft - September 2016

EXECUTIVE SUMMARY

Since April 2000 Part IIA of the Environmental Protection Act 1990 has required local authorities to produce a written inspection strategy to identify areas of contaminated land in their districts. Following consultation with key partners the strategy is to be adopted and published.

The presence of a contaminant on land does not always mean that the land will be identified as contaminated land. For land to be determined as 'contaminated land', all of the following elements have to be identified:-

Contaminant: a substance, which is in, on, or under the land, which has the potential to cause significant harm to a receptor;

Receptor: a target for the contaminant, these include people, animals, controlled waters, ecosystems and property; and

Pathway: one or more routes by which a receptor can become exposed to a contaminant.

The statutory guidance for the contaminated land regime requires that local authorities take a rational, ordered and efficient approach to inspecting their districts, which ensures that resources are concentrated where there is the greatest likelihood of identifying contaminated land.

This document details the general background to the contaminated land legislation and outlines the particular characteristics of Horsham District, the Council's priorities and how the regime is being implemented.

The Environmental Health and Licensing Department is responsible for implementing the Council's contaminated land inspection strategy and for undertaking its enforcement duties. The Council is the lead regulator on contaminated land but, whenever necessary, the Council will work in partnership with external agencies and other interested parties, particularly the Environment Agency, in dealing with the issues of identification and remediation of contaminated land.

The general steps of the contaminated land inspection strategy are:-

- (i) To identify areas of land within the District that may be contaminated by reviewing historic land use, undertaking site investigations, risk assessment, etc.;
- (ii) To formally designate contaminated land (and special sites where the Environment Agency is the enforcing authority);
- (iii) To bring about the remediation of land through voluntary agreement where possible, and, if not, by serving remediation notices;

- (iv) To maintain a public register recording certain information about any regulatory action;
- (v) To review the strategy from time to time in the light of new information, guidance, legislation, etc. and to commence a full review in April 2022;
- (vi) To provide the Environment Agency with local land contamination information.

Since the publication of the original inspection strategy in July 2007 there have been a number of revisions to the statutory guidance and government policy relating to contaminated land. The statutory guidance on contaminated land also requires that the strategy be revisited with regard to the changes that have been made to the guidance.

The planning system continues to play the dominant role in dealing with sites that are affected by contamination within the district

Effective communication remains a key element in the implementation of the strategy and the enforcement of this legislation. The Council will continue to ensure that all interested parties are kept informed throughout the implementation of this strategy and will seek voluntary action before taking enforcement action.

Consultation is an important component in both developing and implementing this strategy and the views of both the statutory consultees and other interested parties, have again been sought prior to the strategy being formally adopted by the Council.

Since the revision of the Councils contaminated land strategy in 2007 substantial progress has been made in meeting the targets identified. A summary of the key achievements is provided below:

- Landmark historic land use database data, historic land use data-sets, a mapping and historic aerial photography incorporated into the Councils' GIS system
- Over 500 sites reviewed, investigated and remediated through the Planning system
- Detailed inspection of 14 sites completed.
- 11 urgent inspections completed
- Review of Councils current and former landholdings completed
- 209 Environmental searches requested completed.

However, significant recent constraints have emerged which will change how HDC fulfils its statutory duties. These are the removal of government funding for investigation and remediation work, a reduction in the general support grant from central government with the consequent squeeze on the departmental budgets, together with the reduced support for local authorities from the Environment Agency.

Consultation

This document is the revised Horsham District Council Contaminated Land Strategy which has been finalised following consultation with statutory consultees as set out in Appendix 3.

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Foreword

By Councillor Philip Circus, Cabinet Member for Housing and Public Protection

Supporting our communities and managing the natural and built environment are corporate priorities for Horsham District Council

Ensuring that land is suitable for use and that public health and water resources are protected from significant risks makes a key contribution to meeting these goals.

Since 2007 Horsham District Council (HDC) has invested significant resources to review and inspect potentially contaminated land. This work has ensured the council can continue to administer land contamination issues effectively for the foreseeable future, both through the statutory contaminated land framework and the planning process.

This strategy update reflects the changes that have occurred to the regime since 2007.

Horsham District Council

1. HDC's Aims and Objectives for dealing with land contamination:

Dealing with contaminated land is not straightforward and complex issues have to be addressed. Often very little information is available. Identifying the aims and objectives of the strategy will help to communicate what the Council is seeking to achieve.

1.1 Aims of the Strategy

- To identify actual and potentially contaminated sites within the District by rational, ordered and efficient investigation, to remove unacceptable risk to human health and the environment and prevent the creation of new contaminated sites;
- To reinforce a "suitable for use" approach enabling developers to design and implement appropriate and cost effective remediation schemes as part of their redevelopment project of contaminated sites to bring damaged land back into beneficial use;
- To identify sites which do not come under Environmental Protection Act 1990 (EPA) Part IIA but which could still be contaminated, to ensure that the land is suitable for its current use or can be made suitable for its intended future development use, if a receptor were introduced;
- To complete a risk assessment of such sites within twelve months of the site being identified.

1.2 Objectives of the Strategy

The main objective is to provide a system for the identification and remediation of land where contamination is causing unacceptable risks to human health and the wider environment. This is assessed in the context of the current use and circumstances of the land and to prevent the creation of new contaminated sites.

Horsham District Council's objectives are to:

- prioritise resources for the investigation of potentially contaminated sites by relating it to the potential risk to any receptor, with receptors normally being prioritised in the following order:
 - 1) Protection of human health
 - 2) Protection of controlled waters
 - 3) Protection of designated ecosystems
 - 4) Protection of property

- Determine whether the sites are contaminated sites under EPA Part IIA, by identifying all receptors and all controlled waters within the District, by means of local knowledge and plans and contact with other agencies such as the Environment Agency, DEFRA, Natural England, Historic England, and the relevant statutory undertakers such as Southern Water.
- Investigate sites not owned by the Council to establish who should bear responsibility for the remediation, and contact the owners/managers of the sites with information on the regime and what it means for them, also requesting additional information of the particular site.
- Complete an assessment of all actual and potentially contaminated land within the District where the Council has responsibilities by virtue of its current or former ownership or occupation, making use of historic records, local plans, etc.
- Consider all available evidence that significant harm or pollution of controlled waters is actually being caused, considering contaminant - pathway - receptor.
- Evaluate the information gathered from the assessment of actual and potentially contaminated sites and prioritise them in accordance with their individual risk.
- Justify inspection of particular areas established as contaminated sites under EPA Part IIA.
- To decide, after consultation with all interested parties, what remediation is required in relation to the site, either through agreement with the appropriate persons or by serving a remediation notice.
- Maintain a liaison with other authorities and agencies to exchange information, ensure consistency and best practice.
- Make information on all regulatory action taken by the Council on contaminated land available to the public by way of a public register. HDC seeks to implement the Part IIA regime and carry out its duties within the context and framework of the statutory guidance (DEFRA Contaminated Land Statutory Guidance (April 2012)).

The objectives under this Strategy are congruent with HDC's Corporate Plan 2015 – 2018 and its priority to manage the built and natural environments and support local communities.

2. Introduction

Development of brownfield land over previous years means that many development sites may have a legacy of pollution from a previous use.

Ensuring that land is suitable for use and that public health and water resources are protected from significant risks is a statutory function of local authorities.

Since the publication of the previous strategy the government has removed the grant which facilitated detailed inspection of sites. At the same time the reduction in funding to local authorities has served to further restrict resources available for this work.

Although the duty on councils to inspect their districts remains, the funding restrictions mean that proactive inspections will only be undertaken where there is deemed to be an imminent risk or other exceptional circumstances.

The planning system as set out in the National Planning Policy Framework and the Council's "Horsham District Planning Framework" (November 2015) are now the principal mechanisms through which the council ensures that land contamination is managed.

This involves a process of reviewing applications for development and subsequently agreeing the measures to ensure that sites are made suitable for their proposed use for their design life.

However, the legislation still allows for effective intervention should any site require an urgent detailed inspection.

HDC revised its Contaminated Land Strategy in 2007. Since that date the regime has undergone further changes and this document revises the Strategy to bring it in line with the recent amendments and HDC's current procedures.

The main changes to the regime are listed in Appendix 1. The terminology used in this strategy is consistent with the statutory guidance and a glossary of terms is provided in Annex 1.

The inspection of sites identified and prioritised for inspection has been completed in accordance with the previous version of the Strategy. No sites requiring determination were identified.

This document gives a strategic context to the issue of land contamination within the district and provides guidance where the Statutory Guidance allows for some local discretion. It should be read in conjunction with the Statutory Guidance and other relevant pieces of legislation and guidance.

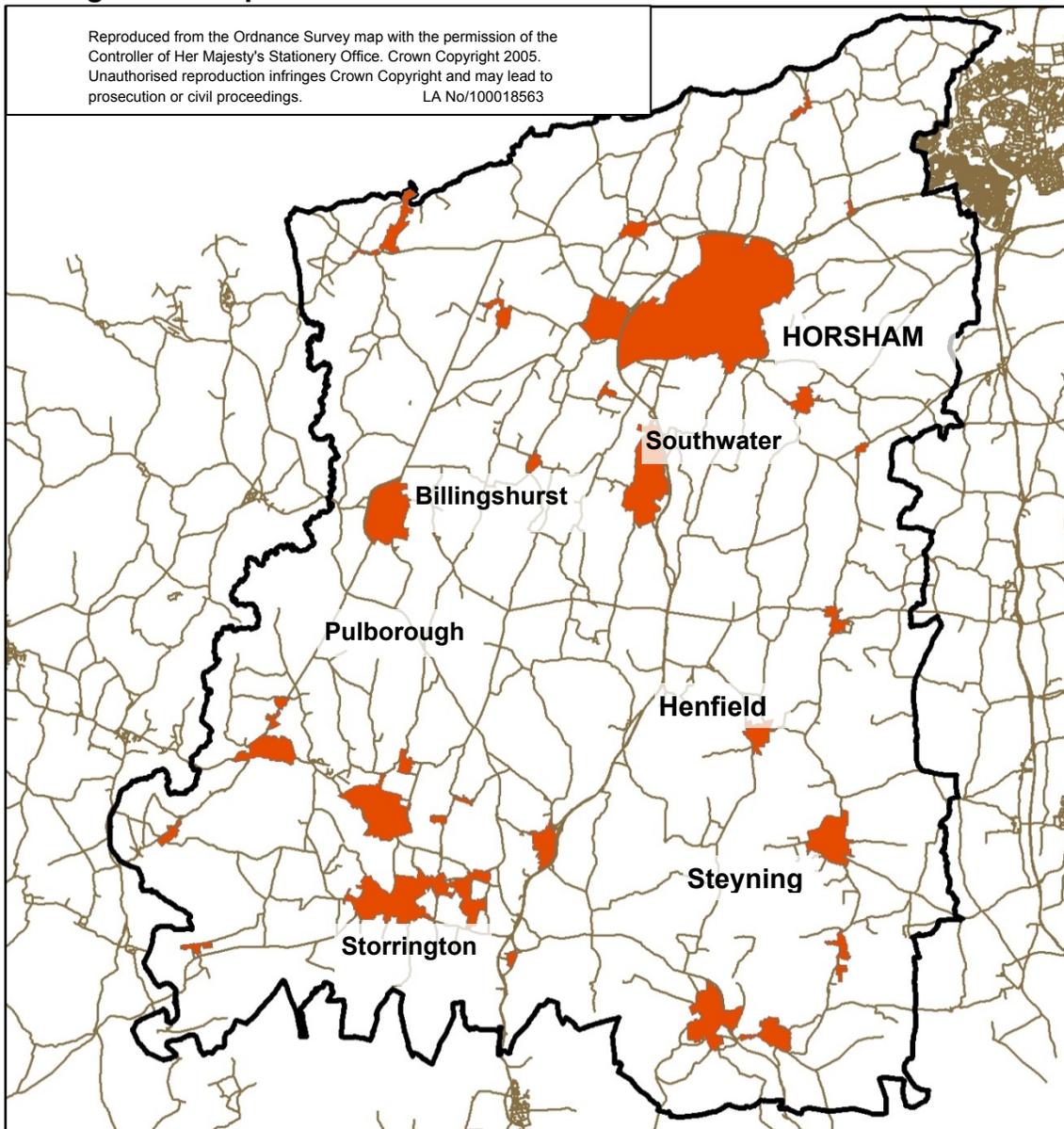
The legal framework is described in detail in Section 3.

2. Horsham District

2.1 Geographical Location

Horsham District Council is located in the centre of West Sussex, spanning an area from the Surrey border in the north to the South Downs in the south. The District is bounded by seven other local authorities: Waverley and Mole Valley to the north, Crawley and Mid Sussex to the east, Adur and Arun to the south and Chichester to the west.

Figure 1 - Map of Horsham District



Horsham District covers an area of 205 square miles.

The District Council was formed in 1974 from the former local authorities of Chanctonbury Rural District Council, Horsham Urban District Council and Horsham Rural District Council.

Horsham District is a predominantly rural area with many small villages. Horsham Town, in the north-east of the area, is the principal commercial and administrative centre. Much of the District is agricultural and farming and its related activities are important industries.

Sites of historic heavy industrial use are scattered throughout the District, as are some smaller scale sites typically where quarrying has taken place.

In 2011 the population of Horsham District was at 124,760, with around 36% (45,733) of the population living in Horsham and North Horsham. Other main areas of population are Billingshurst and Steyning.

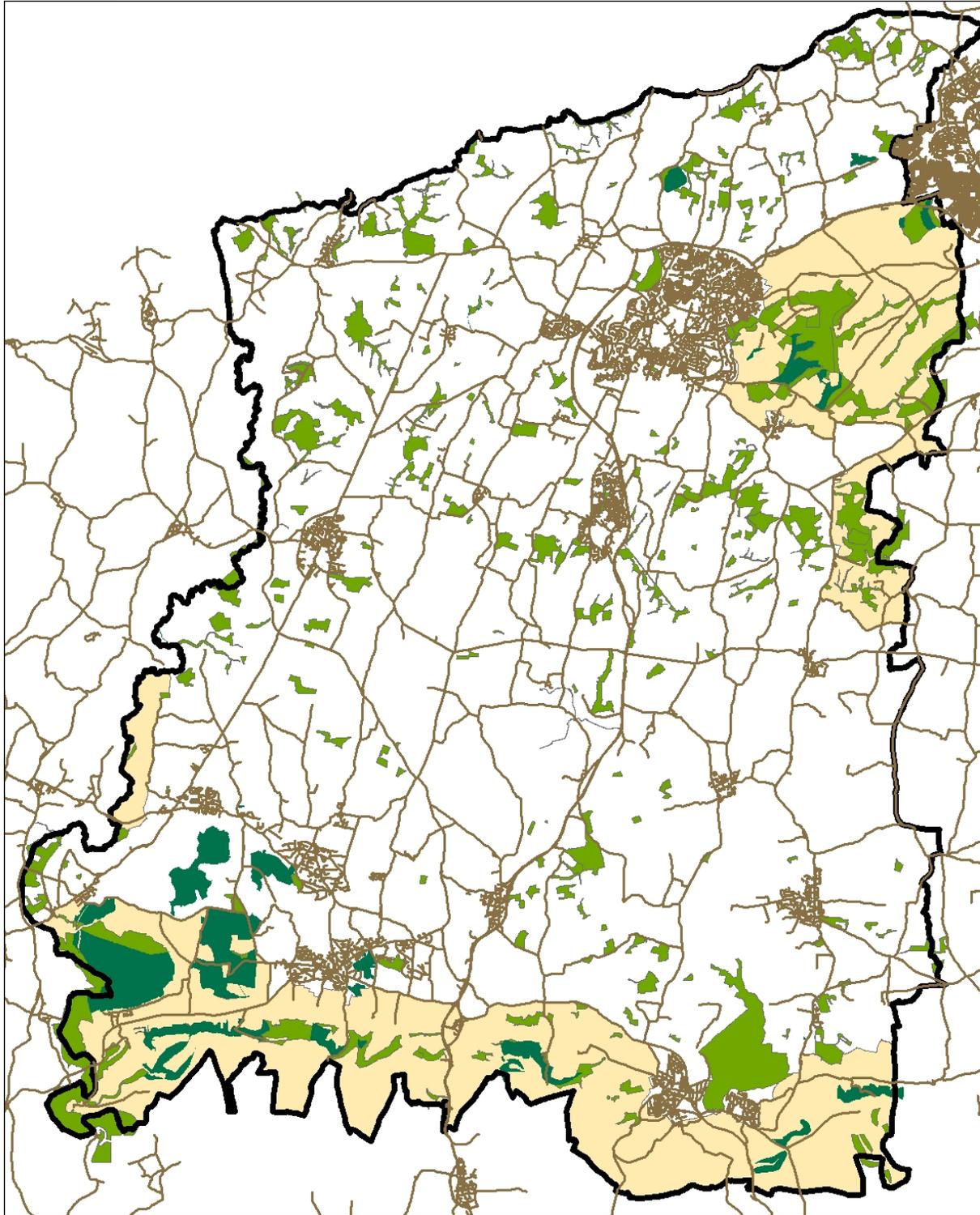
The remaining population lives in parishes with populations ranging from 303 to 5,849. The generally low population in the remaining parishes is indicative of the character of Horsham District, which is largely rural with many small villages.

2.2 Protected Locations

The biodiversity of the Horsham District is one of its major natural assets and it has many sites affording differing degrees of protection.

- The South Downs National Park and the High Weald Area of Outstanding Natural Beauty (AONB).
- There are twenty sites of Special Scientific Interest, one of which, the Arun Valley, is designated as a Special Protection Area (SPA), Special Area of Conservation (SAC) and a Ramsar site due to its international importance.
- Forty-three Sites of Nature Conservation Importance (SNCI), are located throughout the District.
- Warnham Pond is a Local Nature Reserve (LNR).

Figure 2 Areas of Ecological and Landscape Importance in Horsham District



- Site of Special Scientific Interest**
- Site of Nature Conservation Importance or Ancient Woodland**
- National Park/Area of Outstanding Natural Beauty**

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2.3 Key Property Types

As well as its rich natural environment, Horsham has an important historic built environment, with over 1860 Listed Buildings, 77 Ancient Monuments and 39 designated Conservation Areas. There are also 252 sites of archaeological interest and four historic parks and gardens - Leonardslee Gardens, Parham House, St Mary's House and Horsham Park.

2.4 Water Resource and Protection Issues

Two rivers flow through Horsham District. The Adur in the south-east skirts Henfield and then passes between Bramber and Upper Beeding. The Arun, which rises in St Leonard's Forest, forms much of the western boundary of the Horsham District and passes through Amberley. There are also many natural and man-made ponds and lakes throughout the District. The protection of the surface water quality is an important issue as contamination of these waters has implications on water abstraction, the conservation of existing ecosystems and their amenity value.

The water companies, Southern Water and Thames Water, supply the majority of the District's drinking water, although only Southern Water abstracts water from within the Horsham District. Where a potential pollution linkage includes a public water supply source as a receptor, the responsible water company will be immediately notified.

