







All Our Futures

The Sustainable Community Strategy
for the Horsham District
2009 - 2026

A better place to live Opportunity for all Better health for all Staying and feeling safe



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 Please contact the Communications and Information Officer
 at Horsham District Council on (01403) 215571
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Foreword

by Gary Shipton, Chairman of Horsham District Community Partnership

Horsham District is one of the best places in the country to live.

It offers an exceptional environment, an excellent range of services and facilities, high-performing schools and colleges, historic market towns, and many and varied leisure opportunities.

The health of people living in the District is better than the England average and levels of crime remain low. Despite the recession, many parts continue to enjoy economic success, particularly those that have become integrated into the Gatwick Diamond sub-region and the wider London and South East of England economy.

Overall resident satisfaction levels are very high as demonstrated by a new county-wide survey.

Yet there's no room for complacency.

In a changing world, how do we protect all that makes the District special while evolving the area into an even better place in which to live and work?

During the past year, the Horsham District Community Partnership has consulted widely across the whole District to develop a blueprint to achieve just this. Based on the consultation feedback as well as other sources of information, All Our Futures identifies the key concerns and what the Community Partnership's joint aims and objectives are in addressing them. This shared vision will focus the work of all partners to meet the needs and aspirations of residents, visitors, businesses and communities.

It is a plan which takes a long-term view to 2026 while remaining flexible enough to take account of the District's changing needs.

