



# Cabinet

Thursday, 28th January, 2016 at 5.30 pm  
Conference Room, Parkside, Chart Way, Horsham

Councillors: Ray Dawe (Leader)  
Jonathan Chowen (Deputy Leader)  
Philip Circus  
Roy Cornell  
Brian Donnelly  
Gordon Lindsay  
Kate Rowbottom  
Claire Vickers

You are summoned to the meeting to transact the following business

## Agenda

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1. <b>Apologies for absence</b>	
2. <b>Minutes</b> To approve as correct the minutes of the meeting held on 23 <sup>rd</sup> November 2016	1 - 4
3. <b>Declarations of Members' Interests</b> To receive any declarations of interest from Members of the Cabinet	
4. <b>Announcements</b> To receive any announcements from the Leader, Cabinet Members or the Chief Executive	
5. <b>Public Questions</b> 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. <b>Report of the Cabinet Member for Waste, Recycling and Cleansing on Recycling Payments Mechanism - Memorandum of Understanding</b>	5 - 12
7. <b>Report of the Cabinet Member for Local Economy on proposed car parking charges for Sundays and Bank Holidays</b>	13 - 22
8. <b>Report of the Cabinet Member for Waste, Recycling and Cleansing and the Cabinet Member for Finance and Assets on the Appointment of Building Contractor - Hop Oast Depot</b>	23 - 28

9.	<b>Report of the Cabinet Member for Planning and Development on the Horsham Place Plan (part of the West Sussex Growth Plan)</b>	29 - 84
10.	<b>Report of the Leader on the Corporate Plan 2016 to 2019</b>	85 - 90
11.	<b>Report of the Director of Corporate Resources on the 2016/17 Budget and the Medium Term Financial Strategy to 2019/20</b>	91 - 138
12.	<b>Scrutiny &amp; Overview Committee</b> To consider any matters referred to Cabinet by the Scrutiny & Overview Committee	
13.	<b>To note the Forward Plan</b>	139 - 144
14.	<b>To consider matters of special urgency</b>	
15.	<b>6(c) Appendix 2 to the Report of the Cabinet Member for Waste, Recycling and Cleansing and the Cabinet Member for Finance and Assets on the Appointment of Building Contractor - Hop Oast Depot</b>	145 - 146

**THE CABINET**  
**23<sup>RD</sup> NOVEMBER 2015**

Present: Councillors:

Ray Dawe	Leader
Jonathan Chowen	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

Apologies: Claire Vickers Planning and Development

Also present: Councillors: Matthew French, Nigel Jupp, Christian Mitchell, Jim Sanson, David Skipp

EX/24 **MINUTES OF THE MEETING OF 17<sup>TH</sup> SEPTEMBER 2015**

The minutes of the meeting of the Cabinet held on 17<sup>th</sup> September 2015 were approved as a correct record and signed by the Leader.

EX/25 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EX/26 **ANNOUNCEMENTS**

There were no announcements.

EX/27 **PUBLIC QUESTIONS**

No questions had been received.

**REPORT BY THE CABINET MEMBER FOR LEISURE AND CULTURE**

EX/28 **Proposals for the Redevelopment of Broadbridge Heath Leisure Centre**

One member of the public spoke in support of the proposals.

The Cabinet Member for Leisure and Culture presented the report proposing the Redevelopment of Broadbridge Heath Leisure Centre. The report recommended a way forward for the future provision of “dry-side” sports and leisure facilities in the District. It reinforced the importance of the facility to meet the needs of the population and would grow during the term of the Horsham District Planning Framework.

EX/28 Proposals for the Redevelopment of Broadbridge Heath Leisure Centre (cont.)

If the proposed scheme was agreed, it was anticipated that construction would start in the Autumn of 2016, with the centre due to open in 2018.

The Leader thanked the Cabinet Member for the report and his work on this project.

The Cabinet supported the proposals.

The local Councillor for Broadbridge Heath spoke in support of the proposals.

**RECOMMENDED TO COUNCIL**

- i) To agree to proceed with the construction of a new facility to replace the existing Broadbridge Heath Leisure Centre as per Option 3 detailed in this report.
- ii) Subject to i) to supplement the current capital budget of £7.4m in the Council's capital programme for the rebuilding of the Leisure Centre by £4.9m ensuring that the total budget for the project is £12.3m.
- iii) Subject to i) to agree that the revenue implications of Option 3, as identified in section 7.8, averaging at an additional cost of £255k per annum over a 25 year period is added to the Council's revenue expenditure budget; and to note the impact on the Council's projected budget deficit.
- iv) Subject to i) to agree to utilise £2m of New Homes Bonus to fund the project.

**REASON**

- i) To address the need for increased leisure and sporting provision as a consequence of a growing population
- ii) To ensure there is a sufficient capital budget to meet the build requirement.
- iii) To ensure that that there is sufficient revenue budget to meet the costs of the new leisure centre.
- iv) To ensure approval is given to utilise New Homes Bonus.

## **REPORT BY THE CABINET MEMBER FOR COMMUNITY AND WELLBEING**

### EX/29 **Safeguarding Policy**

The Cabinet Member for Community and Wellbeing presented the report on the Council's Safeguarding Policy. The report proposed the adoption of a revised and updated Policy to reflect new legislative requirements and updates. The Council had a statutory duty to make arrangements to ensure that in discharging its functions it had regard to the need to safeguard and promote the welfare of children and vulnerable adults.

Updated Safeguarding Contact Cards would be circulated to all Councillors.

The Cabinet supported the adoption of the Safeguarding Policy.

#### **RESOLVED**

That the Safeguarding Policy be adopted.

#### **REASON**

To comply with the Council's statutory duties under the Children Act 2000, Care Act 2014 and Modern Slavery Act 2015.

## **REPORT BY THE CABINET MEMBER FOR WASTE, RECYCLING AND CLEANSING**

### EX/30 **Green Waste Charges**

The Cabinet Member for Waste, Recycling and Cleansing presented the report on the Proposal to Increase Fees for the Green Waste Collection Service. The report proposed an increase in the Green Waste subscription charge which was made under the Garden Waste collection service. Revenue generated from this service would contribute to resolving the budget deficit.

The Cabinet noted the neighbouring council green waste charges and supported the proposed increase in order to contribute to the deficit but continue to provide an efficient service whilst maintaining good value for money.

The Cabinet supported the proposals.

#### **RESOLVED**

- i) Agree to the increase in Green Waste collection charges to take effect from 1<sup>st</sup> April 2016. The first bin collection at £37.50 per annum (if paid via the contact centre or

EX/30 Green Waste Charges (cont.)

- post) or discounted to £35 per annum (if paid by on-line payment/Direct Debit).
- ii) Agree that the fee for additional green waste wheelie bin collections is increased from £15 to £20 per additional bin.
  - iii) Delegate authority to the Director of Community Services to make any consequential amendments to the Green Waste Terms and Conditions.
  - iv) Note that the proposed changes will result in approximately £210,000 additional revenue for the 2016/17 financial year.

**REASON**

- i) In line with the existing Green Waste Terms of Reference, the service is subject to an annual price review. Since the schemes introduction in June 2013 the charges have not increased..
- ii) Additional green waste bins collected from properties are subject to an annual price review
- iii) The current Terms and Conditions of the service will need to be amended to reflect the new charges.
- iv) Due to the improved revenue position from the scheme to amend the 2016/17 budget for the service accordingly.

EX/31 **SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET**

There were no matters currently outstanding for consideration.

EX/32 **MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

The meeting closed at 6.20pm having commenced at 5.30 pm.

LEADER

### Report to Cabinet

28<sup>th</sup> January 2016

By the Cabinet Member for Waste, Recycling and  
Cleansing

**DECISION REQUIRED**



**Horsham  
District  
Council**

## **Recycling Payments Mechanism - Memorandum of Understanding (Schedule 6)**

### **Executive Summary**

Horsham District Council formally entered into the West Sussex Waste Partnership Memorandum of Understanding (MOU) agreement in 2004. This MOU incorporated a mechanism to cover recycling payments made by West Sussex County Council (WSSCC) to each Collection Authority based on tonnages of material collected and delivered to the WSSCC transfer stations. The mechanism agreed in 2004 favoured Horsham District Council at the time due to its high recycling rates and provided in 2015/16 a payment of £1.044m.

In light of changes to waste collections and recycling markets over the last ten years, a new MOU has been developed by District/Borough Councils and West Sussex County Council which is geared towards the collection of 'quality' recycling materials that have a significant commodity value, as opposed to the number of properties within each district. The revised Recycling Payment Mechanism (RPM) also financially incentivises Collection Authorities to encourage more recycling in an attempt to achieve EU recycling targets of 50% by 2020. Horsham District Councils current recycling rate is just under 45%.

### **Recommendations**

That Cabinet is recommended to:

- i) Approve the 2016 West Sussex Waste Partnership MOU Recycling Payment Mechanism as detailed in Section 7.1.

### **Reasons for Recommendations**

- i) The MOU and associated repayment mechanism should be adopted to in order to drive recycling performance and receive an equitable payment for recycling materials collected.

### **Background Papers**

Risk assessment – West Sussex Waste Partnership Repayments mechanism (available on request)

### **Wards affected -All**

**Contact:** John McArthur; Streetscene & Fleet Manager (interim Waste & Recycling Manager)

### Background Information

#### 1 Introduction and Background

- 1.1 The West Sussex Waste Partnership is delivered by two groups- the Strategic Waste Officers Group (SWOG), comprised of District/Borough/ WSCC council officers and the Inter-Authority Waste Group (IAWG) comprised of District Cabinet members and senior officers. The Partnership is committed to:
- Reducing the amount of waste produced;
  - Reducing the quantity of waste disposed at landfill sites;
  - Increase recycling rates (linked to EU and national legislation targets);
  - Improving waste collection and disposal infrastructure
  - Enhancing service delivery to our customers.
- 1.2 The EU Waste Framework Directive requires a 50% household waste recycling target to be achieved by 2020. The Partnership has revised the existing Memorandum of Understanding (MOU) adopted in 2004 with a new MOU model which includes the recycling payments mechanism (Schedule 6). This new mechanism incentivises each collection authority via the use of Base Payments plus Reward Payments for dry recycling, which is attributed to income received by WSCC for diverting waste being land filled. The MOU agreement is a formal undertaking as part of the waste partnership; however it is not a legally binding agreement.
- 1.3 In 2004 the West Sussex Waste Partnership formally agreed a Memorandum of Understanding after its inception in 1998. The original agreement relied heavily on a high residual return for each recycling material which at the time commanded a good return based on commodity prices. At the time recycling markets were at a high with trends forecast to continue. However, over the last five years the reverse occurred which has left a funding gap in the recycling payment business model. This has resulted in the model becoming unsustainable for West Sussex County Council and has left some authorities with a shortfall in expected returns against recycling payments.
- 1.4 The new model which has been devised by officers on SWOG agreed that a new mechanism was required which would address any historical disparity and focus more on recycling performance and the quality of the recycle as one of the key outcomes. The revised payment mechanism was presented and agreed in principle by the IAWG in December 2015. It was accepted that it would be necessary for each individual District/Borough Council to agree the payment mechanism formally through Executive arrangements. In addition the payment mechanism was considered by the West Sussex Finance Officer Group (WSFOG) to ensure that the mechanism was sound and would provide a stable platform for future recycling payments based on performance.
- 1.5 In order to reflect any fluctuations in market forces or changes within each respective authority an annual review has been built into the MOU (Schedule 6), which allows modifications to the payment mechanism or any other part of the agreement as a whole. It is with this in mind that the agreement as a whole will benefit each authority in the long run and will achieve equitable payments as well as encourage a collaborative approach to tackling landfill diversion.



## **Agenda Item 6(a)**

- 1.6 The new recycling payment mechanism will be updated on an annual basis to reflect accurately the household numbers per District. This will result in a more accurate reward payment for each of the districts due to an increase in the number of houses being built. The new agreement will also contain a penalty clause which is triggered should recycling quality (contamination) be above a 6% quality threshold. A payment will be deducted from each authority's payment allocation if this is the case. This will be held by WSCC with each authority being able to apply to claim back any penalty as long as it can demonstrate that funds will be re-invested into recycling performance improvement.
- 1.7 Collection Authorities will continue to benefit through ring-fenced funding from the agreement. Approximately £100k per annum will be ring-fenced to raise awareness, improve communication programmes and undertake any mandatory assessments such as TEEP (technical, environmental economical practical) to increase and improve recycling. This in turn will help drive education and awareness which will improve recycling uptake and the quality of materials collected.
- 1.8 WSCC will continue to pay a 'tipping away' payment to the Council until they provide a Transfer Station within the Horsham District. This is a charge which some extent compensates the extra costs we incur to take our waste to the Burgess Hill Transfer Station.

## **2 Relevant Council policy**

- 2.1 District Plan 2011-2015 Efficiency and Taxation; Environment

## **3 Details**

- 3.1 The proposal is to formally adopt the revised MOU (Schedule 6) in order to drive recycling participation and the quality of recycling collected for each property. This will be reflected in the payment received from West Sussex County Council via base support payments and the rewards payment incentive.
- 3.2 Recycling allocation payments will be received quarterly in advance along with any rewards payments.
- 3.3 The total payment allocation received by each authority will include the Base support payment plus the Bonus support payment. The 2016/17 payments will focus on household numbers and performance in the ratio of 90% on household numbers and 10% on performance; however this will be geared towards a 50/50% split by 2020 thus driving recycling performance further.
- 3.4 The revised agreement delivers an equitable payments programme across all Districts and Borough Councils, which is geared towards a performance based system. This allows review on an annual basis to account for fluctuation in commodity value and other associated trends within each authority area such as new housing stock. This will therefore avoid the fluctuation in payments received by each Council and ensure fairness across the County.
- 3.5 There will be a penalty scheme implemented if recycling materials delivered to Transfer sites are of poor quality/contaminated. Payments will be deducted from each Councils allocated payment, however this will be held by WSCC and released to each authority on application of a performance improvement measure being submitted.

3.6 There will also be a reward payment made to Collection Authorities if overall materials rejection is below a threshold of 6%.

### 4 Next Steps

4.1 To finalise all remaining schedules associated with the MOU as a whole.

### 5 Outcome of Consultations

5.1 Consultation has taken place at the Inter-Authority Waste Group (IAWG), Strategic Waste Officers Group, West Sussex County Council and the West Sussex Finance Officers Group.

5.2 The comments of the Director of Corporate Resources, the Head of Legal and Democratic Services and the Director of Community Services have been incorporated into this report.

### 6 Other Courses of Action Considered but Rejected

6.1 Several alternative models were developed and reviewed by SWOG to ensure the most equitable mechanism was arrived at ensuring performance going forward to 2020.

### 7 Financial Consequences

7.1 There is a significant financial consequence for the Council given that the original agreement favoured Horsham Council. The differential in funding from 2015/16 to 2016/17 will be a revenue reduction of £233k, from £1,044m to £811k. However with the base support allocation plus the incentive package to encourage greater recycling and reduce contamination, there is the opportunity to enhance the recycling payments as detailed in Appendix 2 over the next five years. Table 1 details the projected revenue impact over the next five years.

**Table 1**

	<b>Recycling Payment</b>
<b>2015/16</b>	£1,044, 538
<b>2016/17</b>	£811,385
<b>2017/18</b>	£851,263
<b>2018/19</b>	£893,423
<b>2019/20</b>	£937,511
<b>2020/21</b>	£983,609

7.2 It should be noted that for a number of years the previous MOU payment mechanism had favoured Horsham District Council and this can be seen in Table 2 below which illustrates the recycling payment this Council received compared to other West Sussex authorities. A more detailed version of the model can be found in Appendix 2.

Table 2

Local Authority	Dwelling stock	2015/16 allocation (historical basis) £	2016/17 revised MOU allocation £
Adur DC & Worthing B	77,157	1,036,188	1,022,110
Arun DC	72,767	902,580	970,902
Chichester DC	56,000	694,984	780,093
Crawley BC	43,506	547,764	601,556
Mid Sussex	61,130	746,884	841,979
Horsham	59,009	1,044,538	811,385

Reference to Appendix 2

7.3 **Base Payment** - The Base Payment payable to the Districts and Boroughs from WSCC represents the net saving to the WSCC as the Disposal Authority, for the diversion of the residual municipal waste from landfill which is recycled or reused. This calculation shall be reviewed and updated on an annual basis and reported to the SWOG.

7.4 **Recycling Income Payment** - The Recycling Income Payment payable to Districts and Boroughs from WSCC represents the quantities and financial values of the dry recyclable waste stream delivered to and processed at the Ford (and other) Material Recycling Facilities operated under the control of WSCC. This calculation shall be reviewed and updated on an annual basis and reported to SWOG.

7.5 **Funding Allocation** - Base Payments and Recycling income shall be allocated between each of the Boroughs and Districts. This calculation and its methodology shall be reviewed and updated on an annual basis and reported to the SWOG.

7.6 **Contingency Funds, Incentive Funding and Mechanisms for Quality Adjusted Financial Penalties** - Reward Funding shall be allocated by a mechanism to be designed, created and approved by SWOG and IAWG in readiness for 'Year 2' (2017 – 18). Funding held by WSCC on behalf of the Boroughs and Districts shall not exceed 10% of the total monies due to each Borough or District in each and/or any financial year. All financial information including current position and end of year forecasts regarding Contingency funding, Incentive funds and Financial Penalties shall be reported to SWOG on a quarterly basis.

7.7 **Payment Methodology** - Payments including all adjustments due to the Boroughs and Districts for the above shall be made by WSCC. This payment methodology shall be reviewed and updated on an annual basis and reported to the SWOG.

## 8 Legal Consequences

8.1 The MOU is not a legally binding agreement and therefore if West Sussex County Council or another Waste Partner (District/Borough Councils) fails to abide by the terms of the MOU this Council cannot enforce the agreement directly against the County Council or other party. However under the Environmental Protection Act 1990 (EPA 1990) and associated legislation and guidance there is the requirement for West Sussex County Council as the disposal authority to make payments to Horsham District Council. Therefore where the County Council is under a statutory duty to do so, it is considered that the risks of non-performance are reduced. Under the EPA 1990 each respective authority must also make provision for Waste under its control and therefore where the respective authorities are

## **Agenda Item 6(a)**

under a statutory duty it is considered that the risks to this Council of non-performance by another authority are reduced.

### **9 Staffing Consequences**

9.1 There are no staffing consequences.

### **10 Risk Assessment**

10.1 A Risk log has been produced to account for impact on waste partners. Major risks and issues that may have an impact on the payment mechanism being delivered on time and within the budgetary constraints has been produced. The new MOU agreement and subsequent repayments mechanism allows an annual review to cover off any emerging risks to the waste partnership.

10.2 The agreement covers Levels of contingency funding that may cause a negative impact on budgets.

Appendix 1

Consequences of the Proposed Action

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The Environmental Protection Act s46 covers materials deemed unsuitable for collection in specific containers supplied for recycling. The MOU agreement will afford authorities better opportunities to encourage residents to comply with the law</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>There is no specific impact on Human Rights.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>There is no specific implication on equality and diversity.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>The MOU and recycling mechanism proposal will help the Council deliver against its commitment to achieve EU Waste Directives and the Waste (England and Wales) Regulations 2011/12. It will assist the Council to reach 2020 recycling targets of 50%</p>

Appendix 2

Horsham DC 5 year Financial Model Recycling Payment Mechanism with effect from 1.4.16 (Schedule 6 extract)

2016/17

Dwelling Stock	Base Support per Dwelling	Dry Recycling Tonnages per Dwelling	Base Support per Tonne per Dwelling	Dwelling Stock	Bonus Support per Dwelling	Dry Recycling Tonnages per Dwelling	Bonus Support per Tonne per Dwelling	Recycling Payment Scheme Total	2015/16 Allocation	Difference
	<b>£8.96</b>		<b>£298,564</b>		<b>£3.28</b>		<b>£109,378</b>			
59,009	£528,812.95	0.22	£65,022.67	59,009	£193,728.77	0.22	£23,820.83	£811,385.22	£1,044,538.00	-£233,152.78

2017/18

Dwelling Stock	Base Support per Dwelling	Dry Recycling Tonnages per Dwelling	Base Support per Tonne per Dwelling	Dwelling Stock	Bonus Support per Dwelling	Dry Recycling Tonnages per Dwelling	Bonus Support per Tonne per Dwelling	Recycling Payment Scheme Total	2016/17 Allocation	Difference
	<b>£8.20</b>		<b>£623,916</b>		<b>£2.93</b>		<b>£223,131</b>			
59,894	£491,142.37	0.22	£135,879.10	59,894	£175,647.41	0.22	£48,594.49	£851,263.37	£811,385.22	£39,878.15

2018/19

Dwelling Stock	Base Support per Dwelling	Dry Recycling Tonnages per Dwelling	Base Support per Tonne per Dwelling	Dwelling Stock	Bonus Support per Dwelling	Dry Recycling Tonnages per Dwelling	Bonus Support per Tonne per Dwelling	Recycling Payment Scheme Total	2017/18 Allocation	Difference
	<b>£7.39</b>		<b>£978,328</b>		<b>£2.58</b>		<b>£341,391</b>			
60,793	£449,244.42	0.22	£213,064.53	60,793	£156,765.32	0.22	£74,349.57	£893,423.84	£851,263.37	£42,160.47

2019/20

Dwelling Stock	Base Support per Dwelling	Dry Recycling Tonnages per Dwelling	Base Support per Tonne per Dwelling	Dwelling Stock	Bonus Support per Dwelling	Dry Recycling Tonnages per Dwelling	Bonus Support per Tonne per Dwelling	Recycling Payment Scheme Total	2018/19 Allocation	Difference
	<b>£6.52</b>		<b>£1,363,281</b>		<b>£2.22</b>		<b>£464,291</b>			
61,704	£402,437.13	0.22	£296,901.26	61,704	£137,057.68	0.22	£101,115.41	£937,511.48	£893,423.84	£44,087.64

2020/21

Dwelling Stock	Base Support per Dwelling	Dry Recycling Tonnages per Dwelling	Base Support per Tonne per Dwelling	Dwelling Stock	Bonus Support per Dwelling	Dry Recycling Tonnages per Dwelling	Bonus Support per Tonne per Dwelling	Recycling Payment Scheme Total	2019/20 Allocation	Difference
	<b>£5.59</b>		<b>£1,780,557</b>		<b>£1.86</b>		<b>£591,971</b>			
62,630	£350,410.81	0.22	£387,777.62	62,630	£116,499.03	0.22	£128,922.15	£983,609.61	£937,511.48	£46,098.12

Model assumes 1.5% annual increase in dwelling stock for 5 years.



### Report to Cabinet

28<sup>th</sup> January 2016

By the Cabinet Member for Local Economy

### **DECISION REQUIRED**

Not Exempt

## **Proposed car parking charges for Sundays and Bank Holidays**

### **Executive Summary**

In October 2011 Council approved a strategy for town centre car parks. One of the objectives of this strategy was to ensure funds were available to invest in Town Centre car parks in order to be able to provide a quality user experience for shoppers and visitors and for funds to be reinvested back into parking infrastructure.

Providing car parking is a discretionary service. In order to continue funding on-going future improvements and recover current running and operating costs it is necessary to generate sufficient revenue which can be reinvested back into car parks and contribute towards the Council's Mid-Term Financial Strategy.

The purpose of this report is to seek approval to the introduction of Sunday and Bank Holiday (off-street) car parking charges in Horsham town car parks.

### **Recommendations**

That the Cabinet is recommended to:

- i) Agree to the introduction of Sunday and Bank Holiday parking charges at a £1.50 flat fee from 1<sup>st</sup> April 2016 in all Horsham town surface and multi-storey car parks.
- ii) Delegate authority to the Parking Services Manager to give appropriate notice of any revised charges pursuant to the Off-street Parking Places Order 2015 and the Road Traffic Act 1984.

### **Reasons for Recommendations**

- i) Given that parking demand on Sundays is almost at a similar level to that of Saturdays, it is necessary to manage car parking in the town and the charge will finance the extra costs of providing this service.
- ii) The multi storey and surface town centre car parks require considerable capital investment and over the past six years up to 2014/15 the council has spent £1.45m on enhancing car parking infrastructure, with an additional £1.093m budgeted for 2015/16 and 2016/17.
- iii) Over the years the Council has been moving to a "user pays" approach to the provision of discretionary services and this proposal fits with this philosophy.

**Background Papers**

Parking Strategy for Horsham Town Centre Council October 2011

Town Centre Car Parking Tariff Increases, Council 19 December 2012

**Wards affected: All Horsham town centre wards**

**Contact: Ben Golds, Parking Services Manager ext 5055**



## Background Information

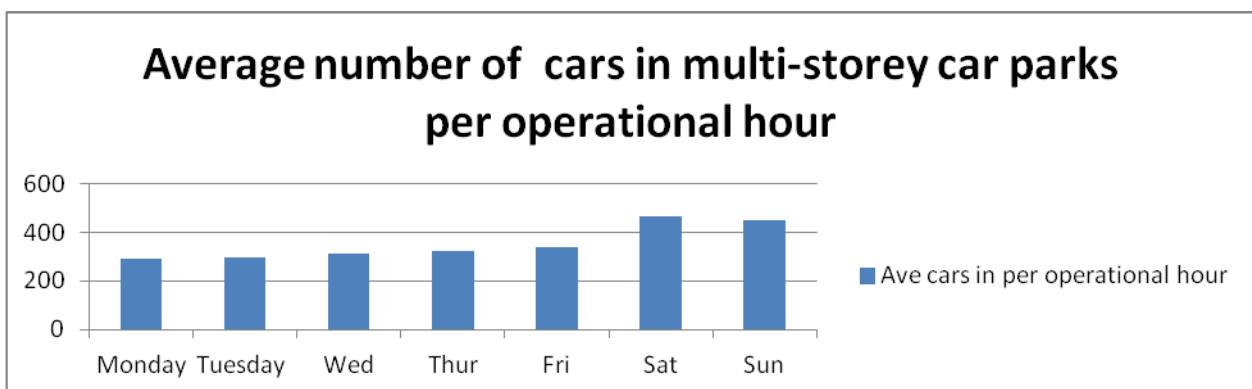
### 1 Introduction and Background

- 1.1 Sunday parking charges are the norm across most towns and cities throughout the country. Expansion of retail days to include Sundays and Bank Holidays generates similar visits to Horsham town centre compared to mid-week and Saturdays. Sundays have become increasingly popular for shopping and leisure activities.
- 1.2 Table 1 and Figure 1. below show the average number of cars per hour using our three multi-storey car parks each day during normalised retail hours of Monday-Saturday 9am-6pm and Sunday/Bank Holiday's 10am-4pm. The volume of cars using HDC multi-storey car parks on Sundays is comparable to Saturday use. In addition the percentage of Season ticket users reflected in the figures below, will be greater between Monday-Saturday resulting in more shoppers and visitors using the car parks on a Sundays.

Table 1. The average number of cars per hour –Multi-storey car parks

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Average number of vehicles</b>	2626	2652.5	2802.25	2898	3067	4209	2709.75
<b>Trading Hours per day</b>	9 9am-6pm	9 9am-6pm	9 9am-6pm	9 9am-6pm	9 9am-6pm	9 9am-6pm	6 10am-4pm
<b>Average number of cars per hour</b>	<b>292</b>	<b>295</b>	<b>311</b>	<b>322</b>	<b>341</b>	<b>468</b>	<b>452</b>

Figure 1. The average number of cars per hour –Multi-storey car parks



- 1.3 Sunday usage figures are at such a level now that there is an opportunity to look at generating additional income. By having the service operational on a Sunday this will require staff to operate the car parks. This will enable the Council to offer the following services on Sundays: Shopmobility, parking enforcement of dangerous and unsafe parking, and the ability to assist with town events. In the past there have been requests from traders and residents that we have a staffing presence on

Sundays due to the increased use of our assets and illegal parking issues in the town centre.

## **2 Relevant Council policy**

2.1 In October 2011, Council approved the principle of introducing Sunday charging when agreeing the strategy. The recommendation from the Parking Strategy for Horsham Town Centre report taken to Council on the 19<sup>th</sup> October 2011 was *'To agree the parking fee structure, changes to Season ticket prices and the principles of seven day and evening charging.'*

2.2 The minutes following this meeting which can be found; [https://www.horsham.gov.uk/data/assets/pdf\\_file/0018/24660/Agenda\\_111221.pdf](https://www.horsham.gov.uk/data/assets/pdf_file/0018/24660/Agenda_111221.pdf) confirm that this recommendation was agreed.

## **2.3 Relevant Council policy**

District Plan 2011 – 2015

Key priorities: Economic development and Efficiency and Taxation

## **3 Details**

3.1 When the 2011 Town Centre Parking Strategy was agreed and new tariff increases were introduced in March 2013, it was also agreed that there would be an annual review of Car parking tariffs.

3.2 Since March 2013 Horsham town car parking charges have remained frozen. However, rather than raising these in 2016 it is proposed that a charge is introduced on Sundays and Bank Holidays at an all day flat fee of £1.50.

Car park users expect charges to be reasonable and proportionate. The Council needs to generate enough income from car parking to cover its costs and to allow for future investment. Car parks occupy valuable sites and charges need to reflect this aspect.