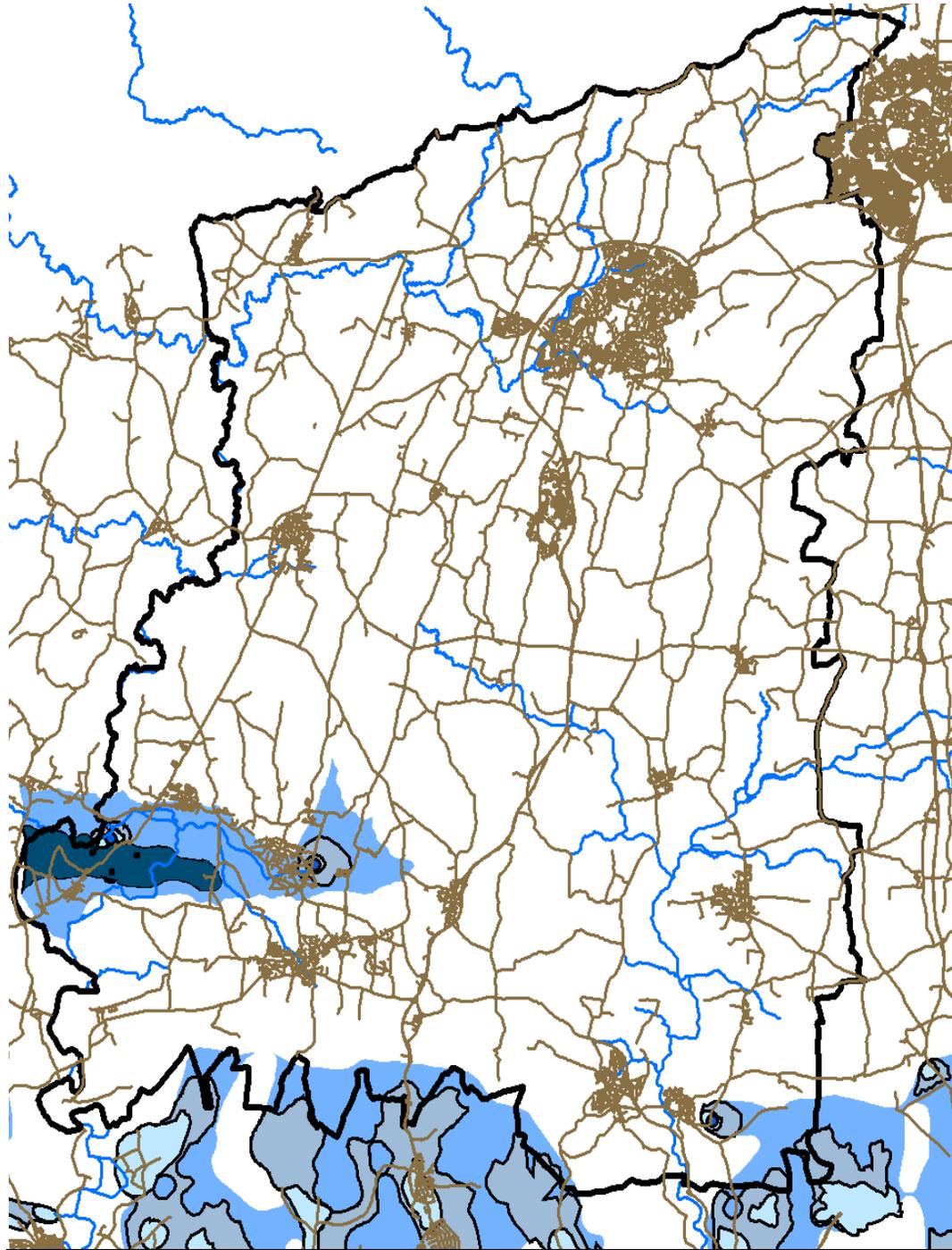
Groundwater is found in significant quantities in certain types of rock, which hold and release water, known as aquifers. Principal aquifers are defined as highly permeable strata capable of storing large volumes of water. The southern area of the District is located over a principal aquifer and parts of the rest of the District are underlain by secondary aquifers.

The Environment Agency has defined Source Protection Zones (SPZ), around the four public water supply abstraction areas, to provide protection to the parts of the aquifers which form the catchments to the public water supplies.

The Environmental Health and Licensing Department regulate the quality of twenty-two private drinking water supplies throughout the Horsham District. These are boreholes or wells which are privately owned.

Groundwater is vulnerable to both point and diffuse sources of contamination and should an aquifer become polluted, it is extremely difficult and costly to clean up, and is not always possible. The importance of protecting water resources is reflected in the priority afforded to controlled waters in the aims of this strategy, being second only to direct threats to human health. There will be occasions where water pollution does pose a direct threat to human health, not least where contamination of drinking water supplies is occurring.

Figure 3 - Ground Water Protection Zones in Horsham District



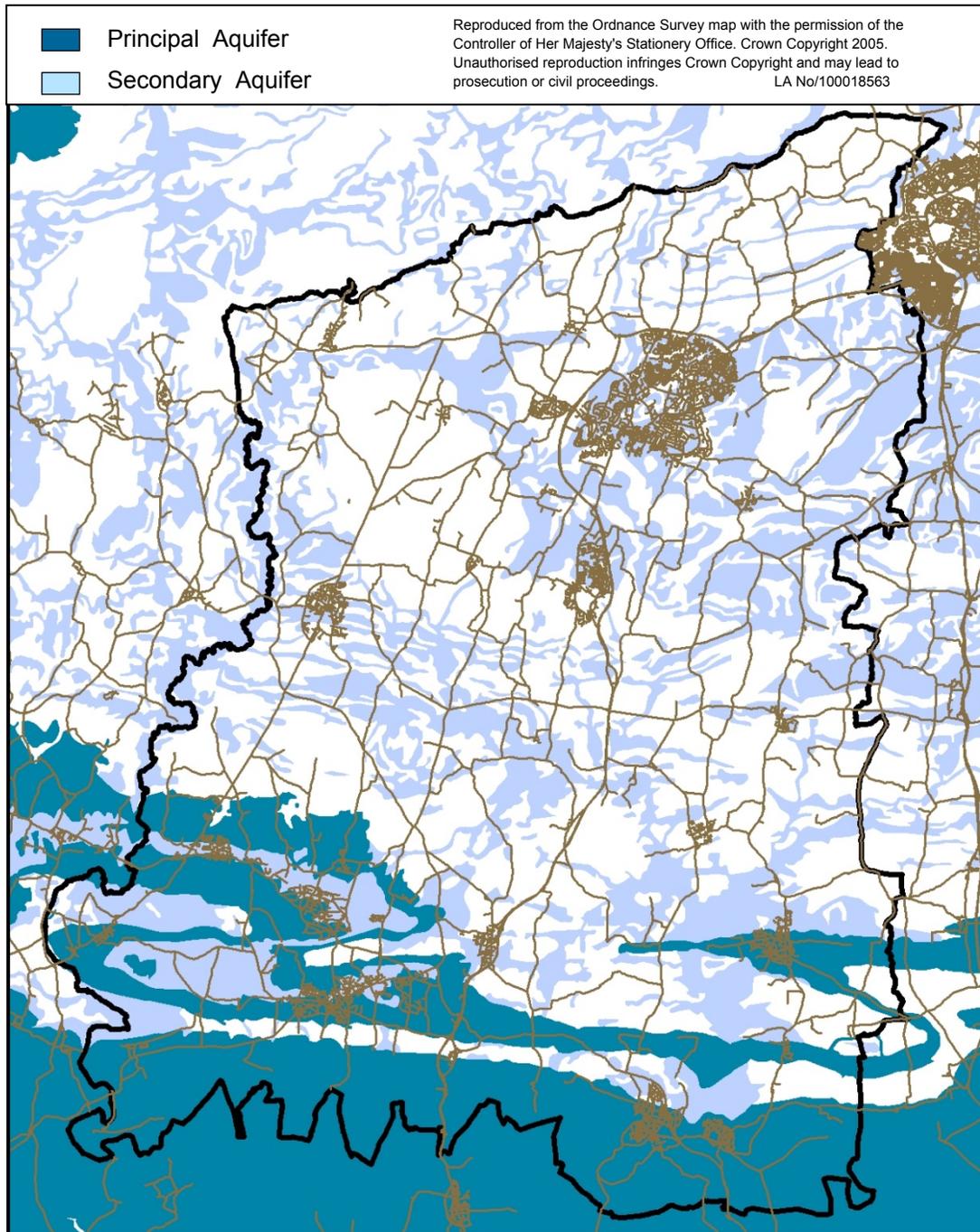
-  Source Protection Zone Class I
-  Source Protection Zone Class II
-  Source Protection Zone Class III
-  Special Area of Interest

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Broad Geological/Hydrogeological Characteristics

The British Geological Survey map indicates the geology of Horsham District as having a widespread occurrence of weald clay, interspersed with subsidiary sandstone. In the south of the District the predominant strata is Cretaceous Chalk underlain by Gault Clay. The chalk acts as a natural reservoir or aquifer, and holds large volumes of water.

Figure 4 *Aquifers in Horsham District*



2.5 Current Land Use

The main use of land in the District, other than for residential use, is agricultural. Current industrial activity is generally restricted to a number of small-medium size business and industrial parks, with only a handful of large manufacturing operations.

Landfill Sites –

There are currently 10 licensed landfill sites operating in the District.

Waste Sites –

There are eight registered waste sites: including metal recycling sites; composting facility; civic amenity sites; mechanical and biological treatment facilities.

Sewage Works –

There is one large sewage treatment works located in Horsham and numerous small treatment works located throughout the District.

Part A Permits and installations –

There is one Environment Agency regulated installation - Storrington oilfield
There are 2 brickworks which require Part A2 permits regulated by HDC

Part B Permits and installations –

34 installations are operated throughout the District (other than petrol service stations). Processes under these licences include: bulk cement batching plants; vehicle paint spraying plants; timber manufacturers; animal carcass incinerator; dry cleaners and mobile concrete crushers.

Petrol Stations –

Horsham District Council has 16 petrol stations within its boundary which are authorised for the recovery of petrol vapour. There are also a number of other petrol stations within the District, which are not authorised as they sell insufficient fuel quantities.

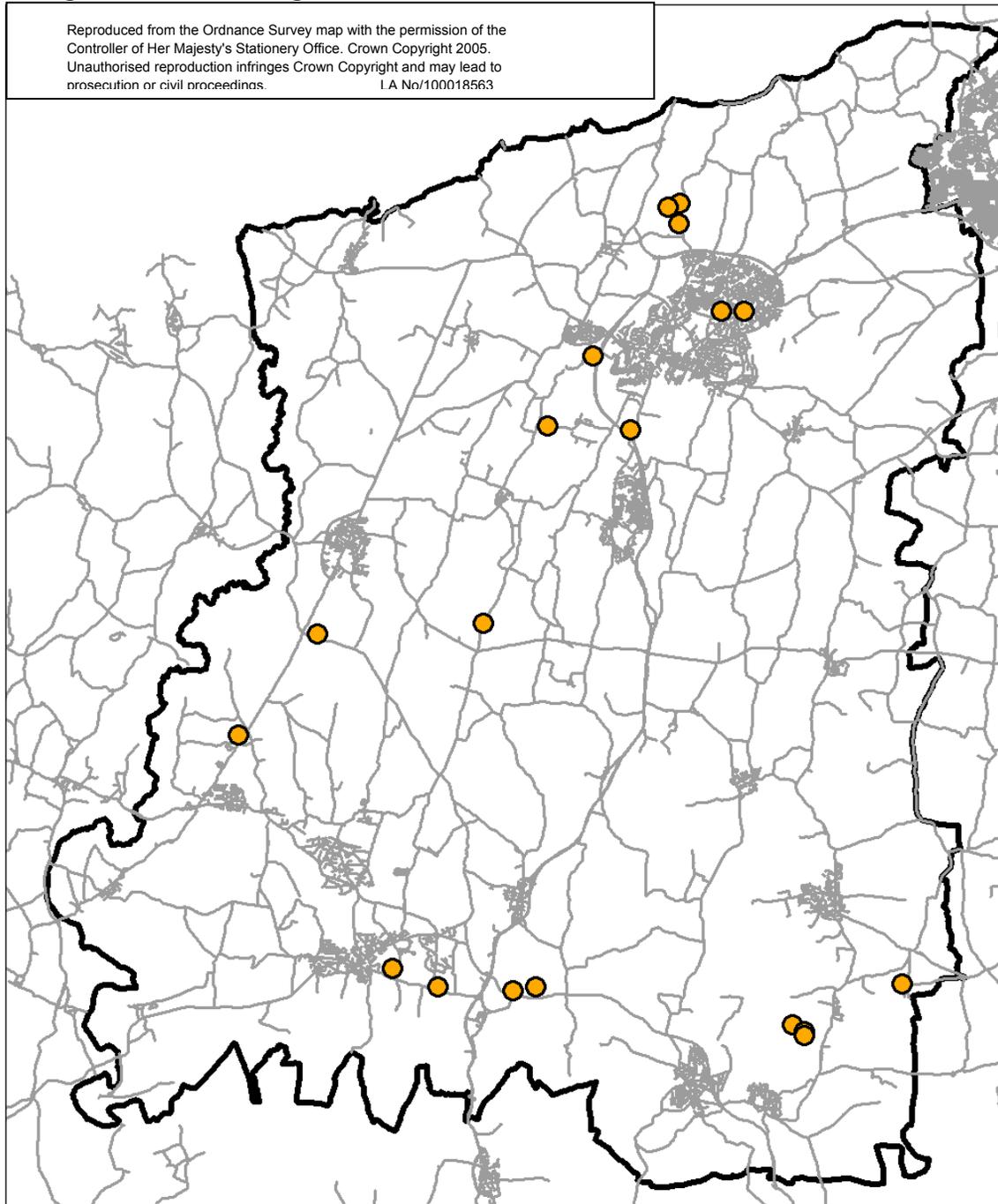
Radioactive Substance Sites –

There are 7 companies who use radioactive sources or are registered for the accumulation or disposal of radioactive waste. These sites are registered by the Environment Agency.

Industrial Estate and Business Parks

–There are twenty-four major industrial estates/business parks within Horsham District, containing offices, warehousing and industrial units.

Figure 5 Waste Management Sites



2.6 Current and Past Industrial use

The Horsham District has a unique industrial history, with many of the towns and villages resulting out of industries that have exploited the land resources. The past one

hundred years has seen a decline in the traditional heavy manufacturing industries replaced by smaller-scale light industry and service industries.

Iron Founding –

Early basic iron production followed the Weald clays, where ore was dug and where soil favoured managed woodlands rather than agriculture, and was, therefore, found throughout Sussex and within the Horsham District. By the 19th century basic iron production had ceased in Sussex but foundries, casting both iron and brass, were to be found in many Sussex towns. Horsham had two foundries in 1882 and another was located at Hardham.

Tanning –

Leather tanning producing shoes, gloves, harnesses and saddles, was located both in Storrington and Steyning during the 19th century.

Candle and Soap Manufacture –

Another product of the agricultural sector was tallow, from which candles and soap were manufactured and during the 19th century factories were located in Horsham

Brick Manufacture –

By the 18th century, brick had become established as the principal building material and due to the clay deposits within the Horsham District, a large brick-making industry developed. By the mid-19th century there was at least one brickyard in every parish. Improvement in technology began to make small country brickyards redundant and, therefore, although the volume of brick production went on increasing into the 20th century, the number of brickyards rapidly dwindled, being replaced by large-scale brickworks such as the one which grew up at Warnham Station, north of Horsham. The importance of brick manufacture to contaminated land is not the processes that were undertaken in the manufacture of bricks, but the holes left following the extraction of clay which are likely to have been filled with waste materials and may represent historic landfill sites. There are still brickworks at Warnham Station and Thakeham.

Lime, Cement, and Plaster

The chalk from the South Downs contains limestone which is used to produce lime, and Amberley to the south of the District had numerous limeworks. Portland cement, which is manufactured from limestone and clay, replaced the use of lime, and like limeworks, cement kilns in Sussex were located in the South Downs but only the one at Upper Beeding is still in existence, although no longer in production.

Mineral Extraction Industries –

Sussex has been the source of a whole variety of materials extracted for use, mainly in the building industry. Flint, gravel, marl and chalk pits are located throughout the

District, many not recorded. Sand was, and is, excavated in large pits in the Washington area and there were sand mines in Pulborough. Clay and brick earth was dug wherever brick and pottery making took place. Stone slabs used for roofing have been obtained in the Horsham and Pulborough areas.

2.7 Known Information on Contamination

The Council holds some information on contamination in the District, primarily submitted as part of the development control process. If development is proposed on an area of land where past use may have resulted in contamination, the Council request a site investigation as part of planning conditions and any necessary works undertaken. Planning records will, therefore, be a vital tool during any investigation.

A contaminated land register has been kept since April 2000 and is available for inspection at the Environmental Health Department, Parkside, Chart Way, Horsham. There are currently no entries in the register.

Due to the history of quarrying throughout Horsham District there are 63 closed landfill sites. In addition, there are 2 closed sewage works. There were town gas holdings located across the district, including Horsham, Christs Hospital, Storrington and Steyning.

3. The Contaminated Land Regime

3.1. Legislative Background

The Environmental Protection Act 1990 Part IIA introduced new duties to Local Authorities. It required that they publish an inspection strategy for their District (this document), keep a register of 'Contaminated Land' and inspect their area in a rational and ordered fashion for the purpose of identifying 'Contaminated Land'. The term 'Contaminated Land' is defined in statute as is the process for formally determining land as Contaminated Land.

Contaminated Land definition:

“Is any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in on or under the land that (a) significant harm is being caused or there is significant possibility of such harm being caused; or (b) significant pollution of controlled waters is being caused, or there is significant possibility of such pollution being caused.”

The supporting guidance, for Part IIA details the inspection process including determining liability amongst specific groups or 'appropriate persons' previously associated with the land. Appropriate persons include previous land owners or occupiers and any person carrying out activities on the land, including current occupiers.

The production of a contaminated land strategy has meant that authorities collated data on previous land-uses that may have given rise to contamination in, on or under the land.

The statutory guidance was updated in April 2012 and suggests that local authority strategies should be updated to reflect the changes to the guidance.

3.2. Significant pollutant linkage

For land to be determined as contaminated land, there must be a significant 'pollutant linkage' present. A pollutant linkage is where a contaminant is linked by a pathway to a receptor so as to give rise to harm. There may be multiple pollutant linkages on a site.

3.3 Determining that “There is Significant Possibility of Significant Harm Being Caused”

The Council will determine land is contaminated on the basis that there is a significant possibility of significant harm being caused as discussed in Section 3.1, where:-

- (a) It has carried out scientific and technical assessment of risks arising from the pollutant linkage, according to relevant, appropriate, authoritative and scientifically based guidance on such risk assessments; and
- (b) That the assessment carried out shows that there is significant possibility of significant harm being caused; and
- (c) There are not suitable and sufficient risk management arrangements in place to prevent harm.

3.4 Risk Assessment

When deciding whether land contamination is sufficient to require action, concentration of contaminants in land and water will be evaluated against the following generally accepted guidelines.

CLEA Guidelines

Local Authorities are expected to assess sites in accordance with the guidance issued as part of the Contaminated Land Exposure Assessment (CLEA) protocol. These guidelines consist of a series of Toxicological Reports and Soil Guideline Value reports issued by the Environment Agency on behalf of the Department of Environment, Food and the Rural Affairs. These reports give details of the levels of contaminants that may pose a hazard to health. Where sites are subject to contamination by substances not subject to Soil Guideline Values the CLEA computer model is to be used to make a site specific assessment.

Other Guidance

In addition to the CLEA guidelines reference may also be made to other accepted sources, including:-

- British Standards
- S4ULs produced by the CIEH and others
- Occupational exposure levels issued by the Health and Safety Executive
- Environment Agency - site-specific pollution prevention guidelines from authoritative sources.
- Guidance issued by the Construction Industry Research and Information Association
- Guidelines adopted in other countries, e.g. Dutch guidelines are commonly referred to for organic contamination. When using guidelines adopted by other countries, it will be important to bear in mind the significant difference in remediation standards between the UK and these other countries.
- Other risk assessment tools including SNIFFER, RBCA, Risk Human, and locally developed protocols such as for the assessment of asbestos in garden soils.