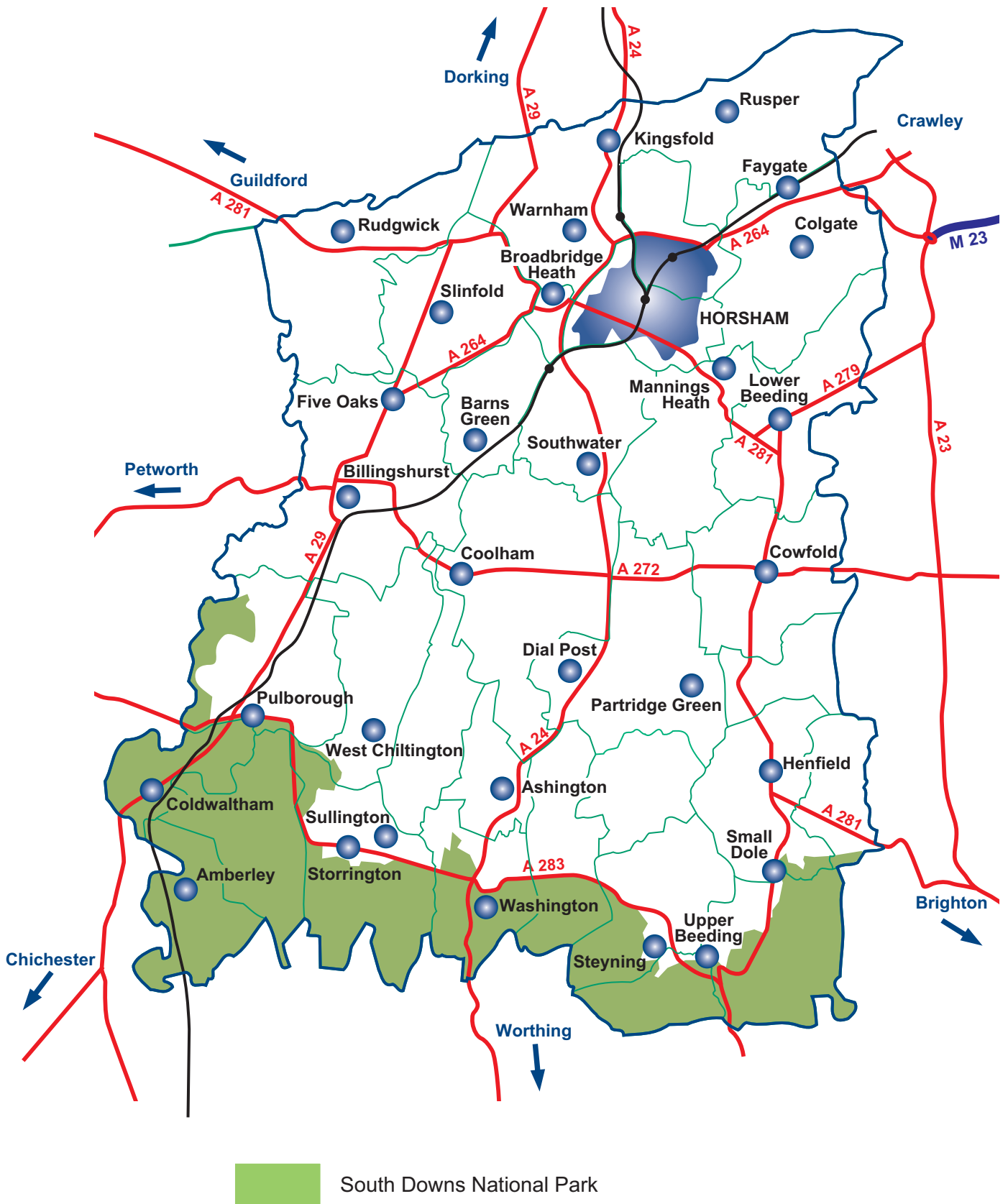


Above all else, it is a call to action: a document and a process designed to deliver results year in and year out in accordance with the priorities that local people have set. This will require everyone - residents, communities, organisations and businesses - to recognise their individual and collective responsibilities and to play their part.

It represents all our futures - and working together we will all make it a reality.

Gary Shipton.

All Our Futures



Introduction

Whether at work or play in Horsham District, as individuals or as members of communities united by place or interest, all our futures are inextricably linked.

Over the past year, the Horsham District Community Partnership has consulted with many individuals, businesses and communities in reviewing the quality of life in the District and considering what challenges and opportunities might lie ahead.

The Local Government and Public Involvement in Health Act 2007 established the statutory framework for local partnerships to work together to improve the way communities access the services and opportunities they need in a sustainable way.

Horsham District Community Partnership comprises public, business, and voluntary and community sector organisations working together for the benefit of Horsham District, its residents and visitors. All levels of local government are represented.

The Act also required each local authority down to district level to take the lead within their partnership in developing and agreeing the medium to long term vision for their area and identifying the most important issues that need to be tackled, and produce a Sustainable Community Strategy.

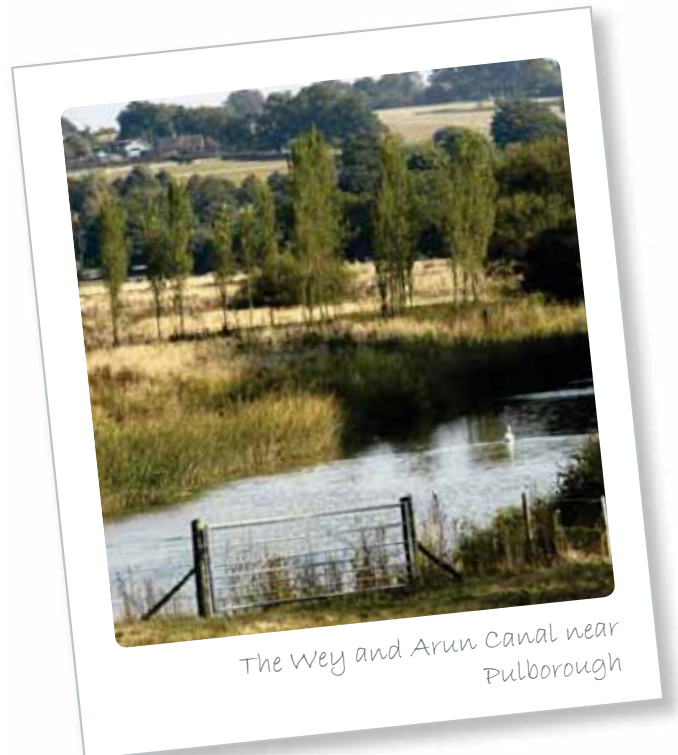
All Our Futures is the Sustainable Community Strategy for Horsham District. It provides a framework for meeting the needs of local people looking ahead to 2026 but concentrating on what needs to be done over the next four years. The Strategy is in two parts:

- This high level overview of the needs of the District summarising the findings of detailed consultation and the analysis of key data, and setting out under four “goals” what the Community

Partnership is aiming to achieve over the lifetime of the Strategy as well as its initial objectives. In order to convey the key messages quickly and forcefully, the picture presented is not closely detailed. The main reference documentation is listed on page 39.

- Separate detailed action plans prepared by four “Goal Groups” drawn from the Community Partnership’s membership, for addressing the Partnership’s objectives, including targets and performance measures. These will be available early in 2010 and updated annually.

The Strategy is for Horsham District, but it will also make a positive contribution towards realising the vision for West Sussex and the South East Region as a whole, as well as becoming the framework from which action plans can be developed by our local communities to enable them to play their part in meeting the vision and goals of the District.