3.3 The number of motorists using the town centre multi-storey car parks on a Sunday means that it is no longer viable for them to be unmanned. In order to cover staffing costs and fall in line with other surrounding towns, the introduction of a Sunday tariff throughout Horsham town is proposed. The same principles apply on Bank Holidays.

3.4 Sunday parking charges have been introduced in most/all peer towns as listed below in Table 2. It has become the 'norm' to charge for parking on Sundays and Bank holidays. In return we will be able to offer a better experience for visitors of the town.

Table 2. Peer towns:

<b>Town</b>	<b>Sunday Charge</b>
Crawley	£1.50 all day
Chichester	Standard day tariff (Mon – Sun)
Guildford	<3hrs - £1.50 >3hrs - £2.50
Tunbridge Wells	Standard day tariff (Mon – Sun)
Worthing	Standard rate (£1 per hour) capped at

3 hours
---------

- 3.5 It is proposed that on Sundays and Bank Holidays we introduce £1.50 'all day tariff' meaning that there will be one flat fee for as long as you want to park. The purpose of this is to create a simple charging system and one that supports improving dwell time within the town. A £1.50 proposed charge for Sunday/Bank Holidays will be comparable to the lowest local charge of similar destination towns in the area and is considered to be modest and competitive.

It is necessary to ensure HDCs parking charges remain competitive with neighbouring centres leaving our retail, business and restaurant trades in a strong position and do not cause unacceptable parking displacement into residential areas.

- 3.6 According to the recent resident/ visitor survey undertaken by Cobb PR, our three main retail rivals towns are Crawley, Brighton and Guildford. All of these towns charge for parking on Sundays and from the survey results a charge was not considered to be a negative factor or act as a deterrent for visiting Horsham.
- 3.7 The multi storey car parks require considerable on-going capital investment. In the six years up to 2014/15 the Council has spent £1.45m on repairs and improvements to town centre car parks and is budgeting to spend another £1.093m on enhancing car park infrastructure in 2015/16 and 2016/17 on items such as lifts, lighting and new ticket equipment.

#### **4 Next Steps**

- 4.1 Parking Orders will require amendment once the charges are agreed and this will involve a 21 day consultation period.
- 4.2 Recruitment of additional staff and amendments to employment contracts to enable staff to work Sundays.
- 4.3 Appropriate signage will be produced to reflect these changes.

#### **5 Outcome of Consultations**

- 5.1 HDC Car Parking Member Advisory Group were generally supportive of the proposed changes
- Horsham Unlimited (Town Centre Partnership) are not supportive of the proposed changes
  - Horsham Denne Neighbourhood Council are not supportive of the proposed changes.
- 5.2 The comments of the Director of Resources and the Head of Legal and Democratic Services have been incorporated into this report.
- 5.4 Amendment to the Parking Orders will include a further period of consultation.

**6 Other Courses of Action Considered but Rejected**

- 6.1 We are looking into growing income through increasing occupancy within the car parks; this is a longer term project that will involve several trial options.
- 6.2 Do nothing – however this would not assist with covering the costs of the provision of car park improvements, nor add any additional funds to support the delivery of our discretionary services.

**7 Financial Consequences**

**Additional Revenue – Multi Storey Car Parks**

- 7.1 With the introduction of the new Automatic Number Plate Recognition (ANPR) equipment we are able to accurately monitor vehicle usage in our three multi-storey car parks (Swan Walk, Piries Place and the Forum) on Sundays. Using this information we established that we have on average around 2,900 cars using our multi-storey car parks on a Sunday.
- 7.2 We have taken into consideration that a number of these customers will be season ticket holders, blue badge holders and also that some customers may not continue to use our car parks on Sundays because of the charging regime. To take this into account we have reduced our projected car usage by around a third equating to an average Sunday parking total cars in our three multi- storey’s of 1,955.
- 7.3 Using this figure we are able to establish a projected income for Sunday (x52 weeks) and Bank holiday parking over the year as detailed below:

<b>Sunday Annual Income – Multi Storey</b>			
	<i>Tariff per day</i>	<i>Income</i>	
52 x1955 @	£1.50		£152,490

<b>Bank Holiday Annual Income – Multi Storey</b>			
	<i>Tariff per day</i>	<i>Income</i>	
Based on estimate 4x1955	£1.50		£11,727

<b>Total Projected Income – Multi Storey</b>			
	<i>Tariff per day</i>	<i>Income</i>	
56x1,955	£1.50		£164, 217

- 7.4 The figures above are based on actual information available to us through the SmartPark ANPR system.

***Additional Revenue through Surface car parks and Penalty Charge income.***

- 7.5 Unfortunately, unlike the ANPR multi-storey car parks we do not have the same level of detail and accuracy from the use of surface car parks which use Pay and Display machines. Using the ticket information we have available from the Pay and Display machines, we have estimated a conservative £30,000 a year additional income for Sunday and Bank Holiday charging from surface car parks.
- 7.6 Enforcement will need to take place to regulate compliance and to ensure that the car parks and on-street parking is used properly. This will bring an additional income for tickets issued to those motorists parking illegally. With an average of 5 PCN's a day we would generate an additional income of £6,000 a year.

**Costs**

- 7.7 Revenue costs will increase by £60,000 for staff costs and additional running costs, including consumables and credit/debit charges. There will be £22,000 of capital costs associated with new signage and effecting adjustments to the machine tariffs as well as changes to back office software

**Cost vs Income**

- 7.8 Table 3. below outlines the full costs and potential income for Sunday and Bank Holiday charging. It is proposed that an additional circa £140,000 income can be generated for the 2016/17 budget. The table is completed using a £1.50 all day tariff.

Table.3. Cost and income

<b>Annual Cost/ Income</b>	<b>Income</b>	<b>Cost</b>	<b>Total</b>
Multi – Storey income	(-£164,217)		
Surface Car Parks	(-£30,000)		
PCN income	(-£6,000)		
Staff		£50,000	
Additional		£10,000	
<i>Subtotal</i>	<i>(- £200,217)</i>	<i>£60,000</i>	
<b>Total</b>			<b>(- £140,217)</b>

<b>One-off Cost</b>	<b>£</b>	<b>Total</b>
Signage/Statutory Notices /Advertising	£17,000	
Software	£5,000	
<b>Total</b>		<b>£22,000</b>

### Non-Financial Benefits

- 7.9 There are a number of non-financial benefits associated with charging for Sunday and Bank Holiday parking below:
- Manned car parks will offer higher customer service and safety standards. Safety and on-site services are key benefits for customers. Manned car parks support the Park Mark accreditation and can also offer additional value by offering services that are currently unavailable on Sundays such as Shopmobility.
  - Once Smartpark accounts have been introduced, there may be additional perceived added value from SmartPark Sunday discounts/ waivers. Once Sunday charging has bedded in and been accepted, discounts and waivers for SmartPark account holders and special occasions can be applied to boost occupancy and incentivise visits.
  - Officer enforcement to help deal with illegal and dangerous parking taking place on Sundays. Charging for Sunday parking enables us to provide staff that can undertake enforcement and car park management. Unfortunately there are a number of vehicles parked illegally on Sundays in dangerous positions. Enforcement of this dangerous parking reduces the risk of an accident, reduces traffic congestion and a uniformed presence increases the feeling of resident and visitor safety.
  - Opportunity for an open a contact point for other council services.
  - Additional support for weekend events and access to Shopmobility services.

## 8 Legal Consequences

- 8.1 The Road Traffic Regulation Act 1984 enables local authorities to provide off-street car parking and to introduce operational arrangements and charges to control usage.
- 8.2 If the proposed tariffs are agreed statutory notices will need to be placed on all the tariff boards and adverts placed in the local press for at least 21 days advertising the changes.

## 9 Staffing Consequences

- 9.1 The introduction of Sunday and Bank Holiday parking will have an impact on staffing.
- 9.2 It will be necessary to recruit two additional members of staff to enable Sundays/ Bank Holidays to be covered on a rota basis. The additional salary budget implications have been included within the finance section of this report.
- 9.3 It will be necessary to amend employment contracts to include Sunday working. This will need to be done through consultation with staff and will commence in early February 2016.

**10 Risk Assessment**

- 10.1 The key risk is the current economy and the changes in the way people shop. Increased use of the internet and the pressure on individual's income in the current economy mean that there is a risk to user numbers and therefore visitors to the town and income.
- 10.2 Additionally there is a risk of displacing parking from our car parks into the surrounding resident streets that are currently free on Sundays. The Horsham Controlled Parking Zones are only operational from Monday to Saturday.
- 10.3 It is reported that some parking displacement has been an issue in the Denne area since the introduction of evening patrols and the Controlled Parking Zone enforcement finishing at 5pm. The perceived issue is that restaurant workers are parking in these areas to avoid the evening tariff and getting there before residents return from work and take up all free spaces. As a consequence this stops residents from parking in their preferred locations.
- 10.4 The three other areas in West Sussex that charge for Sunday Parking (Chichester, Worthing and Crawley) all have Controlled Parking Zones that operate only on Monday to Saturdays and don't include Sundays.

**Appendix 1**

**Consequences of the Proposed Action**

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>As a part of the improvement scheme, work has been carried out with the police to maintain the Park Mark Award.</p> <p>Having a staffing presence throughout our parking properties seven days a week will reduce vandalism within the areas. Also having a uniformed patrolled presence in our car parks and on street will reduce traffic safety risks and deter crime.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>There is no specific impact on human rights.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>The customer surveys and future improvement programme will aim to assess and meet the needs of all our customers.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>There are no sustainability issues.</p>



## Report to Cabinet

28 January 2016

By the Cabinet Member for Waste, Recycling and  
Cleaving

&

the Cabinet Member for Finance and Assets



Horsham  
District  
Council

### DECISION REQUIRED

Main Report: Not exempt

Appendix 2: Exempt – not for publication under  
Paragraph 3 of Part 1 of schedule 12A to the Local  
Government Act 1972.

## Appointment of Building Contractor – Hop Oast

### Executive Summary

On 26 March 2015 the Cabinet approved the redevelopment of the waste depot at Hop Oast. The necessary budget was approved by Council on 29 April 2015. The project has now reached the stage where it is necessary to appoint a building contractor to undertake the development.

The professional team advised that the most suitable form of contract for this project would be a two stage design and build contract, where a contractor is brought into the team at an early stage to help develop the design and to agree the most appropriate methodology for phasing the work in order to minimise the impact on the operational service, which is critical to a successful outcome. At this stage, the contractor's financial bid is for their preliminary costs and their overheads and profit. The quantity surveyor's cost plan was disclosed to them as part of the tender documents for them to consider whether it is achievable.

The final fixed price will be obtained when the design development has been completed and the majority of the various sub-contractor packages have been tendered. At that point, Cabinet approval will be sought for a fixed price and the contract placed.

Procurement options for selecting a contractor were through a traditional tender or a framework agreement. The framework route is considered to be the most appropriate for this project and the Sussex Cluster Contractor Framework was chosen as the most suitable framework, as it includes contractors of the appropriate size and with the track record to competently undertake the proposed construction works.

The framework requires a two stage tender process. The first stage was to obtain expressions of interest and the second stage was a mini competition among those firms who completed the first stage. For the first stage, 7 companies were approached and 4 indicated that they were interested. Tenders were sought from these 4 companies and all 4 provided quotations. The cost and quality elements of the tenders were marked and the final results were as follows:

- Company B 89.77%
- Company A 87.58%
- Company C 72.00%
- Company D 56.82%

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

### Recommendations

- i) It is recommended to approve the tender received from Company B as identified in the attached exempt Appendix 2 and to proceed to formal appointment.

### Reasons for Recommendations

- i) To appoint a contractor to undertake the redevelopment of the Hop Oast Depot.

### Background Papers

Cabinet Report dated 26<sup>th</sup> March 2015: Hop Oast Depot Replacement.  
Referred to Council, 29<sup>th</sup> April 2015: Hop Oast Depot Replacement  
Appendix 2- EXEMPT – Analysis of tenders

### Consultation Southwater Ward Members, Southwater Parish Council

### Wards affected All

Contact: Brian Elliott Property and Facilities Manager

## **Background Information**

### **1 Introduction and Background**

- 1.1 The Council has agreed to redevelop Hop Oast Depot in order to bring the facility up to date, to remove Health and Safety risks, consolidate two depots onto one site and to provide a facility that will accommodate the expected future growth of the District.
- 1.2 A contractor is required to build the project.
- 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 a local tender or;
- (b) to use a framework agreement.

The decision was taken to use a framework, for the following reasons:

- Simpler quicker and reduced risk procurement
- Reduced claims and conflict
- Early supplier involvement
- Compliance with Government Construction Strategy

- 3.2 The Sussex Cluster Contractor framework was identified as the most suitable for this project as it included contractors who have a track record of delivering similar projects. The mechanism is a mini competition for which the charges and rates that the contractors offer are the set framework fees and rates.
- 3.3 An Expression of Interest document was prepared which was sent to all contractors on the framework, who either accepted or declined. A project brief document was circulated with scoring and evaluation criteria.
- 3.4 The framework and mini competition process ensures the appointment of a contractor who has the right experience and capability to deliver the project and that the tendered price is fair value, although it may not necessarily be the cheapest in the market.

- 3.5 Four of the seven firms on the framework expressed interest and all provided tender submissions. The financial element and the written submissions and interviews were scored. The results of the process are set in exempt Appendix 2.
- 3.6 The panel agreed that the results accurately reflected their conclusions from the interviews and that Company B should be selected and appointed 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 Outcome of Consultations**

- 5.1 The comments of the Director of Corporate Resources, the Council Solicitor/ Monitoring Officer and the Director of Community Services (Project Sponsor) are incorporated in this report.

#### **6 Other Courses of Action Considered but Rejected**

This is a straightforward choice between an open tender process and a framework process.

#### **7 Financial consequences**

The projected costs are in line with the forecast for total development costs. The budget for this project is £4.55m.

#### **8 Legal consequences**

Statutory background

- 8.1 Government policy promotes the use of framework agreements to obtain a blend of quality of service and good value.

#### **9 Staffing Consequences**

- 9.1 There are no staffing implications from agreeing this recommendation.

#### **10 Risk**

- 10.1 The framework option is generally considered to be a lower risk procurement strategy as the contractor’s performance will be measured by the Framework as well as by HDC.

**Appendix 1**

**Consequences of the Proposed Action**

<p>(A)How will the proposal help to reduce Crime and Disorder?</p>	<p>The new depot will incorporate secure by design recommendations</p>
<p>(B)How will the proposal help to promote Human Rights?</p>	<p>There are no specific human rights implications arising from this report.</p>
<p>(C)What is the impact of the proposal on Equality and Diversity?</p>	<p>There are no specific equality implications arising out of the proposal however the new building will incorporate equality and diversity design recommendations.</p>
<p>(D)How will the proposal help to promote Sustainability?</p>	<p>The building will incorporate a number of sustainability initiatives and will be a significant upgrade on existing facilities</p>

Appendix 2: Exempt- Analysis of Tenders



### Report to Cabinet

28<sup>th</sup> January 2016

By the Cabinet Member for Planning and Development

### INFORMATION REPORT



**Horsham  
District  
Council**

Not Exempt

## Horsham Place Plan (Part of the West Sussex Growth Plan)

### Executive Summary

There is continuing pressure on the budgets of all public bodies to deliver investment in essential infrastructure which is needed to facilitate the new homes and businesses that are also needed. Therefore, it is important that all existing and proposed commitments are brought together in a comprehensive approach amongst stakeholders. For this reason, and to maximise investment, West Sussex County Council is developing a Growth Plan which can be used to prioritise investment and also as a lobbying tool that will hopefully secure additional funding as it becomes available. Within the Growth Plan there will be a section for each local authority called a place plan that identifies and prioritises key issues and a delivery and investment plan for that area. The Horsham Place Plan has been produced in close cooperation with Horsham District Council and brings together existing projects and requirements.

The purpose of this report is to present the proposed Horsham Place Plan, which includes the identified key issues and priorities for Horsham District.

The Horsham Place Plan is presented for endorsement to West Sussex County Council and in due course will be amalgamated with the place plans of all the other authorities in West Sussex, within the West Sussex Growth Plan.

### Recommendations

Cabinet is asked to approve the following recommendations:

- i) To endorse the proposed Horsham Place Plan including the identified key issues and priorities for Horsham District.
- ii) That the Cabinet Member for Planning and Development has delegated authority to agree minor editorial changes.

### Reasons for Recommendations

- i) Horsham District Council through the Growth Board has identified the key issues and priorities for Horsham District. The Horsham Place Plan is the result of this joint work.

**Background Papers**

Horsham Place Plan (and Growth Plan Foreword for context)– attached at Appendix 2

**Wards affected:** All.

**Contact:** Dr Chris Lyons, Director of Planning, Economic Development & Property.



## **Background Information**

### **1 Introduction and Background**

- 1.1 Horsham District will support significant growth over the next 15 to 20 years with over 16,000 new homes identified in the Horsham District Planning Framework (HDPF), 130,000 sqm of employment space and the opportunity to create over 7,900 new jobs by 2031. Ensuring funding and delivery of the infrastructure to support this growth is a key priority and identifying and attracting high value businesses to the identified sites to take up the employment space is crucial to delivering jobs.
- 1.2 Current projections for Horsham District show a decrease in the proportion of school age and working age people and a significant increase in the proportion of over 65's. However, the district generally has a highly skilled workforce and good educational attainment but people often have to travel out of the area for work so attracting high value business to the area to offer good job opportunities for the local workforce is important. One of the biggest challenges to doing this is ensuring that the district has the infrastructure available to facilitate the new homes and businesses.
- 1.3 For these reasons and to maximise investment, West Sussex County Council is developing a Growth Plan which can be used as a lobbying tool that is intended to secure funding. Within the Growth Plan there will be a section for each local authority called a place plan that identifies and prioritises key issues and a delivery and investment plan. The Horsham Place Plan which will form part of the Growth Plan has been produced in close cooperation with Horsham District Council. It is essentially bringing together the existing projects to prioritise them and to illustrate to Government that while we are taking significant new development, there is a need to fund the required infrastructure.

### **2 Relevant Council policy**

- 2.1 Neither the Place Plan nor the Growth Plan will have status as a statutory planning document. However both will, building from the statutory Local Plan, support key investment decision making for WSCC and partners.
- 2.2 The Horsham District Planning Framework (HDPF) is the relevant plan that sets out how growth and development will take place in the district. The HDPF sets out a settlement hierarchy which has determined the places with the opportunity for the delivery of the most growth. This has identified strategic locations for growth which can offer nearly 6,000 new homes and the opportunity for over 4,000 jobs.

### **3 Details**

- 3.1 Horsham District Council through the Growth Board has identified the key issues and priorities for Horsham District. The Horsham Growth Plan is the result of this joint work.

3.2 Based on the evaluation of all the evidence and engagement the identified top priorities are:-

- North of Horsham and west of Horsham infrastructure
- Creation and delivery of a new Horsham town centre vision
- Rationalisation of the public estate in Hurst Road
- Digital connectivity to support the rural economy.
- Redevelopment of the former Novartis site in Horsham

3.3 The priorities inform a set of proposals for which outline business cases will be developed. Each business case will include a clear investment and delivery plan.

## 4 Next Steps

4.1 If the Cabinet endorses the Horsham Place Plan, West Sussex County Council will include it the West Sussex Growth Plan. The Growth Plan will amalgamate the Place Plans to develop a clear West Sussex Investment and Delivery Plan and to ensure that cross county issues such as transport and skills are addressed. The Horsham Place Plan which will form part of the Growth Plan has been produced in close cooperation with Horsham District

## 5 Outcome of Consultations

5.1 The West Sussex Growth Plan has been prepared with engagement of Members from Districts and Boroughs across the County, including an all Member workshop held in Horsham on 18<sup>th</sup> September 2015 to help establish issues and priorities.

5.2 The preparation of the Place Plan has been steered by the Horsham Growth Board, which includes senior members and officers from West Sussex County Council and Horsham District Council. Further consultation on the Place Plan is being programmed and will include engagement with parish councils.

5.3 The Monitoring Officer and the Director of Corporate Resources have been consulted during the preparation of the Horsham Place Plan.

## 6 Other Courses of Action Considered but Rejected

6.1 Not applicable.

## 7 Financial Consequences

7.1 Delivery of housing and employment space offers the opportunity to raise revenue that can support additional capital investment resulting in improved GVA performance. As current relationships are complex with range of stakeholders and services, sometimes with competing objectives. This may result in access to capital funding that will be insufficient to meet all aspirations. To maximise the value of investment, the County Council, working with partners, is developing Place Plans and a West Sussex Growth Plan.

## **Agenda Item 6(d)**

- 7.2 The objective of the Horsham Place Plan is to clearly identify the growth in Horsham District. The Plan will identify the key infrastructure requirements; planned and potential investment opportunities; and proposals that will support growth in Horsham District. This will help to develop business cases to support investment proposals, identify a Local Authority Investment Plan and a delivery programme. This will increase the ability to bid for funding for projects in a timely manner.

### **8 Legal Consequences**

- 8.1 There are no legal implications of this report.

### **9 Staffing Consequences**

- 9.1 There are no establishment staffing consequences resulting from this decision.

### **10 Risk Assessment**

- 10.1 There are no risks associated with this proposal.

**Appendix 1**

**Consequences of the Proposed Action**

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>There are no crime and disorder implications as a result of this report.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>None directly but each of the priorities and associated projects would be considered on a case by case basis.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>None directly but each of the priorities and associated projects would be considered on a case by case basis.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>The Horsham Place Plan is informed by the Horsham District Planning Framework (HDPF) which seeks to ensure that development which takes place in the future meets the needs of current and future residents and those working in the District.</p>

## **Growth Plan Foreword**

West Sussex offers a significant growth opportunity. Gross Value Added (GVA) is currently below the South East average and we are determined to increase it.

A number of partners are already investing significantly in West Sussex:

- The LEP have secured Local Growth Fund (LGF) of in excess of £100M for improvements in West Sussex
- West Sussex County Council has a Capital Programme in excess of £130M per annum that will be focussed on delivering growth

Delivery of housing and employment space offers the opportunity to raise revenue that can support additional capital investment resulting in improved GVA performance

However, current relationships are complex – a range of stakeholders and services, sometimes with competing objectives and access to capital funding that will be insufficient to meet all aspirations.

To maximise the value of investment, the County Council, working with partners, is developing Place Plans and a West Sussex Growth Plan (Figure 1).

The objective of the Place Plans is to clearly identify the growth offer from each District and Borough. The Plan will identify the opportunities, through supporting growth in Horsham, to:

- Raise GVA per head in West Sussex
- Deliver planned housing growth and the infrastructure required to facilitate it
- Deliver proposals that attract high value jobs to West Sussex
- Support the development of a high calibre workforce
- Make West Sussex a place people want to live, throughout their lives
- Exploit the natural and cultural resources of the County
- Support young people to get the best possible start in life objective
- Support West Sussex residents to be independent in later life
- Support work with strategic partners including Surrey County Council, East Sussex County Council and the Local Enterprise Partnership

**The Plan will identify an investment and delivery plan for higher GVA, jobs, homes and employment space.**

Each Place Plan will be considered alongside Place Plans for each of the Districts and Boroughs. The Place Plans will:

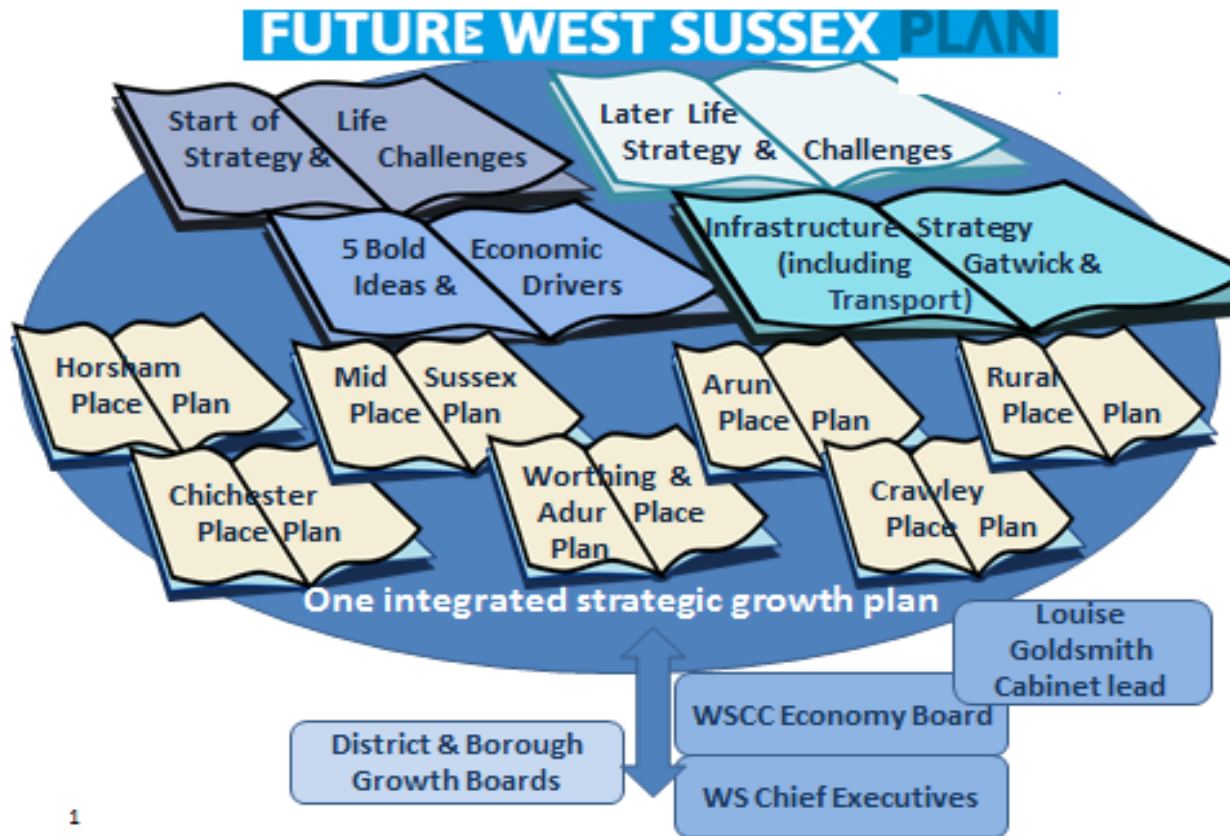
- Be developed with the Districts and Boroughs – Growth Boards have been established to support their development.
- Build on a clear understanding of current and future demographics
- Build on existing Local Plans
- Identify stakeholders and their engagement in the development of proposals
- Identify key places, buildings and services
- Identify key infrastructure requirements
- Identify planned and potential investment opportunities
- Identify Local Authority service proposals that will reduce infrastructure requirements
- Prioritise key issues
- Support the development of business cases to support investment proposals

The West Sussex Growth Plan will:

- Amalgamate the Place Plans to develop a clear West Sussex Investment and Delivery Plan (enabling strategic investment decisions to be made that ensure that best return is achieved against investment)
- Ensure that cross county issues are addressed – e.g. strategic road, rail, transport, skills, utilities, NHS, SDNP
- Identify cross authority / stakeholder funding opportunities, priorities and proposals
- Provide a clear lobbying tool that can support funding

Neither the Place Plan nor the Growth Plan will have status as a statutory planning document. However both will, building from the statutory Local Plan, support key investment decision making for WSCC and partners.

Figure 1



1





# Horsham Place Plan



Horsham  
District  
Council



west  
sussex  
county  
council

<b>Document Title</b>	Horsham Place Plan v1.8 15.1.16
<b>Version</b>	v1.8 15.1.16 (Draft)
<b>Author</b>	Elaine Sanders – Growth Lead Horsham
<b>Last Revision Date</b>	13.1.16
<b>Status</b>	Confidential – not for wider circulation – draft document subject to approvals.
<b>Reviews Completed</b>	<p>V1.1 23.10.15 first completed version</p> <p>V1.2 16.11.15 - Incorporating agreed HDC changes received 26.10.15, discussed at meeting 2.11.15 (version circulated to Growth Board for 23.11.15)</p> <p>V1.3 - 30.11.15 - further amendments agreed at Growth Board 23.11.15 and following review of employment space trajectory and job numbers.</p> <p>Further to discussions at HALC 26.11.16 – no changes</p> <p>V1.3 – 30.11.15 Approved by the Horsham Growth Board 13.12.16.</p> <p>V1.4 - 5.1.16 Additional Priority regarding the Novartis Site (added 21.12.15) and minor amendments.</p> <p>V1.5 - 8.1.16 Amended with Comments from HDC</p> <p>V1.6 - 8.1.16 Amended with review from WSCC (version circulated to HDC SLT)</p> <p>V1.7 - 13.1.16 Amended to new format and minor changes</p> <p>V1.8 15.1.16 Amended with agreed changes for circulation to HDC Cabinet</p>
<b>Further Reviews Planned</b>	<p>Subject to review by HDC Cabinet (Jan 2016)</p> <p>Subject to approval by WSCC CLT (Jan 2016)</p> <p>Subject to approval by WSCC Cabinet (Jan 2016)</p>

## EXECUTIVE SUMMARY

West Sussex is facing a population increase of over 100,000 people in the next 20 years, in line with this Horsham is planning for an increase of over 20,000 by 2034 with the population generally ageing; current projections for the total population for Horsham see the proportion of school age and proportion of working age populations decreasing compared to the proportion of over 65's increasing significantly. Growth in Horsham is constrained by limitations on land availability for employment space and challenges to retain the vibrant and historic nature of towns and rural quality of villages across the district.