Risk Assessment for Controlled Waters

Advice will be sought from the Environment Agency on risk assessment for controlled waters, such as rivers and underground resources (groundwater), where they are the receptors in a particular pollutant linkage. It is anticipated that risk assessments and remediation will be carried out in accordance with Environment Agency guidance.

3.5. Liability

Once one or more significant pollutant linkages have been confirmed the Statutory Guidance identifies two types of 'appropriate persons' that the enforcing authority needs to consider in relation to liability for remediation of the land. These are:

- Class A liability group: that is persons who knowingly permitted a significant pollutant linkage to be in, on or under the land.
- Class B liability group: owners or occupiers of the land.

Only where no Class A persons can be found will any Class B appropriate persons bear any liability for contamination. Once Class A appropriate persons are identified then liability for each significant pollutant linkage is identified. If the Class A person no longer exists in relation to a significant pollutant linkage then the liability will fall to Class B person (current owner or occupier).

There are six sequential tests to apply to each member of the Class A liability group:

Test 1 Excluded activities

Providing legal, financial, engineering, scientific or technical advice or services

Test 2 Payments made for remediation.

Adequate payments have made to other liable persons to fund remediation

Test 3 Sold with information.

The land was sold and the buyer was aware of the presence of the contaminant

Test 4 Changes to substances. –

Contamination occurred due to interaction with substances introduced by others

Test 5 Escaped substances.

The contamination was caused by escape of a substance from other land

Test 6 Introduction of pathways or receptors.

A relevant pathway or receptor introduced to the land by others

Once exclusions have been made then HDC will

- follow the general principal that liability should be apportioned to reflect the relative responsibility of each of those members for creating or continuing the risk now being caused by the significant linkage in question.
- 'If appropriate information is not available to enable the enforcing authority to make such an assessment of relative responsibility then liability is apportioned equally amongst the liability group.

Where HDC carries out remediation and an appropriate person can be found then, within the framework of Section 8 of the Statutory Guidance, HDC will seek to recover the costs of the remediation from the appropriate person.

“Orphan” sites

Where no appropriate persons can be found, or after the six sequential tests there are no remaining liable persons, then the linkage is known as an ‘orphan linkage’.

With the removal of funding for Part IIA work the local authority bears the cost of any remediation that is carried out on an orphan site.

3.6. Strategic inspection and Detailed inspection

Part IIA requires that local authorities cause their areas to be inspected with a view to identifying contaminated land and to do this in accordance with the statutory guidance. Two types of inspection are intended, they are:

- Strategic inspection; collecting information about previous land-uses and prioritising them for further detailed inspection and
- Detailed inspection; taking soil samples and carrying out risk assessments in order to make determinations about the sites in relation to contaminated land.

The detailed inspection of sites through intrusive investigation, analysis of samples (soil, water and gas), risk assessment and remediation is beyond the professional capabilities of Horsham District Council. Where required such work has previously been contracted out to consultants, Detailed investigation can be expensive and might commonly cost multiples of £10,000 depending on the size of the site and degree of risk assessment required.

3.7 Changes to resourcing of contaminated land functions

Local authorities cannot recover the costs incurred through site inspections.

Site investigations undertaken to date by HDC have been self-funded primarily through a budget commitment. Additional support funding in excess of £100,000 was secured from DEFRA to fund the investigation of Storrington gasworks.

Until 2012 Central Government offered financial support to local authorities in regard of their duties under Part IIA. However the grant was effectively stopped other than for 'absolute emergency cases' by Lord De Mauley's letter (DEFRA December 2013) and will in any case cease to exist in any form after 2017.

Local authorities' statutory duties remain but central government financial support has been removed. HDC has registered dealing with contamination at an orphan site as a corporate risk on the Council's "Corporate Risk Register".

Given the withdrawal of funding and the detailed inspections completed to date HDC is not currently undertaking further strategic site inspections beyond the Desk Top (Phase 1) Stage.

Intrusive sampling (soil, water or gas), risk assessments or remediation exercises will not be undertaken unless the need for inspection is considered to be urgent.

3.8 Urgent site inspections

The need for urgent detailed inspection may arise in a situation where HDC becomes aware that contamination is causing significant harm. Incidents such as fires or fuel or chemical releases also have potential to cause significant harm. These circumstances are rare and most recent cases have involved the accidental releases of domestic heating oil.

HDC has a duty under the legislation to inspect any such site. This duty needs to be balanced against other calls on HDC's resources. As such under those circumstances HDC would:

- identify the liable persons for the site and whether they still exist,
- apply tests from the guidance to establish which liable parties might drop-out of the liability group,
- apportion liability between the remaining liability groups,
- establish if the site is an orphan site,
- seek voluntary inspection by the site owner and/or occupier,
- enter into discussions with regulatory partners and adjoining occupiers.
- seek to recover any costs from liable persons and registering a local land charge.

3.9 Triggers for Undertaking Inspections and Reviewing Inspection Decisions

As noted above there may be occasions where inspections may have to be carried out outside of the general inspection framework. Triggers for undertaking non-routine inspections will include:

- Unplanned events - e.g. if an incident such as localised flooding causing contaminants to be mobilised or a spillage has occurred where the circumstances cannot be addressed through other relevant environmental protection legislation.
- Introduction of new receptors - e.g. unauthorised use of land, the designation of a new protected ecosystem.
- Supporting voluntary remediation - e.g. a potentially liable party wishing to undertake clean-up before their land has been inspected by the Council.
- Identification of localised health effect which appear to relate to a particular area of land
- Responding to information from other statutory bodies, owners, occupiers, or other interested parties.
- Introduction of new pathways, e.g. roads, pipelines across landfill sites, etc.

There may be occasions when previous inspection decisions should be reviewed, examples of when this may be necessary include:

- Significant changes in legislation
- Changes in statutory guidance issued by the Secretary of State
- Changes in site investigation guidance
- Revision of guideline values for exposure assessment
- Establishment of significant Case Law or other precedent.

4. Working with the Environment Agency

The Water Resources Act 1991 gives the Environment Agency powers to deal with harm to controlled waters being caused by contaminated land and the Environment

Agency would normally employ powers under the Water Resources Act and in response to water pollution incidents. Part IIA legislation does not revoke these powers, but does allow for such incidents to be dealt with under the new contaminated land regime and, therefore, the Council and the Environment Agency would seek to agree which legislation will take priority on each individual case. The following steps will be taken where the Council proposes to address water pollution incidents under Part IIA.

- The Council will consult with the Environment Agency before designating any contaminated land as a result of risk to controlled waters, and will take into account any comments made with respect to remediation.
- It is understood that if the Agency identifies a risk to controlled waters from contaminated land, the Council will be notified to enable designation of the land and remediation action will be taken under Part IIA.

Section 161 of the Water Resources Act 1991 empowers the Environment Agency (EA) to serve a “works notice” on any person who has “caused or knowingly permitted “a pollutant to enter controlled waters, including from contaminated land, requiring them to deal with the problem. In urgent cases then the EA is empowered to deal with the problem and recover the costs from the person responsible for the pollution.

Guidance from the EA (Policy and Guidance on the use of Anti-Pollution Works Notices) suggests that in most cases of actual or potential pollution of controlled waters as a result of contamination, the problem will usually be dealt with under the contaminated land Part IIA provisions of the EPA 1990.

The Council and the Environment Agency each have areas of particular expertise and experience which may be of benefit to each other. Good communication exists and mutual support has been offered. Requests for advice or assistance will generally be made on an informal basis in the first instance to minimise the administrative burden. Formal requests will more often be made to support documentation of decisions that are likely to affect the status of any land under Part IIA.

4.1 Dealing with Special Sites

The Council has a duty to determine Contaminated Land as ‘Special Sites’ under certain circumstances, generally where the Environment Agency has particular expertise, or it is already regulating the site, or where there are issues of national security. The effect of designating a Special Site is that it then falls to the Environment Agency as the enforcing authority for Part IIA. The Council’s role will then be to provide all reasonable advice and assistance, and it will expect to be kept informed of relevant actions and progress by the Environment Agency.

Special sites are defined by the Regulations and generally they include:

- prescribed industrial processes already regulated primarily by the Environment Agency for Integrated Pollution Prevention and Control (IPPC).

- certain other specified industrial processes (such as small petrochemical plants and explosives manufacturers).
- land used currently by the Ministry of Defence (MoD), or at any time for manufacturing, processing or disposing of chemical or biological weapons, or for nuclear activities.
- places where drinking water is abstracted and action is required due to Contaminated Land affecting supplies.
- controlled waters where water quality is seriously affected by Contaminated Land.
- controlled waters that are either (a) affected by certain hazardous or polluting chemicals or (b) contained in certain types of vulnerable rock formations.
- land which is contaminated land wholly or partly by virtue of any radioactivity possessed by any substance in, on or under that land;

The Council recognises the need to receive and evaluate new information when changing circumstances of land over time could have “Special Site” implications.

Good communications and liaison have already been established between the Council and the Environment Agency. The Council will continue to work with the Environment Agency and other organisations to gather relevant new information and respond efficiently to incidents.

If newly available information indicates that any land may be Contaminated Land for the purposes of Part IIA and may also be a special site, then the Environment Agency will be supplied with copies of that information without delay and will be asked to carry out any further inspection and investigation.

4.2 Changes to resourcing of Environment Agency contaminated land functions

In common with local authorities the Environment Agency has faced significant reductions in funding. The EA has made a number of key changes to how it implements its contaminated land functions.

- The EA will no longer provide advice on groundwater contamination issues unless within a Source Protection Zone 1.
- Staff numbers in the EA Groundwater and Contaminated Land Team for Sussex have been reduced.
- The EA now charges for providing pre- application advice for planning and other functions.

Previously local authorities have relied on specialist advice of the EA officers on groundwater issues. As this work has not formed part of the remit of local authorities HDC officers may not have all the required competencies to fulfil this role.

The reduction in staffing may lead to delays and lack of response where the council is

required to liaise with EA or in situations where specialist advice is needed such as identification of a special site.

Charging for pre-application advice may deter developers and others from seeking advice. This may lead to the submission of supporting documentation for proposed developments which is inappropriate or insufficiently protective of the receptors listed in the Statutory Guidance. Resolving these issues retrospectively may incur additional costs and require additional resources.

5. Radioactive contamination of land

The revised Statutory Guidance does not apply to radioactive contamination of land. The responsibility for these sites now lies with the Department for Business, Energy & Industrial Strategy. HDC will refer any such issues to Department for Business, Energy & Industrial Strategy.

6. Planning and Development Management

Most land affected by contamination is dealt with through the Development Management system.

Contamination in, on or under land can present risks to human health and the wider environment. This can adversely affect or restrict the beneficial use of land and often development presents the best opportunity to successfully deal with these risks.

The planning system therefore has a key role to play in facilitating the development of land affected by contamination. The broad approach, concepts and principles behind land contamination management adopted by the Part IIA regime should be applied to the determination of planning applications.

After remediating through the Development Management process, as a minimum standard, land should not be capable of being determined as contaminated land under Part IIA of the EPA 90.

HDC, developers, and other statutory bodies should work together at every stage in the planning process to ensure that land contamination issues are properly addressed in a timely and appropriate manner.

6.1. The Developer's Role

The developer is responsible for ensuring that a development is safe and that the land is suitable for the use intended, or can be made so through remediation.

The right information is crucial to good decision making and HDC recommends that developers discuss what is required with HDC planners, the CLO and statutory consultees before submitting planning applications. Failure to provide the right information can lead to delays and/or refusal of planning permission.

In order to satisfy the planning authority that risks from contamination will be appropriately addressed through remediation; developers should ensure that they carry out adequate investigations and risk assessments to inform remediation strategies.

These should all be prepared by competent persons as defined in Annex 2 of the NPPF. Further guidance on good practice in the management of land contamination can be found in the related documents.

After remediation has been carried out, developers are responsible for showing the local planning authority (LPA) that they have been successful. This could involve the submission of verification reports and ongoing monitoring programmes.

6.2 Role of the Local Authority

HDC will:

- expect developers and their agents to voluntarily deal with land contamination issues in pre-planning application discussions and before determination of any relevant planning application,
- respond to planning consultations within HDC's internal agreed response times,
- ensure the protection of public health whilst not incurring excessive cost for the developer or public funds
- Have regard to the Statutory Guidance, National Planning Policy Framework, National Planning Policy Guidance and other relevant industry best practice documents.
- object to a planning application where it is likely that the implementation of any given permission would be technically unfeasible,
- recommend, where appropriate, that any consent be conditional of relevant planning conditions,
- keep a record of planning comments,
- liaise with the Sustainable Places team at the EA where appropriate
- audit all reports relating to land contamination and provide written commentary to the relevant parties including; the developer, the contaminated land consultant and the Development Management case officer,
- require that reports submitted for consideration are prepared by competent persons,
- agree the sign-off/discharge of relevant planning conditions when the work is completed and documented to a satisfactory standard,
- require ongoing reports beyond the time of the delivery of the site where monitoring and/or remediation is ongoing, and

In considering risks from land contamination in relation to any future use or development, HDC assumes that the development will be carried out in accordance with

any existing planning permissions. In particular HDC assumes that that any remediation which is the subject of a condition attached to that planning permission, or is the subject of any planning obligation, will be carried out in accordance with that permission or obligation.

The responsibility for ensuring a development is safe and suitable for use rests with the developer.

6.3 The Environment Agency's Role

The Environment Agency (EA) is a statutory consultee for local plans, certain types of planning application and developments requiring an Environmental Impact Assessment (EIA). The Town and Country Planning (Development Management Procedure) (England) Order 2015 (DMPO) sets out the developments for which the Environment Agency is a statutory consultee.

The EA has developed guidance for local planning authorities that sets out the types of planning consultations it wished to be consulted on.

As a statutory consultee the Environment Agency is expected to take a proactive approach, providing advice in a timely manner at all stages in the development process (NPPF Para 190).

The EA's stated main concern when land contamination is being managed under Planning, is to protect the water environment – local authorities deal with human health issues. By ensuring that developers reduce or remove the risk or consequences of pollution of surface waters and groundwater, the planning regime helps the EA achieve Water Framework Directive objectives.

The EA has issued general guidance to help developers and land owners understand their concerns and requirements. These 'Guiding Principles for Land Contamination' (GPLC) describe the approaches that they expect others to take, what they expect to see in reports they review and the key guidance that can be referred to.

In responding to consultations from LPAs the EA provides recommendations and technical advice on:

- the likely impacts that development on land affected by contamination will have on the immediate and wider water environment;
- the impacts that contaminated water may have on the development;
- proposals for, and the outcome of, investigations and remediation;
- implications of the development for Part IIA contaminated land where the EA is the enforcing authority (special sites).

The EA will assess the appropriateness and effectiveness of any measures put forward by developers to remediate contamination or any pollution linkage. Where there are

technical solutions to resolve issues that would otherwise prevent a grant of planning permission the EA will take a constructive approach and explain the steps required to overcome the problems.

An Environmental Permit may be needed to undertake certain required remediation activities. Where this occurs the EA should clearly explain to LPAs the issues that, as the regulator, they can control so as to avoid duplication the details or conditions in a planning permission.

6.4 Building Control

The Building Regulations now also incorporate requirements relating to land contamination and officers in the Environmental Health and Licensing Department also provide advice to the Building Control Officers in undertaking these functions.

Applications for modification, erection and demolition of buildings may be dealt with by one of a number of regulatory organisations including the local authority, the NHBC or Approved Building Inspectors.

7. Council owned land and property.

Council has extensive land holdings of around 1,020 acres (413 hectares), throughout the District, and this is generally freehold land owned by the Council. The Council's Property and Facilities Section is the lead department in managing the Council's property assets, although the day to day management of some land is the responsibility of the Community and Culture Section and the Housing Department.

The majority of the Council's land holdings comprise leisure amenity and recreation land, amounting to 950 acres (385 hectares). The Council also owns commercial land including industrial and retail interests which comprises some 34.6 acres (14 hectares) and 16 acres (6.5 hectares) of grazing land.

Some of the land held by the Council is known to have had previously potentially contaminative land uses, including landfill, gas works and sewage works. HDC has included its former and current land holdings in the strategic inspection of its area and considers that no detailed inspection of any site is required at the current time.

The triggers for reviewing inspection set out section 3.9 will be applied to property owned by HDC.

8. Communication and Information

HDC acts in accordance with the requirements of the following statutes and regulations in making environmental information available to the public:

- Local Government (Access to Information) Act 1985
- Data Protection Act 1998
- Human Rights Act 2000
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Openness of Local Government Bodies Regulations 2014

We operate with a presumption in favour of disclosure subject to the relevant tests and exclusions of the above legislation.

HDC holds a public register for land remediated under the Part IIA regime. Currently there are no entries on the register.

8.1 The Environmental Information Regulations 2004

The Environmental Information Regulations facilitate the public's access to environmental information held by HDC.

Requests for environmental information are most commonly made by conveyancing solicitors and or companies evaluating property portfolios.

The Environmental Health and Licensing Department co-ordinates and responds to requests for information made to the Council in accordance with the Environmental Information Regulations 2004.

The Regulations state that requests must meet certain criteria and HDC can request a reasonable fee to cover administrative costs. The number of requests has increased significantly following the Law Society's recommendations in 2005 that such requests should form part of the searches performed on land transactions.

Although many private companies offer this information where potential risk is identified they will refer the enquirer conducting the search to the Environmental Health and Licensing Department for an opinion.

HDC charges a fee for the provision of information under the regulations. The price is updated annually and published on HDC's website and fees and charges register.

8.2 Risk Communication

Understanding the risks from contamination can be difficult for members of public. The Council recognises the barriers to effective risk communication are:

- familiarity - increased concern about unfamiliar issues;
- control - concern if the individual is unable to exert any control over events;
- proximity in space - increased concern about nearby events;

- proximity in time - increased concern about immediate consequences rather than long term effects.
- scale - particularly in terms of media coverage, where one large incident appears much worse than several small incidents;
- “dread factor” - lack of understanding can lead to stress and make further explanation more difficult.

The Council will treat any concerns raised by a member of the general public responsibly, recognising the importance of the issue to the individual.

It is a commonly held view that any material that is not naturally present in the ground should be removed, especially if it is in the vicinity of their home. The contaminated land legislation can only be used where there is a risk of significant harm or pollution.

8.3 Complaints

Complaints regarding contaminated land will be dealt with following the same procedure as currently used by the Environmental Health and Licensing Department to deal with statutory nuisance complaints.

8.4 Voluntary Provision of Information

If a person or organisation provides information relating to contaminated land that is not directly affecting their own health, the health of their families or their property, this will not be treated as a complaint. The information will be recorded and may be acted upon. There will, however, be no obligation for the Council to keep the person or organisation informed of progress towards resolution, although it may choose to do so as general good practice.

8.5 Anonymously Supplied Information

The Council does not normally undertake any investigation based on anonymously supplied information and this general policy will continue for contaminated land issues. This policy does not, however, preclude investigation of an anonymous complaint in exceptional circumstances.

8.6 Anecdotal Evidence

Any anecdotal evidence provided to the Council relating to contaminated land will be recorded. The Council will not undertake any detailed investigation without robust scientific evidence. In all cases the Contaminated Land Officer and Principal Environmental Health Officer will use knowledge and experience to decide what, if any, further investigations are required following a complaint or provision of information.