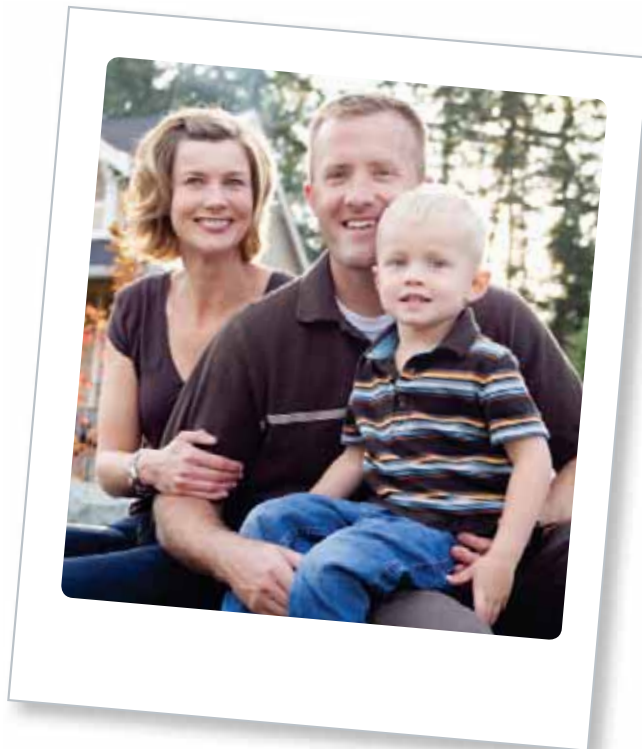
The Wey and Arun Canal near Pulborough

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Guided walk on the Knepp Castle Estate

What are Sustainable communities?



Sustainable communities are vibrant places where people are proud to live and comprise a range of components including a high quality natural and accessible built environment, a varied and prosperous economy, appropriate and affordable housing, a just and inclusive society with opportunities for all to get involved and influence decision-making, a feeling of safety, a healthy population and access to services including culture and sport.

Sustainable communities, moreover, balance the needs of today with those of tomorrow so that problems are not created for future generations.

Social inclusion

In planning for the future, regard must be had for the first Horsham District Community Strategy published in 2005, particularly to the vision statement agreed by the Community Partnership to underpin the Strategy:

“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.”

This statement has been endorsed by the Community Partnership for this Strategy as well. It places social inclusion at the heart of the vision for the District. Social inclusion refers to the action that can be taken to enable all people to participate in the normal activities of the society in which they live.

Horsham District today

The population of Horsham District stands at approximately 130,000 with most people living in the north of the District.

Horsham District is often cited as one of the best places in the country to live. It offers an exceptional environment, an excellent range of services and facilities, high-performing schools and colleges, historic market towns, and many and varied leisure opportunities. The health of people living in the District is better than the England average and levels of crime remain low. Despite the recession, many parts continue to enjoy economic success, particularly those that have become integrated into the Gatwick Diamond sub-region and the wider London and South East of England economy.

Overall resident satisfaction levels are very high. A new statutory survey – the Place Survey- was recently undertaken as a joint project across the seven district and borough councils covered by West Sussex County Council. The response rate for Horsham District overall was 49%. Of the 3000 homes in the District sent a questionnaire, 91.2% of respondents said they were generally satisfied with their local area, with very little variation between wards. This supports the findings of previous satisfaction surveys.

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In the same survey, 86% of respondents said they believed their local area was a place where people from different backgrounds get on well together, compared to 80% across the County as a whole. Most respondents from the few ethnic minority groups in the District tended to agree.

In Horsham District, many of the conditions of a sustainable community are already being well met. Yet local people have said they want Horsham District to be more aggressive economically, competing with the surrounding area rather than settling for a subordinate 'dormitory' role, while taking care not to damage the very environment we all value.

The current worldwide recession is causing difficulties for everyone and will affect what can be achieved in the short to medium term. But the vision for the District is far-reaching and looks well beyond the expected recovery period.

Stronger together

All Our Futures will provide the blueprint for the organisations working together in the Community Partnership to improve the quality of life for all. It will better align the work of these bodies behind clearly focussed and integrated policies. A list of the organisations represented on the Partnership Board can be found on page 39.

Flexible approach

The All Our Futures Strategy is not and cannot be set in stone. In recent years we have seen climate change recognition, the impact of the internet on retail, financial chaos and recession. The Community Partnership recognises the demands of the changing world in which we live and will have a flexible approach to ensure a timely but controlled adjustment to the overall strategy when necessary.



Visioning Horsham District

The Visioning Horsham District project took place over a nine-month period, beginning in July 2007. Horsham District Council commissioned Experian to provide an evidence-base and a number of potential scenarios about how the District could change over the years ahead to inform planning and policy-making for the District.