Horsham will support significant growth over the next 15 to 20 years with over 16,000 new homes identified in the Horsham District Planning Framework (HDPF), 130,000 sqm of employment space and the opportunity to create over 7,900 new jobs by 2030. Ensuring funding and delivery of the infrastructure to support this growth is very important and identifying and attracting high value businesses to the identified sites to take up the employment space is crucial to delivering jobs. Horsham in general has a highly skilled workforce and good education attainment but people often have to travel out of the district for employment, so attracting high value businesses to the area to offer good job opportunities for the local workforce is important in supporting the GVA of the district.

Demographic evidence has supported the identification of priorities for investment; a population increase of over 20,000, with at least 6,000 more over 85 year olds and demand for 3,400 extra school places by 2030 puts education and health provision to the fore. Stakeholder engagement has confirmed the importance of these priorities and also identified the need to prioritise the connectivity of the new housing developments to Horsham town centre. From this work emerging priorities also included an appreciation of how the town centre can respond to the changing economic environment; maximising the efficiency of the public estate and improving digital connectivity particularly for the larger rural areas where LEP research indicates at least 60% of businesses are home based, many identifying digital connectivity as vital to their business sustainability and growth.

The HDPF strategy sets out the settlement hierarchy which has determined the places with the opportunity for the delivery of the most growth (GVA, homes, employment space and jobs) and has resulted in the identification of key places around the town including north of Horsham, west of Horsham and the town centre. Together over the next 15 years these sites can offer nearly 6,000 new homes and the opportunity for over 4,000 jobs.

Based on the evaluation of all the evidence and engagement the identified top priorities are:-

- North of Horsham and west of Horsham infrastructure
  - to enable a holistic view of the infrastructure requirements for North of Horsham and west of Horsham and how they integrate with Horsham Town to support housing and economic growth
- Creation and delivery of a new town centre vision for Horsham
  - Maximise investment opportunities for identified development sites in the town
  - Promote and sustain Horsham Town Centre
- Rationalisation of the public estate in Hurst Road
  - Joint approach to comprehensive redevelopment including, potentially, the Fire and Rescue Service, Ambulance and Police stations, Courts, Youth Centre and Training Centre to create opportunities for re-provisioning existing services on or off site and to utilise development potential to deliver an additional mix of uses including housing and employment
- Digital connectivity to support the rural economy and home based businesses.
  - Support for the rural and home based economy to ensure they have the communication infrastructure in place to sustain and grow their business
- Redevelopment of the former Novartis Site in Horsham Town.
  - creation of a Science and Business Park on a mixed use development

The priorities will inform a set of proposals for which business cases will be developed.

**Content Page**

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**Section 2: Partnership Working and Stakeholder Engagement**

**Section 3: The Evidence**

**Section 4: Key Places**

**Section 5: The Priorities**

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## Section 1: The Place

Horsham District is located in West Sussex, strategically well placed between London and Brighton. The District covers an area of 530km<sup>2</sup> (205 square miles) and is predominantly rural in character, with a number of small villages and towns. The largest urban area is the market town of Horsham, situated in the north-east of the district; 95km<sup>2</sup> (36.49 square miles) of the district falls within the South Downs National Park. The South Downs has a number of small settlements which act as the gateway to the National Park.

Forecast housing growth outlined in the Horsham District Planning Framework (HDPF) is primarily based to the north of the district with major developments around Horsham town and Southwater. The south is predominantly rural however significant housing growth is expected to be delivered in the villages along the base of the South Downs as well as Billingshurst and through a number of smaller scale developments with permission and those identified by Neighbourhood Planning process across the district.

Horsham is a unique district with a justified reputation as a very desirable place to live and work. At its heart the thriving historic market town of Horsham offers a high quality retail offer in an attractive setting. The town complements the distinctive and charming small towns and villages set in the beautiful rural landscape including areas encompassed by the South Downs National Park.

A total of 16,000 new homes are planned and the population is set to rise by over 20,000 people, with the number of those over 85 more than doubling. The traditional economic landscape of the town centre is also changing with a trend to convert commercial office space to residential use. Plans for business parks and employment space are now towards the outskirts of the town and in more rural areas. Developments at Gatwick will have a significant effect on the future economy of the town and district.

The infrastructure for travel, education, care, health and well-being needs to be delivered to ensure Horsham can continue to thrive and be a place people will still want to live. Horsham needs to identify its unique offer to business and identify and attract key sectors to sustain and grow its economy.

### **The total growth offer for the Horsham District is:-**

<b>Housing:</b>	<b>16,000 - 800 homes a year</b> (2011 to 2031)
<b>Employment Space:</b>	<b>130,256 sqm</b>
<b>Jobs:</b>	<b>7,940 jobs (mixed use)</b> <i>If all warehousing = 2,000</i> <i>If all offices = 12,400</i>

**Land to the North of Horsham** is a strategic site in the HDPF with discussions underway with developers, Liberty Property Trust, to deliver over 2,500 homes, employment space and the relevant supporting infrastructure. A master plan has been developed for this site. **West of Horsham and Broadbridge Heath** is a current focus in Horsham, with housing currently under development either side of the A24 adjacent to Broadbridge Heath set to deliver over 2,000 homes and some employment space. **Kilnwood Vale** is another strategic site, currently under construction. When complete the development will offer 2,500 homes.

**Horsham Town Centre** –is the primary economic and cultural centre of the District. The town centre is constantly changing and developing; recently there has been a trend towards change of use from commercial to residential use. The biggest positive thing that has happened lately is the growth in retail and the opening of John Lewis. The conversion of office spaces has been an issue and its impact in the long term will need to be assessed. The town offers a broad range of employment opportunities in small businesses and industrial estates. Opportunities exist to make more efficient use of the public sector estate and other key sites.

**Billingshurst and Southwater** are both strategic allocations in the HDPF and expected to grow significantly with both set to deliver a strategic level of housing. Other larger villages across the district include **Pulborough, Storrington, Henfield and Steyning**. These villages face challenges to assimilate the growth. In some cases the Neighbourhood Planning process has identified local needs for infrastructure to support that growth such as primary care provision, school expansion, improvements to public transport and new community facilities. The HDPF anticipates an additional 1500 homes to be delivered across the district from the Neighbourhood Planning process and 750 homes from windfall sites which may affect these areas.

Other places of interest in the district include the areas covered by the **South Downs National Park (SDNP)** such as **Amberley, Bramber and Upper Beeding**, the latter of which is home to the Shoreham cement works; a significantly sized site subject to current options for development. Due to development restrictions in the SDNP large scale housing development or job creation is not expected in these areas.

The following table based on the housing and employment space trajectories identify the locations across the district where growth is anticipated:-

	Homes	Employment Space (sqm)	Jobs estimate
<b>North of Horsham (new development)</b>	2,750	46,000	4,000
<b>Kilnwood Vale / Colgate</b>	2,500	8,219	780
<b>West of Horsham</b>	2,087	2,878	270
<b>Horsham Town</b>	1,054	2,046	60
<b>Southwater</b>	807	0	0
<b>Billingshurst</b>	793	879	60
<b>Henfield</b>	392	1,317	125
<b>Storrington / Sullington / Thakeham / West Chiltington</b>	247	3,586	235
<b>Faygate</b>	157	0	0
<b>Pulborough</b>	112	4844	355
<b>Itchingfield</b>	69	0	0
<b>Rudgwick</b>	67	1,578	150
<b>Christ's Hospital</b>	60	0	0
<b>Ifield</b>	36	0	0
<b>North Horsham</b>	0	35,468	760
<b>Warnham</b>	0	7,280	125
<b>Washington</b>	0	6,300	160
<b>West Grinstead</b>	0	4,715	380
<b>Shipley</b>	0	4,235	400
<b>Others</b>	113	911	80
<b>TOTALS</b>	<b>11,244</b>	<b>130,256</b>	<b>7940</b>



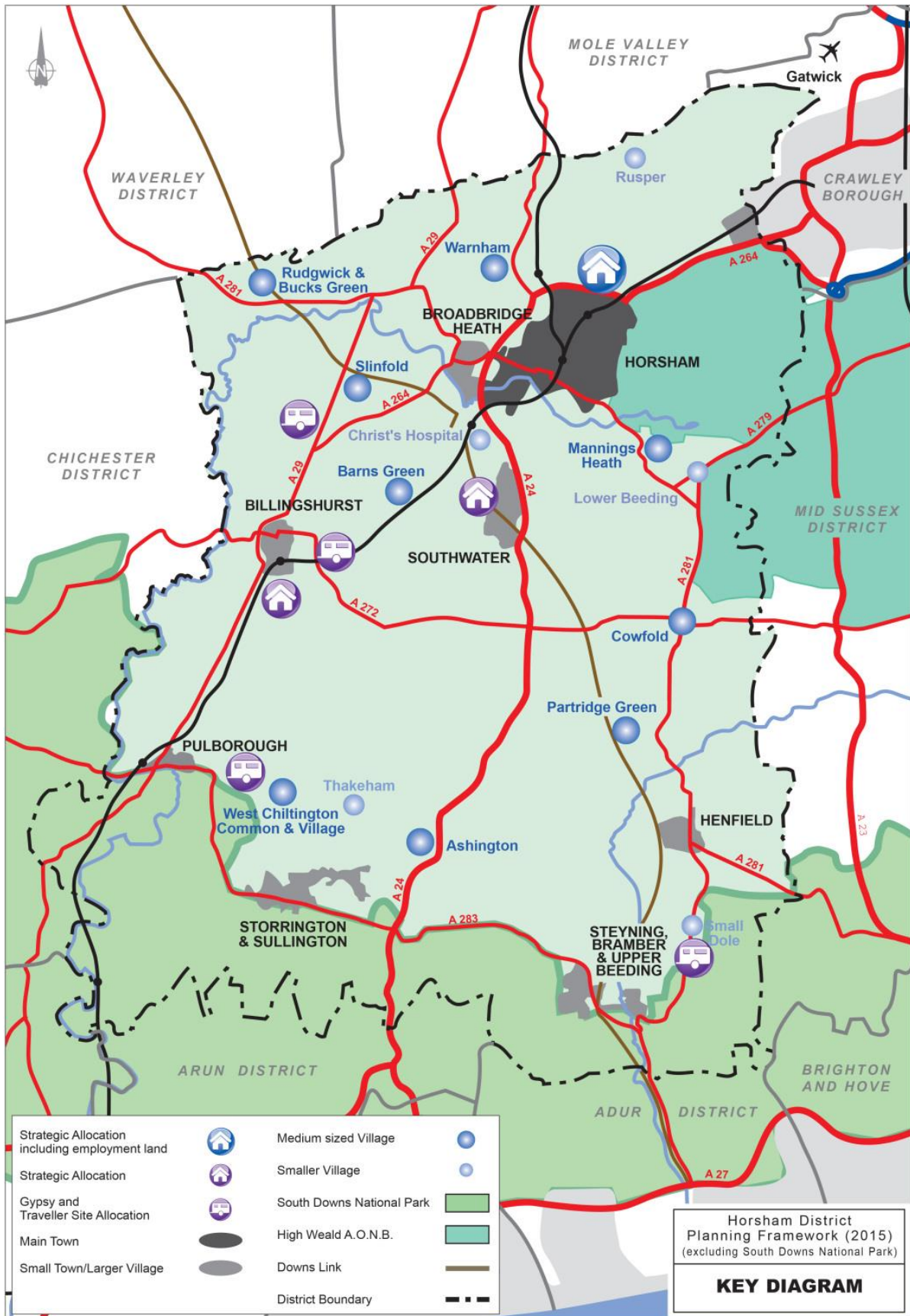
Job estimates are based on common formulae\* used to estimate the number of jobs likely to be delivered based on the anticipated planning usage and square meters. Typically B1 office accommodation can expect to deliver 1 job per 10.5sqm; B2 industrial- one job per 43sqm and B8 warehousing one job per 74sqm.

The Place Plan will focus on investment and delivery to secure key growth outcomes of GVA, employment space, jobs and homes.

\* reference = Industrial methodology from Northern West Sussex Economic Growth Assessment (2014)

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# Horsham District Map



## **Section 2: Partnership Working and Stakeholder Engagement**

**The following stakeholders are recognised in the delivery of this Place Plan:-**

- **The Growth Board**
  - HDC and WSCC Members and Senior Officers
- **Other Stakeholders to be engaged during process**
  - WSCC Members - Cabinet and Horsham based Members
  - HDC Councillors
  - Parishes – Horsham Association of Local Councils (HALC)
  - Heads of Schools in Horsham
  - CCG, NHS England and GP Surgeries
  - Local Businesses / Commercial Agents
  - Gatwick Diamond Partnership
  - Coast to Capital LEP
  - Liberty Property Trust (North of Horsham)
  - Crest Nicholson (Kilnwood Vale)

**Prior Engagement activities include:-**

- 6<sup>th</sup> May 2015** – First Horsham Growth Board (subsequent monthly meetings)
- 10<sup>th</sup> July 2015** – WSCC Members Briefing on Growth Plans and introduction to Growth Leads
- 22<sup>nd</sup> July 2015** – Second Horsham Growth Board
- 9<sup>th</sup> Sept 2015** – WSCC Corporate Leadership Team 'Walkthrough Session'
- 14<sup>th</sup> Sept 2015** – Third Horsham Growth Board with extended Membership to Cabinet Members – subsequent monthly Growth Boards.
- 15<sup>th</sup> Sept 2015** – WSCC Cabinet 'Walkthrough Session'
- September 2015** – various informal presentations to interested WSCC colleagues and WSCC Members
- 18<sup>th</sup> September 2015** – Workshop for Horsham based WSCC Members and Horsham DC Councillors on emerging priorities
- September to November 2015** – Engagement regarding the Place Plan
- 26<sup>th</sup> November 2015** – Presentation to HALC
- Early 2016** – Collation of Place Plans into West Sussex Growth Plan







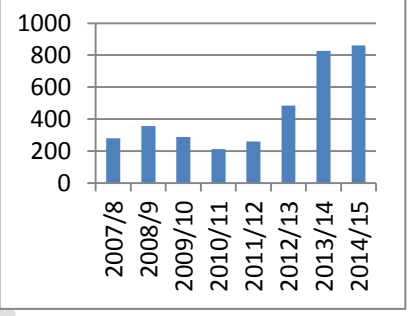



**Public Consultation on the HDPF :-**

Public Consultation on the Local Plan held by HDC

- Horsham District Planning Framework Consultation 2013 – 2015
  - Public Consultation on Preferred Strategy -Aug 2013 to October 2013
  - Public Consultation on Proposed Submission - May 2014 to June 2014
  - Examinations in Public by the Planning Inspector - November 2014
  - Representation on Main Modifications – March to May 2015
  - Further Examinations in Public by Planning Inspector –July 2015
- WSCC Stakeholder consultation on preferred location of new Railway Station
- Public Exhibition of North of Horsham development by Liberty Property Trust – April 2015

## Section 3: The Evidence

### 3.1 Demographic Pen Picture of HORSHAM

<p><b>Population and Demographics</b></p> 	<table border="1"> <thead> <tr> <th></th> <th>1994</th> <th>2014</th> <th>2034</th> </tr> </thead> <tbody> <tr> <td><b>0-18</b></td> <td>27,046</td> <td>29,653</td> <td>32,235</td> </tr> <tr> <td><b>19-64</b></td> <td>66,949</td> <td>74,687</td> <td>74,960</td> </tr> <tr> <td><b>65+</b></td> <td>18,859</td> <td>29,892</td> <td>46,197</td> </tr> <tr> <td><b>Total</b></td> <td><b>112,854</b></td> <td><b>133,232</b></td> <td><b>153,392</b></td> </tr> </tbody> </table> <p><b>85+ year olds are doubling</b></p>		1994	2014	2034	<b>0-18</b>	27,046	29,653	32,235	<b>19-64</b>	66,949	74,687	74,960	<b>65+</b>	18,859	29,892	46,197	<b>Total</b>	<b>112,854</b>	<b>133,232</b>	<b>153,392</b>	<p><b>Start of Life Population</b></p> 	<table border="1"> <thead> <tr> <th></th> <th>1994</th> <th>2014</th> <th>2034</th> </tr> </thead> <tbody> <tr> <td><b>0-4</b></td> <td>7,085</td> <td>7,140</td> <td>7,504</td> </tr> <tr> <td><b>5-10</b></td> <td>8,458</td> <td>9,244</td> <td>10,000</td> </tr> <tr> <td><b>11-18</b></td> <td>11,503</td> <td>13,269</td> <td>14,731</td> </tr> <tr> <td><b>Total</b></td> <td><b>27,046</b></td> <td><b>29,653</b></td> <td><b>32,235</b></td> </tr> </tbody> </table>		1994	2014	2034	<b>0-4</b>	7,085	7,140	7,504	<b>5-10</b>	8,458	9,244	10,000	<b>11-18</b>	11,503	13,269	14,731	<b>Total</b>	<b>27,046</b>	<b>29,653</b>	<b>32,235</b>
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<p><b>GVA</b></p> 	<p><b>GVA per job</b>  Horsham = £55,907  Gatwick Diamond = £63,177  Coast 2 Capital area = £56,861</p> <p><b>Av Earnings Annual</b>  Horsham Resident 2012 = £32,562  Horsham Workplace 2012 = £25,681  Wst Sx Resident = £28,023  Wst Sx W'kplace = £26,827</p>	<p><b>Housing</b></p> 	<p><b>Housing Completions</b></p>  <table border="1"> <caption>Housing Completions Data</caption> <thead> <tr> <th>Year</th> <th>Completions</th> </tr> </thead> <tbody> <tr><td>2007/8</td><td>250</td></tr> <tr><td>2008/9</td><td>350</td></tr> <tr><td>2009/10</td><td>280</td></tr> <tr><td>2010/11</td><td>200</td></tr> <tr><td>2011/12</td><td>250</td></tr> <tr><td>2012/13</td><td>450</td></tr> <tr><td>2013/14</td><td>800</td></tr> <tr><td>2014/15</td><td>850</td></tr> </tbody> </table>	Year	Completions	2007/8	250	2008/9	350	2009/10	280	2010/11	200	2011/12	250	2012/13	450	2013/14	800	2014/15	850																						
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<p><b>School Place Capacity and Projections</b></p> 	<p><b>Primary School Places (NOR number on role)</b>  2015 10,163  2030 11,677 (+1,514)</p> <p><b>Secondary School Places (NOR)</b>  2015 7,899  2030 9,799 (+1,900)</p>	<p><b>GP Capacity and Projections</b></p> 	<p><b>Patients 137,488</b>  Horsham GPs = 80  = 1 GP per 1,718 people  (UK benchmark ratio = 1:1,800)  Future Population = 153,392  15392/1800 = 85 GPs required  = + 5 FTE GP required  Lack of capacity in town centre surgeries – capacity at other out of town surgeries.</p>																																								
<p><b>Educational Attainment</b></p> 	<p><b>% of adult population with no qualifications in 2011</b>  Horsham = 16.3%  West Sussex = 20%</p> <p><b>GCSE Pass rates in 2013</b>  5 A*-C grade 2013  Horsham = 90.1%  West Sussex = 79%</p>	<p><b>Digital Connectivity</b></p>	<p><b>See Appendix 7 for</b> current broadband roll out plans</p>																																								

This table indicates that there is a need to take a strategic view of the number of school places required by 2030 against existing capacity and planned growth. However skills and education attainment is comparably good to other areas of the county and therefore intervention in this area is not a priority. The table also demonstrates the importance of health care to address the increase in the patient population and the ageing population against the backdrop of lack of current GP capacity in the town area. A study of the plans for the current roll out of high speed broadband indicates that there will be some areas of the district that will not be covered at the end of the current programme. The table also shows that the average earnings of residents of the district is higher than the workplace earnings indicating that it is likely that some of the working population is commuting out of the district for higher paid salaries.

### **3.2 Local Plans**

**The Horsham District Planning Framework (HDPF) 2015** is the Local Plan for Horsham District Council and provides a substantial evidence base including infrastructure. The plan was found sound by the Planning Inspector and was subsequently adopted at a full HDC Council Meeting in November 2015. In Horsham a total of **16,000** new homes are in the plan between 2011 and 2031, requiring an annual average build rate of 800 new homes between **2011 to 2031**.

The HDPF indicates this will be achieved by:-

- (a) Housing completions for the period 2011 – 2015;
- (b) Homes that are already, permitted or agreed for release;
- (c) Development of Strategic Sites:
  - Around 2,500 homes at Land North of Horsham
  - Around 600 homes at Land West of Southwater
  - Around 150 homes at Land South of Billingshurst
  - Around 200 specialist homes\* at Land South of Parsonage Road, Horsham
  - 750 units on windfall sites.
- (d) The provision of at least around 1,500 homes throughout the District in accordance with the settlement hierarchy, allocated through Neighbourhood Planning

\*specialist homes :- student accommodation planned on the former Novartis site – these plans are now subject to change following the withdrawal of Sussex University from negotiations regarding the site

**The Horsham District Council Infrastructure Delivery Plan 2014** sets out what infrastructure is required to support growth identified in the HDPF across the Horsham District to 2031 (excluding the South Downs National Park area) and identifies the expected cost and potential funding streams for some of those projects.

**Horsham Town Plan SPD 2012** this document which forms part of the HDPF sets out the planning guidance for the Town Centre and in particular Hurst Road.

### **3.3 The Vision for Horsham**

The Horsham District Planning Framework identifies a vision for Horsham:-

***A dynamic District where people care and where individuals from all backgrounds can get involved in their communities and share the benefits of a District that enjoys a high quality of life.***

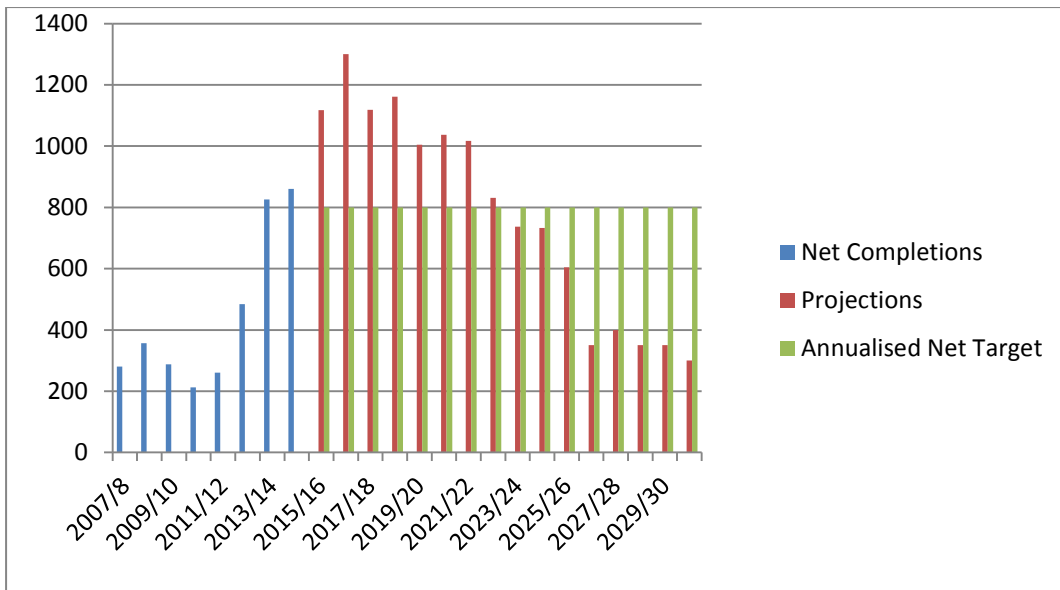
*(Horsham District Planning Framework March 2015)*

### **3.4 Coast to Capital - Strategic Economic Plan (SEP) March 2014**

The Local Economic Partnership (LEP) in its Strategic Economic Plan (SEP) identifies Horsham as an important business location performing unique economic functions in the Gatwick Diamond. The SEP states it will focus on enhancing and protecting these business areas, while also taking steps to ensure there is a supply of housing for a growing workforce. The SEP notes the importance of the Creative Assembly in Horsham which mainly through SEGA (the video game company) employs more than 200 people. Adequate transport infrastructure lies at the heart of what is trying to be achieved. The SEP highlights 4 proposed projects which impact on Horsham including a new railway station, improvements to the A24, a transport package to support the new developments to the West of Horsham and a small sustainable transport plan for Horsham. The SEP identifies that if the station was to be delivered this would support 4,000 jobs and 2,500 homes, and improvements to connect the West of Horsham development to the A24, 1,600 jobs and 2,000 homes.

### **3.5 Housing Growth**

The following table sets out the past housing completions and future projections for housing growth in the Horsham District. The table demonstrates the significant increase in completions compared to recent years and the extent of growth anticipated. **Table 1** summarises the HDC housing projection and **Appendix 1** details the sites which make up the proposed projected housing growth.



**Table 1 Horsham District Housing Completions and Projections**  
 \* HDC Authority Monitoring Report 2015, West Sussex Life 2015 and HDC Housing Trajectory

**3.6 Employment Growth:**

The HDPF identifies new employment spaces due to be provided by 2031 including sites at North of Horsham, Broadbridge Heath Quadrant and the Novartis Site. The trajectory of delivery over the next 5 years and the delivery of North of Horsham indicates there is potential new employment space of a total of 130,256 sqm. Most of this land has been categorised as B1, B2 or B8. If the categorisations are realised this space could potentially deliver 7,940 jobs however a worst case scenario would see only 2,000 jobs if the land supported the development of only warehousing type industries. Current evidence in the economic growth assessment indicates that this is unlikely to happen in Horsham and the HDPF supports the need for high value businesses.

**Appendix 2** details the employment land projection.

Work with the Gatwick Diamond Partnership has identified a need for serviced office premises such as Basepoint or Regus. The demand is for small office space for 3 – 10 members of staff. An important employment sector for the area is around the knowledge based businesses and the CDIT businesses (Creative, Digital and IT). In 2008, 27.1% of the businesses in Horsham were in the knowledge industry.

### **3.7 West Sussex Infrastructure Study by AECOM**

The infrastructure study produced by AECOM has been used to highlight key infrastructure capacity issues to 2030 including primary care capacity and school place capacity. .

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## **Section 4: Key Places**

**Wider Horsham Town Area** - the wider town area encompassing the North of Horsham, West of Horsham and the Town Centre, is the key place for development over the next 20 years.

### **Land North of Horsham**

- Land to the North of Horsham has been identified as a Strategic Site for Horsham, with plans to accommodate over **2,500 homes** and all the supporting infrastructure including, road improvements, 2 new primary schools, a new secondary school, a GP surgery, a location for a possible new railway station with 600 parking spaces and a business park with **46,000 sqm** of employment space expected to create **3,500 to 4,000 new jobs**.
- The challenge is to create a viable and sustainable development with the supporting infrastructure; ensuring opportunities for education, employment and ease of access to other key employment locations such as Gatwick. Political and community concerns about the growing fusion with Crawley and loss of a strategic gap between the towns pose significant challenges for the development.
- Connectivity with Horsham town is vital to ensure the economic benefit and the contribution to an improved GVA is felt by the town and the district. Stakeholders have stressed the need for a free flowing A264 and A24 with connectivity and links to the town centre allowing ease of access and ensuring residents of the new development look to Horsham Town for their retail, sport and leisure needs rather than places outside the district.
- Other business and employment space in the area has been identified; in Warnham there are opportunities for **7,280sqm** of employment space which could deliver **125 jobs**, and other sites around Langhurst Road and North Horsham which could deliver **35,468sqm** of employment space and **760 jobs**.
- Key to unlocking the potential of North Horsham is a comprehensive travel plan for rail, roads and public transport focusing on connectivity to the town centre. The strategic site was located off the A264 to make it well connected to key locations as well as Horsham Town Centre. Stakeholder engagement has emphasised the importance of a good connected bus route between the new development, the town centre and West of Horsham. Parking is also a key issue with calls for a Park and Ride offer in the new development.
- The Horsham Parkway railway station is very important to the North of Horsham development however the delivery of the strategic development is not dependent on it. Plans for the station include a 600 space car park and a park and ride opportunity for the town centre. The final decision regarding the location of a new railway station will sit with the Secretary of State for Transport. Delivery of a station at North of Horsham could deliver a step change in the accessibility and desirability of the site to attract business and support the housing growth.

- A strategic view is needed of the impact that the delivery of the growth will have on current and future infrastructure capacity and requirements throughout the wider town area, with a particular focus on schools and primary health care capacity. Stakeholder engagement has again emphasised the importance of ensuring the schools developed are in the right location and investment is future proofed where feasible. Stakeholders stressed the importance of ensuring primary health care provision is available at the time it is needed in new developments and that health care includes other services such as dentists.