8.7 Communicating with Owners, Occupiers and Other Interested Parties

Horsham District Council's approach to its regulatory duties is to seek voluntary action before taking enforcement action. This approach will be adopted for issues of land contamination, recognising that in many cases more effective remediation can be achieved by agreement than by enforcement.

This approach will require effective communication with the owners, occupiers and other interested parties. The Principal Environmental Health Officer will be the central point for the authority on contaminated land issues and will ensure all parties are kept informed at each stage of an investigation, regardless of whether or not there is a formal designation of contaminated land.

Where formal designation of contaminated land is required, the actions set out in Section 8.8 and 8.9 will be undertaken:

8.8 Designating an Area of Contaminated Land

The Council will:

- Inform, in writing, the owner and/or occupier of the land at least five working days prior to designation, explaining in summary the reason for the designation.
- Write to the owner and/or occupier explaining the land has been designated as contaminated land and seeking appropriate remediation without service of a Notice.
- If requested, despatch a copy of the written risk assessment to the owner and/or occupier of the land, within ten working days of receipt of the request.
- Write to the owner/occupier of neighbouring properties and/or the complainants, within five working days of designation.
- Place an entry in the contaminated land register.

8.9 Serving a Remediation Notice

The Council will:

- Provide a written Remediation Notice to the owner/occupier specifying the action required.
- Write to the owner/occupier of neighbouring properties and/or complainants within five working days of the Notice being served.
- Place an entry in the contaminated land register.

However, should an urgent designation of contaminated land be required, the above stages will be observed as far as practicable, although some deviation from the timescale specified may occur.

8.10 Completion of Remediation

When contaminated land has been remediated, the Council will enter details of the remediation into the public register as soon as reasonably practicable. Whilst Part IIA of the Environmental Protection Act 1990 does not provide a statutory “signing off” procedure, the Council will confirm its view as to whether there are any grounds for requiring any further remediation or taking any enforcement action. This confirmation, together with the details recorded in the public register, should enable commercial decisions to be made about the land with greater certainty.

There may be some circumstances where remediation of contaminated land is not required. This is most likely to arise when the cost of remediation would be very high when compared with the seriousness of the risk. In these cases, the Council will issue a remediation declaration containing details of why the land is considered contaminated land and the grounds for considering it unreasonable to serve a remediation notice. Details of remediation declarations will be entered on the public register.

8.11 Public Register

Information required to be displayed on the register in the event of any formal determination of land as contaminated land would include the following:-

- Remediation Notices
- details of site reports obtained by the authority relating to remediation notices
- remediation declarations, remediation statements and notifications of claimed remediation
- designation of sites as “special sites”
- any appeals lodged against remediation and charging notices
- convictions

The public register will not include details of historic land use and other records used in the investigation of potentially contaminated land. These are research documents and as such, will not be made available to the public.

9 Enforcement Action and Powers of Entry

The Council will act in accordance with its enforcement procedure and the Statutory Guidance to ensure consistent, fair and transparent practices are used when taking enforcement action.

The Council has been granted powers of entry to carry out intrusive investigations under Section 108(6) of the Environmental Protection Act 1990. At least seven days’ notice will be given of proposed entry to any premises, unless there is an immediate risk to human health or the environment.

10. Strategy Review

Progress to date

As part of HDC's statutory duties it is required to identify previously developed land where the development was on land with a previously potentially contaminative use.

The previous version of this strategy outlined the procedures and information used to identify sites where inspection may have been needed. These sites were identified from a variety of sources including; planning records historic maps, historic aerial photographs, officer knowledge, EA landfill licensing records, petroleum licensing records, pollution incident reports and other verified anecdotal information.

A number of sites considered to be at potentially significant risk have been visited to carry out a preliminary site walkover inspection and more proactive inspection has subsequently been carried out for sites for which HDC considered there was potential for significant possibility of significant harm (see Appendix 2 for details of these detailed inspections). These inspections have been undertaken by external consultants appointed by HDC.

No sites have been found which required remediation.

The investigation work completed under the previous strategy has helped to ensure the council can continue to administer land contamination issues effectively for the foreseeable future.

Future developments

This strategy outlines the general approach to be taken for inspecting land within the district for contamination and will be reviewed in 2022 or in the event of:

- New or significantly changed legislation
- Changes in statutory guidance issued by the Secretary of State
- Changes in site investigation guidance
- Revision of guideline values for exposure assessment
- Establishment of significant Case Law or other precedent.

Horsham District Council

Appendix 1:

The Contaminated Land Statutory Guidance was updated in April 2012

There are a number of aspects that are new in the revised Statutory Guidance. As well as being shorter and simpler to understand the new Statutory Guidance provides:

- A four category test to help decide when land is and is not contaminated.
- Clarification of the status of technical screening levels (SGVs and GACs) and how to use them
- Clarification that “normal” background levels of contamination would not be contaminated land.
- Clarification of what would constitute a “reasonable” level of remediation.
- Controlled waters are now part of Part IIA. The Government have introduced a requirement that when there is significant pollution of controlled waters or the significant possibility of significant pollution of controlled waters Part IIA can be used
- Radioactively contaminated land is removed from the Statutory Guidance and the Department of Energy and Climate Change (who are responsible for radioactively contaminated land) have issued separate statutory guidance for such land.
- There are updated rules on local authorities’ inspection duties and their strategies.
- Risk summaries will need to be produced prior to deciding that land is contaminated. These will need to be understandable to the non-expert and can be used in helping decision making by senior council officers and members. They will of course be available afterwards and will aid residents to understand decision making process.
- Local authorities, once taking a decision that land is contaminated, may reverse that decision.

The new four category test for land contamination can be described as follows:

Category 1 and 2 meet the test of Significant Possibility of Significant Harm ie contaminated land. Land with contamination concentrations in Category 3 and 4 cannot be contaminated land. New screening levels have been introduced (Category 4 Screening Levels) and further screening levels are being developed. Developers carrying out remediation pursuant to a planning permission should pay regard to.

As the main statute has not changed there are no rule changes in relation to the identification of appropriate persons, the exclusion test and apportionment of liability.

Horsham District Council

Appendix 2**Table 1: Part IIA Inspections carried out by HDC (since 2007)**

Site	Type of Inspection	Date completed	Historic land use	Remediation required
Hanover Walk Storrington	3	July 2010	Gas works and bulk fuel storage	No
Castlewood Southwater	2	June 2010	Cesspool Liquor disposal site	No
Water lane Storrington	2	June 2011	Landfill	No
Oak Tree Way Horsham	2	June 2011	Hospital	No
Tanyard Close Horsham	1	February 2012	Tannery, petrol filling station, infilled pond	No
Masons Way Pulborough	3	September 2015	Commercial Nursery	No
Dukes Row Steyning	1	March 2013	Timber yard builders merchants and depot	No
Shell garage Golden Square Henfield	3*	November 2013	Petrol Filing Station	No
Chapel Close Coldwaltham	1	March 2014	Petrol station and motor vehicle garage	No
Forge Cottage & Yew tree Cottages Barns Green	1	March 2014	Petrol station and motor vehicle garage	No
Blacksmiths Close Ashington	1	March 2014	Petrol station and motor vehicle garage	No
Cootham Green & Tritton Place Storrington	2	March 2015	Factory, petrol station and motor vehicle garage	No
Kingsfold Close Billingshurst	2	November 2015	Landfill	No
Granary Close Henderson Way Horsham	2	September 2016	Landfill	No

Type of inspection

- 1- Desk based assessment only**
- 2- Detailed site investigation with soil, gas and water sampling/monitoring**
- 3- Detailed site investigation and Detailed Quantitative Risk Assessment.**
- 3*- as for 3 but investigation led by EA as only controlled waters affected**

Appendix 3:

Consultees

Key partner organisations:

DEFRA

Historic England

Environment Agency

Food Standards Agency

Public Health England

Local government:

Arun District Council,

Adur District Council

Brighton and Hove City Council

Chichester District Council,

Mid Sussex District Council,

Waverley Borough Council,

Mole Valley District Council,

West Sussex County Council

Natural England

South Downs National Park Authority

Southern Water

Appendix 4: Glossary of terms:

ArcGIS	A proprietary digital mapping software
CL	Contaminated Land
Class A Person	A person who knowingly caused or permitted a pollutant linkage.
Class B Person	The owner or occupier of land on which a pollutant linkage exists.
CLO	Contaminated Land Officer.
DEFRA	Department of Food and Rural Affairs
DQRA	Detailed Quantitative Risk Assessment
EA	The Environment Agency
EPA 90	Environmental Protection Act 1990
HDC	Horsham District Council
LPA	Local Planning Authority
NPPF	National Planning Policy Framework
Orphan Site	A site where no Class A or Class B person can be found.
SDNP	South Downs National Park
Special Sites	defined in the guidance and legislation where the EA will be the lead agency and enforcing authority. Statutory Guidance Environmental Protection Act 1990 Part IIA, Contaminated Land Statutory Guidance (DEFRA, April 2012).
C4SL's	Category 4 Screening Levels. These are levels of contamination below which DEFRA considers land is not capable of being determined as contaminated land.
Strategic inspection	Collecting information to make a broad assessment of land within an authority's area and then identifying priority land for more detailed consideration and/or inspection.
Detailed inspection	Carrying out a detailed inspection of a particular piece of land to obtain information on ground conditions and carrying out the risk assessments which support decisions under the Part2A regime relevant to that land.

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Report to Cabinet

12th January 2017

Cabinet Member for Leisure and Culture



DECISION REQUIRED

Not Exempt

Adoption of Sport and Physical Activity Strategy

This report seeks Cabinet approval for the adoption of a Horsham District Council Strategy for Sport and Physical Activity.

The strategy frames Council priorities for Sport and Physical Activity for the period up to 2031 within five work strands with a simple overall aim which is 'To increase participation in sport and physical activity and improve the health and wellbeing of people living, working or visiting the Horsham District.'

It highlights current priorities, actions and success measures through which successful delivery of the strategy can be measured and identifies additional work being undertaken to refine future requirements for pitches and facilities.

Recommendations

The Cabinet is recommended:

- i) To approve the draft Sport and Physical Activity Strategy as set out in appendix 1 of this report.

Reasons for Recommendations

- i) The Horsham District Planning Framework plans for the delivery of 16,000 new homes between 2011 and 2031 and, although pressure on public finance is unlikely to abate during this period, the framework brings opportunities to secure and deliver new sports infrastructure. Given these factors, it is important that the Council has a clear vision of its sport and physical activity priorities and how these can be achieved.

Background Papers:

Consultation: Community and Culture PDAG, Parish Councils, West Sussex Public Health, Sport England, Governing Bodies for Sport, Relevant HDC Departments.

Wards affected: All

Contact: Trevor Beadle Ex 5209

Background Information

1 Introduction and Background

- 1.1 This report seeks Cabinet approval for the adoption of a Horsham District Council Strategy for Sport and Physical Activity as attached at appendix 1.
- 1.2 Horsham District Council works with a wide range of partners to promote sport and physical activity and makes significant investment in related facilities and services.
- 1.3 Over the next 15 years the district population will grow at a rate of around 900/year to a population of 149,000 by 2031 (Source: Office of National Statistics).
- 1.4 The population change will increase demand for sport and physical activity services and during the same period some of the facilities owned or operated by the Council or its partners will reach or approach the end of their natural life.
- 1.5 The Horsham District Planning Framework plans for the delivery of 16,000 new homes between 2011 and 2031 and, although pressure on public finance is unlikely to abate during this period, the framework brings opportunities to secure and deliver new sports infrastructure.
- 1.6 Given these factors, it is important that the Council has a clear vision of its sport and physical activity priorities and how these can be achieved.

2 Relevant Council policy

- 2.1 Adopting a formal strategy is an identified priority in the 2016-19 Horsham District Corporate Plan.

3 Details

- 3.1 The strategy frames Council priorities for Sport and Physical Activity for the period up to 2031 within 5 work strands with a simple overall aim which is **'To increase participation in sport and physical activity and improve the health and wellbeing of people living, working or visiting the Horsham District.'**

- 3.2 The five work strands are:

Encouraging and supporting people to become more active - providing opportunities so that people who don't currently participate are encouraged to do so and so that people who already take part are encouraged to take part more often.

Ensuring sufficient and appropriate sporting infrastructure – sporting infrastructure needs to keep pace with the needs of a growing and changing population and it is imperative to provide the right facilities, of the right quality in the right place.

Developing effective sporting and physical activity pathways – encouraging and enabling people to stay involved in sport and physical activity and to achieve the performance standard that they aim for.

Widening access to sport and physical activity – ensuring that people who may find it difficult to take part as a result of disability or personal circumstances have increased opportunities to do so.

Strengthening organisations and partnerships – increase the number and quality of volunteers, coaches and clubs and deliver new projects through joint investment with other public and private sector partners.

- 3.3 The strategy includes action plans within each of these 5 work strands. These action plans will be monitored by the Head of Community and Culture. Progress will be annually reported to the Council through the Policy Development and Advisory Group and the plans will be updated to reflect new intelligence, needs and aspirations within the strategic framework.
- 3.4 The strategy reinforces both the value that the Council places on the importance of Sport and Physical Activity and its commitment to increasing participation and improving health within finite financial constraints.

4 Next Steps

- 4.1 Officers have already been progressing actions contained within the draft strategy and in fact several in the original draft have been removed as they have already been completed whilst the strategy document was being finalised.
- 4.2 Once adopted, the strategy will be accessible to all stakeholders and partners so that they can mesh their own priorities with those of the Council. This will result in joint investment opportunities and new facilities and services delivered both by the Council or in partnership or through Council support to community organisations.

5 Views of the Policy Development Advisory Group and Outcome of Consultations

- 5.1 The **Policy Development Advisory Group** supports the Strategy.
- 5.2 Parish Councils, West Sussex Public Health, Sport England, Governing Bodies for Sport, Relevant HDC Departments have all been consulted and their comments have been incorporated into the final draft version appended herewith.
- 5.3 There are ongoing discussions with some stakeholders (eg. equine pursuits) regarding possible actions through which the Council can help them increase participation and improve health and any new actions will be incorporated into this 'live' part of the Strategy.

6 Other Courses of Action Considered but Rejected

- 6.1 There is no statutory requirement to have this strategy but having a strategy which identifies priorities and which is guided through research and a robust evidence base is considered best practice by Sport England. Without it the Council would be

open to challenge regarding its priorities and any opportunities for joint investment and positive outcomes may be more limited.

7 Resource Consequences

- 7.1 The action plans in the strategy assume no reduction in the Council Officer base delivering sport or health services in the next few years. The Council currently receives £278,000/year from West Sussex Public Health for its Health and Wellbeing Service and whilst this service is highly regarded there is always a degree of vulnerability attached to externally funded services. If this funding were reduced some actions would need to be removed and targets revised.
- 7.2 There are a number of projects within the plan that are already budgeted for (eg, Broadbridge Heath Lesiure Centre) but there are others that are dependent on s106 funding or Community Infrastructure Levy if they are to progress. The fact that they are identified in the strategy affords then high priority when there is competition for scarce resources.

8 Legal Consequences

- 8.1 There is no statutory requirement to have this strategy

9 Risk Assessment

- 9.1 The culture within the department is to set challenging targets which may not all be achieved rather than set simple ones which fail to maximise the potential impact of the strategy through outputs and outcomes. There is some reputational risk if not all targeted outcomes are achieved.

10 Other Considerations

- 10.1 This strategy recognises the case for sport and physical activity in terms of its contribution to health, economic development, social inclusion, community safety and lifelong learning and includes specific sections on equality and diversity

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Horsham
District
Council

Sport and Physical Activity Strategy

2016 to 2031



Forward



Horsham District Council works with a wide range of partners to promote sport and physical activity and makes significant investment in related facilities and services.

Over the next 15 years the district population will grow at a rate of around 900 a year to a population of 149,000 by 2031. The population change will increase demand for sport and physical activity services and during the same period some of the facilities owned or operated by the council or its partners will reach or approach the end of their natural life.

The Horsham District Planning Framework plans for the delivery of 16,000 new homes between 2011 and 2031 and, although pressure on public finance is unlikely to abate during this period, the framework brings opportunities to secure and deliver new sports infrastructure.

900

The district population will grow at a rate of around 900 a year over the next 15 years.

Given these factors, it is important that the council has a clear vision of its sport and physical activity priorities and how these can be achieved.

This strategy frames council priorities for sport and physical activity for the period up to 2031 within five work strands with a simple overall aim which is:

To increase participation in sport and physical activity and improve the health and wellbeing of people living, working or visiting the Horsham district.

The five work strands are:

Encouraging and supporting people to become more active

– providing opportunities so that people who don't currently participate are encouraged to do so and so that people who already take part are encouraged to take part more often.

Ensuring sufficient and appropriate sporting infrastructure

– sporting infrastructure needs to keep pace with the needs of a growing and changing population and it is imperative to provide the right facilities, of the right quality in the right place.

Developing effective sporting and physical activity pathways

– encouraging and enabling people to stay involved in sport and physical activity and to achieve the performance standard that they aim for.

Widening access to sport and physical activity

– ensuring that people who may find it difficult to take part as a result of disability or personal circumstances have increased opportunities to do so.

Strengthening organisations and partnerships

– increase the number and quality of volunteers, coaches and clubs and deliver new projects through joint investment with other public and private sector partners

This strategy reinforces both the value that the council places on the importance of sport and physical activity and its commitment to increasing participation and improving health within finite financial constraints.

I not only hope that you support it, I also hope that you will participate and benefit as a result!

Councilor Jonathan Chownen

Portfolio holder for Arts, Heritage and Leisure

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Introduction

Sport is defined by Sport England as 'all forms of physical activity which, through casual or formal organised participation, aim at expressing or improving fitness and mental well-being, forming social relationships or obtaining results in competition at all levels'.

Physical activity is defined by the World Health organisation as 'any bodily movement produced by skeletal muscles that require energy expenditure'.

The council has long valued the important role that sport and physical activity play in preventing ill health and improving quality of life and it provides a number of facilities that promote sport and physical activity including leisure centres, swimming pools, a golf course, an athletics track, sports pitches, parks and playing fields.

Additionally, the council has an established and highly successful sports development team and more recently introduced a health and wellbeing service funded by West Sussex Public Health. These teams work with clubs, schools, parish councils, the County Council, health partners, police and other partners to deliver specific initiatives in schools, clubs, village halls, sheltered housing units and a multitude of other venues. They also provide dedicated programmes for children and young people, families, older people and people with disabilities, mental health problems or long term conditions.



Following the adoption of the Horsham District Planning Framework, the council is required to facilitate the delivery of 16,000 new homes within the district between 2011 and 2031. The Office of National Statistics suggests that the district population will grow by 13,500 to 149,000 by 2031 and it seems likely that population growth will continue well beyond 2031. If new residents are to enjoy the same level of sport and physical activity opportunities as current residents then facility and service provision will need to keep pace with this population growth, ensuring that the mixture of public and private infrastructure can meet the needs of a diverse population.

At the same time as the population is increasing, resources to support sports and physical activity are reducing.

149,000

The Office of National Statistics suggests that the district population will grow by 13,500 to 149,000 by 2031.

Local Authorities, Health Service providers, Sport England, the National Governing Bodies for Sport (NGBs) and partners in the voluntary sector all have increasing financial challenges as a result of pressure on public finances and are finding it difficult to maintain and develop their services. The tensions between the pressure on public finances and population growth mean that a strategic approach to sport and physical activity is essential.

The case for sport and physical activity

Physical inactivity is a greater cause of death in the UK than almost every other economically comparable country. An estimated 17% of all deaths are caused by inactivity.