The work was initiated in recognition that the District was entering a period of change and uncertainty, and that the District should attempt to choose and guide the nature of change to ensure it is what the local community wants.

The terms of reference for the project were to flesh out the existing vision for the District based on the commitment to promote social inclusion, assess its challenges and provide a basis for decision-making. In summary the key requirements for the project were to:

- Provide a rigorous evidence-base for the District.
- Identify, assess and understand key trends, drivers, events, and developments that are likely to impact on Horsham District over the next twenty years, and consider whether, and how, they will work with or against the current vision.
- Provide an understanding of the potential scenarios facing the District.

Three potential future scenarios were identified using economic factors:

- Central vision - based on Experian's latest forecast for Horsham District and consistent with the county, region and UK.
- High growth - based on Horsham District sharing the benefits of the South East of England region achieving its Regional Economic Strategy targets.

- Low growth - based on Horsham District not sharing the benefits of the South East of England region achieving its Regional Economic Strategy targets

The Visioning Horsham District project identified a number of issues and challenges facing the achievement of the District's vision based on these scenarios, which formed the basis of consultation with local people. The consultation concluded that standing still is not an option. The intention should be to aim for an extension of the central vision scenario ('central plus'), without the full commitment to go to the high growth scenario. This will involve:

- Taking a positive stance in encouraging economic development and addressing the requirements of the District. However, where opportunities exist, action should be taken towards the higher growth potential.
- Recognising that, although Horsham has changed considerably over the last 20 years, the town and district as a whole must be ready and able to adapt in order to meet differing needs in the future.
- Taking account of the distinct economies within the District, not just the Gatwick Diamond, and fully understanding the needs of current and potential future businesses, especially in relation to the skills, access to transport and convenient parking, affordable housing and appropriate premises or land.
- Making the best use of the knowledge and expertise of local business leaders.

All Our Futures

Pavilions In The Park, Horsham



Key Concerns

Work within the community, with elected Members, partners and stakeholders, along with analysis of the Experian evidence-base and other data, strategies and programmes, suggests that there are 12 Key Concerns, often inter-connected, which pose the greatest threat to the future prosperity and wellbeing of the District. These have been confirmed with the wider Community Partnership.

Note: Numbering of key concerns is for ease of referencing and does not denote priority order

Key Concern	Description	Source
1. Economy	Economic and employment growth in the District has been slower since 2000 than in the county and the South East region as a whole, putting many of our shops and businesses at risk even without the current worldwide recession.	Experian based on Annual Business Inquiry and National Statistics.
2. Housing	The high cost of the District's housing means that it is difficult for low-earners, first-time buyers and young adults to live locally.	National statistics and Local knowledge.
3. Uprooted youth	Young adults are being uprooted, unable to afford homes in the area in which they grew up, and attracted by the availability of university education and better jobs elsewhere.	National Health Service Central Register.
4. Social inclusion	The high quality of life in the District is not shared by all residents, around 5% of whom are in low-income households. The relatively poor affordability and rural nature of the District may create barriers to more deprived/excluded residents sharing its benefits, such as access to leisure.	Experian based on National statistics.
5. Ageing population	The population is growing, but it is also ageing which means that the growth in working-age population required for future economic expansion is limited, while substantially expanded services will be needed to meet the needs of the larger older population.	Experian based on National statistics.
6. Development	The quality of the environment is under pressure from development and the associated infrastructure.	Consultation feedback.
7. Climate change	There is growing consensus among the scientific and international community that the world's climate is changing and urgent action is required. The District must play its part in helping to cut the damaging greenhouse gas emissions.	National and international projections.
8. Transport	There is a need to widen transport accessibility. The District is one of the easiest parts of the country to drive around, but its rural nature means that access can be a problem. Improved public, community and sustainable transport are needed.	Consultation feedback.
9. Resident engagement	In a recent satisfaction survey, while 66% of respondents said they had a strong feeling of belonging to their immediate neighbourhood, only 1 in 3 (34%) believed they could influence decisions in their locality. The least engaged residents include those under 30.	Place Survey.
10. Education	The high quality of our education and training provision must be maintained particularly vocational training in line with the local economy.	Experian based on employment trends.
11. Feeling unsafe	There is a need to develop joined up actions to tackle the underlying causes of what makes people feel unsafe.	Satisfaction surveys.
12. Road safety	Traffic speed is a major cause of concern to many people.	Consultation feedback.