**The growth offer for North of Horsham Development is:-**

<b>Housing:</b>	<b>2750 homes</b>
<b>Employment Space:</b>	<b>46,000 sqm (North of Horsham only)</b>
<b>Jobs:</b>	<b>Mixed Use (primarily B1) 3,500 to 4,000 jobs *</b> <b>* Developer estimate for mixed use high end Business Park</b> <ul style="list-style-type: none"> <li>• <b>if all Warehousing = 700 jobs</b></li> <li>• <b>if all Offices = 4,400 jobs</b></li> </ul>

- **Appendix 3 North of Horsham Master Plan**

**West of Horsham and Broadbridge Heath**

- West of Horsham is a strategic site delivering over **2000 new homes up until 2026**, with housing currently under development either side of the A24 adjacent to Broadbridge Heath. Early phases are now occupied and more homes are being built out in further phases. Developments mainly led by Berkley's to the east are marketed as Heathwood, and Countryside Properties on the west marketed as Wickhurst Green.
- The sites have included the development of a new route for the A264, a new A24 foot crossing and new A24 junction to the south of Farthings Interchange. Community facilities including a new school, a health centre to the west and a community building to the east were in the master plan and community facilities still remain in the infrastructure plan but have not been delivered. Stakeholder engagement has stressed the importance of finding an urgent solution to the delivery of a primary health care provision to provide GP services for the new residents.
- **2,878sqm** of employment space in West of Horsham has been identified which could deliver **270 jobs**.
- **Broadbridge Heath Quadrant** is an existing commercial area with potential for regeneration and redevelopment situated west of the A24 and Horsham town. This area is subject to a planning Master Plan to create more retail space, employment space and a hotel. The area includes the WSCC

Highways depot which could be relocated to a new location. The quadrant also includes a large Supermarket (Tesco), a retail park with various stores, Horsham Bowl's club and the leisure centre. The master plan included plans to move the existing running track to Tanbridge House School, move the Leisure centre and redevelop the site. The most recent proposals include the development of a new leisure centre on the existing site. Pursuing the options for this whole site could unlock further employment opportunities and also partly address the sport and leisure offer for the town.

- **Fire Station and new Emergency Services Hub – Broadbridge Heath.** Land had been set aside off the A24 for a new blue light hub including the Fire and Rescue service, the Police and Ambulance service. However since this time the various services have reviewed their plans and the specification for this site needs to be revisited. This also ties in closely to the plans to review the public sector estate in the town centre at Hurst Road. If the site is not feasible for the Fire and Rescue Service relocation the usage of the site may need to be reconsidered as part of wider development opportunities.

**The growth offer for West of Horsham and Broadbridge Heath:-**

<b>Housing:</b>	<b>2,087 homes</b>
<b>Employment Space:</b>	<b>2,878 sqm</b>
<b>Jobs:</b>	<b>B1 (Office) = 270</b>

**Appendix 4 – Copy of West of Horsham Master Plan**

**Horsham Town Centre**

- **Horsham Town Centre** - is the primary economic and cultural centre of the District and a key place because of the new employment and housing opportunities it presents. A new "Town Centre Vision" will bring new energy and commitment to the town, there are opportunities at the former Novartis site in Parsonage Road; new housing created through the conversion of existing offices; and opportunities for redevelopment of buildings in the public realm in Hurst Road.
- **Housing** – The wider Horsham Town area is set to deliver over **1,000 new homes** over the next few years. Stakeholder engagement has recognised the advantages of town centre living, residents can live, work and enjoy leisure time in the town, supporting local businesses and the local economy.
- **Employment** - The town centre is constantly changing and developing; Horsham has a mix of uses including town centre living, recently there has been an increase in town centre residential development as a result of office conversions. (e.g. Horsham Gates development site in North Street – change of use from B1 to C3, Bishops Weald Offices, Albion Way to retail and residential, Linden House, Chart Way offices to residential, HDC former offices in North St.). It is recognised that much of the existing office space is older and doesn't meet the specification demanded by new businesses;

conversions have however tended to be focused on vacant office buildings. New developments offering job opportunities have been created including the opening of a large John Lewis and Waitrose store in Albion Way to create the “new west end” area.

- A new vision of the town has the opportunity to ensure Horsham town continues to be a vibrant, well connected town with an excellent leisure and retail offer, trading on the uniquely attractive and historic town centre architecture and ambiance.
- The growing population in and around the town is also testing the capacity of the sport and leisure offer for residents; the issue will need to be addressed for Horsham to meet its vision of a “place enjoying a high quality of life”; all of which will be important factors in the development of the **Town Centre Vision**. The work being undertaken is developing a Strategic Vision for Horsham Town Centre 2015-2025 to include development proposals for key sites to engage the private sector and encourage investment. In addition there are plans to implement a set of public realm improvements to enhance the Bishopric Area linking West Street to Albion Way and to improve connectivity between the John Lewis/Waitrose developments.

### **Hurst Road**

- **Public Sector Estate** – the recent move of HDC to join WSCC at Parkside, Chart Way has created a blueprint for co-location of the public sector. Of particular interest is **Hurst Road**, an area of high proliferation of public sector premises. There have been previous plans to relocate the fire, police and ambulance stations, all currently in Hurst Road, to a site allocated in the Broadbridge Heath area. Hurst Road is in a prime position being less than 5 minutes’ walk from Horsham train station. The site is also attractive as it backs on to the park and is adjacent to the Pavilions Leisure Centre. Re-development of the Hurst Road area could create a rare opportunity to provide a mix of new uses including housing and employment.

### **Former Novartis Site**

- **Former Novartis Site** - a former pharmaceutical research development and manufacturing site bounded by Wimplehurst Road and Parsonage Road and the railway is a key location in the town. This site is part of the West Sussex County Council economic growth plan, one idea being to promote the opportunities for the health and life science sector. There is the possibility of both housing and employment space on the site with proposals to link to the Town centre and station.
- This site offers the opportunity for significant job creation. With plans for a Health and Life Science hub being developed the site has the potential to generate 1,000 jobs; These are jobs and employment space over and above those indicated in the trajectory table.

## The growth offer for Horsham Town:-

<b>Housing:</b>	<b>1054</b>
<b>Employment Space:</b>	<b>2,046 sqm</b> (excluding any employment space at the Novartis Site)
<b>Jobs:</b>	<b>60</b> (excluding any job creation at the Novartis Site)

### *Appendix 5 - Horsham Town Centre Plan*

### *Appendix 6 – Hurst Road Area*

## Southwater

- Southwater has been identified as a Strategic Site in the HDPF. Building is underway on a number of sites and planning approved for **594 homes** to the west of the village. The village has an existing focal point around Lintot square, with community facilities, a leisure centre and the Village Surgery – which has room for expansion; an important factor in ensuring the new population has access to primary health care. There are plans to expand the primary school in the village and expansion of Tanbridge House School in Horsham and a new school in North Horsham is expected to cope with the additional demand from population increases, although some in the community support a new school in Southwater. The HDC Investment Delivery Plan identifies junction improvements to the Hop Oast roundabout on the A24 and a cycle/ pedestrian bridge over A24 as the key infrastructure need for Southwater.

## The growth offer for Southwater:

<b>Housing:</b>	<b>807 homes</b>
<b>Employment Space:</b>	<b>0</b>
<b>Jobs:</b>	<b>0</b>

## Billingshurst

- Billingshurst is set to play a large part in delivering housing growth for Horsham District over the next few years. Following development to the west of the village over the last few years, the village is now seeing considerable development to the east with planning approval for a further **475 homes**, to include provision for a new primary school, a GP surgery, a dentist and crèche. Additionally, the HDPF identifies a new strategic site to the south of Billingshurst for **150 new homes**.
- There are issues regarding the ability of the village to support the growth, including the limited retail offer in the village centre, limited job opportunities in the area and a need to review the transport infrastructure around the village particularly the A272. Work is being undertaken to review the town

centre capacity and vision and in conjunction with the Parish Council and the Community Partnership to support key infrastructure improvements as a response to housing development growth. Improvements to the A29 Oakhurst Lane and access to the railway station are identified in the HDC IDP. There are also calls in the Neighbourhood Plan to increase the capacity of trains to London.

**The growth offer for Billingshurst:-**

<b>Housing:</b>	<b>825</b>
<b>Employment Space:</b>	<b>879</b>
<b>Jobs:</b>	<b>60</b>

**Rural**

85% of the total district is rural in nature; the rural villages are set to deliver over a 1,000 new homes over the next 15 years plus the potential for more identified through the Neighbourhood planning process and windfall sites. The HDPF states the aim “ To promote a living and working rural economy where employment opportunities exist which reduce the need for residents to travel, including reducing commuting distances, and facilitate and promote innovation in business including such as high speed broadband.” In the 2011 census 14.5% of the working population stated they worked from home, in addition, a considerable amount of the employment space has been identified in rural areas. The needs of the rural towns and villages have been raised in stakeholder engagement, particularly around supporting the local economy and encouraging local businesses. Digital connectivity is a key issue for the rural business community and has been identified as the main barrier to business sustainability and growth. The Better Connected project is working to deliver broadband to areas not covered by commercial high speed broadband roll out; this project expects to deliver 95% coverage, however this may still leave some areas without sufficient provision.

## **Section 5: The Priorities**

The priorities have been identified as those that will most effectively deliver the growth and best address the key demographic challenges facing the population at start of life and in later life. These priorities focus on Horsham town and the strategic sites around. These sites are guided by a strategic development hierarchy in the HDPF. The resulting priorities are a part of this overall strategy. Outline Business Cases including an investment and delivery plan will be developed for these priorities. Resources will be targeted to support the development of these priorities. The priorities are:-

- 1. North of Horsham and West of Horsham Infrastructure** –including road and rail transport, education and health provision and plans to attract high end business to the employment space.
- 2. Town Centre** – Delivering a new Town centre vision and promotion of the town
- 3. Hurst Road** – Maximising opportunities from a review of the Public Estate
- 4. Digital Connectivity** – Ensure rural and home based businesses have sufficient broadband capacity to maintain and grow their businesses saving and creating jobs.
- 5. Redevelopment of the former Novartis Site, Horsham Town.** –creation of Science and Business Park on a mixed use development.

### **Priority 1 – North of Horsham and West of Horsham Infrastructure**

The priority is to take a holistic view of the infrastructure requirements for both West of Horsham and North of Horsham and how they integrate with Horsham Town to support housing and economic growth. West of Horsham is in development at the moment and North of Horsham in planning stages, however taking a strategic view of the total infrastructure rather than a focus on what each development needs will result in a more comprehensive overall solution which can address demographic pressures on health and education and drive through efficiencies to ensure the most is made of constrained infrastructure funding.

The total package includes nine projects under four main themes. All projects must be **delivered simultaneously** to maximise effectiveness and ensure the housing and job numbers are realised:-

1. Transport and connectivity - Road Junction Improvements
2. Transport and connectivity - Railway station
3. Transport and connectivity - Public Transport
4. Transport and connectivity – Pedestrian and cyclists

5. Education - Provision of schools
6. Health - Primary health care solution
7. Employment - North of Horsham Employment space
8. Employment - West of Horsham/ Broadbridge Heath Quadrant Employment space
9. Employment - Start-up Employment space

## **A : Transport and Connectivity**

### ***Roads, Pedestrians and Cyclists***

- **Priority** - The priority is to deliver the identified infrastructure improvements including the following :-
  - Farthings Hill Interchange (linked to West of Horsham)
  - Five Oaks Roundabout (linked to West of Horsham)
  - Great Daux Roundabout (linked to West of Horsham and the North of Horsham)
  - Robin Hood Roundabout (linked to West of Horsham and North of Horsham)
  - Moorhead Roundabout (linked to North of Horsham)
  - Traffic Management at Broadbridge Heath and Warnes Lane
  - Foot and Cycle bridge across the A264 to connect North of Horsham to the Town at a site to the East of Rusper Road roundabout (linked to the North of Horsham)
  - At grade pedestrian/cycle signalised crossing points of the A264 to be provided at the Langhurst Wood roundabout and Rusper Road roundabout (linked to the North of Horsham)
- **Evidence** - The two developments will produce in total more than 5000 new homes with some of those working in the area expected to use a car to commute to work. Evidence shows that Horsham is a net exporter of labour with 25,000 people commuting out of the district compared with 15,000 commuting in. Most car based commuters travel north to Crawley and Gatwick. The additional population will put pressure on the road system particularly along the key trunk routes of the A24 and A264.
- **Background** - Road infrastructure connected to the West of Horsham development has on the whole been delivered with a new junction on the A24 and a footbridge over the A24 connecting the development to the town. However, further improvements have been identified to improve the overall flow of traffic along the A24 and across to the A264 by addressing a number of key roundabouts. Similarly, stakeholder engagement has identified connectivity to the town has as a key issue for North of Horsham so a bridge over the A24 for pedestrians and cyclists has been identified.
- **Investment to Date** - Investment in West of Horsham road infrastructure has been significant with investment in the new junction on the A24 and re-routing of the A264. The WSCC proposed capital programme includes



investment of £1,550,00 in 2015/16 and £2,640,000 in 16/17 in West of Horsham infrastructure. Additionally the proposed Capital Programme identifies investment of £126,000 in Farthings Hill and £112,000 in Five Oaks roundabout.

- **Benefits** - Improvements to existing road networks and junctions on the A24 and A264. Prevention of potential congestion on the roads caused by the increase in population and connectivity between the developments and the town centre.
- **Outcomes** If the two development sites connect well with the town they will be more desirable as places people want to live and work, ensuring the house building is successful helping to deliver over 6,000 homes in the area. Similarly good strong connections to the town will ensure the spending power of the new Horsham residents is focused on the town economy rather than diverted to other towns. This will improve the overall GVA of the district.
- **Activities** - Development of Transport Package (A264 junctions, A264 bridge and connectivity, A24 junction improvements). Agreement on scheduling to take advantage of the consolidated position of the two developments particularly in relation to the Great Daux roundabout improvements. Development and agreement around pedestrian and cycle improvements.
- **Costs and Funding** – The improvements will be funded primarily through Section 106 and Section 278 agreements, provisions for some work at West of Horsham have been identified in the WSCC Capital Programme. Some funding may be sought from the Local Growth Fund for sustainable transport schemes.

### **Public Transport**

- **Priority** - The priority is to deliver the identified infrastructure improvements including the following :-
  - New Parkway Railway Station with Park and Ride facility (subject to decision by the Secretary of State for Transport.)
  - Bus services connecting the Town, North of Horsham and West of Horsham.
  - Public Transport Improvements linked to West of Horsham already identified.
- **Evidence** -The plans for North of Horsham include a proposal for a New Railway Station known as Horsham Parkway however there are also proposals for a station in the Kilnwood Vale development. Evidence for the two railway stations has been collated in a report by the County Council based on the Strategic Outline Business cases produced by the two sets of promoters. In summary the proposals indicate:-

	<b>North of Horsham</b>	<b>Kilwood Vale</b>
<b>Patronage</b>	645,000 trips per year	386,000 trips per year
<b>Jobs Created</b>	3500 - 4000	670
<b>Car Parking</b>	600	200
<b>Travel Interchange</b>	Bus Interchange* no reason this could not be an extended fast way interchange	Fast way Bus Interchange

- **Background** - The North of Horsham proposals offer a real opportunity to secure a new Parkway railway station. A decision is pending as to the preferred location for the station between North of Horsham and Kilwood Vale. Final decision sits with the Secretary of State for Transport. The West of Horsham development identified public transport improvements to be funded by Section 106.
- **Benefits** – If located at North of Horsham a new railway station could serve 645,000 trips per year, a car park for 600 spaces, reduced parking in the town centre, reduced parking around Littlehaven Station, improved access for the employment space attracting more businesses to take up space, additional selling point for the housing, a bus route into town ensuring ease of access to the town for shopping, leisure and services such as health care directing basic spend and also disposable income spending into the town. Bus routes will enable an efficient alternative to car travel reducing the impact on roads and connecting the developments to each other and the town centre.
- **Outcome** –A new railway station will help alleviate current parking problems at Littlehaven station and prevent the potential transport congestion created by the additional population from the new developments. It would really open up the opportunities for the business park at North of Horsham, making it attractive to high end businesses which will increase jobs and increase GVA. The public have the option of good public transport creating an alternative to car travel.
- **Activities** - Railway Station Delivery – subject to agreement to location from Secretary of State –development of a funding package to deliver a fully functioning parkway station with park and ride facility. Agreement of key milestones to delivery with the Department of Transport, Network Rail and Rail operators.
- Identification of Public Transport requirements and ensuring a bus service connecting West of Horsham, North of Horsham, railway stations and the town centre.
- **Costs and Funding** – The developments will be funded primarily through Section 106 funding or developer funded schemes. Some funding may be sought from the Local Growth Fund 3. Some funding may be secured from the relevant transport providers.

## **B : Education**

- **Priority** - The priority is to develop a clear schools infrastructure and delivery package to support growth in the population and planned housing growth. The plan is to continue the work already started with the school Head Teachers to develop further the current agreed vision and create a viable solution for the provision of secondary and primary education in North of Horsham and across the district, taking into account the additional need for special education.
- **Evidence** - Horsham district is planning for significant housing growth of 16,000 new homes up until 2031. New housing will create a requirement for new schools and additional school places. WSCC school place planning team predict a demand for 1,514 more primary school places by 2030 and demand for 1,900 more secondary school places by 2030. There are issues with the location of current capacity in the schools against where there is an identified need.
- **Background** - The current School place plan indicates expansion at about 6 schools and development of 1 new secondary school and approximately 6 new primary schools. A new secondary school is currently planned in North of Horsham and new primary schools in Billingshurst, Broadbridge Heath, North of Horsham x 2, and Kilnwood Vale x 2. There is a need to further develop a holistic strategy to give an overview of these plans which also looks at the requirement for special education needs provision and the early year's requirement in order to provide wrap around care opportunities.
- **Investment to date** - The proposed WSCC capital programme identifies investment in expansion at the Millais School and Tanbridge House School to support the growth in population from West of Horsham. Further investment has been identified for the expansion of the Weald school. Other investment is being made in education provision in the south of the district to support the Age of Transfer changes in the Storrington area.
- **Benefits** – Schools will be expanded or built to accommodate the growing population to most effectively and economically deliver the additional 3,400 places needed by 2030.
- **Outcome** - the outcome is that children will have plenty of opportunities to learn and develop from a very early age. They will be ready for school when the time comes and the school they attend will offer an excellent standard of teaching. From the start of their education children will be given the skills they need to help them to reach their potential.
- **Activities** - Development of a Education Investment and Delivery Package (review of existing capacity and assets against future school place and infrastructure demand and the current new school build and extension plans)
- **Costs and Funding** – Subject to agreement and further work the school expansions and new build development will be funded primarily through

Section 106 and Government Basic Need grant funding; some new provision may be delivered through agreement with the developers.

## **C: Health**

- **Priority** - The priority is to address the requirement for Primary Health Care facilities to match population and housing growth. The plan is to work closely with the Clinical Commissioning Group (CCG), local General Practice (GP) surgeries to develop a solution for North of Horsham, where a site will be identified. A solution will be sought which can potentially also deal with the capacity issues being faced by the town centre surgeries which in turn can then be made available to the residents of West of Horsham.
- **Evidence** - Horsham district is planning for significant housing growth of 16,000 new homes up until 2031. Population growth will create a requirement for new GP's and GP surgeries. Demographic predictions see an increase of in the population of Horsham district of 20,378 people by 2034, There will be 6,000 more over 85 year olds who place particular demands on the primary care service. For North of Horsham there could be 2,750 new homes –the expectation is that 4.3 new GPs will be required however it is understood that 4.3 GPs in a single practice is not financially viable. There are significant pressures on GP capacity nationally, the CCG report that over 20% of GPs are over 55 years, more are female and more are on flexible working arrangements. The growth of GP numbers has not kept pace with population growth. The number of consultations per person is also increasing (around 4% per annum) and the length of each consultation is growing which is increasing the pressure on GP capacity. Stakeholder engagement has also raised the issue of a need for more dementia care in the district.
- **Background** - Currently there are 7 surgeries in the Horsham town area supported by the Horsham and Mid Sussex CCG (the south of the district is supported by the Coastal CCG but GP capacity is not an identified priority in this area). Courtyard Surgery are putting together plans for a North Horsham primary health care facility and the CCG are commissioning specialist help to scope the cost and requirements. Plans to deliver a primary health care facility in West of Horsham were unsuccessful due to a number of reasons one of which was the lack of viability for a surgery to move to the location, lessons are to be learnt from this experience to maximise the success of new provision in North of Horsham.
- Horsham and Mid Sussex CCG have confirmed options for healthcare provision across the north Horsham development are being taken forward as part of the wider '5 Communities' review being led by Horsham and Mid Sussex CCG and Crawley CCG with local authorities, NHS England, GP practices and local residents.
- The aim of the '5 Communities' programme is to create a single, overarching, vision for the NHS across the whole of Crawley, Horsham and Mid Sussex which will:

- Provide care to people in Crawley, Horsham and Mid Sussex and help our communities to live better for longer as the local population continues to grow
- Improve access to and the safety and quality of NHS care in our GP Practices and the community
- Build an excellent NHS now and for our future generations whilst maintaining financial sustainability.
- Following initial engagement with local residents the CCG confirm a range of options are being developed for NHS services in Horsham. The proposals will provide the additional primary care capacity needed as part of the North Horsham development, whilst protecting and enhancing existing GP practice sites in the centre of town. NHS England and Horsham and Mid Sussex CCG believe that continued provision of GP services within Horsham town centre is essential.
- The CCG have noted that the healthcare provision included in the developer's plans for North of Horsham are for illustrative purposes only and are not necessarily representative of the models being considered. Housing developers are required to visually represent GP provision in their plans based on a formula.
- The CCG state that the public, patients, carers and other local stakeholders will continue to be fully involved in the development of plans as part of the wider public engagement around the '5 Communities' programme.
- **Benefits** – A new multipurpose primary health care facility is delivered to service the growing and ageing patient population of the new housing developments and existing patients without access to care.
- **Outcome** - the outcome is to provide Primary Care to people in Horsham town and the new developments at North of Horsham and West of Horsham to help our communities to live better for longer as the population continues to grow.
- **Activities** - Development of a Primary Health Care Investment and Delivery Package (review of existing capacity and assets against future demand and infrastructure requirements and feasibility of new surgeries or surgery extensions)
- **Costs and Funding** – Subject to agreement the developments will be funded primarily through Section 106 and funding by the NHS England.

#### **D: Employment**

- **Priority** - The priority is to develop a delivery plan to bring forward development of employment space and identification of target sectors to promote growth and investment in the local economy. The plan is to work with businesses and identify infrastructure that would attract businesses to come to Horsham and ensure the market is influenced to avoid the unwanted supply of warehousing and distribution centres which deliver low job density and low value jobs. Current evidence indicates that this is not likely in

Horsham but there is recognition that this is the potential worst case scenario. To support effective prioritisation it is important that there is a good understanding of where new jobs can be accommodated; the local demand for those jobs; how those jobs will be attracted; the value of those jobs and the link between securing those jobs and wider investment proposals and programming.

- **Evidence** – The projection produced by HDC shows development of **84,346sqm** of employment space in the new North of Horsham development, West of Horsham and North Horsham areas including Warnham. In total this area could create **5,000 jobs**. It is recognised that on average 1,000 sqm of B1 (office) accommodation can deliver 95 jobs, compared to 23 for B2(industrial) and 14 for B8 (distribution and warehousing). The evidence from commuting statistics and from the workplace salaries compared to the resident salaries indicates that many of the skilled and highly paid workforce is working outside the district. Therefore it is important to attract high value businesses to Horsham which can provide locally high paid jobs to support the local workforce.
  - The Gatwick Diamond Initiative have identified the need for high quality Grade A office space for Head-Quarters type accommodation in the new North of Horsham employment space and also the need for business start-up space such as Basepoint in the town area. Plans for the start-up business could be brought forward earlier than that anticipated for the North of Horsham development.
  - **Background** - Horsham has identified the following main areas for employment space in the HDPF, two of which are in North and West of Horsham :-
    - North of Horsham – high end business park, 11,505 sqm in trajectory but expected to be 46,000sqm in total once complete (identified as B1 office space).
    - West of Horsham 2,878sqm delivering 270 jobs (B1 office space)
- Additionally other sites identified include:-
- North Horsham (Langhurst Rd area) 35,468sqm – 760 jobs (B2 and B8), Warnham 7,280sqm – 125 jobs (B8)
  - Broadbridge Heath Quadrant ( mainly retail/ leisure / hospitality)
  - Horsham town centre
  - Rural settlements
  - Rural area

The largest by far of these is the site in North of Horsham, so ensuring the development of this site is influenced to deliver high value employment and jobs is a significant priority. Broadbridge Heath is in West of Horsham and combined with North of Horsham should provide complementary opportunities for business.

- **Benefits** – High value businesses are attracted to the employment space by recognising the advantages of a well-connected site with good supporting

infrastructure. Jobs are created which contribute to the local economy. Start-up facilities are available to support small and growing companies.

- **Outcome** the outcome is to deliver an increase in GVA by to attracting high value businesses to the district to give local employment opportunities for the skilled workforce who live in Horsham. Creation of high value jobs on a viable and well-connected business park on the proposed development at North of Horsham and support to the delivery of 2750 homes where people want to live, including provision of transport, access, education, primary health care, and broadband. Businesses have the opportunity to grow through the offering of start-up premises helping to increase GVA.
- **Activities** - Identification of the target business sectors to attract to the North of Horsham site and Horsham Town including any infrastructure requirements. Link to the skills agenda for West Sussex.
- Pursue the possibility of a business start-up facility in Horsham – linked to the second proposal regarding Town Centre.
- Pursue Plans for Broadbridge Heath Quadrant and deliver employment space in West of Horsham.
- Work with the developer to secure an anchor tenant for North of Horsham Business Park.
- **Costs and Funding** –Subject to agreement the developments will be funded primarily through delivery by developers.

## Priority 2 - Horsham Town Centre

The priority is to create and deliver a new “Town Centre Vision”, which takes into account all current and emerging pressures in order to offer a successful medium term (10-15 years) outcome to maintain and increase Horsham Town’s vitality and ensure balance. The ‘Vision’ will build on existing success and suggest imaginative and dynamic commercially viable options to uplift areas of current or potential weakness and to identify realistic development options for key sites and to engage stakeholders in future development opportunities to support Horsham’s broader Town Centre vision. The vision will look at how the town can support and integrate with the new housing developments around the town and maximise opportunities for sites with development potential in the centre e.g. Piries Place, Albery House. The town will also be promoted as a place to come and live and work supporting a growth in the GVA.

- **Evidence** – The trajectory identifies a potential of over 1000 new homes in the wider Horsham town area, some of this is around the centre (within the Albion Way ring road) due to the conversion of commercial premises to residential development under permitted development. The employment trajectory also identifies approximately 2,046 sqm of employment space delivering 60 jobs. The largest of these are at Foundry Lane. The Gatwick Diamond initiative has indicated the need for business start-up premises in Horsham such as Basepoint.

- **Background** Although vibrant and popular the town will face significant challenges to keep pace with the economic and environmental changes of the surrounding district in the years to come. A previous vision for the town was created in 2011 entitled The Future Prosperity of Horsham – Town Framework report. However four years on the town is changing and a new updated vision is needed. A project manager has been appointed to take this visioning forward. There are links in the town to the WSCC Bold ideas one of which is to create opportunities for the Health and Life Sciences including the potential for the Novartis Site.
- **Investment to date** – Horsham town has a good record as a successful retail location as evidenced by the recent opening of John Lewis Home and Waitrose stores and has generally survived the recession well with comparatively low void rates. A Project Manager has been appointed by HDC to take forward the delivery of the Town Centre vision and consultants have been appointed to deliver the brief.
- Additional studies are being commissioned:-
  - Town Centre Transport Study
  - Hotel, Visitor Accommodation and Conferencing Study
  - Retail and Leisure Study
- The Indicative Programme for the Vision is
  - Initial draft Vision Statement: To be received by 15th April 2016
  - Consultation Programme: May - June 2016
  - Amended draft Vision Statement: To be received by end July 2015
- **Benefits** – Key sites in Horsham town centre will be developed maximising the opportunities for growth, jobs and housing. The town will keep pace with demands from new residents moving into the new developments around the town and into the new residential spaces being created in the conversion of office space to residential accommodation. A new retail offer will be identified which attracts people into the town. A new leisure offer will be identified focusing on the evening economy to keep people in the town spending money once the shops and offices have closed.
- **Outcome** is to deliver an increase in GVA through growth of business and creation of high value jobs in a viable and well-connected Town Centre including provision of supporting infrastructure for transport, access, and broadband.
- **Activities** Creation of a Town Centre Vision Statement
  - Appointment of consultants to deliver the brief
  - Development and approval of the new Town Centre Vision Statement including consultation as necessary
  - Preparation of an infrastructure package to support the delivery of the Town Centre Vision
  - Intervention regarding key development sites in the town e.g. Piries Place, Alberty House
  - Delivery of a targeted campaign to promote Horsham Town to key business sectors.



- Creation of start- up business opportunities –feasibility and location to be decided with a cross county view.
- Increase in Serviced Office provision - to be decided
- Development of the IT Cluster approach – to be pursued
- **Costs and Funds** – HDC have commissioned the work to develop the Vision, implementation costs to be determined once vision has been analysed.