Physical inactivity costs the national economy an estimated £7.4bn in healthcare, premature deaths and sickness absence

Regular sport and physical activity is proven to have a direct impact on our physical health and general wellbeing and £1,760 to £6,900 a person can be saved in healthcare costs by taking part in regular sport or physical activity

(Source: Sport England)



17%

An estimated 17% of all deaths are caused by inactivity.

Physical health benefits include helping to combat obesity, reducing the risk of coronary heart disease, reducing the risk of stroke and hypertension, preventing and helping the management of diabetes, prevention of cancer, prevention or reduction of osteoporosis, reductions in falls among older adults and minimising the effects of arthritis.

Mental health benefits include reducing depression, stress and anxiety as well as raising self-esteem, confidence and sense of purpose.

At a national level the case for sport and physical activity has been well made through the government's 2015 strategy 'Sporting Future: A New Strategy For An Active Nation'

The strategy focuses on five key benefits of sport and activity being:

- physical wellbeing
- mental wellbeing
- individual development
- social and community development
- economic development

At a local level sport and physical activity plays an essential role in helping the council to achieve a wide range of objectives in relation to health, employment, social inclusion, regeneration, community safety, crime reduction, lifelong learning and health improvement.

The case for sport and physical activity continued

Horsham district health headlines

In the Horsham district:

- the life expectancy of males is 81.5 years compared to the national average of 79.2.
- the life expectancy for females is 84.4 years, compared to the national average of 83.
- 14.8% of the population have a long term health problem or disability.
- An estimated 50 deaths per year could be prevented if 75% of the population aged 40 – 79 were engaged in the recommended levels of physical activity.
- 13.3% of children in year six at school in Horsham district are obese (against a national average of 19.1%)
- 16.9% of adults in Horsham district are obese (against a national average of 23%)
- Unless health behaviour changes, by 2050 the national prevalence of adult obesity is predicted to affect 60% of men and 50% of women

(Source: Public Health England)

16.9%

16.9% of adults in Horsham district are obese.

Sport, physical activity and economic development

Facilities for sport enhance the image of the district as a place to live and do business in. As participation increases so does participant expenditure, bringing with it economic growth and expansion. The importance of recreation and sport to the wider economy of the district is valued at:

- £43.8m in Gross Value Added (wages and operating profits)
- £34.2m from people participating in sport
- £9.6m from wider non-participation interests
- 1,309 jobs
- £11.0m value that volunteering brings to the local economy
- £55.6m economic value through improved quality and length of life plus health care costs avoided
- £20.3bn was contributed to the English economy in 2010 through sport and sport-related activity

(Source: Sport England)

Sport, physical activity and social inclusion

Sport and physical activity brings people together and greatly contributes to breaking down social and cultural barriers, creating common ground and a sense of belonging. It fosters civic and social pride and contributes towards community cohesion. Participation in sports and physical activity helps tackle isolation whilst improving people's purpose, self-esteem and confidence.

Sport, physical activity and community safety

Sport can make a significant contribution to the reduction in crime rates and anti-social behaviour. The council has many examples of physical activity and sport has been used as diversionary activity, contributing to measured reductions in crime and disorder. Early involvement in sport and physical activities by young people can help prevent crime or divert offenders from re-offending.

The estimated return on investment for every £1 spent on sports for at-risk young people through, for example, reducing crime and anti-social behaviour is £7.35.

(Source: Sport England)

Sport, physical activity and lifelong learning

There is an increasing weight of evidence to demonstrate that involvement in sports and physical activity has a positive impact on the improvement to educational attainment especially in young people. Sport also helps by giving both young and older people the opportunity to develop new skills, as well as the confidence and motivation to gain qualifications that can ultimately lead to employment and career development.

Strategic context



This strategy has been influenced by:

- the Horsham District Council Corporate Plan ('The Horsham District Plan')
- the Horsham District Planning Framework 2011-2031
- national planning policies/guidelines
- reductions in core funding to local authorities
- the growing and ageing population
- affordability, sustainability of opportunity and value for money through investment
- partner, county and national priorities for sport, health, social inclusion and community safety
- existing participation rates and trends
- existing provision
- existing council policies and strategies (see Appendix A)
- partner strategies and plans (see Appendix A)

Population and economic pressures



- The Horsham district population increased by 7% between 2005 and 2016 to 135,000
- Following the adoption of the Horsham district planning framework it is estimated that it will rise by another 14,500 over the next 15 years
- The population is ageing. Those aged over 65 will increase by 60% by 2025 to 32,800.
- Those aged over 85 increased will increase by 45%
- There are some locality specific demographic anomalies. For example, 36% of population in Southwater is under the age of 18.
- Although 84.3% of 16-64 year olds are economically active and only 6% of working age population are out of work and claiming benefits there are still over 1000 low income families reliant on Leisure Access Cards (means tested discount cards) in order to afford some sport and physical activities available within the district

(Source: West Sussex Joint Strategic Needs Assessment)

Purpose of the strategy and strategic goals

The purpose of the strategy is:

To increase participation in sport and physical activity and improve the health and wellbeing of people living, working or visiting the Horsham district.

The strategy identifies five work strands through which this purpose will be pursued being:

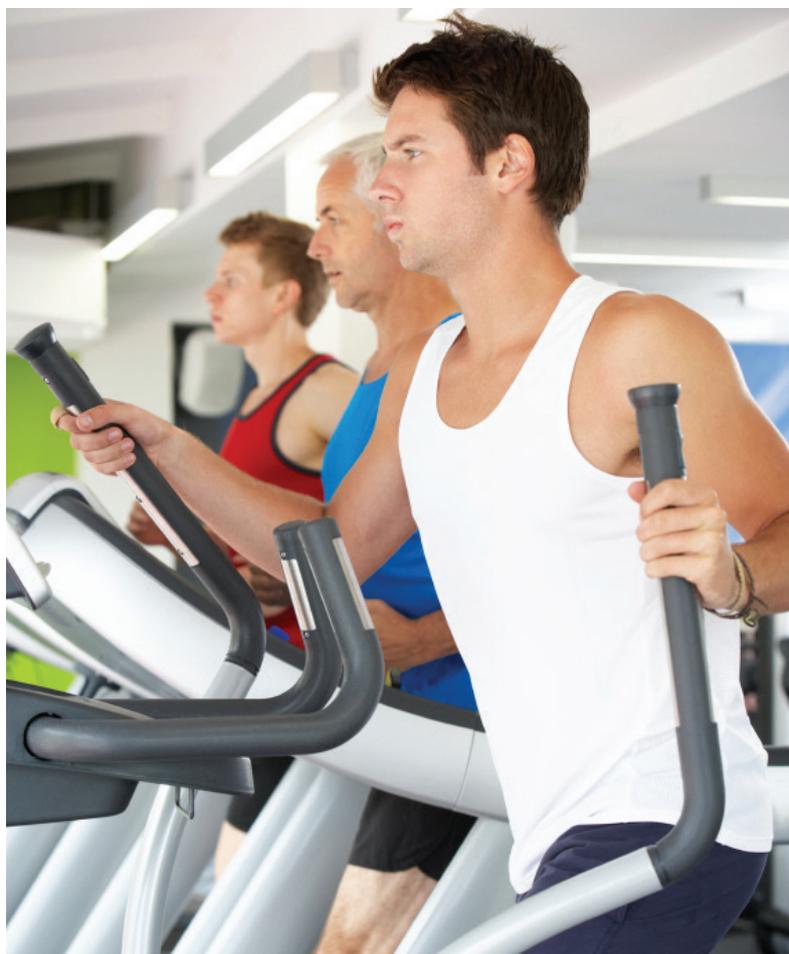
Encourage and support people to become more active – providing opportunities so that people who don't currently participate are encouraged to do so and so that people who do take part are encouraged to take part more often.

Ensure sufficient and appropriate sporting infrastructure – the sporting infrastructure needs to keep pace with the needs of a growing and changing population and it is imperative to provide the right facilities, of the right quality in the right place.

Develop effective sporting and physical activity pathways – encourage and enable people to stay involved in sport and physical activity and achieve the performance standard that they aspire want to.

Widen access to sport and physical activity – make sure that people who don't traditionally participate in sport and physical activity are supported to do so.

Strengthen organisations and partnerships – increase the number and quality of volunteers, coaches and clubs and deliver new projects through joint investment with other public and private sector partners.



The strategy also aims to:

- identify infrastructure required to meet the needs of a growing population
- ensure that the council maximises opportunities to enhance infrastructure to be delivered or funded by developers as a consequence of housing growth
- attract partner investment in facilities and services that will help deliver joint priorities at a district level
- formalise targets for levels of participation in sport and physical activity by district residents for the initial five years of the strategy
- identify success measures for health improvement that could be partially attributable (eg reductions in obesity) to actions driven by this strategy
- ensure that information pertinent to the updating of this strategy is collected and updated on a regular basis
- ensure partners and stakeholders understand the council's sport and physical activity priorities and thus what they can expect or achieve through working in partnership with us

Purpose of the strategy and strategic goals continued



- 66.6% are satisfied with sporting provision in the area compared to 61.8% nationally
- 12.8% of adult residents are regular sports volunteers compared to the national average of 12.7%
- 50.4% of residents do not participate in any form of sport
- 51.6% of adults who are inactive, want to take part in sport, demonstrating there is an opportunity to increase participation.

The most popular sports for adults in Horsham district are swimming, cycling, fitness and conditioning, exercise classes, football, gymnastics and golf. Going to the gym and swimming are the most popular of these with an estimated 14,000 adults (13.2%) participating in each at least once per month. Participation rates in sports exceed both national and south-east region averages but the latest quarterly results suggest that participation is declining rather than increasing.

Some sports show significantly higher participation rates than regional averages with the athletics participation rate standing at 9.6% for the district verses 6.7% for the region and cycling participation standing at 12.4% for the district verses 8.1% for the region.

(Source: Sport England Active People Survey 9)

For instance, where clubs are competing against each other for scarce resources the council will consider and prioritise:

- **additionality** – is the club providing a sporting offer that does not currently exist in the locality or district? Is its offer to the local community broader than just sport?
- **breadth of current provision** – does the club offer a number of sports, sections for various age ranges, does it serve both genders, disability inclusion, etc?
- **membership** – is the number of benefitting participants significant or small?
- **ability to expand** – does the club have land or resources that will enable it to expand?
- **track record of sustainability** – has the club demonstrated that it can exist without external support?

Existing activity levels in the Horsham district

The 2014/15 Active People survey results (the latest year on record at the time of writing) detail that in the Horsham district:

- 62.4% of adults (16+) report undertaking 150 minutes of moderate intensity physical activity per week compared to the national average of 55.6%
- 38.3% adults (16+) take part in sport at least once a week compared to the national average of 35.8%
- 16.7% of adults (16+) take part in sport and/or active recreation three times a week compared to the national average of 17.5%
- 41.1% of residents currently take part in organised sport by belonging to a club, receiving tuition or taking part competitively, compared to 33.6% nationally

Activity outcomes sought through the strategy

The headline outcomes targeted as a result of this strategy over its initial five years are:

- 64% of residents aged 16+ will be taking 150 minutes of moderate activity per week (as defined by Sport England) an increase of 1.6%
- 40% of residents aged 16+ will be taking part in sport at least once a week (an increase of 1.7%)
- 18% of adults (16+) will be taking part in sport and active recreation three times a week (an increase of 1.3%)
- 13% of residents will be regular sports volunteers (an increase of 0.2%)
- 68% of residents will be satisfied with local sports provision (an increase of 1.4%)

Healthy weight ambitions to which this strategy could contribute

Although headline outcome targets are identified this strategy could never meet such targets in isolation, nor could it claim all the credit if they were achieved. However, such outcomes are something which this strategy would undoubtedly contribute towards:

- The percentage of children in year six at school in Horsham district that are obese will decrease by 1% to 12.3% (against a current national average of 19.1%)
- The percentage of adults in Horsham district that are obese will decrease to 15.9% (against a current national average of 23%)



Principles of the strategy

Actions that will develop sport and physical activity in Horsham district will be based on the following principles:

- There should be opportunities for everyone to become more physically active but those least likely to take part should be targeted and included.
- Partnership working is fundamental to the development of sport and physical activity in the Horsham district
- Priorities and actions should recognise and be respectful of national, regional and local strategies, in particular contributing to improving outcomes for children and older people.
- Evaluation and monitoring against key objectives should be regular and ongoing
- There should be effective consultation with partners in the development of programmes and activities driven by the strategy
- The strategy should be reviewed and updated every five years

Governance, monitoring, evaluation and review

Progress against actions identified in this strategy will be monitored by the Head of Culture and Communities and reported annually to the council via the Policy Development and Advisory Group and the Portfolio holder for Arts, Heritage and Leisure.

Benchmarking and evaluation of projects and outcomes will be based on the provision and analysis of appropriate evidence.

The strategy will be formally reviewed and updated every five years.

Equality and diversity

The intention of this plan is to make physical activity and sport equally accessible to all sections of the community.

As well as stimulating participation by underrepresented groups, work will continue to encourage increased participation by those groups in society who are already well represented.

It is recognised that equal opportunity requires targeted positive action, and in line with the vision for this strategy, actions will be taken to encourage all residents in the district to take part in sport and physical activity.

The strategy will support the setting of targets for identified groups and recommend that plans and programmes are developed in consultation with group representatives.

The training of people and capacity building within these communities will be a key feature of this development work.

An equality impact assessment has been produced that outlines how the needs of the district's diverse communities have been considered and which is reflected through a number of targets within action plans.

Resourcing the strategy

An evidence based approach to improving Health and Wellbeing coupled with an entrepreneurial, opportunistic and partnership based approach to Sports Development has enabled the council to expand its sport and physical activity offer in recent years whilst reducing costs. However, some actions within the strategy are reliant on the council's Health and Wellbeing service which is funded by West Sussex County Council Public Health.

Whilst the council is committed to improving health and wellbeing and has a strong resource management record it would not be able to meet resource gaps if partner organisations reduced funding. Although the strategy is deliberately ambitious it recognises that some of the actions are reliant on partner investment and if some of that investment was withdrawn, some of the actions could not be delivered.

In general the council will use its own resources and make strategic use of developer contributions obtained

through planning agreements in order to deliver most of this strategy. Where business plans demonstrate that facilities and services that the council or its partners are seeking to establish are affordable and sustainable it will also prudently borrow. It will seek to secure funding from Governing Bodies and Sport England where it is clear that local aims align with county, regional and national aims and it will also consider a range of management models such as community asset management or transfer which could see more facilities being delivered by the voluntary, private or trust sectors.

Whilst the strategy is deliberately ambitious in difficult financial times, the council remains confident it will deliver services to ensure that all residents can enjoy and benefit in health terms from sport and physical activity in some way, irrespective of their age, ability, gender, location or income, whilst seeking to extend these services to meet the needs of an ever growing population.

Action Plan 1



Encourage and support people to become more active

Provide opportunities so that people who don't currently participate are encouraged to do so and so that people who do take part are encouraged to take part more often.

Action	Success Measure
1.1 Encourage people who undertake little or no physical activity to be more active through interventions targeted at sedentary populations	1.1.1 5% increase in number of clients seeking advice from wellbeing hub. 5% increase in numbers from those advised that sustain increased exercise levels for at least three months
	1.1.2 Current initiatives to encourage 'hard to reach' and specific conditions populations into sport (ie. aging population, disabled, mental health, chronic conditions, rurally isolated) sustained despite shrinking resources
	1.1.3 '60+ Olympics' event piloted and reviewed by 2017 with a view to establishment as an annual event
	1.1.4 Two 'non traditional' new sports and physical activities piloted and reviewed by 2017. eg. foot golf, disc golf
1.2 Work with GPs and other health partners to develop interventions that encourage residents to be more active and help reduce health inequalities in the district	1.2.1 Exercise referrals per year increased to 500 (10% increase) by 2018
	1.2.2 Weight management referrals per year increased to 300 (7% increase) by 2018
	1.2.3 Prediabetes intervention programme piloted at two surgeries by 2018
	1.2.4 Cardiac rehab phase IV established at one additional venue in district by 2018

Action Plan 1

continued

Action	Success Measure
1.3 Improve marketing of facilities and programmes to encourage new attenders and to encourage existing service users to participate more often	1.3.1 Refreshed Horsham District Sports Development website established as an effective booking and information site, to include local sport and physical activity directory, by 2017
	1.3.2 Sports Development social networking presence (Facebook, Twitter etc) strengthened by 10% increase in followers by 2017
	1.3.3 Existing events to promote sport and physical activity eg Sparks in the Park (annual), Sport Relief Mile (biannual), youth triathlons (annually in Horsham, Steyning and Billingshurst), 'Parkruns' (weekly) sustained until at least 2020
	1.3.4 'Spring into Summer' district-wide campaign to promote local sport and physical activity opportunities in partnership with local leisure centres and sports clubs delivered by April 2017
	1.3.5 Annual Change 4 Life campaign established and sustained until at least 2020
1.4 Encourage walking for health and active travel	1.4.1 Number of regular health walk attendees increased to 1000 a year by 2020 (24%) and total walk attendees increased to 12000 a year
1.5 Support clubs and partners seeking to increase participation	1.5.1 At least three club led sports development projects supported by direct involvement or funding each year until at least 2020
1.6 Increase knowledge and opportunities for children aged 0-5 years to develop physical literacy and confidence	1.6.1 Training for children and family centre staff, volunteers delivered in three centres by 2018
1.7 Sustain and expand work with schools in the absence of school sports partnerships	1.7.1 Re-establish schools partnership in STARS area by 2018

Action Plan 2



Ensure sufficient and appropriate sporting infrastructure

The sporting infrastructure needs to keep pace with the needs of a growing and changing population and it is imperative to provide the right facilities, of the right quality in the right place.

Action	Success Measure
2.1 Undertake a pitch and facilities audit in line with Sport England best practice	2.1.1 Winter sports facilities audit completed by March 2017
	2.1.2 Summer sports facilities audit completed by September 2017
2.2 Ensure that pitch and built sports facility provision keeps pace with population growth predicted by draft planning framework	2.2.1 New pitch and built sports facilities plan in place by December 2017
	2.2.2 Appropriate facilities secured for physical activity and sport at major developments such as Southwater, Broadbridge Heath, Denne, Kilnwood Vale and North Horsham
	2.2.3 Infrastructure secured within the life of the Horsham District Planning Framework (2011-31) in line with Sport England Facilities Calculator and Sport Recreation and Open Space Assessment Tool
	2.2.4 Infrastructure requirements identified within the Infrastructure Development Plan (IDP)
	2.2.5 New infrastructure secured through CIL or s106 in support of Neighbourhood Plans
2.3 Build new Leisure Centre at Broadbridge Heath to meet population growth needs of catchment area	2.3.1 New flexible purpose centre built and operating by 2018
	2.3.2 Attendances at council owned leisure facilities increased to 1.2m a year (18% increase) by 2020
2.4 Provide new pitches and pavilion south of new leisure centre to serve new population and re-home Broadbridge Heath FC	2.4.1 Pitches and facilities in use by November 2017

Action Plan 2

continued

Action	Success Measure
2.5 Exploit opportunities to deliver ATPs (including 3G pitches) in strategic locations	2.5.1 New 3G pitches secured for Southwater and Horsham/North Horsham by 2021
2.6 Support Collyer's Sixth Form College as a hub for disability sport and netball serving the broader Horsham area	2.6.1 One new programme established by 2018 following completion of sports hall adaptations and multi sports floodlighting in 2016
2.7 Ensure facilities management models maximise revenue to council for strategic investment in additional facilities and services	2.7.1 New contract in place for Broadbridge Heath Leisure Centre by 2017
	2.7.2 New contract in place for Rookwood Golf Course by 2019
	2.7.3 New contract for all Leisure Centres in place by 2020
	2.7.4 New contract in place for water sports operation at Southwater by 2017
2.8 Help Horsham Football Club to secure a ground which enables them to compete at their current level	2.8.1 Horsham Football Club established at a suitable location by 2018.
2.9 Ensure protection of athletics in district	2.9.1 Investigation of ability to augment outdoor track by limited indoor support facilities completed and any agreement in place by end of 2017
	2.9.2 New location for Athletics track agreed by 2018
	2.9.3 Athletics track relocated by 2021
2.10 Support emerging facilities or pitch strategies in local parishes	2.10.1 Infrastructure priorities agreed for Henfield, Billingshurst and two other parishes.
2.11 Refurbish and enhance changing rooms at Bennetts Field	2.11.1 Completed by 2017
2.12 Support independent leisure centres at Storrington, Henfield and Southwater	2.12.1 Ongoing and as required
Action	Success Measure

Action Plan 2

continued

- | | |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| 2.13 Support clubs and parish councils to meet infrastructure requirements in specific sports or locations | 2.13.1 Extended changing facilities at Horsham Rugby Club to accommodate girls by 2017 |
| | 2.13.2 Enhanced facilities at Pulborough Sports and Social Club by 2019 |
| | 2.13.3 Horsham Hockey club secured suitable facilities to expand offer and development work by 2020 |
| | 2.13.4 Improved facilities at Holbrook Sports Club by 2020 (subject to security of lease) |
| 2.14 Ensure street sport facilities developed to serve emerging populations | 2.14.1 New skate parks and open access ball courts at Southwater by 2020 (and North Horsham by 2025) |
| | 2.14.2 New BMX facilities at Highwood Mill by 2020 (and North Horsham by 2025) |
| | 2.14.3 New skate parks at Storrington and Broadbridge Heath by 2020 |
| | 2.14.4 Replace Horsham Skatepark with concrete facility by 2022 |
| 2.15 Sustain and improve green spaces, play and community facilities in the district in conjunction with partners | 2.15.1 Improvement programme contained within green space strategy implemented |
| 2.16 Monitor impact of planning development on field sports and ensure they can continue | 2.16.1 No activity compromised during term of strategy |
| 2.17 Complete renovation of Horsham Park Tennis Courts | 2.17.1 Courts resurfaced, floodlit and promoted through joint LTA participation programme by 2017 (subject to planning permission) |

Action Plan 3

Develop effective sporting and physical activity pathways

Encourage and enable people to stay involved in sport and physical activity and achieve the highest standard that they want to and are capable of.

Action	Success Measure
3.1 Implement development and performance improvement plans in various sports (eg athletics, archery, basketball, bowls, badminton, baseball, boxing, cricket, cycling, football, golf, gymnastics, hockey, netball, rugby, rounders, running, stoolball, swimming, squash, table tennis, tennis)	3.1.1 New performance sections established in five separate clubs by 2020
3.2 Maintain and extend offer to 50+ and veteran sports people	3.2.1 Two new groups for walking versions of either basketball, football or netball established by 2017
3.3 Increase career opportunities in sport for young people	<p>3.3.1 Sports coaching, development and administrative experience provided to at least 10 new young people per year via the following processes: school/college/university work experience, the Journey to Work scheme and volunteering deployments</p> <p>3.3.2 Five young people supported into paid work each year</p> <p>3.3.3 Referrals via volunteering link with Collyer's Sixth Form College sports leadership programme increased by 10%</p> <p>3.3.4 Additional sports development apprentice recruited by 2017</p>
3.4 Improve support for talented athletes, officials and coaches	<p>3.4.1 Set 4 Success scheme has provided bursary, facility access support and recognition for at least 12 young sports people a year</p> <p>3.4.2 All leisure centres offering free off-peak access to their facilities as a benefit to Set 4 Success awardees</p> <p>3.4.3 Two leisure centres delivering talented athlete days for talented primary school age children by 2017</p>
3.5 Encourage people to get back into sport and physical activity	3.5.1 One new 'Back to' programme (eg 'Back to Netball') targeting lapsed participants, especially in the 30-50 year old age range, introduced each year until 2020

Action Plan 4



Widen access to sport and physical activity

make sure that people who don't traditionally participate in sport and physical activity are supported to do so.

Action	Success Measure
4.1 Provide positive and diversionary activities for children and young people (including those offending or at risk of offending)	4.1.1 Additional Parkour session established at a district venue by 2018
	4.1.2 New mobile street sports service established in partnership with Horsham Matters by 2018
	4.1.3 One new sports session/clubs established in each Think Family Neighbourhood area each year by 2020
4.2 Maintain and increase access to sport and physical activity opportunities for disabled people	4.2.1 Continuation funding until 2019 secured to extend HDC's Reaching Higher project that provides disabled children and young adults with sport, physical activity and art opportunities
	4.2.2 Ready and Able Club sustained until at least 2020
	4.2.3 Reaching Higher Games day delivered by 2018 and established as an annual event
4.3 Promote the council's Leisure Access Card (LAC) to individuals on low incomes	4.3.1 10% increase in take up by 2020
	4.3.2 Five new sport providers offering LAC discount to their service by 2020
4.4 Increase access to sport and physical activity opportunities in the workplace	4.4.1 Two new employers per year offering workplace sport and physical opportunities for its staff via council delivered work place health scheme
4.5 Increase access to sport and physical activity for people with poor mental health	4.5.1 Sports buddy service to initially support people with low confidence to access club, leisure centre and other setting sport and physical activity opportunities provided to 5 service users by 2018
4.6 Improve quantity and quality of free and accessible sport and physical activity opportunities in the district's parks and open spaces	4.6.1 New Outdoor Gym in Horsham Park by 2018
	4.6.2 New open access ball courts at Southwater, and Kilnwood Vale by 2018

Action Plan 5

Strengthen organisations and partnerships

Increase the number and quality of volunteers, coaches and clubs. The council wishes to support organisations with aspirations but resources are limited.

Action	Success Measure
5.1 Champion and support the ongoing growth and development of voluntary sports clubs and teams as key providers of participation, coaching and competitive opportunities	5.1.1 Organise a sports club conference to re-engage relationships and update on current opportunities for partnership working towards achieving future objectives by 2018
	5.1.2 New community netball club set-up for the district at Collyer's Sixth Form College
	5.1.3 Increase membership of recently formed clubs such as Horsham Youth Cycling Club and Horsham Rounders Club by 10% by 2018
	5.1.4 Support one club per year to gain or maintain governing body accreditation in conjunction with Active Sussex
5.2 Encourage more people to volunteer their time, skills and expertise to support the delivery of sport and physical activity initiatives in the district	5.2.1 10 new volunteers recruited from participant base and trained as sports coaches each year
	5.2.2 Training and good practice in volunteer management (most notably utilising Sport England's 'Club Matters' scheme) established in five new clubs by 2020
5.3 Support a strong and effective school sports infrastructure	5.3.1 Reinvigorate sports partnership working in the STARS schools area of the district
	5.3.2 Halt in rise of childhood obesity in the district
5.4 Help local clubs to independently maintain and develop facilities and services	5.4.1 Planning and sustainability planning advice provided to at least five clubs seeking to extend or improve facilities by 2020
	5.4.2 £500k secured from external sources in support of clubs by 2020
	5.4.3 Five tangible facility improvements secured through Horsham District Planning Framework to meet needs of growing population by 2020
5.5 Support leisure centres in the district to prosper as sport and physical activity hubs	5.5.1 One new aquatic sport (eg water polo) or activity (eg aquafit) established in conjunction with Places for People by 2018
5.6 Further develop commercial linkages and income generating ideas to the benefit of community sport in the district	5.6.1 One formal link with outdoor activity providers (eg Holmbush Farm), coaching agencies (eg Premier Sport), sports injury services and shops explored and established by 2017

Appendix A

Existing council policies and strategies that have influenced this strategy include (but are not limited to):

District strategies and Initiatives

The Horsham District Council District Plan 2016 to 2020
The Horsham District Planning Framework 2011 to 2031
The Horsham District Health and Wellbeing Partnership Plan
The Horsham District Community Safety Partnership Plan
The Horsham District Preparing For An Ageing Population Plan
The Horsham District Children and Young Peoples Plan
Leisure Future's – An Assessment of Horsham's Needs 2011
Outline Business Case For Broadbridge Heath Leisure Centre 2012
PPG 17 Pitch and Facilities Audit 2013
The Horsham District Sport, Open Space and Recreation Assessment 2014
The Health and Wellbeing Plan 2015/16

Regional or county strategies and Initiatives

Sussex On The Move: Physical Activity Strategy For Sussex 2010 to 2020
West Sussex Joint Strategic Needs Assessment
West Sussex Joint Health and Wellbeing Strategy 2015 to 2017

National Strategies and Initiatives

'Sporting Future: A New Strategy For An Active Nation' 2015
Public Health Outcomes Framework for England 2013 to 2016
Active People (National and Local Surveys) 9
Building a Society for All Ages 2009
DoH Be Active, Be Healthy 2009
DCMS New Strategy for Sport Consultation Paper 2015
UK Active Turning the Tide Of Inactivity 2014
Creating a Sporting Habit For Life (Sport England Strategy 2012 to 2017
This Girl Can
HM Government – Healthy Lives, Healthy People 2011
Local Government Association – Tackling Obesity: Local government's new public health role 2013
Tackling Obesities: Future Choices – Project Report (2nd Edition) – Government Office for Science 2007
Sport England: Towards an Active Nation 2016 to 2021

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Report to Cabinet

12th January 2017

By the Cabinet Member for Local Economy

DECISION REQUIRED



**Horsham
District
Council**

Not Exempt

Horsham District Economic Strategy

Executive Summary

Local Authorities must set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth. In December 2015, work commenced on an Economic Strategy for the District. The new strategy sets the key economic priorities for the District and the resources needed to deliver economic growth.

This report summarises the five priority areas for the Economic Strategy and the key economic challenges facing the District. It recommends that the Economic Strategy (Appendix 1) is approved. The strategy will then set the context for the work of the Economic Development Team and seek to deliver the economic growth the District needs.

Recommendations

That the Cabinet is recommended:

- i) to approve the Horsham District Economic Strategy

Reasons for Recommendations

The approval of the Economic Strategy ensures that the priorities and actions are endorsed by the Council as a whole. It will be a visible document that demonstrates to businesses and residents, the commitment to securing economic growth for the District.

Background Papers

None

Wards affected: All wards in Horsham District

Contact: Clare Mangan, Economic Development Manager 01403 215303

Background Information

1 Introduction and Background

- 1.1 The National Planning Policy Framework sets out the Government's commitment to securing economic growth in order to create jobs and prosperity. Within this, Local Authorities should plan proactively to meet the development needs of business and support an economy fit for the 21st Century.
- 1.2 Local Authorities must set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth. In December 2015, work commenced on an Economic Strategy for the District. The new strategy sets the key economic priorities for the District and the resources needed to deliver economic growth.
- 1.3 The initial background analysis of the economic challenges facing the District highlighted three key areas:

Business Rates Performance

Business rates for the District have remained static since 2013. In terms of growth in the business rateable value, Horsham is ranked 288 out of all English Authorities and is the lowest ranking authority in West Sussex.

Loss of Business Rates

The loss of 3 office buildings in North Street and Chart Way to residential resulted in the loss of £495,000 in business rates. The closure of the Novartis site resulted in the loss of £795,000 in business rates.

Employment Land

The Northern West Sussex Economic Growth Assessment 2014 estimated an employment land shortfall of 21.5 ha within the District. A new business park at Land North of Horsham (4.6 ha) has now been allocated but a significant shortfall remains.

- 1.4 To actively address these key issues, it is essential that we have a robust Economic Strategy. This provides the framework for the economic priorities of the Council and highlights where resources need to be focused to identify new employment opportunities and secure economic growth.

2 Relevant Council policy

- 2.1 The report supports the economic priorities in the Corporate Plan.

3 Details

3.1 The strategy focuses on five priority areas:

Priority 1: Inward Investment.

Securing economic growth and inward investment will, in part, be dependent on businesses and investors believing in the potential of Horsham's economic locations. In the short term this will focus on the offer provided by North Horsham and Novartis.

Priority 2 Enterprise

It is essential that the District offers a range of quality commercial floorspace to ensure that these businesses have the opportunity to grow and remain here.

Priority 3: Skills and Employment

Horsham's priority for Skills and Employment is to develop the skills that will be needed in the future and find supportive ways of providing skills and employment opportunities to those who are finding it difficult to get jobs.

Priority 4: Infrastructure – to address the barriers to economic growth

Infrastructure is vital to the continuing economic growth of the District. There needs to be active support to enable improved access to higher speed broadband and mobile coverage.

Priority 5: Promoting the District Offer

It is important that not only should we celebrate and promote the distinctiveness of the area but we should also build on our current strengths and ensure that we secure a vibrant visitor economy.

3.2 The strategy sets out why these five areas are priorities. The essential test goes back to the three key challenges facing the District, namely the poor performance in the growth of business rates; the loss of business rates and the lack of supply in employment land. The strategy then highlights what we will need to do to address the challenges and deliver the priority areas. For example, under Priority 1: Inward Investment, we will invest resources into the promotion of the strategic sites to secure inward investment from companies outside the District. For Priority 2: Enterprise, the initial project is to work with colleagues in Strategic Planning and Development Management to ensure that our planning policies are supportive of the local economy and that we identify new sites for commercial development.

3.3 To accompany the Economic Strategy, an Action Plan is being developed. This sets out the detail of the projects to be delivered, the partners involved in delivery and the projected outcomes. This will be reviewed and updated on a monthly basis to ensure that we can monitor progress.

4 Next Steps

4.1 Following the approval of the Economic Strategy, a final version will be published and circulated to our stakeholders. The action plan can then be finalised and made available.

5 Views of the Policy Development Advisory Group and Outcome of Consultations

5.1 The Local Economy Policy Development Advisory Group (PDAG) has met on three occasions to consider the Economic Strategy. At the initial meeting on 22nd June, a SWOT analysis was discussed and the emerging priorities endorsed. The meeting in October 2016 considered the economic challenges facing the District and agreed the five priorities and areas for action. The draft Economic Strategy was then agreed at the PDAG meeting on 30th November 2016.

5.2 A business survey was conducted in February 2016 and sent to over 1,500 businesses across the District. Of the 164 respondents, the top ten concerns for business were:

- **Recruitment** - finding qualified/suitable staff
- **Access to finance** - grants and loans
- **Business Support** - for all sizes and stages from business start ups to expansions
- **Broadband** – broadband provision and speeds and mobile phone signals
- **Business rates** – business rates and rental levels for small retailers in Horsham Town
- **Finding new premises**
- **Marketing and finding new customers**
- **Cash Flow**
- **Business training** - marketing/running a business
- **Parking** – for customers and staff in Horsham

5.3 The results of the survey have helped to shape the priorities of the Economic Strategy and the projects in the action plan.

5.4 As part of the preparation of the strategy, the Economic Development Manager has attended meetings of the Parish Councils, the Horsham Rural Towns Forum, Trader Associations and Business networks. This has assisted in confirming the economic challenges facing the District.

5.5 On 29th November 2016 the draft Economic Strategy was presented at a seminar for all Councillors. The discussion highlighted some areas where more detail was required and endorsed the five priority areas and general approach taken in the Economic Strategy.

5.6 The draft strategy has also been presented at the Informal Cabinet meetings and meetings of the Senior Leadership Team. Their comments have been incorporated into the strategy.

6 Other Courses of Action Considered but Rejected

6.1 No other courses of action have been considered.

7 Resource Consequences

- 7.1 There are no financial consequences. A review of the Economic Development Team has taken place and the necessary resources will be in place to deliver the new strategy.

8 Legal Consequences

- 8.1 No legal consequences have been identified.

9 Risk Assessment

- 9.1 The risks relate to the key economic challenges that have been identified e.g. lack of employment land. These are listed on the Economic Development Risk Register.

10 Other Considerations

- 10.1 Issues have been considered but there are no consequences of any action proposed in this report in respect of Crime & Disorder; Human Rights; Equality & Diversity and Sustainability.

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An aerial photograph of a city, likely Horsham, with a blue overlay. The image shows a dense urban area with various buildings, roads, and green spaces. The text "HORSHAM DISTRICT ECONOMIC STRATEGY" is centered over the image.

HORSHAM DISTRICT ECONOMIC STRATEGY



Foreword

With the adoption of the Horsham District Local Plan, we now have the offer of strategic sites and positive planning policies to encourage economic growth. We must now move forward with a proactive new economic strategy to support our home grown businesses and attract new investment, with the important message that Horsham District is “Open for Business”.



Introduction

Horsham District Council has a key role in driving economic growth and is required by Government to set out a clear economic vision and strategy for our area which positively and proactively encourages sustainable economic growth. We must create the conditions that support the local economy and remove barriers that stop businesses creating jobs. Looking back over the past three years, whilst the statistics relating to quality of life paint a positive picture, our economic performance has been poor. Our business rates for the District have remained static since 2013. In looking at the trend of changes in business rateable value, which is a measure of relative economic growth, Horsham District is ranked 288 out of the 353 English Authorities. We are the worst performing authority in West Sussex.

A review of our current situation reveals that there is a limited supply of space in both the office and industrial / warehouse sector. This is due to a modest increase in demand, loss of existing stock to alternative uses and the lack of new developments coming forward. We have witnessed companies such as RSA downsizing and then losing the offices to residential. Alongside this we have seen the number of enquiries for office and commercial floorspace increase year on year. To retain and grow our business rates will require a positive focus on providing new commercial sites and premises and allowing existing businesses to expand.

The second pressing issue is the continuing rise in out commuting from the district. To be able to afford to live in this area, a large proportion of our residents find higher paid jobs in areas such as London, Gatwick and Croydon. The danger here is in creating a dormitory district where new business floorspace continues to decline, with a knock-on impact on the support for the market towns and town centre. To increase the number of higher paid, higher skilled job opportunities relies on attracting new businesses and retaining the high growth existing businesses

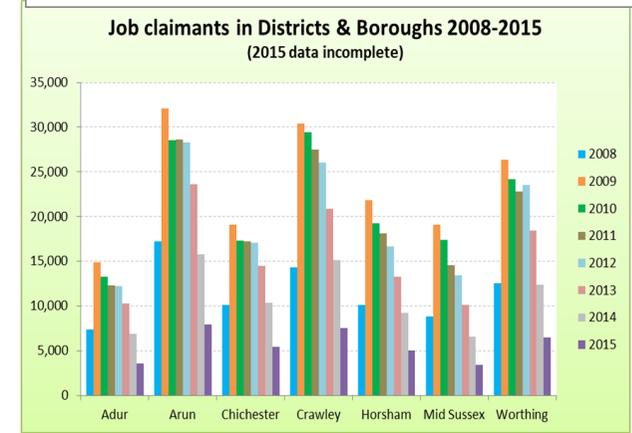
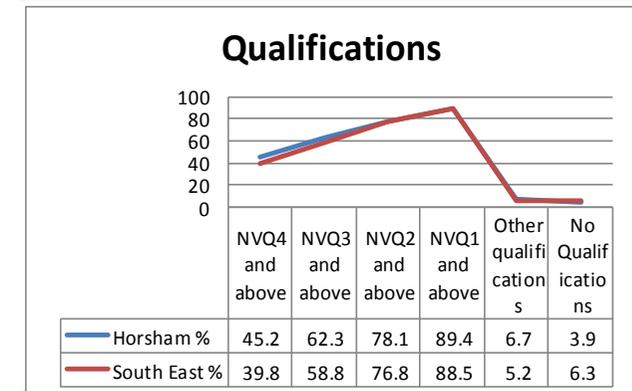
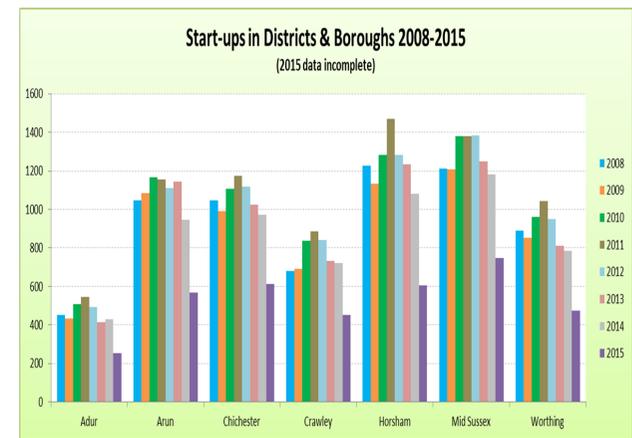
This strategy aims to achieve long term prosperity and resilience with a need in the short term to establish a strong basis for growth and intervention. It is important that the strategy is iterative, with an ability to respond to future challenges and opportunities.