### **Priority 3–Hurst Road**

The priority is to maximise the opportunities from a review of the public sector assets in Hurst Road, focusing on the Fire and Rescue, Police and Ambulance stations initially but also integrate planning with other sites including the Youth Centre, Royal Mail, training centre and potentially the court. There are opportunities to engage in a joint comprehensive development to redevelop the area to provide a mix of uses to include mixed housing provision and employment opportunities and where necessary re-provision of the public services in a rationalised approach. (This assumes one third of the site for residential use and two thirds for employment.)

- **Evidence** – Hurst Road is host to a whole range of public sector assets including the Fire and Rescue Station, Ambulance station, Police station, Law Courts, Youth Centre, Training Centre, Hospital, Richard Collyer’s college and the Royal Mail sorting office.
- **Background** – The Hurst Road area has been subject to various reviews and planning aspirations for many years, however plans have failed to materialise. More recently the Ambulance Station has been considered for sale so raising the impetus to seize the opportunity to once again review the area before a more localised solution for the ambulance station threatens to compromise the opportunity for a wider redevelopment.
- **Investment to Date** - A Project Manager has been appointed by HDC to take forward the delivery of the Hurst Road work and consultants are being sought to deliver the brief. The brief is:-
  - to produce strategic options advice;
  - costed, deliverable and sustainable mixed use development options for the whole and parts of the site to demonstrate the scale of the opportunities that could be achieved;
  - To inform future acquisitions and facilitate engagement and partnership with prospective public sector partners and a potential development company.
- The Indicative Programme is :-
  - Initial draft Strategic Options To be received by April 2016
  - Consultation Programme: May - June 2016
  - Amended draft Options Statement: To be received by end July 2016
- **Benefits** – The potential asset value for the whole site is to be determined. Revenue savings will be recast in terms of meeting public sector service and

estate rationalisation plus opportunities to deliver housing, affordable housing/employment. The site could potentially deliver approximately 300 homes and 4,250 square metres of employment space which could deliver a potential 320 jobs.

- **Outcome** - Increase in GVA through delivery of a mixed use development on prime town centre land which can also generate savings and efficiencies from rationalisation of public sector assets in Horsham.
- **Activities**
  - Agreement of interested parties to join a comprehensive development partnership
  - Initial Feasibility work
  - Assess strategic development options both short and long term
  - Approval of strategy/ and delivery programme
  - Search and selection of alternative site for relocation of Fire Station
  - Site assembly where feasible - (Ambulance, Police, Private land, Courts Service/MOJ)
  - Discussions with the Youth Centre.
  - Agreement regarding the use of Training Centre
  - Comprehensive development solution delivery
- **Costs and Funds** – HDC have commissioned the work to develop the Strategic Options for the site, implementation costs to be determined once the options have been appraised.

#### **Priority 4 - Digital Connectivity**

The priority is to ensure that businesses but particularly rural and home based businesses have sufficient broadband capacity to maintain and grow their businesses, saving and creating jobs. Additionally a priority is to deliver public Wi-Fi in Horsham Town.

- **Evidence** The Economic Growth Assessment survey was used to provide evidence for the The Northern West Sussex Economic Growth Assessment 2014 report. The survey found businesses reporting disincentives for growth due to lack of investment in internet and lack of high speed broadband among other factors. The HDPF under its Sustainable Construction Policy sets out new homes and workplaces should include the provision of high-speed broadband access and enable provision of Next Generation broadband Future technologies where available. 11,340 people approximately (14.5%) of working population state they currently work from home. 85% of the population are rural. The SEP notes that in Horsham 60% of businesses are home based.
- **Background** WSCC are using public money to intervene in the commercial market where it is failing to provide broadband services to premises. There are rules which legally bind the project such as State Aid rules set down by

the European Commission which govern public sector intervention in the commercial market place. A final position statement is to be developed to capture the range of activity on this across the district and WSCC, including BT commercial roll out, Better Connected project, LGF Growth funding and Business Voucher opportunities. Assessment of other opportunities from alternative options such as wired connections and satellite connections. This will include consideration as to where “not spots” may occur and if these coincide with business demand for connectivity in rural or home based industries. Assessment as to whether further investment in these isolated / distinct areas would be value for money and / or be compliant with state aid rules. There is a need to identify if this will sufficiently deal with the issue and if there remains an infrastructure requirement and if so what is this, what is the cost and what is the gain in terms of improved skills and jobs saved or created. HDC have committed to ensuring that all future developments have digital connectivity as a planning requirement.

- **Investment to date** - Investment in the broadband roll out through the Better Connected project has so far been WSCC - £6.26m Central Government £ 6.76m. (Phase 2 WSCC £1.25m, £1.25m central government).
- **Benefits** – the benefits will be 100% of the population having access to high speed or superfast broadband or a suitable alternative technical solution to ensure businesses have the digital connectivity to support their businesses. Businesses and visitors have access to public Wi-Fi in Horsham town.
- **Outcome** - is to deliver an increase in GVA through growth of business and creation of jobs through improving the information technology infrastructure, and improved skills that business and local communities need to support economic growth (from Future West Sussex Blue Print)
- **Activities** - Assessment of extent of final position for connectivity after completion of current roll out by Commercial providers and Better Connected project
- Analysis of business needs in “not spots” and cost benefit of providing
- Analysis of technical solutions e.g. Satellite, Fibre to Property etc.
- Identification of a County Wide Solution to digital technology and preparation of a detailed business case
- **Costs and Funds** – final cost estimates to be identified, funding from LGF where feasible and other funding options to be explored .

**Priority 5 – Re-development of the former Novartis Site, Horsham Town.**

- The priority is to redevelop the former Novartis Site in Wimblehurst Road, Horsham. The land at the former pharmaceutical research development and manufacturing site is a 19.6 acre (7.84ha) site.

- **Evidence** ; - West Sussex is already the base for around 90 companies within the health and life sciences sector a number of which are multinational, who choose to locate their region, UK or global headquarters in the county. There is significant potential to help stimulate further growth through support for start-ups and small, innovative and specialist businesses in this sector. Research has identified a large number of bio/life science research and development companies in the county, many of whom are looking to expand and seek a central hub to operate from. The former Novartis site in Horsham has been identified as the potential location to become this hub.
- Recent figures show across West Sussex more than 11,000 people are already employed in the health and life sciences sector.
- The Northern West Sussex Economic Growth Assessment (April 2014) identified that although the use by Novartis on the site was proposed to cease, it would be necessary to retain and re-develop the site for employment uses.
- **Background;** - Novartis closed the site in 2014. A multi-million pound bid was accepted from WSCC in summer 2015 and after going through the Council's democratic process, the next stage is for contracts to be signed.
- Architects and planners have worked together to come up with a significant proposals that ensure the purchase of the site is financially viable while retaining a large amount of employment space as well as the historically significant Art Deco buildings set at the end of the avenue of cedar trees. The site is proposed to be two thirds employment space with the remainder for residential development.
- The development will be a major boost for the West Sussex economy and is set to bring up to 1,000 jobs to the county. It puts West Sussex on track to become a leading European centre for the health and life sciences sector.
- **Investment to date** - West Sussex has agreed to purchase the 19.6 acre site.
- The next step will be to market the site to secure suitable development partners for the residential and commercial areas. WSCC does not intend to act as the developer for the site, so there is no financial risk to the Council in that respect.
- Subject to planning approval, two thirds of the Wimblehurst Road site will be transformed into a science and business park, while one third will be set aside for high quality housing – helping West Sussex cover the costs of its investment and securing a great deal for the taxpayer.
- **Benefits** – The WSCC vision is to create a world renowned centre of excellence building on the site's respected history with Novartis. It will deliver a science and business park that will help stimulate further growth in the sector, provide high quality jobs for the county and provide support for small, innovative start-up businesses
- Retention of employment space within Horsham and West Sussex.
- One third of site is residential delivering homes.
- **Outcome:** - Delivery of jobs and homes in Horsham district, increasing GVA

- **Activities** – Proposals for the site are being developed as part of the WSCC Economic Growth Plan.
- **Costs and Funding** – to be identified.

DRAFT

## References

**Horsham District Planning Framework**

**Horsham District Economic Strategy 2013 – 23**

**Horsham Town Plan SPD 2012**

**Future Prosperity of Horsham Report 2011**

**Horsham Infrastructure Development Plan 2014**

**Horsham Economic Profile Update 2015**

**The Northern West Sussex Economic Growth Assessment 2014** - report commissioned by Crawley BC, Horsham DC and Mid Sussex DC to help inform the emerging local plans.

**Joint Strategic Needs Assessment** (North West Sussex 2013) identifies a range of key evidence that links to health and well-being, demonstrating clear pressures on primary care.

**The Five Communities Plan (2014/15)** summarises the issues and puts forward the plans for two northern CCGs including Horsham and Mid Sussex CCG.

**Five Year Strategy and Two year Operational Plan 2014** – summarises the issues and plans for the Coastal West Sussex CCG area.

**CCG Centre for Workforce Intelligence (2013)** – key findings regarding pressure on GP capacity.

**South Downs National Park Plan** - The SDNP Local Plan is in draft form for consultation with an aim to launch in 2016 and adopt from 2011

**\*WSSC Bold Idea Programme** - West Sussex County Council is pursuing five bold ideas. If successful, each of these ideas should catalyse a chain reaction of economic activity that will change West Sussex's economy.. These five ideas will accomplish two things. First, they build on West Sussex's existing economic assets to draw more high value jobs into the area. Second, they leverage West Sussex's proximity to London to pull the capital's current and future young wealth creators into the county.

## Appendix 1 – Housing Projection

Location	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Ashington	Penn Retreat Rectory Lane, Ashington	0	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	Charles Wade Builders Yard Slane Street Billingshurst	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	South of Gillmans Industrial Estate (Maringdean Road)	71	25	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	Station Works, Myrtle Lane (Lamina), Billingshurst	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	Land East of Daux Avenue Maringdean Road	22	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	East of Billingshurst	0	0	0	100	100	100	75	0	0	0	0	0	0	0	0	0
Billingshurst	Land Adjoining Blackthorn Bam Maringdean Road Billingshurst West Sussex	0	0	35	15	0	0	0	0	0	0	0	0	0	0	0	0
Billingshurst	Land at Daux Wood, Maringdean Road, Billingshurst	0	28	18	0	0	0	0	0	0	0	0	0	0	0	0	0
Christ's Hospital	Land west of 51 Bluecoat Pond, Christ's Hospital	7	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Christ's Hospital	Old Goods Yard Christ's Hospital	0	0	7	40	0	0	0	0	0	0	0	0	0	0	0	0
Faygate	Former Agates Sawmill, Faygate Lane, Faygate	47	45	18	0	0	0	0	0	0	0	0	0	0	0	0	0
Henfield	Land east of Parsonage Farm, Deer Park, Henfield	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Henfield	Land East of Manor Close, Henfield	0	0	0	40	39	23	0	0	0	0	0	0	0	0	0	0
Henfield	West End Lane	0	30	30	30	30	30	10	0	0	0	0	0	0	0	0	0
Ifield	Rusper Road Ifield Crawley West Sussex	0	0	26	10	0	0	0	0	0	0	0	0	0	0	0	0
Itchingfield	Itchingfield Country Primary School	32	37	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kilnwood Vale	West of Bewbush - Colgate	30	80	80	150	210	260	215	200	0	0	0	0	0	0	0	0
Kilnwood Vale	West of Bewbush - Rusper	0	0	0	0	0	0	60	100	300	275	275	190	0	0	0	0
Partridge Green	Peacocks Hunters Mead, Partridge Green	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Pulborough	Land North of Highfield, Stane Street, Codmore Hill	0	50	51	2	0	0	0	0	0	0	0	0	0	0	0	0
Pulborough	Bracklyn, Pulborough	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rudgwick	Windacres Farm Rudgwick	0	0	22	14	0	0	0	0	0	0	0	0	0	0	0	0
Rudgwick	Matfield Corner, Church Street, Rudgwick	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rudgwick	Land South of Summerfold Church Street Rudgwick West Sussex	0	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rusper	Former Longfield House, Rusper	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0
Sinfold	1-6 Hayes Lane, Sinfold	0	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwater	Land E/O Tumers Close&S/E of Millfield Southwater	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwater	Land West of Rascals Close, Southwater	17	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwater	Oakview & Land Rear of Tree Little Twynham & Tenure House, Southwater	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwater	Oaklands Park Emms Lane Brooks Green Horsham	29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwater	Former Build Centre, Station Road, Southwater	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Steyning	Britons Croft, Charlton Street, Steyning	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Steyning	The Old Tannery Tanyard Lane Steyning	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0
Storrington and Sullington	RAFA site Sullington	0	0	0	0	0	15	0	0	0	0	0	0	0	0	0	0
Storrington and Sullington	RMC Engineering Services, Storrington	42	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Storrington and Sullington	Our Lady England Roman Catholic Church, Storrington	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Storrington and Sullington	Abingworth Farm & Nursery Storrington Road	0	40	32	40	31	3	0	0	0	0	0	0	0	0	0	0
Town Centre	137 Crawley Road Horsham	0	0	0	0	0	0	0	0	0	0	21	0	0	0	0	0
Town Centre	9-13 Crawley Road Horsham	0	0	0	0	0	0	0	0	0	15	0	0	0	0	0	0
Town Centre	Part of Lifestyle Ford Bishopric Horsham	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Parsonage Farm Horsham	0	0	0	0	0	0	40	40	40	40	0	0	0	0	0	0
Town Centre	Roffey Sports & Social Club Horsham	0	0	0	0	0	0	35	35	0	0	0	0	0	0	0	0
Town Centre	Star Reservoir Comptons Brow Lane Horsham	0	0	0	0	0	0	0	0	0	0	32	0	0	0	0	0
Town Centre	36-48 Queen Street, Horsham	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	7 Station Road	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Professional Centre Clarence Road Horsham	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	South side of Middle Street, Horsham	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	2A Littlehaven Lane	8	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Fivensgreen House, North Heath Lane	6	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	The Firs, Farthings Hill, Horsham	20	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	14 - 16 Market Square	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Tower Court Queensway Horsham	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	60A Queen Street, Horsham	0	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Fvash House 9 Denne Parade Horsham	0	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Linden House Chart Way Horsham West Sussex	0	51	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Prewetts Mill Worthing Road Horsham	0	0	45	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Envision House 5 North Street Horsham	0	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Land North of 23 and 28 Ringley Road, Horsham	0	0	0	33	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	112 Brighton Road,	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Harwood House Kings Road Horsham	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Bishops Weald House Albion Way Horsham (Lifestyle Ford)	0	53	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Peel House Bartlett Road Horsham	0	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	14-15 West Street, Horsham	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	25 Pines Place Horsham West Sussex	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Ellington House Worthing Road Horsham	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Canick, Worthing Road, Horsham	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Horsham Gates North Street Horsham	0	85	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	St Johns House 1A Springfield Road Horsham	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	158 Crawley Road Horsham West Sussex RH12 4EU	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Novartis Pharmaceuticals, Parsonage Road, Horsham	0	0	40	60	80	0	0	0	0	0	0	0	0	0	0	0
Town Centre	Land North of 23 and 28 Ringley Road	0	18	15	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Beeding	Adur view Dawn Crescent, Upper Beeding	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Warmham	Graylands House Graylands Estate Langhurst Wood Road	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Warmham	The Pavilion Graylands Estate Langhurst Wood Road Horsham	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
West Chillington	Calluna Nyetimber Lane, West Chillington	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
West of Horsham	Vauxhall Stevens Broadbridge Heath	0	0	0	0	0	0	25	20	0	0	0	0	0	0	0	0
West of Horsham	West of Horsham (EAST)	79	81	184	71	71	77	72	72	72	72	32	0	0	0	0	0
West of Horsham	West of Horsham (WEST)	102	155	150	150	150	150	150	150	200	200	200	200	200	200	150	150
West of Horsham	Heath Barn Farm, Billingshurst Road, BBH	23	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		523	889	753	520	522	374	462	467	412	387	383	254	0	0	0	0
New Allocations																	
Land West of Southwater		50	50	100	100	50	50	50	25	0	0	0	0	0	0	0	0
Land North of Horsham		0	100	100	200	150	150	150	150	200	200	200	200	200	200	150	150

## Appendix 2 – Employment Projection

Site Name	Site Address	Location	Available Site Area (Ha)	Main Use	Business Floor Space (Sq m)
Chalk Farm	Okehurst Lane, Billingshurst	Billingshurst	0.01	B1_O	81
Station Works	Myrtle Lane, Billingshurst	Billingshurst	0.4	B1_O	314
Rosier Commercial Centre (1	Coneyhurst Road, Billingshurst	Billingshurst	0.13	B8	300
Rosier Commercial Centre (N	Coneyhurst Road, Billingshurst	Billingshurst	0.02	B1	184
Furlong Farm	Rusper Road, Ifield	Colgate	0.18	B1_I	219
Kilwood Vale	West of Bewbush, Colgate		0.8	B1_F	8000
The Studio	Nep Town Road, Henfield	Henfield	0.09	B1_O	75
Henfield Business Park	Shoreham Road	Henfield	0.48	B1_F	989.3
Unit 2	Shoreham Road, Henfield	Henfield	0.31	B1_O	253
Strategic location	West of Horsham		2.3	B1_F	2878
Parsonage Way (part of Parsc	North Horsham	North Horsham	2.2	B2	8800
Wealden Brickworks	Langhurstwood Road	North Horsham	3.12	B2	6695
Wealden Brickworks (units 1	Langhurstwood Road North Horsham	North Horsham	1.17	B2	11788
Wealden Brickworks	Langhurstwood Road, North Horsham	North Horsham	1.62	B8	8185
North Horsham Business Park	Land North of Horsham	North Horsham		B Uses (nc	46000
Broomers Hill Park	Broomers Hill Lane	Pulborough	0.74	B1_I	1605
Northwood Forestry	Goose Green Lane, Pulborough	Pulborough	0.5	B1_I	1080
Haybourne Old Farm	Blackgate Lane, Pulborough	Pulborough	0.03	B1_O	274
Hardham Mill Business Park	London Road, Hardham	Pulborough	1.04	B1_O	345
Haybourne Old Farm (Barns 3	Blackgate Lane, Pulborough	Pulborough	0.76	B8	1328
Hardham Mill Business Park (	London Road, Hardham	Pulborough	0.03	B1_O	212
Windacres Farm	Church Street, Rudgwick	Rudgwick	2.5	B1_F	1290
Woodside	Guildford Road, Clemsfold	Rudgwick	0.03	B1_I	288
Thornhill Court	Billingshurst Road, Coolham	Shipley	0.08	B8	3000
Ex Arun Feed Mills	Sincox Lane, Shipley	Shipley	0.4	B1_I	1235
Unit 1	Spring Copse Business Park, State St	Slinfold	3.17	B1_O	173
Woodside	Guildford Road, Clemsfold	Slinfold	0.03	B1_I	288
Abingworth Nurseries	Storrington Road, Thakeham	Thakeham	0.1	B1_I	957
2 Glynde Place	Horsham	Horsham	0.01	B1_O	89
11 West Street	Horsham	Horsham	0.02	B1_O	90
West Point	Springfield Road, Horsham	Horsham	0.1	B1_O	207
Unit B2	Foundry Lane, Horsham	Horsham	0.25	B8	1660
Dawes Farm	Bognor Road, Warnham	Warnham	1.5	BF_F	162
Kingsfold Nursery	Dorking Road, Kingsfold	Warnham	0.8	B8	7118
Unit 3 North Farm	London Road, Washington	Washington	0.03	B1_F	234
Castle Farm Estate	The Hollow, Washington	Washington	2.4	B2	6066
The Winery	Southlands Lane, West Chiltington	West Chiltington	0.16	B1_I	90
Willets Farm	Broadford Bridge Road, West Chiltington	West Chiltington	1.4	B1_F	791
Leyhurst Farm	West Chiltington Lane, Coneyhurst	West Chiltington	0.33	B8	1310
Fly Farm (Units W,X,Y)	Sinnocks, West Chiltington	West Chiltington	0.4	B1_I	438
Firland Park Estate	Henfield Road, Albourne	Woodmancote	0.43	B1_O	450
Unit 19	Star Road Trading Estate, Partridge Gr	West Grinstead	0.15	B2	180
Units 1-15	Star Road Trading Estate, Partridge Gr	West Grinstead	0.75	B1_F	3780
Units 5 and 6	Star Road Trading Estate	West Grinstead	0.09	B2	755

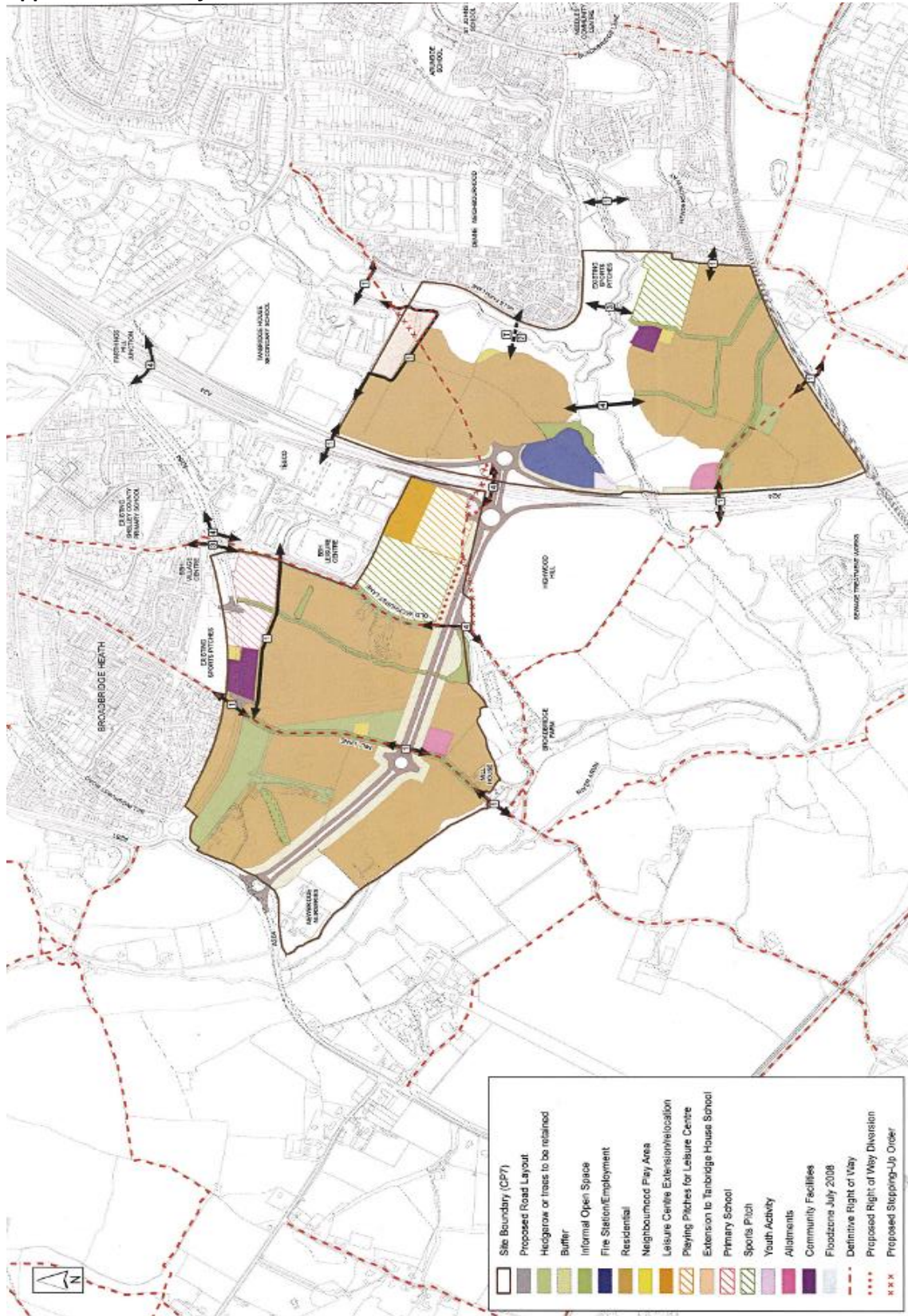
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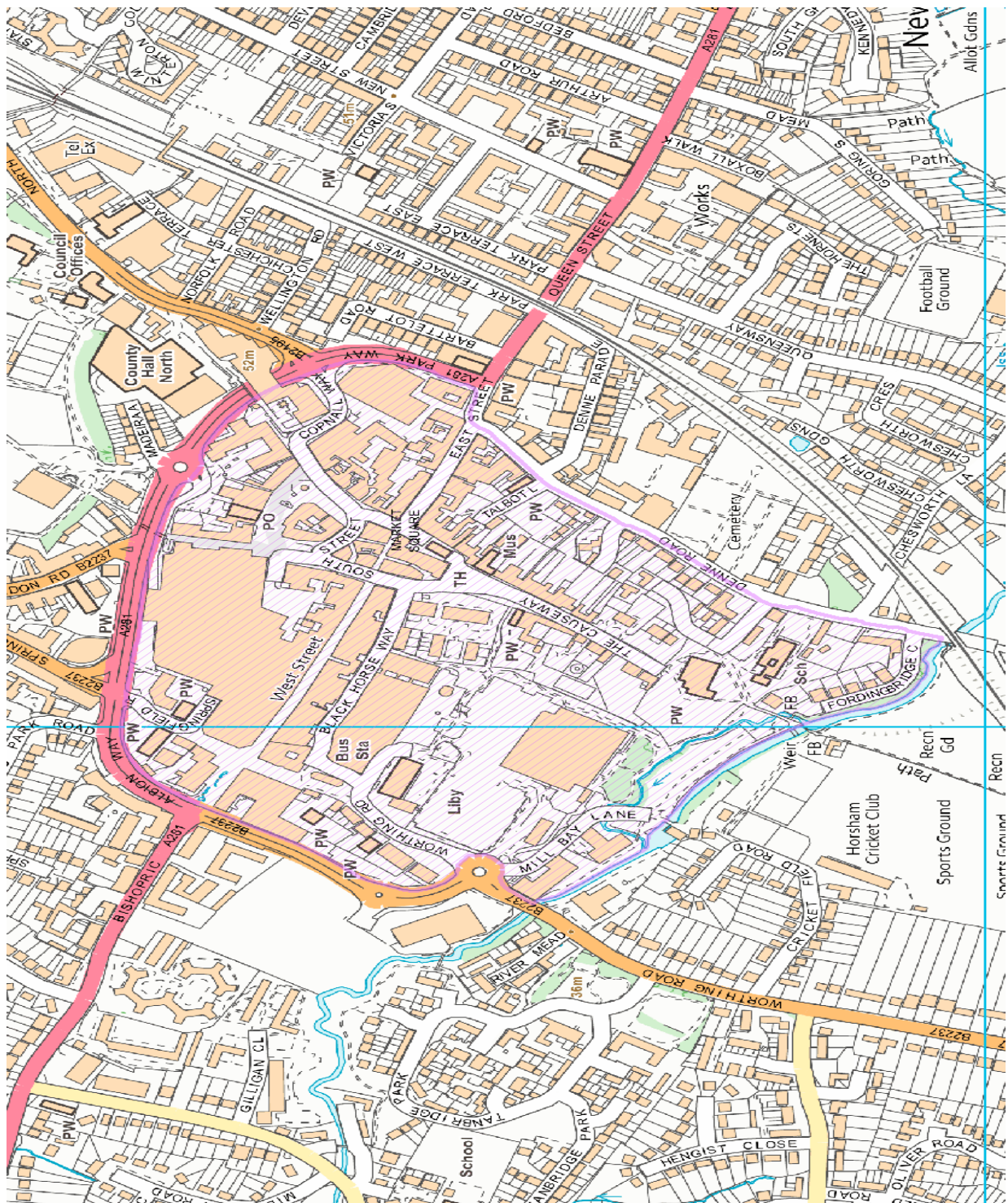




Appendix 4 – West of Horsham Master Plan



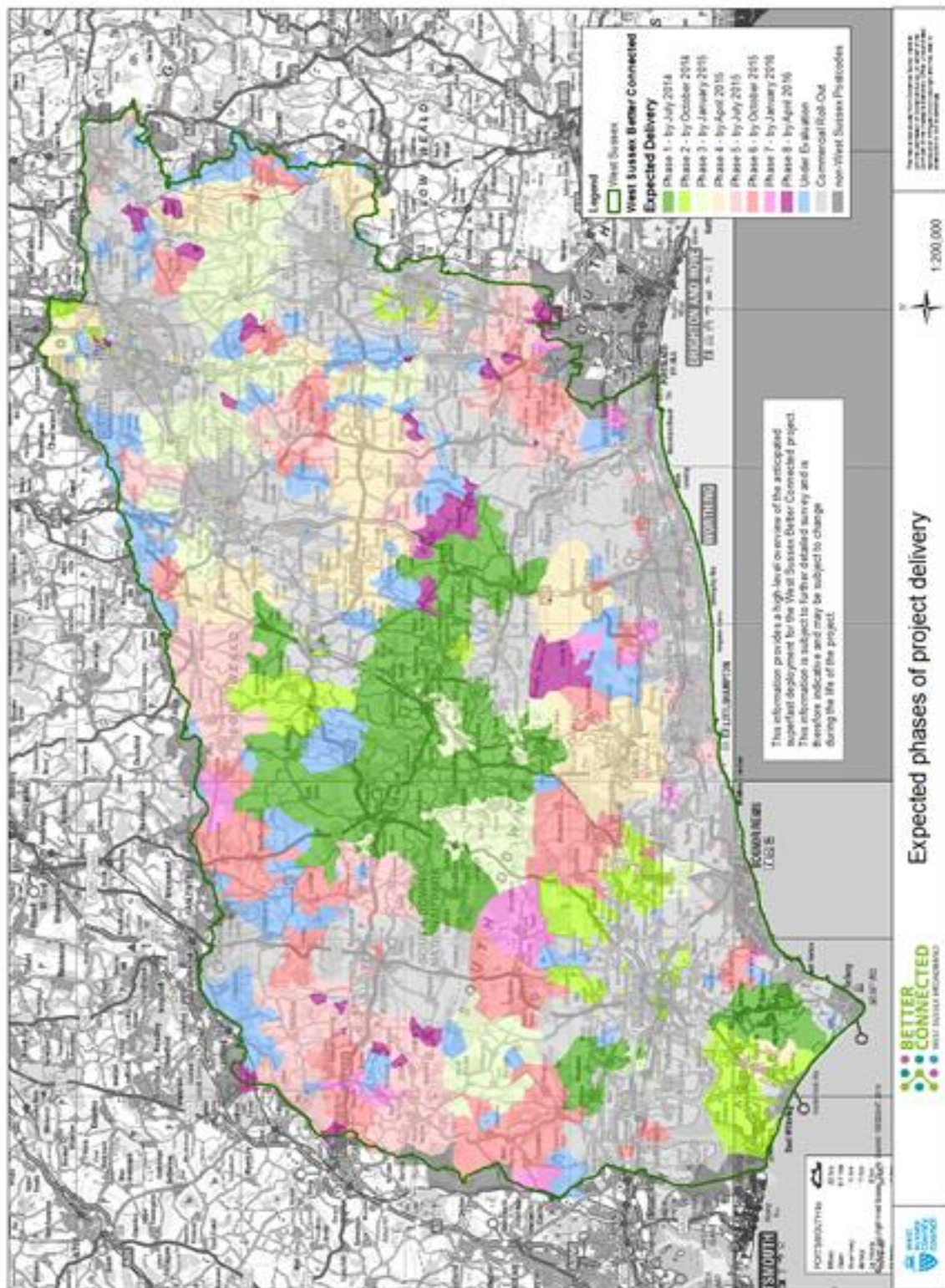
Appendix 5 - Horsham Town Centre Plan



Appendix 6 – Hurst Road Area



Appendix 7– Broadband Roll Out Map





### Report to Cabinet

28<sup>th</sup> January 2016

By the Leader of the Council

**DECISION REQUIRED**



**Horsham  
District  
Council**

Not Exempt

## Corporate Plan 2016 to 2019

### Executive Summary

Prior to the local elections last year it was agreed that our 2011 to 2015 District Plan priorities would be revised following the elections. To enable budgets and service plans for 2015/16 to be set the priorities in the District Plan were carried forward for the current financial year. In recent months Cabinet Members have discussed revisions to the District Plan with the Senior Leadership Team and have identified a set of draft priorities which are set out in the attached schedule.

Following consideration by Cabinet the draft priorities will be recommended to Council on February 24<sup>th</sup> alongside the Budget recommendations and once agreed will both form the basis for the 2016/17 departmental service plans.

The priorities have been grouped and presented under four broad headings which cover our economic, environmental, social and organisational responsibilities. These four themes will replace the six that were contained in the last District Plan and will help put individual priorities and the routine work of the council in context.

### Recommendations

That the Cabinet is recommended to:

- i) Agree the draft Corporate Plan and recommend it to Council for adoption.

### Reasons for Recommendations

- i) To ensure that Corporate Priorities for the remainder of the current Council are clarified and form the basis of service plans and related activity across the Council.

### Background Papers

**Wards affected: All wards**

**Contact: Tom Crowley, Chief Executive ext 5101**

## **Background Information**

### **1 Introduction and Background**

- 1.1 The current corporate plan (known as “The District Plan” was agreed by Council in February 2011 and was conceived to run for a four year period. Prior to the 2015 elections it was agreed that the incoming administration should be responsible for reviewing the plan and in order to allow budgets and service plans to be agreed for 2015/16 the fourth year priorities were rolled forward and updated where necessary, as an Interim Corporate plan.
- 1.2 In recent months Cabinet Members have discussed revisions to the District Plan with the Senior Leadership Team and have identified a set of draft priorities which are set out in the attached schedule. Following consideration by Cabinet the draft priorities will be recommended to Council on February 24<sup>th</sup> alongside the Budget recommendations and once agreed will both form the basis for the 2016/17 departmental service plans.
- 1.3 The draft priorities for the next three years are set out in appendix 1. They are allocated to relevant Cabinet Members and Directors and in addition they have been grouped under four themes which reflect the Councils headline responsibilities – Economy, Environment, Communities and Organisation. A number of the priorities have timescales attached. Others, which are at an early stage of development do not but timelines will be firmed up during the plan period and. In addition more detail will be provided in annual service plans.
- 1.4 Delivery against priorities will be monitored by the senior leadership team and will be reported periodically to members via the Finance and Performance Working Group. In addition the plan will be revised as and when necessary to reflect significant changes.

### **2 Relevant Council policy**

- 2.1 Once adopted the Corporate Plan will be a key part of the Council’s policy framework and will help shape all aspects of the work we do.

### **3 Next Steps**

- 3.1 If Cabinet agrees the priorities they will be recommended to Council on February 24<sup>th</sup> and published thereafter. Service Plans for 2016/17 have been prepared in draft taking account of the draft Corporate Plan and will be finalised once the Council has decided on it.

### **4 Outcome of Consultations**

- 4.1 The Monitoring Officer and the Director of Corporate Resources have been consulted to ensure legal and financial probity.
- 4.2 The Leader of the Council, all Cabinet Members, and the Strategic Leadership Team have all contributed to the development of the draft Corporate Plan and their comments incorporated in this report.



- 4.3 All members have been supplied with copies of the draft priorities. Any comments received before Cabinet and Council will be considered and reported.

## **5 Financial Consequences**

- 5.1 The draft plan has been prepared in parallel with the budget. As progress is made during 2016/17 on the preparation of a detailed medium term financial strategy (to deal with the projected deficit to 2019/20) it may be necessary to revise priorities. Council will receive reports on this process as and when necessary.

## **6 Legal Consequences**

- 6.1 The Council has a power of General Competence under the Localism Act 2011 and priorities in the draft plan take this into account.

## **7 Risk Assessment**

- 7.1 As each priority is taken forward risk assessments will be undertaken, it is important that the council is aware of and manages risks.

**Appendix 1**

**Consequences of the Proposed Action**

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>Our Crime and Disorder responsibilities are recognised in the plan and will be considered in relation to individual priorities.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>Our Human Rights responsibilities are recognised in the plan and will be considered in relation to individual priorities.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>Our Equality and Diversity responsibilities are recognised in the plan and will be considered in relation to individual priorities.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Our Sustainability responsibilities are recognised in the plan and will be considered in relation to individual priorities.</p>



# Horsham District Council Corporate Plan Priorities 2016-19

## Communities

### Support our Communities

- Grow the footfall of HDC's cultural and leisure facilities
- Deliver the new Broadbridge Heath Leisure Centre and associated sports and cultural facilities on time and within budget by January 2018
- Deliver a new sports strategy
- Deliver a new strategy for heritage and culture
- Develop the case for potential expansion of community wardens with parishes
- Work with local health providers to encourage delivery of improved health facilities and outcomes with strategy prepared by October 2016.
- Support and deliver initiatives to improve the quality of life of the most vulnerable within the district and deliver Phase 2 of the Think Family programme
- Develop a new strategy for delivery of housing to meet local need
- Endeavour to prevent homelessness throughout the District
- Support an expanded effective telecare and tele-healthcare service



## Economy

### Improve and Support the Local Economy

- Develop and progress a master plan for Horsham Town Centre by May 2016
- Deliver by May 2016 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 by June 2016
- Finalise and progress plans for Billingshurst Village Centre by April 2016
- Produce and implement a strategy for the management of off street car parks across the district



## Efficiency or Organisation?

### Great value services

- Continue development and delivery of Business Transformation
- Develop and implement process to ensure that commissioning principles are applied to all council services to ensure quality and value are optimised by April 2016
- Work with partner councils across Sussex and Surrey to secure a devolution settlement that will be of benefit to the residents of our district by May 2016
- Deliver a balanced budget over the medium term
- Grow the council's property portfolio to increase income



## Environment

### Manage our natural and built environment

- Implement the Horsham District Local Plan and ensure it remains up to date
- Ensure that the new community and business park at North Horsham is delivered with all necessary infrastructure and services.
- Support delivery of Neighbourhood Plans
- Review waste services to maximise the efficiency of the service by June 2016
- Work with WSCC to secure appropriate waste transfer arrangements
- Deliver the new waste depot by March 2018
- Adopt a low tolerance approach to environmental crime
- Aim to reach 50% recycling of household waste by 2020





**Report to Cabinet**

28 January 2016

By the Director of Corporate Resources

**RECOMMENDATION TO COUNCIL REQUIRED**

Not exempt



Horsham  
District  
Council

**THE 2016/17 BUDGET AND THE MEDIUM TERM FINANCIAL STRATEGY to 2019/20**

**Executive Summary**

This report sets out details of the proposed 2016/17 revenue and capital budgets and reviews the Medium Term Financial Strategy. The Council is able to set a balanced budget for 2016/17.

Owing to the continuing drive to reduce Government debt, the pressure on Council finances remains as strong as ever. The Comprehensive Spending Review in the Autumn Statement in November 2015 made it clear that the policy to significantly reduce funding to Local Authorities will continue. The settlement in December 2015 confirmed a 23.9% reduction in Settlement Funding Allocation in 2016/17 (and a 62.3% cumulative reduction by 2019/20) when compared to funding of £3.549m in 2015/16.

The current estimate for the future deficit for the Council is about £1.5m for 2017/18, rising to £2.4m in 2018/19 and approaching £3.9m in 2019/20.

The Council expects to deliver savings and income generation to tackle the deficit over the period 2017/18 to 2019/20 through a combination of a range of measures including; a refreshed operating model, commissioning, shared services, procurement, income generation, and other efficiency measures. In addition, consideration will need to be given to the possibility of some reductions to discretionary services.

The report sets out a series of prudential indicators that are a statutory requirement to demonstrate that the Council's capital programme is affordable, and prudent in the context of the Council's overall finances. The report also includes a statement on the robustness of reserves in Appendix H.

### Recommendations

Cabinet is recommended to propose the following for consideration by Council on 24 February 2016:-

- (i) That the level of Council Tax for 2016/17 increases from £135.54 by 1.2% to £137.17 at Band D.
- (ii) That the net revenue budget for 2016/17 of £12.55m be approved (attached as **Appendix A**).
- (iii) That Special Expenses of £270,909 and a Band D charge of £23.93 be agreed in respect of the unparished area for 2016/17. Details are provided in **Appendix D**.
- (iv) That the capital programme for 2016/17 (attached as **Appendix C**) be approved and that the indicative capital budgets in the programme for future years be noted.
- (v) That the projected future deficits on the revenue account be noted and the Medium Term Financial Strategy continue to be reviewed and refined to ensure that decisions are taken to develop a balanced budget in 2017/18 and subsequent years.
- (vi) That the Minimum Revenue Provision (MRP) Statement set out in **Appendix E** be approved.
- (vii) That the prudential indicators and limits for 2015/16 to 2018/19 set out in **Appendix F** be approved.
- (viii) To note the statement on the robustness of the level reserves in **Appendix H**.
- (ix) That a further £2m of New Homes Bonus Reserve is allocated towards the Broadbridge Heath leisure centre capital project.
- (x) That the decision to accept the proposed four year settlement be delegated to the Cabinet member for Finance in consultation with the Section 151 Officer once the detail of the four year settlement is finalised and the results of the consultation are announced (see paragraph 1.4 and 1.5)

### Reasons for Recommendations

To meet the Council's statutory requirement to approve the budget and the prudential indicators before the start of a new financial year.

<b>Background Papers</b>	<b>MTFS 9 December 2015 Council meeting</b>
<b>Consultation</b>	<b>None</b>
<b>Wards Affected</b>	<b>All</b>
<b>Contact</b>	<b>Dominic Bradley, Head of Finance. ext. 5302</b>

**BUDGET 2016/17 AND MEDIUM TERM FINANCIAL STRATEGY**

**1. Introduction and Financial Outlook**

- 1.1 This report sets out the Council's budget requirement for 2016/17 for capital and revenue expenditure. The budget is reviewed in the context of the projected outturn for 2015/16, future years' projected deficits and the impact of those deficits on reserves.
- 1.2 The current estimate for the future deficit for the Council is about £1.5m for 2017/18, rising to £2.4m in 2018/19 and £3.9m in 2019/20.
- 1.3 The report also sets out the prudential indicators that are used to measure the affordability of the Council's capital programme.

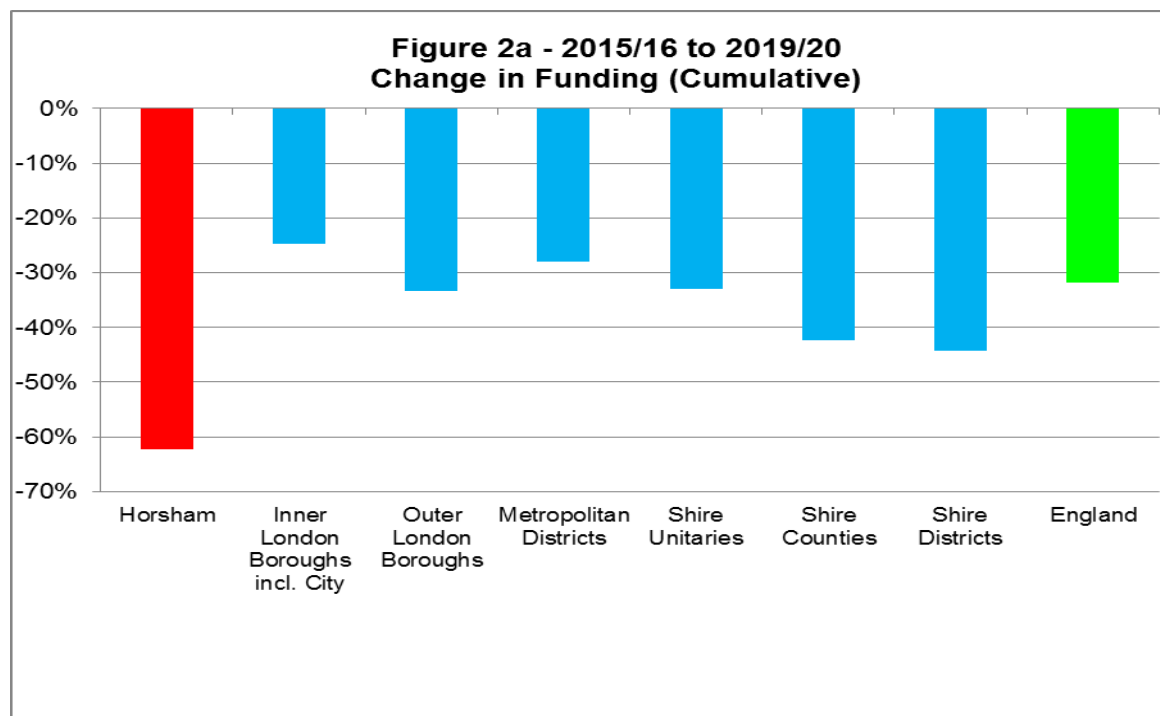
**Finance Settlement 2016/17**

- 1.4 Details of the provisional funding available for a four year settlement were announced in the Local Government Finance Settlement on the 17 December 2015 and we are responding to Government on the proposed settlement. Government has stated that it will offer the four year settlement to any council that wishes to take it up. Councils will need to request this and have an efficiency plan in place, though the government does not state what such a plan should look like.
- 1.5 It is important to note that the Government have qualified the offering by stating that final grant determinations (of the funding figures produced) in future years will still be subject to change. The Government has not yet indicated how Councils are to request the four year settlement or details of the efficiency plans required. Once these details are known a decision of whether or not to accept the settlement will be made. It is proposed to delegate this decision to the Cabinet Member for Finance and Assets in consultation with the Section 151 Officer.
- 1.6 The Settlement Funding Assessment (SFA) is comprised of Revenue Support Grant (RSG) and the Business Rates Spending Baseline which for the purposes of the settlement were brought together and a reduction applied to both elements resulting in this reducing more steeply than we anticipated. The settlement figures for 2016/17 through to 2019/20 for the Council, compared to 2015/16 are as follows in Table 1:

<b>Table 1</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Settlement Funding Assessment (SFA)</b>	<b>£3.549m</b>	<b>£2.703m</b>	<b>£2.064m</b>	<b>£1.722m</b>	<b>£1.339m</b>
<b>SFA actual change</b>		-£0.846m	-£0.639m	-£0.342m	-£0.383m
<b>Annual percentage change</b>		-23.9%	-23.6%	-16.6%	-22.2%
<b>Cumulative actual change</b>		-£0.846m	-£1.485m	-£1.827m	-£2.21m
<b>Cumulative percentage change</b>		-23.9%	-41.8%	-51.5%	-62.3%

- 1.7 The reduction in SFA equates to a 23.9% drop in 2016/17 and cumulatively by 62.3% by 2019/20. When compared to 2015/16, the total level of SFA to Local Authorities in England fell by 12.5% in 2016/17 and cumulatively by 31.8% to 2019/20. Figure 2a shows graphically how Horsham compared with the national

averages. The reduction in SFA for the Council was more pointed than anticipated and has contributed to the significant projected budget deficits in later periods.



1.8 The Governments’ core spending power calculation includes the Settlement Funding Assessment, Council Tax income and New Homes Bonus income. The Settlement indicated that the Council’s spending power will decrease by £0.4m across the four year period to 2019/20, equating to a reduction of 2.9%.

1.9 Rather than all local authorities receiving the same percentage reduction in Revenue Support Grant (RSG) funding, the Government proposed to take into account the amount that can be raised locally from Council Tax. The Government has worked on the assumption that district councils with Band D Council Tax levels in the lower quartile (of which Horsham is one) are permitted to and will raise Council Tax by £5 per annum where this is the case. Where a Council isn’t in the lowest quartile, Government has assumed an average increase of 1.75% in Council Tax per annum for the period – based on an inflationary measure provided by the Office for Budget Responsibility. See section 6 for further analysis of this source of funding. The Government has also altered the split of funding between tiers of local government, which would appear to favour upper tier services and lead to higher funding reductions for district councils.

**2. Revenue Budget 2015/16**

2.1 Expenditure against budget has been monitored during the year and overall it is expected that expenditure will be a small underspend against the budget, despite additional unexpected expenditure on planning appeals including substantial awards of costs against the Council. The estimated forecast outturn for 2015/16 at the end of the 3<sup>rd</sup> quarter is a £70,000 underspend.



**3. Update on the Medium Term Financial Strategy projections**

3.1 The Medium Term Financial Strategy (MTFS) has been updated for the projected outturn for 2015/16, the Finance Settlement and other known information. It assumes a Council Tax increase of 1.2% in 2016/17 and 1.75% in 2017/18 and 2018/19. It also reflects the Cabinet's decision on the 23<sup>rd</sup> November 2015 to increase Green Waste charges for the first bin to £37.50 per annum, discounted to £35 per annum if paid by on-line payment / Direct Debit, and a charge of £20 for an additional bin. It also includes the proposed Cabinet decision to introduce Sunday and Bank Holiday charges of £1.50 considered elsewhere on the Agenda. The current projected deficits assume a significant reduction on the reliance on the revenue contribution of New Homes Bonus by 2019/20 as follows:

**Table 3: MTFS**

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Net expenditure	12,546	13,252	13,869	14,752
Funded by				
New Homes Bonus	1,166	800	500	200
Council Tax	8,249	8,523	8,804	8,936
Settlement Funding Allocation				
- Revenue Support Grant	825	149	0	0
- Negative RSG/ additional 'tarriff' payment			(250)	(695)
- Baseline Business Rates	1,878	1,915	1,972	2,034
Additional Business Rates	400	400	400	400
Payment to parishes	(49)	(10)	0	0
Collection Fund surplus	120			
Total Funding	12,589	11,777	11,426	10,875
Net (Surplus)/Deficit	(43)	1,475	2,443	3,877

3.2 A continuing factor is the expected reduction in New Homes Bonus (NHB). Whilst the Settlement indicated that NHB is set to remain indefinitely, the new format, currently out to consultation, is indicating a reduced payment for a shorter period, potentially of four years but which may be less, and as a result the Council needs to start to reduce the revenue reliance on NHB. This adds to our projected deficit. New Homes Bonus is discussed in greater detail in paragraphs 3.8 to 3.12.

3.3 The projected deficits also reflect increased additional costs in borrowing and principal repayment costs, Minimum Revenue Provision (MRP), resulting from decisions to increase the expanded capital programme for projects such as the £12.3m Broadbridge Heath leisure centre. The projected revenue deficits are significant despite sizeable savings identified by managers as part of the 2016/17 budget process. Further details of the proposed 2016/17 revenue budget can be found in section 4 below.

- 3.4 The assumptions underlying the current MTFS projections are set out in table 4 below as follows:

**Table 4: key budget assumptions used:**

Increase in Council Tax	1.2% in 2016/17 and 1.75% in the next two years.
Inflation on net budget	£150k per annum
Increase in salaries budget	1% in 2016/17 and thereafter
Contribution to pension fund	1% in 2016/17 and thereafter
Increase in employer's NI (reduction in discount for opting out)	2% increase in 2016/17
Settlement Funding Assessment	Reducing by 62.3% from £3.549m in 2015/16 down to £1.339m in 2019/20.
Increase in dwellings	1,000 per year

**Pension Fund**

- 3.6 The last triennial revaluation of the Pension Fund was from 31<sup>st</sup> March 2013. The Valuation Report recommended increases in the employer's contribution to the Fund to provide for future liabilities and contributions. Contributions have increased by 1% each year from 2014/15 and a 1% increase has been built into the proposed 2016/17 budget taking the employer's contribution to the Fund to 20.5%.
- 3.7 The next triennial revaluation of the Pension Fund is due at 31<sup>st</sup> March 2016, with the results impacting on contributions from 2017/18 onwards. However, based on early conversations with the actuary, we anticipate that further increases will be limited to 1% in employer's contributions and have included this assumption in our Medium Term financial Strategy.

**New Homes Bonus**

- 3.8 New Homes Bonus (NHB) was payable for the first time in 2011/12 and has been a major source of finance for the Council. New Homes Bonus is paid for each new property on the Council Tax valuation list and for empty properties brought back into use, with a small additional sum for affordable homes. It is an unringfenced grant and can be used at the Council's discretion. Details on the amounts already payable are shown in **Appendix G**.
- 3.9 Since 2013/14, the Council has allocated a total of £1.166m each year from the NHB to fund the revenue account and transferred any sums in excess of this level to a NHB reserve. This was a Council decision in December 2012 in response to

## Agenda Item 6(f)

the reduction in the Revenue Support Grant. At the end of 2015/16 we anticipate having £3.69m of New Homes Bonus in reserves.

- 3.10 As expected, the Autumn Statement and December 2015 Settlement suggested changes to the future of NHB. Government is currently consulting on its proposed changes and a new policy will emerge during 2016/17. We did obtain certainty for 2016/17, and anticipate a payment of £4.4m, adding a further £1.23m to reserves after considering the £2m allocated to fund the new Leisure Centre at Broadbridge Heath that was approved at the Council meeting on 9 December 2015. In addition to this, the statement on the robustness of reserves in Appendix H proposes a recommendation that a further £2m of NHB Reserve is allocated towards the Broadbridge Heath leisure centre capital project in 2017/18 as well.
- 3.11 The Government is consulting that from 2017/18, the payment period will reduce to four years or fewer and whilst some assurances were given that NHB would remain for the foreseeable future, the indicative settlement figures greatly reduce the sums available to the Council with indicative NHB payments of £2.8m in 2018/19 and £2.7m in 2019/20.
- 3.12 In response to the Government announcement, the reliance on NHB to support revenue is being tapered down over the period from 2017/18 to 2019/20. This tapering period will enable us to take measures to increase income and phase in additional spending reductions.

### Localised Business Rates

- 3.13 The Business Rates Retention scheme introduced in 2013/14 set a baseline level of Business Rates based on historic levels. It has allowed authorities to locally retain a percentage of increased rates income above the baseline, while also putting authorities at risk of loss (up to a safety net) if rates income falls below baseline. Business rates are volatile, not only because new properties can be brought on to the list and old ones demolished, but because ratepayers can appeal against the valuation put on their property.
- 3.14 In 2016/17 a cautious approach has been taken to the estimation of Business Rates income because of the historical low growth in the district, the continuing level of uncertainty about appeals and possible reductions in rate income should a number of local schools seek Academy status. £400k income (net of transfers to the NNDR reserve) has again been assumed in preparing the 2016/17 budget. Should we keep our current trajectory of low business rate growth, we estimate that the £400k of income in 2016/17 would remain the same through to 2019/20.
- 3.15 We also await the details of the Government's plans to introduce 100% retention of business rates for local government which may result in a further re-basing of the baseline and any additional responsibilities that will go with this, such as elements of public health funding and for example, taking on responsibility for the funding for the administration of Housing Benefit for pensioners. We currently receive a Housing Benefit administration grant of around £386k, for which around half could be assumed to be for pensioners and therefore remain in place, but half could be removed, resulting in an estimated reduction to us of £193k, which is likely to occur prior to 2019/2020.

### **Council Tax Support Scheme**

- 3.16 Since its inception in 2013/14, when central funding was reduced by 10%, funding for the Council Tax Support (CTS) scheme has subsequently been consolidated into Government grant funding which as shown earlier, has been reduced significantly. The Council introduced a local CTS scheme in 2014/15 which remained unchanged in 2015/16 which required non-protected groups to pay at least 10% of their Council Tax bill.
- 3.17 Despite these changes, the reduction in funding has far outweighed the additional contribution from those minimum payments in the scheme. This has had a significant financial cost to the Council of approximately £500k in total over the three years. Following a public consultation in October 2015 a Council decision was made in December 2015 to increase the minimum payment percentage to 20% from April 2016, but this will not cover the existing costs of the scheme, therefore adding further pressure to the financial gaps in the future. Further revision of the scheme may be necessary in forthcoming years.

### **4. Draft Revenue Budget for 2016/17**

- 4.1 The 2016/17 budget has been prepared following a detailed “Budget Challenge” with Service Managers challenged to increase revenue streams and reduce expenditure. The challenge process is there to ensure that excessive budgeting is avoided, additional income is found and efficiency savings are made. It also ensures that adequate resourcing is provided to meet service delivery items.
- 4.2 The budget requirement is for £12.55m. The detail of the revenue budget is shown in Appendix A. The budget is balanced and a small transfer of £43k to general reserves is envisaged. We are including £1.166m of NHB funding in revenue in 2016/17 which remains unchanged from 2014/15.
- 4.3 The main items of growth and savings in the 2016/17 budget are detailed in Appendix B. By far the largest area of cost pressure in 2016/17 is on salary related costs which include a 1% pay award to staff and a number of increments, a 1% increase in employer’s superannuation contributions discussed in paragraph 3.7 and the loss of a 2% discount previously received on National Insurance contributions which ceases from April 2016 as a result of Government legislation. Reduction made in posts and hours of around £440k have reduced the growth requirement for salaries to around £0.3m.
- 4.4 The significant items of growth include an expected renegotiation of the recycling credits with West Sussex County Council as discussed elsewhere on this Agenda, additional cost of repairs and maintenance at two leisure centres and the expected loss of some Housing Benefit Subsidy.
- 4.5 The significant areas of revenue growth include a new stream of income from the property investment fund, an increase in planning fee income due to the increase in volume of planning applications, an increase in the price of garden waste collection after three years of no price increase, the introduction of a £1.50 flat rate car-parking charge on Sundays and Bank Holidays and additional income from more car-parking season tickets being sold. In total, the additional income and savings

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generated exceeds the cost pressures and the net budget at £12.55m is requirement is £0.45m lower than the £13m from the previous year.