Economic Overview

Residents of Horsham District

- ◆ 135,900 population in 2015
- ◆ Workforce of 67,300 (economically active)
- ◆ In 2015 14.6 % of the District's residents were aged 16-29 years old
- ◆ In 2015 21.1% of the residents were over 65 years of age
- ◆ Education - 45.2% of residents are qualified to NVQ4 or above
- ◆ Residents earning higher than county average
- ◆ High cost of living - high and rising house prices



Horsham District Economy in Numbers

- ◆ Estimated 7,160 businesses
- ◆ 49,900 jobs in total
- ◆ £2.6 billion Gross Value Added (GVA) in 2014
- ◆ An entrepreneurial district - the second highest business start-up rate in the County
- ◆ 72% of businesses are rurally based
- ◆ High employment rate - low jobseeker's allowance claimant rate (0.7 % of the working age population October 2016)
- ◆ 90.7% of Horsham businesses employ less than 10 people
- ◆ Concentration of Professional, Scientific and Technical businesses
- ◆ 2.8 million day visitors
- ◆ Day visitors spend circa £88.4 million, supporting 2,224 jobs



Strengths	Weaknesses
<p>Demographics</p> <ul style="list-style-type: none"> ◆ Has a higher percentage of residents in higher and intermediate occupations ◆ A very low percentage of benefits claimants ◆ Educational achievement is well above average ◆ High proportion of economically active residents <p>Business</p> <ul style="list-style-type: none"> ◆ 27.1% of businesses are knowledge based, higher than the national figure of 21.8% ◆ Second highest average rate of start-ups out of the West Sussex Districts and greater short-term and long term survival rates ◆ Significant number of home based and micro businesses ◆ Increasing demand from companies not in the area seeking to relocate to Horsham <p>Place</p> <ul style="list-style-type: none"> ◆ A desirable place to live ◆ Crime rates are amongst the lowest in the country 	<p>Demographic</p> <ul style="list-style-type: none"> ◆ Migration characterised by young adults moving away ◆ Average earnings for residents are significantly higher than those working but living outside the District ◆ Large number of out commuters ◆ Increasing older population <p>Business</p> <ul style="list-style-type: none"> ◆ 69% of commercial space built before 1980 ◆ Lack of freehold and leasehold employment land ◆ Start up rate has dropped to its lowest rate since before 2008 ◆ Lowest business growth rate in West Sussex <p>Place</p> <ul style="list-style-type: none"> ◆ High house prices ◆ Poor infrastructure with inadequate broadband speeds, mobile phone coverage and road congestion
<p>Opportunities</p> <ul style="list-style-type: none"> ◆ High concentration of Professional, Scientific and Technical businesses ◆ A desirable place to live in a central location, partially within the South Downs National Park ◆ Proactive communications with the business community ◆ Promotion of the District offer to attract new businesses ◆ First class schools with high levels of attainment ◆ New strategic sites providing employment floorspace 	<p>Threats</p> <ul style="list-style-type: none"> ◆ Loss of existing businesses due to the shortage of commercial space and outdated employment accommodation ◆ Failure to secure inward investment and generate new business rates ◆ Further decline in the number of start-up businesses ◆ Government legislation and changes to PD rights, with the subsequent impact on the supply of employment land ◆ Continuation of the growth in out-commuting to secure higher paid jobs ◆ Increasing pressure on infrastructure with negative impact on the Horsham District offer e.g. schools, traffic congestion



Horsham Economic Strategy Vision Statement:

Think Horsham - a first choice business and visitor destination

The objectives for the strategy are as follows:

- ◆ Promoting diversification within the local business base
- ◆ Building on the digital sector business base to support a more buoyant and resilient economy
- ◆ Valuing places within Horsham and ensuring that they are able to evolve as modern and effective economic locations
- ◆ Targeting growth locations - intervening in locations where the potential for growth is highest and there is a strong case for intervention
- ◆ Targeting growth sectors - focussing activity on the sectors which are most important not only to Horsham but also to West Sussex
- ◆ Ensure residents have the skills and information to access opportunities in Horsham
- ◆ Improve the quality of Horsham's offer as a business and visitor location
- ◆ Increase the proportion of high-growth businesses
- ◆ Enhance connectivity and accessibility for businesses
- ◆ Think Horsham - Open for Business - to ensure that Horsham District Council's policies and services support the growth of existing businesses and do not present barriers to attracting new businesses

To address the objectives and deliver the overall vision, the strategy focuses on five priorities:

- ◆ Inward Investment
- ◆ Enterprise
- ◆ Skills and Employment
- ◆ Infrastructure
- ◆ Promoting the District Offer



What Are Our Priorities?

The strategy focuses on five priority areas:

Priority 1: Inward Investment.

Securing economic growth and inward investment will, in part, be dependent on businesses and investors believing in the potential of Horsham's economic locations. In the short term this will focus on the offer provided by North Horsham and Novartis.

Priority 2 Enterprise

It is essential that the district offers a range of quality commercial floorspace to ensure that these businesses have the opportunity to grow and remain here.

Priority 3: Skills and Employment

Horsham's priority for Skills and Employment - is to develop the skills that will be needed in the future and find supportive ways of providing skills and employment opportunities to those who are finding it difficult to get jobs.

Priority 4: Infrastructure - to address the barriers to economic growth

Infrastructure is vital to the continuing economic growth of the district. There needs to be active support to enable improved access to higher speed broadband and mobile coverage.

Priority 5: Promoting the District Offer

It is important that not only should we celebrate and promote the distinctiveness of the area but we should also build on our current strengths and ensure that we secure a vibrant visitor economy.





Priority 1: Inward Investment



Priority 1: Inward Investment

Securing economic growth will, in part, be dependent on businesses and investors believing in the potential of Horsham's economic locations. In the short term this will focus on the offer provided by North Horsham and Novartis.

- ◆ Attract new companies as part of the strategic sites developments
- ◆ Promote the District as a place to invest in.

Why is this a priority?

The issue is the continuing increase in out commuting to secure higher paid jobs, with limited business growth and opportunity for residents to work within the District. We now have a number of strategic sites in the pipeline which offer an excellent opportunity to attract new companies into the District. The identified need is to increase the number of skilled, higher paid jobs within the District. This not only achieves a key objective of economic growth, it also helps to address the increasing number of residents forced to commute out of the District to find the higher paid job opportunities.

The District does not perform well in growing its business rates base and has the lowest business rate growth in West Sussex. It is essential to focus resources on attracting new businesses into the District if we are to improve our performance.



Priority 1: Inward Investment

What we will do

It is critical that we invest resources into the promotion of the strategic sites to secure inward investment from companies outside the District. It is important to target companies with high growth potential, offering higher paid and higher skilled job opportunities. Part of this work is ensuring that we promote the significant assets already here and present a compelling argument as to why businesses would relocate to Horsham.

Think Horsham: Open for Business - We have already established the Think Horsham brand and can use this to demonstrate the competitive advantages the District has to offer. Our key assets include proximity to Gatwick and London, the outstanding quality of life, and the strength of our business base in our priority growth sectors. To attract the inward investment we need to ensure our economic growth, we need to understand the needs of companies we want to attract into the area and ensure we offer genuine competitive advantage.

- ◆ We will promote Horsham as an outstanding business destination through the Think Horsham brand. We also need to ensure that businesses understand that Horsham is ‘open for business’ with a co-ordinated offer in terms of location, skilled workforce, supply chains and knowledge base.
- ◆ We will need to focus our resources on attracting inward investment and to do this we will put in place an Account Management programme. This will ensure that businesses have direct access to senior management within HDC to provide excellent support and develop specific solutions to address their requirements.
- ◆ We will target high growth companies and through contacts at UKTI, Gatwick Diamond, establish direct links to companies in the CDIT sector.
- ◆ We will ensure that the companies are aware of the Horsham District offer.
- ◆ Establish our priority sectors and what their needs are: CDIT, Biosciences.
- ◆ Use of existing companies as ambassadors.





Priority 2 Enterprise



Priority 2 Enterprise - support our local businesses to become more productive and resilient to support long-term economic growth.

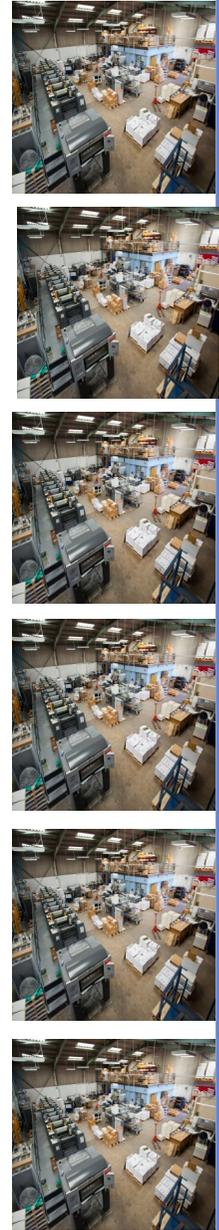
The business survey revealed that businesses want to stay within the District and are anticipating growth in the future. It is essential that the District offers a range of quality commercial floorspace to ensure that these businesses have the opportunity to grow and remain here.

Why this is a priority

Businesses need space to start up, move to and grow. Providing a range of business premises is important, with calls for small units in rural areas, high-tech business parks, industrial units, serviced sites and Grade A offices. The council, as local planning authority, has a key role in this work area. Local companies and business organisations have highlighted the importance of identifying further employment sites, and protecting existing premises. Over two thirds of businesses are rurally based. The rural economy is growing with important specialist industries such as fresh produce, food production and viticulture. Both employment and number of businesses have grown in the last three years and there is scope for further development through supporting business growth.

The market towns provide a network of attractive places to visit and underpin the wider rural economy. They face significant economic challenges, in particular the retail sector. A priority must be to support the market town businesses and enhance the vitality of their high streets.

The district has above average rates of business start-ups. We want to make it easier for people starting a business to access information and advice to support them in their early stages. Start-up businesses sometimes do not have the resources to pay for business advice, and yet this is a time when they can benefit from impartial and professional advice. There is a lot of information available for start-up businesses but it can be time consuming and confusing for people to try and find out about everything they need to know. Businesses have told us they value the council's role in providing information, but that this service could be improved.



Priority 2 Enterprise - support our local businesses to become more productive and resilient to support long-term economic growth.

What we will do

- ◆ Think Horsham: Open for Business - we will work with colleagues in Strategic Planning and Development Management to ensure that our planning policies are supportive of the local economy.
- ◆ Maintain statistical evidence on demand and supply of commercial land and premises, to inform the planning process and investment decisions.
- ◆ Establish and maintain a regular dialogue with private sector developers and commercial property agents, to inform decision making and assist the delivery of employment sites.
- ◆ Identify and promote funding opportunities for employment land/premises development (when available) to encourage investment in sites and premises.
- ◆ Raise awareness of business support for start-ups and new businesses by providing tailored information at locations across the district, including Business Information Points
- ◆ Programme of events under the Microbiz brand to provide training and support for start-ups and small businesses
- ◆ The provision of a free, online database of commercial sites and premises, including the availability of council owned workspace and offices, through our liaison with property agents.
- ◆ Continue the Business Newsletter to keep businesses up-to-date with information on council services, events and other sources of support.
- ◆ a 'joined-up' council wide approach on providing information and support for new businesses
- ◆ Identify new sites and premises through the sites allocation development plan document
- ◆ Prioritise the provision of supported, affordable commercial units to support start-ups and small businesses
- ◆ Develop a robust business engagement strategy - establish regular liaison with the district's most significant employers and growth businesses. This should provide regular access to senior officers and members, giving them a prominent role in the development of the business support offer.





Priority 3: Skills and Employment



Priority 3: Skills and Employment

Horsham's priority for Skills and Employment - is to develop the skills that will be needed in the future and find supportive ways of providing skills and employment opportunities to those who are finding it difficult to get jobs.

Why is this a Priority?

There is a growing demand for skilled workers in innovative and emerging sectors. The district has low numbers of full-time students with migration characterised by young adults moving away. The business survey identified recruitment issues and a requirement for STEM skills.

Some businesses identify skills and recruitment difficulties as a 'barrier to growth'. Investment in workforce development will bring benefits to local businesses and the people who work in those businesses, helping the wider economy to grow.



Priority 3: Skills and Employment

What we will do

The challenge is to identify skills needs in advance. We need to develop a relationship with local employers to gather skills intelligence from them to inform training providers from the local universities, colleges and schools. This will help to improve the supply of talented people with the right skills needed by businesses. Having good information on the local skills needed by businesses will help to target training for those people who have found it difficult to get jobs in the past.

- ◆ We need to encourage businesses to invest in skills and workforce development, including:
 - ◇ Developing links with training providers
 - ◇ Offering traineeships and apprenticeships
 - ◇ Offering work placements
 - ◇ Identify and promote funding opportunities for skills and workforce development (when available) to encourage local businesses to invest in their staff.
- ◆ We will further develop a programme of events to foster the links between education and employers including:
 - ◇ Jobs/Recruitment Fair
 - ◇ Careers Fair/STEM sector promotion
 - ◇ Education and Employer Engagement (Event/Programme) including
 - ⇒ CPD Training for Careers teachers at Horsham District Schools
 - ⇒ Apprenticeship Week events
 - ⇒ C2C Enterprise Advisor Programme roll out
 - ⇒ Young Enterprise
 - ◇ STEM promotion
 - ⇒ STEM FEST type activity working with STEM Sussex and FSB
 - ⇒ work with schools and employers
 - ⇒ network of STEM sector employers acting as mentors





Priority 4: Infrastructure



Priority 4: Infrastructure - to address the barriers to economic growth

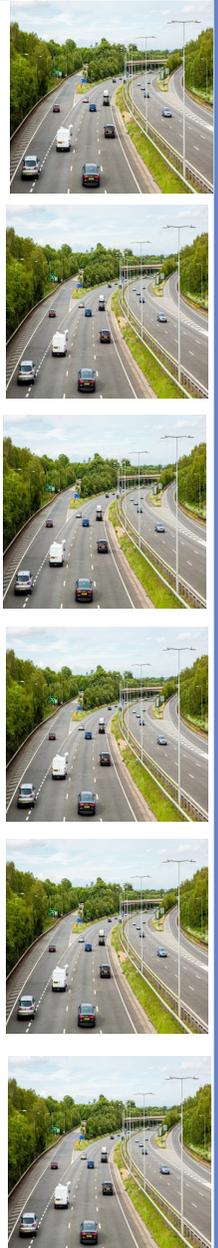
Infrastructure is vital to the continuing economic growth of the district. There needs to be active support to enable improved access to higher speed broadband and mobile coverage. This priority links to priorities 1 and 2 in ensuring that the infrastructure improvements needed to deliver the strategic sites is secured.

Why this is a priority

While one of the key advantages of the area is its proximity to Gatwick and London, there is concern that congestion is now impacting on the district's potential of continued economic growth. Some parts of the district have slow, or no broadband coverage and limited mobile coverage, particularly the rural areas. Access to higher broadband speeds and better use of IT can make businesses more competitive and help create more employment opportunities in rural areas.

Broadband and the need for higher internet speeds has been raised as a key priority for businesses across the District, where access to increased speeds is necessary to perform at the cutting edge of business innovation. Lobbying for additional funding for 5G approaches and piloting new solutions will be key to future economic success.

Superfast broadband can help improve business performance by providing access to new markets, improving customer relationships and delivering operational savings. Broadband connectivity is particularly important in rural areas given the physical remoteness from markets. However, the rural nature of the district also makes it costly to invest in superfast coverage. Many businesses in the district have highlighted inadequate broadband provision as a significant barrier to growth.



Priority 4: Infrastructure - to address the barriers to economic growth

What we will do

- ◆ Work with partners to ensure that 3SC Devolution delivers significant transport and digital infrastructure improvements
- ◆ Working with providers to deliver wireless solutions to communities/businesses in “not-spot” areas.
- ◆ Planning requirement re connections etc.
- ◆ Develop a programme of digital inclusion with partners to ensure that all residents and businesses have the skills to embrace new technology and connectivity
- ◆ Develop business cases for investment in transport infrastructure improvements and pursue external funding to deliver the priority schemes
- ◆ Work with WSCC in supporting and promoting Better Connected
- ◆ Lobby Central Government to deliver on its promise of 95% superfast coverage by 2017





Priority 5: Promoting the District Offer



Priority 5: Promoting the District Offer

The priority is to develop, strengthen and promote the visitor economy. We need to focus on all elements of the District offer, including our built, natural and cultural assets to provide the best possible experience for all visitors to Horsham.

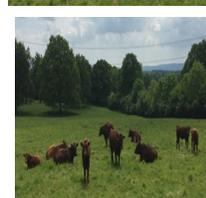
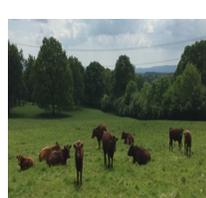
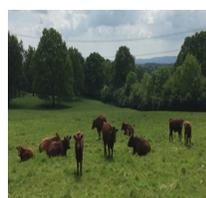
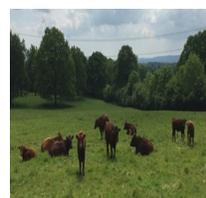
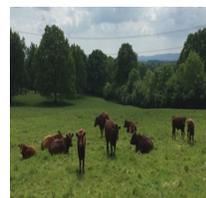
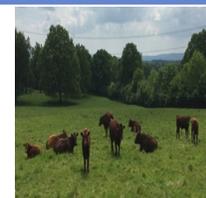
Why is this a priority?

A key strength of the district is the quality of the things that attract people to the place, such as the natural environment, our heritage and culture, food, gardens, parks, events and scenery.

It is important that not only should we celebrate and promote the distinctiveness of the area but we should also build on our current strengths and ensure that we secure a vibrant visitor economy. The visitor economy is the UK's sixth largest industry and is one of the few sectors seeing substantial growth, contributing around £115 billion to the UK economy and responsible for one third of all new jobs created between 2009 and 2011.

The visitor economy generates economic and social activity for visitors and residents alike. It not only supports jobs and economic well-being, but it helps to support facilities and amenities for local communities, encourages residents to stay and spend leisure time in the local area. It also enhances the image of an area, thereby attracting commercial investment by demonstrating to potential investors that the area is good to locate in.