### Grants to Voluntary and Community Groups

4.6 The budget includes the following grants to voluntary groups.

**Table 5 – Grants to voluntary groups**

	£
Citizen Advice Bureau - Horsham	94,000
Age UK	51,950
Impact Initiatives, Dingemans Centre	9,840
Horsham Voluntary Action - cost to HDC	20,408
Home-Start, Crawley, Horsham and Mid-Sussex	4,120
West Sussex Mediation Service	3,090
Relate North	2,580
Billingshurst Community Transport	3,000
Y Centre	20,000
Purple Bus, West Sussex Rural Mobile Youth Trust	3,000
Horsham District Community Transport	21,750
Action in rural Sussex	8,000
Community and individual grants	7,750
<b>Total Grants</b>	<b>249,488</b>

## 5. Capital Budget

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- 5.1 The draft capital programme is attached as **Appendix C**. This includes changes to the programme approved during the year and an estimate of the likely budget slippage from 2015/16 to 2016/17. The new programme for 2016/17 is for approval by full Council. Budgets for future years are included to indicate the scale of provision which may be required to maintain the life of the Council's assets and meet the aspirations in the District Plan.
- 5.2 The Council's project management methodology will be applied to projects detailed in the Capital Programme for 2016/17. Business cases are completed to ensure that decisions taken by the Council represent Value for Money.
- 5.3 Of the £24.8m capital programme proposed to be delivered in 2016/17, the majority has already been approved in preceding years. Details of new schemes totalling £883,500 are as follows:

Replacement Storage Area Network (SAN) £50,000 The current SAN is out of date, has high maintenance costs and is unreliable. The replacement will be more resilient and reliable and use newer technology, increasing storage capacity.

Identity and Access Management Controls tool £10,000 This will provide an effective management tool to properly enforce key ICT security policies which are needed to meet its statutory, commercial and Governmental obligations. It will reduce the likelihood of the security breaches thus reducing or eliminating their associated cost penalties

Mobile working application £72,500 Procurement of appropriate technology to allow the staff of the Authority to be more flexible in their day to day work, carrying out more work remotely and reducing the amount of rework undertaken back at the office, either by the officer themselves or administrative staff in the department.

Horsham park pond improvements £30,000 Essential improvements to the pond area in Horsham Park to de-silt the pond and install an aeration system. This will also provide greater capacity for surface water from surrounding urban areas.

Bennets Field improvements £105,000 To refurbish the unsafe changing rooms at Bennetts Field, to maintain the provision of sports in the Forest Neighbourhood area. This is financed by S106 funds.

Warnham Nature Reserve improvements £50,000 Redesign of the garden area, Reserve entrance area and visitor centre indoor space, resurfacing the entrance area and entrance path for improve customer accessibility. Additionally, removal of the line of large conifer trees which are currently blocking views of the Mill Pond from the visitor centre will improve the customer's experience at the Reserve.

Southwater Country Park toilets £80,000. To provide permanent toilet facilities at the new Dinosaur Island, to replace the temporary 'portaloo' facilities that were provided following customer feedback that young children were unable to make it back to the facilities that were a ten minute walk away.

Capitol theatre lighting desk £20,000 The lighting desk in the Studio is almost beyond repair and replacing the lighting desk will help future proof the venue for LED lighting, providing a higher level of performance than the current desk.

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Capitol theatre projector £36,000 The Capitol is reliant on the ability to show films and digital content in both dedicated cinemas and when possible in the theatre. Projectors tend to have a life-span of 5 to 7 years and the venue's oldest projector is now 7 years old. Replacement of this essential piece of equipment is vital to enable films to be shown and income targets to be achieved.

Automatic Number Plate Recognition (ANPR) system equipment £125,000 Installation of ANPR equipment at Hurst Road and Denne Road car parks, following the successful introduction of such equipment at three other car-parks in Horsham where there has been an increase in income. Hurst Road and Denne Road are the next two most heavily used car parks using outdated pay and display equipment. The anticipated increase income resulting from this investment is included in the revenue projections.

Swimming pool at Billingshurst £55,000 Re-grouting of the swimming pool tiles to ensure that there are no sharp edges where the grout has washed away, so that health and safety standards are met. This is part of the continuing contract arrangement with the Places for People contractor.

Wickhurst Pump Station £200,000 Legislation exists for the transfer of the liability for pumping stations from private ownership to Water Companies by October 2016. The pump station has been offered to Southern Water under this legislation, but has been declined due to the condition of the asset. We would look to re-charge part of the cost of improving the asset to the two other users of the pump station on the Wickhurst site.

Swan Walk CCTV centre £50,000 The CCTV control room is a temporary building not fit for purpose which impedes the operation of the service. Improvements will help meet health and safety requirements and the redesign and rebuild of the room will improve security, comfort and working conditions.

### Minimum Revenue Provision

- 5.4 The Council is required to set aside funds to repay the borrowing need each year through a revenue charge (the Minimum Revenue Provision – MRP). Regulations have been issued which require full Council to approve an MRP Statement in advance of each year and the statement is shown in **Appendix E**.

### Prudential Indicators

- 5.5 The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code (2011) and produce prudential indicators. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. This report revises the indicators for 2015/16, 2016/17 and 2017/18 and introduces new indicators for 2018/19. The Council is asked to approve the indicators set out in **Appendix F** to be adopted. The individual indicators are discussed below.

### Capital Expenditure Plans

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- 5.6 The first prudential indicator is the Council's capital expenditure plans and how they will be financed. **Appendix F** shows the projections and the Council is asked to approve the estimates as the first prudential indicator. This is the impact of the Capital Plans set out in **Appendix C**, the anticipated financing and the resultant financing need.

### **The Council's borrowing need, the Capital Financial Requirement**

- 5.7 The second prudential indicator is the Council's Capital Financial Requirement. This is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of Council's underlying borrowing need.

### **Gross Debt and the Capital Financing Requirement**

- 5.8 This indicator is designed to show that borrowing is only for capital purposes by showing gross borrowing against the Capital Financial Requirement.

### **Limits to Borrowing Activity and Affordability**

- 5.9 The first two prudential indicators cover limiting levels of debt and final two indicators are designed to assess the affordability of the capital investment plans. Borrowing is subject to two limits and both are increasing over the period shown as the Council's need to borrow increases. Affordability is dealt with in two indicators which show estimates of the ratio of financing costs to the net revenue stream and the incremental impact of the capital decisions on the Council Tax. The estimates are set out in **Appendix F** and the Council are asked to adopt them as the final group of prudential indicators.

## **6. Council Tax**

- 6.1 There has been no increase in Council Tax since 2010/11. It is the lowest Council Tax in West-Sussex and is in the bottom quartile of all district councils. The Autumn Statement announcement in November 2015 and settlement in December 2015 puts significant further pressure on resources in the medium term due to the reductions in Government grant income.
- 6.2 In the past, the Government has encouraged councils to freeze Council Tax by making available freeze grants to those who do so. This grant has been incorporated into the Council's Revenue Support Grant (RSG) allocation. However, in the settlement, the RSG element will be eliminated to zero in 2018/19. No freeze grant has been made available for 2016/17. An increase in Council Tax gives an assured continuing income to the Council into the future.
- 6.3 The figures in this report are based on the assumption that after five years without an increase, Council Tax is increased by 1.2%, reflecting RPI to December 2015, in 2016/17, which would increase the Council Tax from £135.54 to a higher figure of £137.17 for a Band D property.
- 6.4 In the 2015 Settlement though, the Government has set the funding levels based on the assumption that the Council is able to raise the reduced Government income through increasing Council tax. In addition to the normal limit of 2% on increases



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where a breach would trigger a Council Tax referendum, the Government has permitted that any council in the bottom quartile can raise the Council Tax by a maximum of £5 each year where it remains in the bottom quartile. Despite Horsham being in the lowest quartile, it is recommended by Cabinet that this Council raise Council Tax by 1.2% - the RPI figure for December 2015, reflecting pledges made during the election process.

- 6.5 Where a council isn't in the lowest quartile, Government has assumed an average increase of 1.75% in Council Tax per annum for the period – based on an inflationary measure provided by the Office for Budget Responsibility. Thus a 1.75% increase in Council Tax is assumed in the MTFs for 2017/18 and 2018/19. Table 6 below shows the cumulative £2.49m loss of potential income over the four year period 2016/17 to 2019/20 that not increasing Council Tax by £5 p.a. will have on the Council.

**Table 6 Council Tax**

<b>Council Tax</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
Council Tax income assumed by central Government £5 increase	£8.45m	£8.95m	£9.48m	£10.02m	£36.90m
Council Tax income if inflation 1.2% is applied in 2016/17 and 1.75% in 2017/18 and 2018/19.	£8.25m	£8.52m	£8.80m	£8.84m	£34.41m
<b>Loss of potential income between £5 and lower percentage used</b>	£0.20m	£0.43m	£0.68m	£1.18m	£2.49m

## 7. Special Charge

- 7.1 Details of the Special Charge expenditure of £270,909 are included in **Appendix D**.
- 7.2 As a result of the changes to council tax benefits, the tax base of the unparished area reduced in 2013/14. To ensure comparability with the funding of the parishes, an element of the Council Tax Support Grant needs to be attributed to the unparished area, a sum of £6,148.
- 7.3 It is currently proposed that the Special Charge for 2016/17 is set at £23.93, raising a sum of £264,762. This, with the addition of the grant, is sufficient to fund the proposed Special Expenses. A small increase in the special charge was discussed with the Neighbourhood Councils in November 2015 and January 2016.

8. Table 7 - Council tax for 2016/17

2015/16 £000		2016/17 £000
13,000	Net expenditure	12,546
175	Contribution to/(from) general reserves	43
13,175		12,589
(1,603)	Revenue Support Grant	(825)
82	Less parish share of Council Tax support grant	49
(83)	Council Tax freeze grant	0
(2,937)	New Homes Bonus	(4,398)
1,771	Less contribution to New Homes Bonus Reserve	3,232
(1,862)	Business Rates Retention Scheme Baseline	(1,878)
(400)	Business Rates Retention Scheme net additional business rates	(400)
<b>8,143</b>	<b>Expenditure to be financed from District Council Tax</b>	<b>8,369</b>
(255)	<u>Less</u> funding by Special Charge taxpayers	(265)
(184)	<u>Less</u> share of estimated surplus on Collection Fund	(120)
7,704	Expenditure to be funded from District Council tax	7,984
56,836.4	Estimated Band D equivalent properties	58,208
£135.54	Council Tax at Band D	£137.17
£2.61	Cost per week at Band D	£2.64

9. Potential actions

- 9.1 An updated Medium Term Financial Strategy will be brought back to the Council later in the year, once the outcome of the New Homes Bonus Consultation is known. It will also elaborate further on how the Council expects to deliver future savings and

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income generation to tackle the deficit over the period 2017/18 to 2019/20. This is likely to be through a combination of a range of measures including the next phase in Business Transformation - "Future Horsham", commissioning, shared services, procurement, income generation, other efficiency measures and also potentially some reductions to discretionary services.

- 9.2 A number of income generating and efficiency opportunities that could help to reduce the deficit are set out in Table 8 below. For example, a 1% increase in Council Tax raises about £80k. Central Government has used an inflation measure of 1.75% for the period based on information provided by the Office for Budget Responsibility. The budget assumes a 1.75% increase in 2017/18 and 2018/19 but if the Council raises Council Tax by 1.75% in 2019/20 as well, it would raise a further £140k.

**Table 8 – policy options**

Options	2017/18 £000s	2018/19 £000s	2019/20 £000s
1.75% year on year increase in C-Tax in 2018/19 and 2019/20 as per Central Government assumptions on inflation	-	-	140
Alternative weekly collection of household waste	125	500	500
Increase Green waste charges £2 p.a.	70	140	210
Reduction of Council Tax Support	85	175	175
Rural Car park business season tickets	20	20	20
<b>Total</b>	<b>300</b>	<b>835</b>	<b>1,045</b>

- 9.3 Other income generating alternatives include a small increase in green waste charges each year generating a total of £420k over the three year period and the introduction of rural car parking business season tickets generating a total of £60k over the three year period.
- 9.4 On the efficiency and savings side, an alternate weekly bin collection would save an estimated £0.5m per full year of savings. This may also help to improve the Council's recycling rates (currently hovering at around 46%) to above the 50% target. A high proportion of the top recycling authorities in the country achieving the 50% recycling rate have alternative weekly collection, which encourages residents to recycle rather than dispose of recyclable material in the dustbin. Reducing current Council Tax Support levels to that of only pensioners would save a total of £435k over the period.
- 9.5 Officers are also working hard on income generation, reviewing commissioning and shared services, and other efficiency measures. Appendix I sets out some indicative areas against these headings which officers are exploring and targeting for implementation in 2017/18 to 2019/20. Further detail and progress against these schemes will be reported back as the savings are hardened into future budgets.
- 9.6 The combined effect of the savings and opportunities would have the following effect on the budget deficit as set out in table 9. Should these all be implemented, deficits would still remain in each of the three years to 2019/20. We would aim to fill the remaining gap from by continuing to identify other savings opportunities, including the savings from Future Horsham.

**Table 9 – deficit after savings and income**

Options	2017/18 £000s	2018/19 £000s	2019/20 £000s
<b>Deficit</b>	<b>1,475</b>	<b>2,443</b>	<b>3,877</b>
Table 8 policy options	300	835	1,045
<b>Potential deficit after policy options</b>	<b>1,175</b>	<b>1,608</b>	<b>2,832</b>

**Business Transformation – Future Horsham**

- 9.7 The previous Business Transformation Programme has delivered over £1m of cashable savings and helped to modernise the Council’s working practices. Office assets were reduced moving from four separate buildings into our present accommodation. The Council’s organisational structure was overhauled to take out a middle management layer and to ensure we built capacity and expertise in critical areas. We harmonised and modernised staff terms and conditions, introduced electronic document management and made substantial progress in developing our digital capabilities. However, there is a lot more still to do.
- 9.8 The next phase in our Transformation Programme will focus on how we ensure that all services are designed to meet customers’ needs and to do so in the most efficient ways. This will involve examining how services and the processes that support them are organised and how we can use technology to maximise efficiency, to improve the customer experience and increase opportunities for digital self-service. As part of this approach we will undertake benchmarking with other councils and service providers to inform future choices on service provision as part of our commissioning agenda. This next phase in Business Transformation will be known as “Future Horsham”.
- 9.9 We have engaged consultants to help us build a business case and blueprint for the Future Horsham programme for members to consider later in 2016. This will outline how we can meet the challenges and provide a clear roadmap for delivery. When we report back, the business case will also quantify the level of investment needed to deliver the changes. Based on a high level review, it is anticipated that the business case will enable savings in the region of 10% of our total pay bill excluding operational services.
- 9.10 In addition, we will continue with our programme to review the how we commission outcomes for residents across all our services. We have set a further target of £500k for efficiencies arising from commissioning.
- 9.11 After considering these two potential savings targets the projected deficit is projected in Table 10 below:

<b>Table 10</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>
<b>Potential deficit after policy options</b>	<b>1,175</b>	<b>1,608</b>	<b>2,832</b>
Future Horsham	250	750	1,000
Commissioning efficiencies	250	500	500
<b>Potential deficit after Future Horsham and Commissioning efficiencies</b>	<b>675</b>	<b>358</b>	<b>1,332</b>



**Appendix 1**

**Consequences of the Proposed Action**

<p>What are the risks associated with the proposal?</p> <p>Risk Assessment attached Yes/No</p>	<p>CRR01                      Financial Source: The Council is reliant on Central Government funding.                      Event: Grant funding from Central Government is less generous than assumed in the MTFS plan.</p>
<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>There is no specific impact on Crime and Disorder.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>There is no specific impact on Human Rights.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p> <p>Equalities Impact Assessment attached Yes/No/Not relevant</p>	<p>There is no specific impact on Equality and Diversity.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>There is no specific impact on sustainability.</p>



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# BUDGET SUMMARY

# 2016 – 2017

## Appendix A

Original Budget	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
<b><u>BUSINESS TRANSFORMATION</u></b>										
203,205	Business Transformation	133,705		200	740				134,645	134,645
<b>203,205</b>	<b>BUSINESS TRANSFORMATION</b>	<b>133,705</b>		<b>200</b>	<b>740</b>				<b>134,645</b>	<b>134,645</b>
<b><u>CHIEF EXECUTIVE OFFICE</u></b>										
275,250	Chief Executive Office	257,430			1,990				259,420	259,420
129,990	Democratic Rep	21,670			101,100				122,770	122,770
<b>405,240</b>	<b>CHIEF EXECUTIVE OFFICE</b>	<b>279,100</b>			<b>103,090</b>				<b>382,190</b>	<b>382,190</b>
<b><u>COMMUNICATIONS</u></b>										
368,435	Communications	250,505		150	58,000			-15,000	308,655	293,655
<b>368,435</b>	<b>COMMUNICATIONS</b>	<b>250,505</b>		<b>150</b>	<b>58,000</b>			<b>-15,000</b>	<b>308,655</b>	<b>293,655</b>
<b>976,880</b>	<b>CHIEF EXECUTIVE</b>	<b>663,310</b>		<b>350</b>	<b>161,830</b>			<b>-15,000</b>	<b>825,490</b>	<b>810,490</b>

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Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
<b><u>COMMUNITY &amp; CULTURE</u></b>										
305,610	Capitol	482,020	273,200	1,500	884,040			-1,359,070	1,640,760	281,690
157,565	COMMUNITY & CULTURE	109,015	0	200	28,490	15,000			152,705	152,705
598,872	Community Development	591,165	8,750	9,950	462,767	25,600		-584,430	1,098,232	513,802
187,325	Community Safety	339,065	1,250	17,490	78,440			-172,810	436,245	263,435
-100,770	Leisure Services	50,100	209,870	1,310	66,080	262,110		-644,415	589,470	-54,945
222,260	Museums	157,990	78,980	100	42,890			-31,250	279,960	248,710
1,034,430	PARKS & COUNTRYSIDE SERVICES	706,690	339,330	2,960	210,350	184,480		-373,840	1,443,810	1,069,970
<b>2,405,292</b>	<b>COMMUNITY &amp; CULTURE</b>	<b>2,436,045</b>	<b>911,380</b>	<b>33,510</b>	<b>1,773,057</b>	<b>487,190</b>		<b>-3,165,815</b>	<b>5,641,182</b>	<b>2,475,367</b>
<b><u>CUSTOMER SERVICES</u></b>										
373,950	Customer Services	388,060			13,620			-5,375	401,680	396,305
<b>373,950</b>	<b>CUSTOMER SERVICES</b>	<b>388,060</b>			<b>13,620</b>			<b>-5,375</b>	<b>401,680</b>	<b>396,305</b>
<b><u>DIR OF COMMUNITY SERVICES</u></b>										
121,830	Dir Of Community Services	123,970		200	1,120				125,290	125,290
<b><u>COMMUNITY SERVICES</u></b>										

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Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
121,830	DIR OF COMMUNITY SERVICES	123,970		200	1,120				125,290	125,290

**ENVIRONMENTAL SERVICES/LICENSING**

777,400	Environmental Health/Licensing	956,855	2,000	9,750	96,640			-332,490	1,065,245	732,755
<b>777,400</b>	<b>ENVIRONMENTAL SERVICES/LICENSING</b>	<b>956,855</b>	<b>2,000</b>	<b>9,750</b>	<b>96,640</b>			<b>-332,490</b>	<b>1,065,245</b>	<b>732,755</b>

**COMMUNITY SERVICES**

**HOUSING**

-99,440	Community Link - Housing	101,690		4,500	97,790			-297,000	203,980	-93,020
10,000	Housing				10,000				10,000	10,000
709,390	Housing Needs	472,540		6,000	304,050			-208,000	782,590	574,590
-352,880	Housing Services	9,750	193,510		15,230			-613,000	218,490	-394,510
<b>267,070</b>	<b>HOUSING</b>	<b>583,980</b>	<b>193,510</b>	<b>10,500</b>	<b>427,070</b>			<b>-1,118,000</b>	<b>1,215,060</b>	<b>97,060</b>

**COMMUNITY SERVICES**

**PARKING SERVICES**

250,820	Parking	328,120		0	34,040			0	362,160	362,160
-147,320	Parking services	192,230		2,000	59,970			-497,210	254,200	-243,010
78,628	Rural car parks		91,708		9,550			-23,990	101,258	77,268

**COMMUNITY SERVICES**

Original Budget		Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure
2015 - 2016	Service									2016 - 2017
-2,350,300	Urban Car Parks		737,110		100,080			-3,487,205	837,190	-2,650,015
<b>-2,168,172</b>	<b>PARKING SERVICES</b>	<b>520,350</b>	<b>828,818</b>	<b>2,000</b>	<b>203,640</b>			<b>-4,008,405</b>	<b>1,554,808</b>	<b>-2,453,597</b>

**STREET SCENE & FLEET**

852,250	Litter & Cleansing	790,376	3,200	7,750	171,819			-50,000	973,145	923,145
103,260	REFUSE DEPOTS		85,650		16,530				102,180	102,180
1,913,340	Vehicle & Plant	248,220		1,515,060	48,750				1,812,030	1,812,030
<b>2,868,850</b>	<b>STREET SCENE &amp; FLEET</b>	<b>1,038,596</b>	<b>88,850</b>	<b>1,522,810</b>	<b>237,099</b>			<b>-50,000</b>	<b>2,887,355</b>	<b>2,837,355</b>

**COMMUNITY SERVICES**

**WASTE & RECYLING**

453,316	Operations	2,415,037	36,900	3,400	213,580			-2,164,559	2,668,917	504,358
-208,191	Trade Waste & Recycling	244,825		1,000	463,340			-904,984	709,165	-195,819
<b>245,125</b>	<b>WASTE &amp; RECYLING</b>	<b>2,659,862</b>	<b>36,900</b>	<b>4,400</b>	<b>676,920</b>			<b>-3,069,543</b>	<b>3,378,082</b>	<b>308,539</b>
<b>4,891,345</b>	<b>COMMUNITY SERVICES</b>	<b>8,707,718</b>	<b>2,061,458</b>	<b>1,583,170</b>	<b>3,429,166</b>	<b>487,190</b>		<b>-11,749,628</b>	<b>16,268,702</b>	<b>4,519,074</b>

**COMMUNITY SERVICES**

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Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
<b>AUDIT</b>		<b>CORPORATE RESOURCES</b>								
188,450	Audit	190,575		300	2,075			-9,200	192,950	183,750
<b>188,450</b>	<b>AUDIT</b>	<b>190,575</b>		<b>300</b>	<b>2,075</b>			<b>-9,200</b>	<b>192,950</b>	<b>183,750</b>
<b>CENSUS ICT</b>		<b>CORPORATE RESOURCES</b>								
667,926	CENSUS ICT	1,461,627		8,000	1,253,350	40,800		-2,031,200	2,763,777	732,577
75,547	CENSUS PROJECTS				255,000			-155,000	255,000	100,000
<b>743,473</b>	<b>CENSUS ICT</b>	<b>1,461,627</b>		<b>8,000</b>	<b>1,508,350</b>	<b>40,800</b>		<b>-2,186,200</b>	<b>3,018,777</b>	<b>832,577</b>
<b>COMMISSIONING</b>		<b>CORPORATE RESOURCES</b>								
208,780	Policy And Performance	288,760			260				289,020	289,020
68,245	Procurement	106,125		260	6,230			-43,050	112,615	69,565
<b>277,025</b>	<b>COMMISSIONING</b>	<b>394,885</b>		<b>260</b>	<b>6,490</b>			<b>-43,050</b>	<b>401,635</b>	<b>358,585</b>
<b>DIR RESOURCES</b>		<b>CORPORATE RESOURCES</b>								
0	Benefit Payments				1,348,420			-310,000	1,348,420	1,038,420
1,023,420	Census Revs & Bens				0			0	0	0

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Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
121,770	Dir Resources	124,490			740				125,230	125,230
-608,884	HDC Revs & Bens				195,170	32,000,000		-32,535,924	32,195,170	-340,754
<b>536,306</b>	<b>DIR RESOURCES</b>	<b>124,490</b>			<b>1,544,330</b>	<b>32,000,000</b>		<b>-32,845,924</b>	<b>33,668,820</b>	<b>822,896</b>

**FINANCE**

888,270	Finance Accountancy	756,930		240	166,410	18,000		-16,000	941,580	925,580
937,010	Finance Corporate	125,270		0	272,000		881,000	-288,220	1,278,270	990,050
<b>1,825,280</b>	<b>FINANCE</b>	<b>882,200</b>		<b>240</b>	<b>438,410</b>	<b>18,000</b>	<b>881,000</b>	<b>-304,220</b>	<b>2,219,850</b>	<b>1,915,630</b>

**CORPORATE RESOURCES**

**HDC ICT**

839,260	HDC ICT	448,050		2,500	355,700			-70,000	806,250	736,250
201,250	HDC PROJECTS	0			146,250			0	146,250	146,250
<b>1,040,510</b>	<b>HDC ICT</b>	<b>448,050</b>		<b>2,500</b>	<b>501,950</b>			<b>-70,000</b>	<b>952,500</b>	<b>882,500</b>

**CORPORATE RESOURCES**

**HUMAN RESOURCES & ORG DEVELOPMENT**

23,315	Equalities	44,980		250	300			-8,500	45,530	37,030
470,760	Human Resources	451,670		500	49,990				502,160	502,160

**CORPORATE RESOURCES**

Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
494,075	HUMAN RESOURCES & ORG DEVELOPMENT	496,650		750	50,290			-8,500	547,690	539,190
<b><u>LEGAL &amp; DEMOCRATIC</u></b>						<b><u>CORPORATE RESOURCES</u></b>				
729,000	Democratic Services	265,790		22,250	498,630			-8,500	786,670	778,170
618,060	Legal	589,700		100	69,570			-75,500	659,370	583,870
1,347,060	<b>LEGAL &amp; DEMOCRATIC</b>	<b>855,490</b>		<b>22,350</b>	<b>568,200</b>			<b>-84,000</b>	<b>1,446,040</b>	<b>1,362,040</b>
6,452,179	<b>CORPORATE RESOURCES</b>	<b>4,853,967</b>		<b>34,400</b>	<b>4,620,095</b>	<b>32,058,800</b>	<b>881,000</b>	<b>-35,551,094</b>	<b>42,448,262</b>	<b>6,897,168</b>

Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
<b><u>BUILDING CONTROL</u></b>										
-55,540	Building Control	715,100	4,300	18,330	75,000			-853,890	812,730	-41,160
-55,540	<b>BUILDING CONTROL</b>	<b>715,100</b>	<b>4,300</b>	<b>18,330</b>	<b>75,000</b>			<b>-853,890</b>	<b>812,730</b>	<b>-41,160</b>
<b><u>DEVELOPMENT</u></b>										
495,940	Development	1,617,570		8,240	273,700			-1,727,420	1,899,510	172,090
495,940	<b>DEVELOPMENT</b>	<b>1,617,570</b>		<b>8,240</b>	<b>273,700</b>			<b>-1,727,420</b>	<b>1,899,510</b>	<b>172,090</b>
<b><u>DIR OF PLANNING, ECON DEV &amp; PROP</u></b>										
116,550	Dir Plan, Ed, Prop	124,130							124,130	124,130
116,550	<b>DIR OF PLANNING, ECON DEV &amp; PROP</b>	<b>124,130</b>							<b>124,130</b>	<b>124,130</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>										
67,480	Economic Devel Mgr	61,390							61,390	61,390
222,390	Economic Development	148,740	760	1,500	67,625			-7,530	218,625	211,095
107,080	Town Centre Mgt	85,090	38,380	250	45,380			-27,800	169,100	141,300
23,250	Visitor Economy		17,250		6,000				23,250	23,250
<b><u>PLANNING , ECON DEV, PROPERTY</u></b>										
<b><u>PLANNING , ECON DEV, PROPERTY</u></b>										
<b><u>PLANNING , ECON DEV, PROPERTY</u></b>										
<b><u>PLANNING , ECON DEV, PROPERTY</u></b>										

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Original Budget 2015 - 2016	Service	Employee Expenses	Direct Premises Expenses	Transport and Plant Expenses	Supplies and Services	Contract Payments	Capital Costs	Income	Gross Expenditure	Net Expenditure 2016 - 2017
420,200	ECONOMIC DEVELOPMENT	295,220	56,390	1,750	119,005			-35,330	472,365	437,035
<b><u>PROPERTY &amp; FACILITIES</u></b>						<b><u>PLANNING , ECON DEV, PROPERTY</u></b>				
612,150	Buildings		344,270		183,170			0	527,440	527,440
-2,235,420	Investment Properties		565,980		100,320	10,350		-2,989,000	676,650	-2,312,350
773,600	Properties & Facilities	565,750		1,720	103,520			-700	670,990	670,290
93,220	Public Realm		84,500		4,860			-4,040	89,360	85,320
-756,450	<b>PROPERTY &amp; FACILITIES</b>	<b>565,750</b>	<b>994,750</b>	<b>1,720</b>	<b>391,870</b>	<b>10,350</b>		<b>-2,993,740</b>	<b>1,964,440</b>	<b>-1,029,300</b>
<b><u>SPATIAL PLANNING</u></b>						<b><u>PLANNING , ECON DEV, PROPERTY</u></b>				
672,900	Spatial Planning	678,190	19,750	1,360	149,400			-82,570	848,700	766,130
672,900	<b>SPATIAL PLANNING</b>	<b>678,190</b>	<b>19,750</b>	<b>1,360</b>	<b>149,400</b>			<b>-82,570</b>	<b>848,700</b>	<b>766,130</b>
893,600	<b>PLANNING , ECON DEV, PROPERTY</b>	<b>3,995,960</b>	<b>1,075,190</b>	<b>31,400</b>	<b>1,008,975</b>	<b>10,350</b>		<b>-5,692,950</b>	<b>6,121,875</b>	<b>428,925</b>
13,214,004	<b>Report Totals</b>	<b>18,220,955</b>	<b>3,136,648</b>	<b>1,649,320</b>	<b>9,220,066</b>	<b>32,556,340</b>	<b>881,000</b>	<b>-53,008,672</b>	<b>65,664,329</b>	<b>12,655,657</b>
-163,580	Less Capitalised Salaries									-109,620
-50,000	Budgets funded from reserves									
<u>13,000,424</u>										<u>12,546,037</u>