The Horsham District Hotel & Visitor Accommodation Study shows good potential for tourist accommodation development in the Horsham District. The district is well placed to capitalise on the projected growth in the domestic short break and overseas tourist markets, building on its attractive countryside and the pulling power of the South Downs National Park.

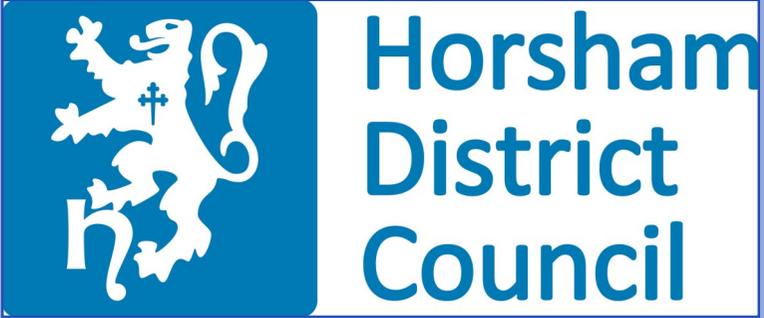


Priority 5: Promoting the District Offer

What we will do

- ◆ Provide additional support, networking and skills workshops for tourism businesses
- ◆ Work with tourism partners to develop a new destination management plan for the District
- ◆ Work with the Council's Planning Department to bring forward site allocations for new hotel and larger scale visitor accommodation development
- ◆ Engage with pub landlords and tenants and restaurant owners to make them aware of the potential for them to provide accommodation
- ◆ Promote accommodation to service active tourism
- ◆ Develop a programme of campaigns to promote the District offer
- ◆ Develop a year round programme of events that supports a year round visitor offer
- ◆ Work with partners to increase their confidence and capacity to put on quality events
- ◆ Position Horsham District as a convenient and desirable business tourism destination
- ◆ Encourage the development of major visitor attractions through engagement and support for their strategic plans.
- ◆ Build on and support our local arts, culture and heritage sectors to maximise their positive cultural, social and economic contribution
- ◆ Raise the profile of Arts and Heritage in the District and put the District on the regional map, securing long term benefits from an economic, cultural and community perspective





APPENDIX 1: POLICY CONTEXT



Horsham District Council Corporate Plan Priorities 2016-19

The Economy - Improve and support the local economy, features as one of four priority areas in the Horsham District Council Corporate Plan 2016-19. The key objectives for the Economy are:

- ◆ Develop and progress a master plan for Horsham Town Centre
- ◆ Deliver and subsequently implement a new Economic Development strategy to promote the district as a first choice business and visitor destination
- ◆ Develop and progress a master plan for Hurst Road, Horsham
- ◆ Finalise and progress plans for Billingshurst Village Centre
- ◆ Produce and implement a strategy for the management of off street car parks across the district

The Council's day to day activities will help to deliver the Corporate Plan Priorities:

- ◆ By working in partnership at sub-regional, area and local levels to drive initiatives that will lead to increased economic vibrancy in our District
- ◆ By encouraging local businesses to work together to promote the economy
- ◆ Develop and deliver the Council's parking strategy, policies, procedures and systems
- ◆ By understanding and identifying the economic impact and infrastructure implications of possible Gatwick Airport expansion, and minimising disruption to residents
- ◆ By providing a broad range of services, events and business initiatives that add to the District's rich cultural landscape and heritage



**Horsham
District
Council**



Policy Context

National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how these are expected to be applied. One of the core planning principles is to proactively drive and support economic development to deliver the homes, business and industrial units, infrastructure and thriving local places that the country needs. The Government is committed to securing economic growth in order to create jobs and prosperity. The NPPF sets out how the planning system should do everything it can to support sustainable economic growth. Planning should operate to encourage and not act as an impediment to sustainable growth.

Local planning authorities should:

- ◆ Set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth
- ◆ Support existing business sectors and plan positively for the location, promotion and expansion of clusters or networks of knowledge driven, creative or high technology industries

Coast to Capital

Horsham District is part of the Coast to Capital Local Enterprise Partnership. This is one of 39 partnerships established across the UK by Government to determine regional economic priorities, while making investments and delivering activities to drive growth and job creation. The three key priority areas identified in the Coast to Capital Strategic Economic Plan are:

- ◆ Enhance business support and skills
- ◆ Accelerate research and innovation
- ◆ Invest in transport, flood defences and resilience
- ◆ To foster the growth of existing and new businesses
- ◆ To maximise the benefits of technological change
- ◆ To contribute to public sector decision making at a local, regional and national level



Policy Context

Gatwick Diamond

Horsham District is part of The Gatwick Diamond Initiative, a business-led partnership focusing on key strategic issues to address the needs of the area and ensure that it is a world-class place to live, work and do business.

Key Objectives

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

Rural West Sussex Partnership

Horsham District is part of the Rural West Sussex Partnership. This partnership supports businesses in rural parts of the county that want to grow. Its main focus is attracting new investment and on supporting small scale, high end manufacturing; home based businesses and businesses linked to the natural environment.



Policy Context Continued...

West Sussex County Council

The county council has produced An Economic Strategy for West Sussex 2012-2020. It sets out a high level approach to supporting sustainable economic growth in West Sussex. The strategy promotes seven strategic priorities:

- ◆ Promote West Sussex as a First Class Business Location
- ◆ Understand and respond to the needs of established businesses and support people to start and grow successful enterprises
- ◆ Adapt and respond to new funding conditions and opportunities to ensure that West Sussex secures investment to support its economic development priorities
- ◆ Deliver the transport and communications infrastructure that businesses and residents need
- ◆ Make best use of land and property to support a robust and sustainable economy
- ◆ Support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages
- ◆ Support local people to acquire the skills that the economy needs
- ◆ To grow quality jobs and business opportunities

Supporting Economic Growth in West Sussex

An Economic Strategy for West Sussex | 2012-2020





Policy Context Continued...

Devolution

The Government is committed to devolving powers and resources to a local level, which allows authorities to make collective decisions about key services which will benefit the whole area. A bid has been submitted to Government to boost productivity and economic growth in three of England's strongest performing counties.

The partners in the Three Southern Counties (3SC), (East Sussex, Surrey and West Sussex) aim to take greater control over their road and rail network, provide confidence in housing delivery, pioneer new digital technology and launch University Enterprise Zones to support high-tech businesses. Key proposals include a long-term infrastructure strategy so the counties, district and borough councils and Local Enterprise Partnerships (LEPs) can work with Government to tackle congestion and invest in key sites for housing and employment.

The devolution bid, if successful would help to:

- ◆ Unlock more brownfield sites to build affordable homes
- ◆ Deliver 34,000 planned homes - supporting 58,000 new jobs
- ◆ Roll out world class digital infrastructure - bringing superfast broadband to every urban and rural community and the prospect of ultrafast connectivity to all key business
- ◆ Ensure the 3SC has an agreed programme of investment to tackle notorious road congestion across the counties, with the 3SC applying for development funding to implement the work
- ◆ Co-ordinate work to improve rail capacity between London and the south coast to enable access to high speed rail
- ◆ Establish an integrated bus network across the 3SC and Greater Brighton areas with smart ticketing to help residents access jobs, education, training, leisure and tourism
- ◆ Reduce hard to fill vacancies across the 3SC area and begin to close the skills gap



Glossary:

CDIT	Creative, Digital and IT
CPD	Continuing professional development
PD	Permitted development
STEM	Science, Technology, Engineering and Maths



Report to Cabinet

12 January 2017

Monitoring Officer

DECISION REQUIRED



**Horsham
District
Council**

Not Exempt

Creation of a Cabinet Advisory Sub-Committee (Property Investment)

Executive Summary

Decisions about the acquisition of property investments are likely to be for financial amounts that exceed the Council's key decision threshold of £250,000. Under the revised Constitution and Governance regulations agreed by full council such decisions are required to be made by the Cabinet collectively meeting in public.

In order to provide greater understanding and more certainty about property decisions, Section 102 (4) of the Local Government Act provides for the Cabinet to appoint a Sub-Committee to advise it on any matter relating to the discharge of its functions. The Cabinet needs to receive advice from a wider group of members before making a key decision on property investment. This report recommends the formation of a Cabinet Property Investment Advisory Sub-Committee for this task.

Recommendations

That the Cabinet is recommended:

- i) **to create a Property Investment Cabinet Advisory Sub-Committee of six members of the council in accordance with 3.4 below**
- ii) **to receive, and agree, the nominations of the Leader of the Council for the appointment of the membership of the advisory sub-committee**
- ii) **to agree the terms of reference for the sub-committee set out in paragraph 3.5 of this report and the next steps identified in paragraph 4.1**

Reasons for Recommendations

- i) To discharge the purposes of the Constitution of the Council, by enabling decisions to be taken efficiently and effectively, and ensure that those responsible for decision making are clearly identifiable to local people.

Background Papers

None

Wards affected: All wards

Contact: Paul Cummins, Head of Legal and Democratic Services.

Background Information

1 Introduction and Background

- 1.1 Full Council in April 2016 improved the governance arrangements at the Council. It standardised its 'key decision' threshold to that of typical district councils and re-affirmed that all key decisions would be made only by Cabinet collectively at a publicly convened meeting. Consequently, a key decision can no longer be made by a Cabinet member or officer individually.
- 1.2 'Key decisions' were introduced by the Local Government Act 2000 and the definition has been most recently restated in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 as cabinet decisions to *incur expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates*. The guidance issued with the Local Government Act 2000 expected councils to identify a financial value for 'significant' and state that in the Constitution. The changes to governance introduced in April 2016 defined 'significant' as £250,000.
- 1.3 Property investment decisions are liable to be key decisions that need to be made quickly but which can only be made by the Cabinet collectively in accordance with the constitution and regulations. The key decision regulations make provision for urgent matters and Cabinet can form at short notice to consider making urgent decisions only.
- 1.4 All recent property investment acquisition and disposal decisions have been made upon the advice of a small group of members. This report strengthens and formalises the way key decisions relating to property investment are advised upon.

2 Relevant Council policy

- 2.1 The Corporate Plan Priority area, *Efficiency, great value services*, has an objective to *grow the council's property portfolio to increase income*, and this report provides certainty about the governance arrangements to deliver that objective.

3 Details

- 3.1 An advisory function enables decision makers to take advice from a wider group of members before making a decision. Property investment decisions in recent years have benefited from advice from predecessor groups;
 -
 - The Property Investment Advisory Group (PIAG -until July 2016), and latterly
 - A sub-group of the Finance and Assets PDAG formed at the meeting of the PDAG on 4 July 2016 (minute reference 4 refers).

Publicly available notes of the meetings of those groups is inconsistent. However the view of the sub-group of the Finance PDAG is stated in section 5 of any report to Cabinet for decision.

3.3 Under the previous arrangement, the decision on property acquisition was made by the Cabinet member for Finance advised by a sub group of the Finance PDAG. However, under the new Constitution, a key decision cannot be delegated to a single cabinet member and requires a collective cabinet decision taken in a public meeting. The whole cabinet needs to receive advice before making a key decision on property investment and thus the existing sub-group of the Finance PDAG will be decommissioned in favour of the formation of a Cabinet Property Investment Advisory Sub-Committee.

3.4 The sub-committee will be formed by the Cabinet at its meeting on 12 January 2017. Three positions on the sub-committee are reserved to the following office holders:

- a) the Cabinet Member for finance and assets
- b) the Leader of the Council
- c) the Leader of the Opposition

Nominations will be sought from the Leader of the Council for the remaining 3 appointments to the sub-committee.

3.5 The terms of reference of the Sub-Committee (subject to a quorum of three) shall be:

- a) to advise the Cabinet on property investment key decisions
- b) to elect a Chairman of the Sub-Committee for the forthcoming year at the first annual meeting of the Sub-Committee
- c) to hold four meetings of the Sub-Committee each municipal year, subject to the access to information procedure rules.

4 Next Steps

4.1 Consequent to the resolution of Cabinet, the Sub-Committee will be created on the council's website and the appointment of Members made by the Leader shall be allocated to the Sub-Committee. The Sub-Committee shall meet upon the rising of Cabinet or at 19:00 on 12 January 2017, whichever is the earlier, to appoint its chairman and note its indicative timetable of meetings for 2017 as follows:

- 1. 12 January 2017
- 2. 30 March 2017
- 3. 25 May 2017 (when 3 meetings for municipal year 2017/18 will be timetabled)

5 Views of the Policy Development Advisory Group and Outcome of Consultations

5.1 The Leader of the Council, the Cabinet Member for Finance and Assets, the Senior Leadership Team and the Property and Facilities, Manager have been consulted on the matters detailed in this report. The Finance and Assets PDAG met on 19 December 2016 and noted the proposal for the minor adjustment to existing arrangements, including the cessation of the property sub-group of the Finance PDAG upon the resolution of Cabinet on 12 January 2017. The group welcomed the

proposal for greater transparency and noted that the statutory role of the Overview and Scrutiny Chairman would preclude that post holder from appointment to the Sub-Committee.

6 Other Courses of Action Considered but Rejected

- 6.1 Retention of the existing advisory arrangements for property investment decisions would not discharge the purposes of the constitution.

7 Resource Consequences

- 7.1 All key decisions relating to property investment will be considered by the Cabinet consequent to the report before Cabinet detailing the resource consequence of each recommendation. As such, there are no resource consequences flowing from this report to form the sub-committee. Key decision making will follow the constitution and associated regulation.
- 7.2 The changes to the advisory function introduced in April 2016 were met from existing staff resources, however, the suite of 42 policy development advisory group meetings per year has proven demanding on staff resources. The sub-committee proposed in this report will add a further 4 meetings to the calendar per year.
- 7.3 The scheme of members allowances does not provide for a special responsibility allowance to be payable to the chairman of the sub-committee.

8 Legal Consequences

- 8.1 Section 102 (4) of the Local Government Act provides for the Cabinet to appoint a Sub-Committee to advise it on any matter relating to the discharge of its functions, and any such (Sub)-Committee may consist of such persons (whether members of the appointing body or not) appointed for such term as may be determined by the appointing body. For the avoidance of doubt, the Cabinet is the appointing body.
- 8.2 No decision making power can be conferred to the Sub-Committee. Each key decision shall only be made, in accordance with the Constitution, by the Cabinet collectively at a publicly convened meeting of the Cabinet and in further accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

9 Risk Assessment

- 9.1 The Corporate Risk Register details risk *CRR13 – Governance: Source: decisions are not always based on data; Event: wrong decision made*. This is materially relevant to governance and decision making insofar as a mitigation to that risk would be that the Cabinet would be well-advised by a Sub-Committee on the business case for each relevant key decision relating to property investment.

10 Other Considerations

10.1 The requirements Openness of Public Bodies Regulations 2014 are better discharged by such ongoing improvement to governance arrangements.

**Parkside, Chart Way, Horsham,
West Sussex RH12 1RL**

FORWARD PLAN

This notice sets out details of key decisions that the Cabinet or a Cabinet Member intend to make, and gives 28 days' notice of the decision under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The notice also includes details of other decisions the Council intends to make.

The reports and any background documents that have been used to inform the decisions will be available on the Council's website (www.horsham.gov.uk) or by contacting Committee Services at the Council Offices.

Whilst the majority of the Council's business will be open to the public, there will be occasions when the business to be considered contains confidential, commercially sensitive or personal information. This is formal notice under the 2012 Regulations that part or all of the reports on the decisions referred to in the schedule may be private because they contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and the public interest in withholding the information outweighs the public interest in disclosing it.

If you wish to make representations about why part or all of the papers should be open to the public, please contact Committee Services at least 10 working days before the date on which the decision is to be taken.

If you wish to make representations to the Cabinet or Cabinet Member about the proposed decisions, please contact Committee Services to make your request.

Please note that the decision date given in this notice may be subject to change.

To contact Committee Services:

E-mail: : committeeservices@horsham.gov.uk

Tel: 01403 215123

Published on 01 January 2017

What is a Key Decision?

A key decision is an executive decision which, is likely –

(i) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

(ii) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
1.	Appointment of Contractor for the redevelopment of Broadbridge Heath leisure centre Policy Development Advisory Group 5 January 2017	Cabinet	12 Jan 2017	Part exempt	Brian Elliott, Property & Facilities Manager brian.elliott@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)
2.	Review and update the Contaminated Land Strategy Policy Development Advisory Group 7 November 2016	Cabinet	12 Jan 2017	Open	John Batchelor, Environmental Health & Licensing Manager john.batchelor@horsham.gov.uk Cabinet Member for Housing and Public Protection (Councillor Philip Circus)
3.	Adoption of Sport and Physical Activity Strategy Policy Development Advisory Group 5 January 2017	Cabinet	12 Jan 2017	Open	Trevor Beadle, Head of Community & Culture trevor.beadle@horsham.gov.uk Deputy Leader and Cabinet Member for Leisure and Culture (Councillor Jonathan Chowen)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
4.	Economic Development Strategy Policy Development Advisory Group 5 October 2016	Cabinet	12 Jan 2017	Open	Clare Mangan, Economic Development Manager clare.mangan@horsham.gov.uk Cabinet Member for Local Economy (Councillor Gordon Lindsay)
5. Page 138	Consideration of full business cases for shared services (Human Resources, Legal and Audit) Policy Development Advisory Group 19 December 2016	Cabinet	26 Jan 2017	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
6.	Budget 2017/18	Cabinet Council	26 Jan 2017 15 Feb 2017	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
7.	Statement of Community Involvement Policy Development Advisory Group 12 January 2017	Cabinet	26 Jan 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
8.	Billingshurst Supplementary Planning Document Policy Development Advisory Group 12 January 2017	Cabinet	26 Jan 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)
9.	Housing Benefit Subsidy & Future of the CenSus Revenues and Benefits Service Policy Development Advisory Group 16 January 2017	Cabinet	26 Jan 2017	Open	Jane Eaton, Director of Corporate Resources jane.eaton@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)
10.	Creation of a company for the development of temporary housing Policy Development Advisory Group 19 December 2016	Cabinet	30 Mar 2017	Open	Brian Elliott, Property & Facilities Manager brian.elliott@horsham.gov.uk Cabinet Member for Finance and Assets (Councillor Brian Donnelly)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
11.	Housing Strategy interim statement - a response to the July 2015 budget and the Housing and Planning Act 2016 Policy Development Advisory Group 23 January 2017	Cabinet	30 Mar 2017	Open	Natalie Brahma-Pearl, Director of Community Services natalie.brahma-pearl@horsham.gov.uk Cabinet Member for Housing and Public Protection (Councillor Philip Circus)
12.	Horsham Town Centre Vision Policy Development Advisory Group 12 January 2017	Cabinet Council	30 Mar 2017 26 Apr 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Leader (Councillor Ray Dawe)
13.	Draft Site Allocations Document Policy Development Advisory Group 12 January 2017	Cabinet Council	30 Mar 2017 26 Apr 2017	Open	Barbara Childs, Head of Strategic Planning and Sustainability barbara.childs@horsham.gov.uk Cabinet Member for Planning and Development (Councillor Claire Vickers)

	Subject/Decision	Decision Taker	Date(s) of decision	Is all or part of this item likely to be dealt with in private	Contact Officer Cabinet Member (NB include name, title and email address)
14.	<p>Consideration of business case for shared building control service with Crawley and Arun councils</p> <p>Policy Development Advisory Group 12 January 2017</p>	Cabinet	September 2017	Open	<p>Steve Shorrocks, Building Control Manager stephen.shorrocks@horsham.gov.uk</p> <p>Cabinet Member for Planning and Development (Councillor Claire Vickers)</p>

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