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## Budget 2016/17 Main movements – itemised over £10k

Department / Description	2016/17 Total £000	Savings		Growth		
		Efficiency Measures /Service Adjustments £000	Income Generation £000	Externally Imposed £000	Loss of Income £000	Service Improvements/ Adjustments £000
<b>CORPORATE</b>						
Salaries – 1% pay rise	136					136
Increase in National Insurance and Superannuation	476			476		
Increments - regrading	117					117
Reduction in posts/hours	(442)	(442)				
Reduction in capitalised salaries	46					46
Repairs and maintenance	19					19
<b>CHIEF EXECUTIVE OFFICE</b>						
Audit fees	(20)	(20)				
<b>COMMUNICATIONS</b>						
External print - volume reduction	(27)	(27)				
<b>LEGAL &amp; DEMOCRATIC</b>						
Legal fee income	(25)		(25)			
Councillors allowances	14			14		
Locum and Agency Costs offset by staffing savings	35					35
<b>FINANCE</b>						
Reduction in bad debt provision	(13)	(13)				
Reduction in capital expenditure financing charge (MRP)	(60)	(60)	0			
Interest on investments	(76)		(76)			
Added years pension costs	19					19

Insurance	22				22		
Increase in borrowing costs	29						29
Replacement of Financial Management System	10						10
<b>HDC ICT</b>							
Income for services supplied to other Local Authorities	(70)			(70)			
<b>CENSUS ICT</b>							
Net increase (after partnership contributions)	33						33
<b>HUMAN RESOURCES &amp; ORGANISATIONAL DEVELOPMENT</b>							
Reduction in external funding for access and equality	13					13	
<b>REVENUES AND BENEFITS</b>							
Reduction in administration grant	71				71		
Reduction in Housing benefit subsidy - net	200						200
<b>COMMUNITY &amp; CULTURE</b>							
Increase in project support to offset loss of Community Engagement post	19						19
Traveller management service	15				15		
<b>COMMUNITY DEVELOPMENT</b>							
Synergies through joint working with health	(30)			(30)			
<b>CAPITOL</b>							
Growth in commission and shop sales	(65)			(65)			

Increased use of casual staff – reflects increased activity	15						15
<b>LEISURE SERVICES</b>							
Increase in income as latent defects and essential repairs to leisure centre completed.	(135)		(135)				
End of Recreation Centre management agreement with Forest School	(17)		(17)				
Reduction of rental income	62					62	
Leisure Centre repairs	120						120
High Rope income	20					20	
<b>PARK &amp; COUNTRYSIDE</b>							
Southwater Country Park - parking	(33)		(33)				
Casual staff to offset reduction in establishment staff	10						10
Equipment and tools to support additional Volunteer groups – offset by staffing savings	19						19
<b>STREET SCENE &amp; FLEET</b>							
Vehicle Fuel	(104)		(104)				
Vehicle Repair and maintenance	(22)		(22)				
Use of external funding for Adopt a Street	(15)		(15)				
Withdrawal of cess pit service, net loss of income	72					72	
<b>WASTE &amp; RECYLING</b>							
Increase in green waste income	(216)		(216)				
Reduction in recycling credits	243				243		
<b>PARKING SERVICES</b>							
Sunday and bank holiday charging	(140)		(140)				

Season ticket income	(89)		(89)			
Lighting savings	(10)	(10)				
Extension of ANPR	(30)		(30)			
Ticket machine maintenance	30					30
Credit card charges	11					11
<b>ENVIRONMENTAL SERVICES / LICENSING</b>						
Pollution Control – net savings	(14)	(14)				
Licensing income	(17)		(17)			
<b>HOUSING</b>						
Net increase in community link income	(10)		(10)			
Reduced bed and breakfast costs - lower demand	(50)	(50)				
Reduced bed and breakfast costs - increase in temporary accommodation provision	(50)	(50)				
Temporary accommodation - increase in provision	(42)		(42)			
<b>DEVELOPMENT</b>						
Reduction in Counsel Fees	(50)	(50)				
Reduction in use of consultants	(100)	(100)				
Planning fees	(156)		(156)			
Community infrastructure levy income - to cover admin post	(30)		(30)			
Pre- application advice	(60)		(60)			
Reduction in legal expenses recovered	57				57	
Appeal costs	15					15
Advertising costs	15					15

<b>SPATIAL PLANNING</b>								
Local District Plan	(30)		(30)					
Land Drainage DEFRA payments	(30)		(30)					
Land Drainage income	(12)		0	(12)				
<b>PROPERTIES &amp; FACILITIES</b>								
Final impact of Office moves	(75)		(75)					
Income from property investment	(150)			(150)				
Southwater medical repairs completed	(25)		(25)					
Stable Block repairs completed	(25)		(25)					
Stable Block income	(10)			(10)				
Park House - net income	(138)			(138)				
Works at Horsham Industrial Estate	(11)		(11)					
Reduction in rental income - sale of properties, end of lease	80					80		
Reduction in net Swan Walk Income	50					50		
<b>ECONOMIC DEVELOPMENT</b>								
Pop-up-Shop rates	25						25	
Contribution to Rural West Sussex Director - salary savings are included in overall salary figures	54					54		
<b>OTHER</b>								
Net Minor items	48						54	
Removal of reserve funding for Office Moves	50						50	
<b>Total (net saving)</b>	<b>(454)</b>		<b>(1,310)</b>	<b>(1,414)</b>		<b>841</b>	<b>608</b>	<b>821</b>
			<b>Efficiency Measures /Service Adjustments £000</b>	<b>Income Generation £000</b>		<b>Externally Imposed £000</b>	<b>Loss of Income £000</b>	<b>Service Improvements/ Adjustments £000</b>





<b>Objective Description</b>	<b>Expected Full Year 2015/16</b>	<b>Proposed 2016/17</b>	<b>Proposed 2017/18</b>	<b>Proposed 2018/19</b>	<b>Proposed 2019/20</b>
Parkside	325,048	-	-	-	-
Parkside - Comms	10,000	-	-	-	-
Parkside - People	85,000	-	-	-	-
HDC Parkside ICT	235,698	-	-	-	-
Storage Area Network	13,409	-	-	-	-
Core Switch Replacement	20,000	-	-	-	-
Disaster Recovery	23,757	-	-	-	-
Local Area Network - HDC	4,850	-	-	-	-
Wide Area Network	35,904	-	-	-	-
HDC-Windows7+Ms Office2010Rollout	11,992	-	-	-	-
HDC-Replace End Of Life Desktop PC'S	12,549	-	-	-	-
ICT Projects	-	-	200,000	200,000	200,000
Census - PSN Accreditation	34,144	-	-	-	-
Census - Server Replacement (4 Way)	38,291	-	-	-	-
Census - Redhat Linux (3 Way)	34,000	-	-	-	-
Census - Disk Capacity (4 Way)	1,940	-	-	-	-
Census - Wireless Resilience (4 Way)	5,900	-	-	-	-
Census - Replace Storage Area Network	-	50,000	-	-	-
Identity & Access Management Controls Tool	-	10,000	-	-	-
Mobile Working Application	-	72,500	-	-	-
CCTV Cameras - Town Centre	5,298	-	-	-	-
Southwater Country Park-Play eqmt	137,282	-	-	-	-
Frenches Way Play Area, Bill'Hurst	85,163	-	-	-	-
Riverside Walk Project-Hormare	25,924	-	-	-	-
Partridge Green - Contrib road/CP	963	-	-	-	-
Car Park Southwater (Country Park)	120,000	-	-	-	-
Parbrook Landslip Prevention	100,000	-	-	-	-
Capital Arts Centre - Sound System	65,000	-	-	-	-
Warnham Millpond Engineering Works	117,000	-	-	-	-
Horsham Park Pond Improvements	-	30,000	-	-	-
Bennets Field Improvements	-	105,000	-	-	-
Warnham Nature Reserve Improvements	-	50,000	-	-	-
Southwater Country Park - Toilets	-	80,000	-	-	-
Capitol Theatre - Lighting Desk	-	20,000	-	-	-
Capitol Theatre - Projector	-	36,000	-	-	-
Pulborough Town Centre Imps S106	32,826	-	-	-	-
96 Act-Disabled Facility Grant	525,000	713,000	713,000	713,000	713,000
96 Act-Home Repair Assist. Grant	90,000	125,000	125,000	125,000	125,000
Henfield Leisure Centre - Soft Play Area	300,000	-	-	-	-
Traveller Transit Site Chichester	72,608	-	-	-	-
Signage - Town & Rural Car Parks	-	20,000	-	-	-
ANPR Extended - Hurst Rd & Denne Rd	-	125,000	-	-	-
Swimming Provision-Pavillions	126,884	-	-	-	-
Swimming Provision-Steyning	301,064	-	-	-	-
Swimming Provision-Billingshurst	-	55,000	-	-	-
Broadbridge Heath Leisure Centre-New	100,000	3,006,762	9,129,000	-	2,500,000
Arts Centre-Chiller Replacement	2,583	-	-	-	-
Multi-Storey Car Park-Repairs	378,244	-	-	-	-
Swan Walk Centre	100,000	200,000	-	-	-
Piries Place Car Park	10,000	164,979	-	-	-
Piries Place Car Park Lift	175,000	-	-	-	-
Forum Car Park Lift	190,000	-	-	-	-
Hillside Park, Small Dole, Safety Works	4,197	-	-	-	-

<b>Objective Description</b>	<b>Expected Full Year 2015/16</b>	<b>Proposed 2016/17</b>	<b>Proposed 2017/18</b>	<b>Proposed 2018/19</b>	<b>Proposed 2019/20</b>
Granary Refurbishment	35,000	-	-	-	-
Drill Hall Heating System	-	65,000	-	-	-
Commercial Estates - General	-	-	100,000	100,000	100,000
Forum Paving	82,307	-	-	-	-
Replace Boilers	4,444	-	-	-	-
Energy Efficiency Improvements	-	25,000	50,000	-	-
Southwater Health Centre Project	20,000	-	-	-	-
Hop Oast Depot Realignment	125,000	4,410,112	-	-	-
Hop Oast Depot Drainage Renewal	25,938	-	-	-	-
Temp Accommodation Apartments (Bishopric)	700,000	2,200,000	-	-	-
Myrtle Lane Car Park (Billingshurst)	315,000	-	-	-	-
Disabled Access To Public Bldgs	20,000	-	-	-	-
Corporate Provision - Asset Enhancement	-	-	500,000	500,000	500,000
Commercial Property Investment Fund	2,000,000	3,000,000	-	-	-
Wickhurst Pump Station	-	200,000	-	-	-
Swan Walk Centre - Rebuild CCTV Room	-	50,000	-	-	-
Bishopric Refurbishment / Enhancement	160,000	-	-	-	-
East Street Pedestrianisation	1,500	-	-	-	-
West Street Improvements	215,235	-	-	-	-
Housing Enabling Grants	1,914,000	250,000	5,812,010	3,812,010	3,812,010
Housing Services - Saxon Weald Loan	-	7,000,000	-	-	-
Vehicles - Replacement programme	515,000	930,000	4,860,000	540,000	-
<b>TOTAL</b>	<b>10,090,941</b>	<b>22,993,352</b>	<b>21,489,010</b>	<b>5,990,010</b>	<b>7,950,010</b>

**SPECIAL CHARGE ELEMENT -  
SUMMARY**

	<b>2016/17</b>
	<b>£</b>
ALLOTMENTS	2,740
CHILDRENS PLAYGROUNDS	25,570
DRILL HALL	34,630
BANDSTANDS	16,679
FOOTWAYS & AMENITY LIGHTING	1,900
FLORAL DISPLAYS	9,940
HORSHAM PARK	57,820
GRANTS TO NEIGHBOURHOOD COUNCILS	14,290
YOUTH WORKER GRANT	30,000
RECREATION GROUNDS	55,770
CHRISTMAS LIGHTS	<u>21,570</u>
<b>TOTAL</b>	<b><u>270,909</u></b>



### MINIMUM REVENUE PROVISION (MRP)

When the Council does not finance capital expenditure with resources such as capital receipts, grants, contributions and reserves it effectively finances the spend by debt (although this can be internally sourced debt), and it must put aside resources to repay that debt. The amount charged is known as the Minimum Revenue Provision (MRP).

The amount of Minimum Revenue Provision (MRP) is set by the Council but legislation requires the Council to have regard to guidance issued by the Department for Communities and Local Government (DCLG). The aim of the guidance is to ensure that debt is repaid over a period that broadly matches the period over which the unfinanced capital expenditure provides benefits

The Department for Communities and Local Government's guidance requires the Council to approve an annual MRP statement and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance as well as locally determined prudent methods.

The Council is recommended to approve the following MRP Statement:

- For capital expenditure incurred before 1 April 2008 or which in the future will be Supported (*Note*) Capital Expenditure, the MRP policy will follow the former DCLG Regulations. This means the MRP will be based on 4% of the Capital Financing Requirement in respect of that expenditure.
- From 1 April 2008 for all unsupported capital expenditure, the MRP will be calculated by dividing the capital expenditure by the expected useful life of the relevant assets, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
- For assets subject to finance leases, the MRP requirement would be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability.
- Where loans are made to other bodies for their capital expenditure, no MRP will be charged. However, the capital receipts generated by the annual repayments on those loans will be put aside to repay debt instead.
- Capital spend is not subject to a MRP until the next financial year.

*Note Supported Capital Expenditure is capital spend that central government supports with a contribution through grant. Horsham District Council does not have any Supported Capital Expenditure at present.*

## Prudential Indicators

### Capital Expenditure Plans

The Council is asked to approve the capital expenditure projections below. The estimate of capital expenditure is based on the capital budget approved elsewhere in this report and estimates of capital spend that may become necessary during the period of the medium term financial strategy.

	2015/16 Revised £000	2016/17 Revised £000	2017/18 Revised £000	2018/19 Estimate £000
<b>Projected Capital Expenditure</b>	8,515	19,247	26,489	5,990
<b>Financed by:</b>				
Capital receipts and third party contributions	6,301	6,860	6,771	4,412
Capital grants	442	442	442	442
Revenue reserves	72	2,000	5,416	596
Total Financing	6,815	9,302	12,629	5,450
<b>Net financing need</b>	<b>1,700</b>	<b>9,945</b>	<b>13,860</b>	<b>540</b>

### The Council's borrowing need, the Capital Financing Requirement

The Council is asked to approve the projections below in which the capital financing requirement peaks in this time frame as unfinanced capital spend outweighs resources put aside to cover it until 2018/19.

<b>Capital Financing Requirement</b>	2015/16 Revised £000	2016/17 Revised £000	2017/18 Revised £000	2018/19 Estimate £000
Opening balance	11,986	12,900	22,019	34,748
Net financing need	1,700	9,945	13,860	540
Less MRP	(786)	(826)	(1,131)	(1,494)
<b>Closing balance</b>	<b>12,900</b>	<b>22,019</b>	<b>34,748</b>	<b>33,794</b>
Net inc/(decrease)	914	9,119	12,729	(954)

### Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence. Total debt is expected to remain below the CFR during the forecast period as indicated below.

	2015/16 Revised £000	2016/17 Revised £000	2017/18 Revised £000	2018/19 Estimate £000
Gross Borrowing	4,000	9,000	18,000	18,000
Capital Fin. Req.	12,900	22,019	34,748	33,794

## Limits to debt

There are two indicators that seek to put a limit on debt. The first limiting indicator is the 'operational boundary' which represents the expected maximum debt position during each year but is not an absolute limit. The other debt prudential indicator is the 'authorised limit' for external debt which represents the limit beyond which external borrowing is prohibited, and needs to be set and revised by Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The table below shows the estimates that the Council are asked to approve.

	2016/17	2017/18	2018/19
Operational boundary - borrowing	£9m	£18m	£18m
Operational boundary – other long term liabilities	£0m	£0m	£0m
Operational boundary - Total	£9m	£18m	£18m
Authorised limit – borrowing	£14m	£24m	£24m
Authorised limit – other long-term liabilities	£1m	£1m	£1m
Authorised limit – Total	£15m	£25m	£25m

Both limits are increasing as borrowing is projected to increase over the medium term.

## Affordability Prudential Indicators

**Estimates of the ratio of financing costs to net revenue stream** – This indicator identifies the trend in the cost of capital (borrowing costs net of investment income) against the net revenue stream. It therefore measures how much of the Council's overall income is used to finance capital. The increase is due to the capital expenditure which is not financed from capital and revenue resources.

2015/16	2016/17	2017/18	2018/19
5%	6%	7%	11%

**Estimates of the incremental impact of capital investment decisions on the Council Tax** – This indicator identifies the revenue costs associated with the proposed changes to the capital programme recommended in the budget report. The costs are shown per Band D property and have been included in all the budget projections brought before the Council.

2016/17	2017/18	2018/19
£0.04	£0.12	£0.18





**New Homes Bonus (NHB)**

**Appendix G**

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
2011/12	379	379	379	379	379	379	<i>379</i>		
2012/13		390	390	390	390	390	<i>390</i>		
2013/14			397	397	397	397	<i>397</i>		
2014/15				776	776	776	<i>776</i>		
2015/16					994	994	<i>994</i>	<i>700</i>	
2016/17						1,462	<i>1,462</i>	<i>700</i>	<i>700</i>
2017/18								<i>700</i>	<i>700</i>
2018/19								<i>700</i>	<i>700</i>
2019/20									<i>600</i>
	<b>379</b>	<b>769</b>	<b>1,166</b>	<b>1,942</b>	<b>2,936</b>	<b>4,398</b>	<b>4,398</b>	<b>2,800</b>	<b>2,700</b>
Used to fund revenue	-	-	1,166	1,166	1,166	1,166	800	500	200
Used for BBH						2,000	2,000		
Added to Reserves	379	769	-	776	1,770	1,232	1,598	2,300	2,500
<b>Total Reserve figure</b>	<b>379</b>	<b>1,148</b>	<b>1,148</b>	<b>1,924</b>	<b>3,694</b>	<b>4,926</b>	<b>6,524</b>	<b>8,824</b>	<b>11,324</b>

**Notes:**

Figures highlighted in Italics are based on the provisional 2015 settlement amounts, which are subject to consultation. In the proposal, indicative fixed amounts have been set based on current performance and reduced. It assumes that NHB payments reduce significantly in 2018/19 when payments fall from 6 years to 4 years or fewer depending on the outcome of the consultation, and in the per home payment that district councils will receive from that date. Actual amounts for the future years 2017/18 to 2019/20 will be confirmed once the consultation on the allocation of NHB is completed.

The Council's reliance on NHB reserve to fund revenue is shown to taper off over the three years from 2017/18 to 2019/20.

It also assumes that £2m of the NHB reserve is used to fund the capital project of Broadbridge Heath (BBH) leisure centre in 2016/17 and also in 2017/18; the latter being subject to agreement of the recommendation in the report.



## 1. Robustness of Estimates and Adequacy of Reserves

- 1.1 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their precepts, and authorities are required to take the Chief Financial Officer's report into account when setting the Council Tax.
- 1.2 The desired minimum level of general reserves was established in the 2012/13 budget report at £6m. Sufficient general reserves are required to ensure that the Council is able to meet its expenses if it finds it needs to fund unplanned costs during the year or its projected income fall short of the budgeted amount. These changes could result from a number of sources such as increased homelessness or an increase in voids in the commercial property estate, or reduced business rate income.
- 1.3 The following table shows the predicted level of general reserves for future years. The level of general reserves shown below assumes that we are unable to fully resolve our deficit position and need to fund our shortfall from reserves.

Table 1 - Reserves

<b>Reserves – January 2016</b>	<b>2015-16 £000</b>	<b>2016-17 £000</b>	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>
General Reserves	8,515	5,687	2,212	(1,231)	(5,108)
NHB Reserve	3,694	4,926	6,524	8,824	11,324
Total reserves	12,209	10,613	8,736	7,593	6,216

- 1.4 The NHB reserve assumption in 2016/17 includes £2m used to fund capital expenditure on the Broadbridge Heath leisure centre project as agreed at the Council meeting on 9 December 2015. It also assumes that payments of NHB reduce in 2018/19 and 2019/20 in line with figures provided by the DCLG in its draft settlement announcement.
- 1.5 It also makes the assumption that there is a 1.2% increase in Council Tax in 2016/17 and a 1.75% increase in Council Tax in 2017/18 and 2018/19. The table above shows that if we fail to take appropriate action and resolve our deficit through constraining expenditure and raising income, our reserve levels will reduce significantly over the period to a point during 2018/19 there are not any general reserves left.
- 1.6 If the budget gaps are filled however, the Council will have sufficient revenue reserves for the period covered by the Medium Term Financial Strategy. Section 9 the report details policy options that could be considered by councillors in futures years and outlines potential savings that could be released through the implementation of the savings plans.

- 1.7 By holding general reserves, if the Council finds itself in a difficult position and the projected deficits in future years increase as a result of unforeseen government policy or events, the Council should still be able to maintain a minimum level of reserves while it identifies increased savings or additional income.
- 1.8 As stated earlier in the report, the future of the New Homes Bonus policy is currently out to consultation and the output from that consultation is expected in the summer. It is likely that our current projected New Homes Bonus levels will change as a result of this consultation.
- 1.9 The amount of New Homes Bonus that we are due to receive in 2016/17 (£4.4m) exceeds the amount that we anticipated because changes to the current scheme will be implemented in 2017/18 at the earliest, rather than in 2016/17. Therefore, as mentioned in paragraph 3.10 of the report, we are proposing to allocate a further £2m of our New Homes Bonus to fund Broadbridge Heath Leisure Centre. To this effect, a recommendation to allocate a further £2m towards the Broadbridge Heath leisure centre is raised as part of this report and this allocation is included in Table 1 above within the 2017/18 year, as shown in more detail within Appendix G (New Homes Bonus).
- 1.10 Once the government clarifies the future of NHB we will return to Council with a policy. We are already aware that any form of devolution across Sussex and Surrey is likely to come with a need to improve infrastructure, and therefore it is likely that this would be a component of the new policy (assuming that we are able to resolve the deficit and do not need these funds to replace our general reserves).

## 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](http://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](mailto:committeeservices@horsham.gov.uk)

Tel: 01403 215465

Published on 20 January 2016

### **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.

	<b>Subject/Decision</b>	<b>Decision Taker</b>	<b>Date(s) of decision</b>	<b>Contact Officer &amp; Cabinet Member</b>
1.	<b>Medium Term Financial Strategy</b>	Cabinet  Council	28 January 2016  24 February 2016	Katharine Eberhart, Director of Corporate Resources <a href="mailto:Katharine.Eberhart@horsham.gov.uk">Katharine.Eberhart@horsham.gov.uk</a>  Councillor Brian Donnelly, Cabinet Member for Finance and Assets <a href="mailto:Brian.Donnelly@horsham.gov.uk">Brian.Donnelly@horsham.gov.uk</a>
2.	<b>Corporate Plan</b>	Cabinet  Council	28 January 2016  24 February 2016	Tom Crowley, Chief Executive <a href="mailto:Tom.Crowley@horsham.gov.uk">Tom.Crowley@horsham.gov.uk</a>  Councillor Ray Dawe, Leader <a href="mailto:Ray.Dawe@horsham.gov.uk">Ray.Dawe@horsham.gov.uk</a>
3.	<b>Swan Walk and Piries Place Lighting Project</b>	Cabinet Member	January 2016	Brian Elliott, Property & Facilities Manager <a href="mailto:Brian.Elliott@horsham.gov.uk">Brian.Elliott@horsham.gov.uk</a>  Councillor Brian Donnelly, Cabinet Member for Finance and Assets <a href="mailto:Brian.Donnelly@horsham.gov.uk">Brian.Donnelly@horsham.gov.uk</a>

4.	<b>Extension to Shared Service Arrangement with Crawley Borough Council for Building Control Services</b>	Cabinet Member	January 2016	Stephen Shorrocks, Building Control Manager <a href="mailto:Stephen.Shorrocks@horsham.gov.uk">Stephen.Shorrocks@horsham.gov.uk</a>  Councillor Claire Vickers, Cabinet Member for Planning and Development <a href="mailto:Claire.Vickers@horsham.gov.uk">Claire.Vickers@horsham.gov.uk</a>
5.	<b>Purchase of Horsham Ambulance Station</b>	Council	24 February 2016	Chris Lyons, Director of Planning, Economic Development & Property <a href="mailto:Chris.Lyons@horsham.gov.uk">Chris.Lyons@horsham.gov.uk</a>  Councillor Brian Donnelly, Cabinet Member for Finance and Assets <a href="mailto:Brian.Donnelly@horsham.gov.uk">Brian.Donnelly@horsham.gov.uk</a>
6.	<b>Community Infrastructure Levy (CIL) Draft Charging Schedule</b>	Council	24 February 2016	Barbara Childs, Head of Strategic Planning and Sustainability <a href="mailto:Barbara.Childs@horsham.gov.uk">Barbara.Childs@horsham.gov.uk</a>  Councillor Claire Vickers, Cabinet Member for Planning and Development <a href="mailto:Claire.Vickers@horsham.gov.uk">Claire.Vickers@horsham.gov.uk</a>
7.	<b>Leisure Centres – contract extensions</b>	Council	24 February 2016	Natalie Brahma-Pearl, Director of Community Services <a href="mailto:natalie.brahma-pearl@horsham.gov.uk">natalie.brahma-pearl@horsham.gov.uk</a>  Councillor Jonathan Chowen, Cabinet Member for Leisure and Culture <a href="mailto:Jonathan.Chowen@horsham.gov.uk">Jonathan.Chowen@horsham.gov.uk</a>



8.	<b>Billingshurst Supplementary Planning Document</b>	Council	24 February 2016	Barbara Childs, Head of Strategic Planning and Sustainability <a href="mailto:Barbara.Childs@horsham.gov.uk">Barbara.Childs@horsham.gov.uk</a>  Councillor Claire Vickers, Cabinet Member for Planning and Development <a href="mailto:Claire.Vickers@horsham.gov.uk">Claire.Vickers@horsham.gov.uk</a>
9.	<b>West Sussex Local Authority On-street Parking Enforcement Arrangements</b>	Cabinet	24 March 2016	Natalie Brahma-Pearl, Director of Community Services <a href="mailto:natalie.brahma-pearl@horsham.gov.uk">natalie.brahma-pearl@horsham.gov.uk</a>  Councillor Gordon Lindsay, Cabinet Member for Local Economy <a href="mailto:Gordon.Lindsay@horsham.gov.uk">Gordon.Lindsay@horsham.gov.uk</a>
10.	<b>Changes to process by which the Council supports voluntary organisations</b>	Cabinet	24 March 2016	Trevor Beadle, Head of Community & Culture <a href="mailto:Trevor.Beadle@horsham.gov.uk">Trevor.Beadle@horsham.gov.uk</a>  Councillor Kate Rowbottom, Cabinet Member for Community and Wellbeing <a href="mailto:Kate.Rowbottom@horsham.gov.uk">Kate.Rowbottom@horsham.gov.uk</a>
11.	<b>Purchase of financial management system</b>	Cabinet Member	March 2016	Katharine Eberhart, Director of Corporate Resources <a href="mailto:Katharine.Eberhart@horsham.gov.uk">Katharine.Eberhart@horsham.gov.uk</a>  Councillor Brian Donnelly, Cabinet Member for Finance and Assets <a href="mailto:Brian.Donnelly@horsham.gov.uk">Brian.Donnelly@horsham.gov.uk</a>

12.	<b>Introduction of Parking Charges at Southwater Country Park</b>	Cabinet Member	March 2016	Ben Golds, Parking Services Manager <a href="mailto:Ben.Golds@horsham.gov.uk">Ben.Golds@horsham.gov.uk</a>  Councillor Gordon Lindsay, Cabinet Member for Local Economy <a href="mailto:Gordon.Lindsay@horsham.gov.uk">Gordon.Lindsay@horsham.gov.uk</a>
13.	<b>Off Street Parking Policies</b>	Cabinet Member	March 2016	Ben Golds, Parking Services Manager <a href="mailto:ben.golds@horsham.gov.uk">ben.golds@horsham.gov.uk</a>  Councillor Gordon Lindsay, Cabinet Member for Local Economy <a href="mailto:Gordon.Lindsay@horsham.gov.uk">Gordon.Lindsay@horsham.gov.uk</a>
14.	<b>Housing Strategy interim statement – a response to the July 2015 budget and October 2015 Housing Bill</b>	Cabinet	26 May 2016	Andrew Smith, Strategic Housing Manager <a href="mailto:Andrew.Smith@horsham.gov.uk">Andrew.Smith@horsham.gov.uk</a>  Councillor Philip Circus, Cabinet Member for Housing and Public Protection <a href="mailto:Philip.Circus@horsham.gov.uk">Philip.Circus@horsham.gov.uk</a>  Councillor Claire Vickers, Cabinet Member for Planning and Development <a href="mailto:Claire.Vickers@horsham.gov.uk">Claire.Vickers@horsham.gov.uk</a>

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

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