It is essential that public services and the wider community work together to address these concerns in order to create good future prospects for everyone in the District and build on what we have already achieved. The Community Partnership's commitment to tackling them lies at the heart of the All Our Futures Strategy.

All Our Futures

How All Our Futures is set out

Goals

The four 'pointers for action' in the West Sussex Sustainable Community Strategy have been used to encompass the Community Partnership's ambitions for the District. These have been cast as 'goals' that must be achieved to realise the overall vision:

-  Goal 1: A better place to live
-  Goal 2: Opportunity for all
-  Goal 3: Better health for all
-  Goal 4: Staying and feeling safe

Working closely with West Sussex County Council and its partners will be important in making progress with the *All Our Futures* Strategy and it is helpful for our respective, but often over-lapping, plans to be categorised in the same way.

The broad outcomes for each goal are identified.



Riverside, Horsham Town



Themes

There are a number of themes within each Goal, for instance Goal 1 contains 3 themes: *Our Environment* (including Housing, Infrastructure, and Climate Change); *Getting Around*; and *Involving People and Strengthening Communities*. Overall, there are 11 themes across the Strategy covering most areas of public service and community life.

The issues underlying each theme are then set out and what needs to be done, in broad terms, over the lifetime of the Strategy to address them concentrating on the Key Concerns for the District. It is recognised that some issues are 'cross-cutting' and could be placed within one or more other themes. However, where possible, such cross-cutting issues have been located where consultation feedback has suggested they have the greatest relevance.

Objectives

A number of initial objectives have been identified under each theme, 43 objectives in total across the Strategy. These have been determined in the course of analysing the consultation feedback and data. Some of these objectives may be things that can be achieved quickly (within a year), while others will take longer to address. However, by the time of the first major review of the Strategy in 2013, it is envisaged that significant progress will have been made against all the objectives.

At the Community Partnership's workshop held at Forest School Business and Enterprise Centre on 25th June 2009, attended by more than 80 representatives of local organisations, the 43 objectives were ranked in order to provide a guide to the Action Planning process. The results of this exercise can be seen in Appendix A on page 36.



Young Cyclist

Action plans

To deliver its objectives, the Community Partnership will work through four district-wide Goal Groups comprising key decision-makers and experts in the areas covered by each theme. Each Goal Group will prepare an annual action plan to establish priorities and clear targets.

Some actions may fall within the remit of individual partners, such as the County or District Councils, the PCT, or Sussex Police, and it is important therefore that all partners include the relevant **All Our Futures** objectives in their individual organisational plans. In this way, the Strategy will be mainstreamed across the District.



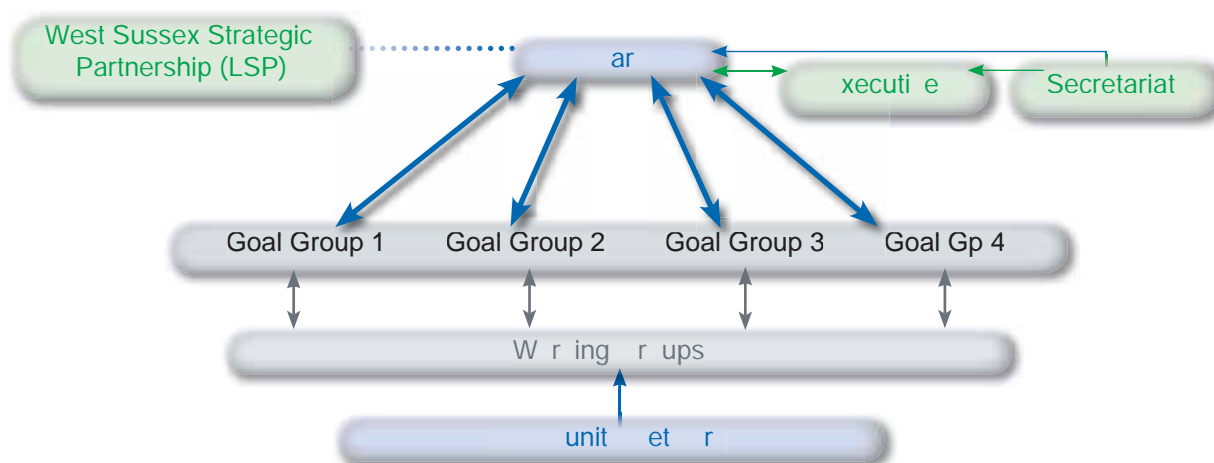
Youngsters enjoying tree-climbing

All Our Futures

Delivering and Monitoring All Our Futures

The structure of Horsham District Community Partnership

The Community Partnership is made up of a number of component parts, as set out in the following table.

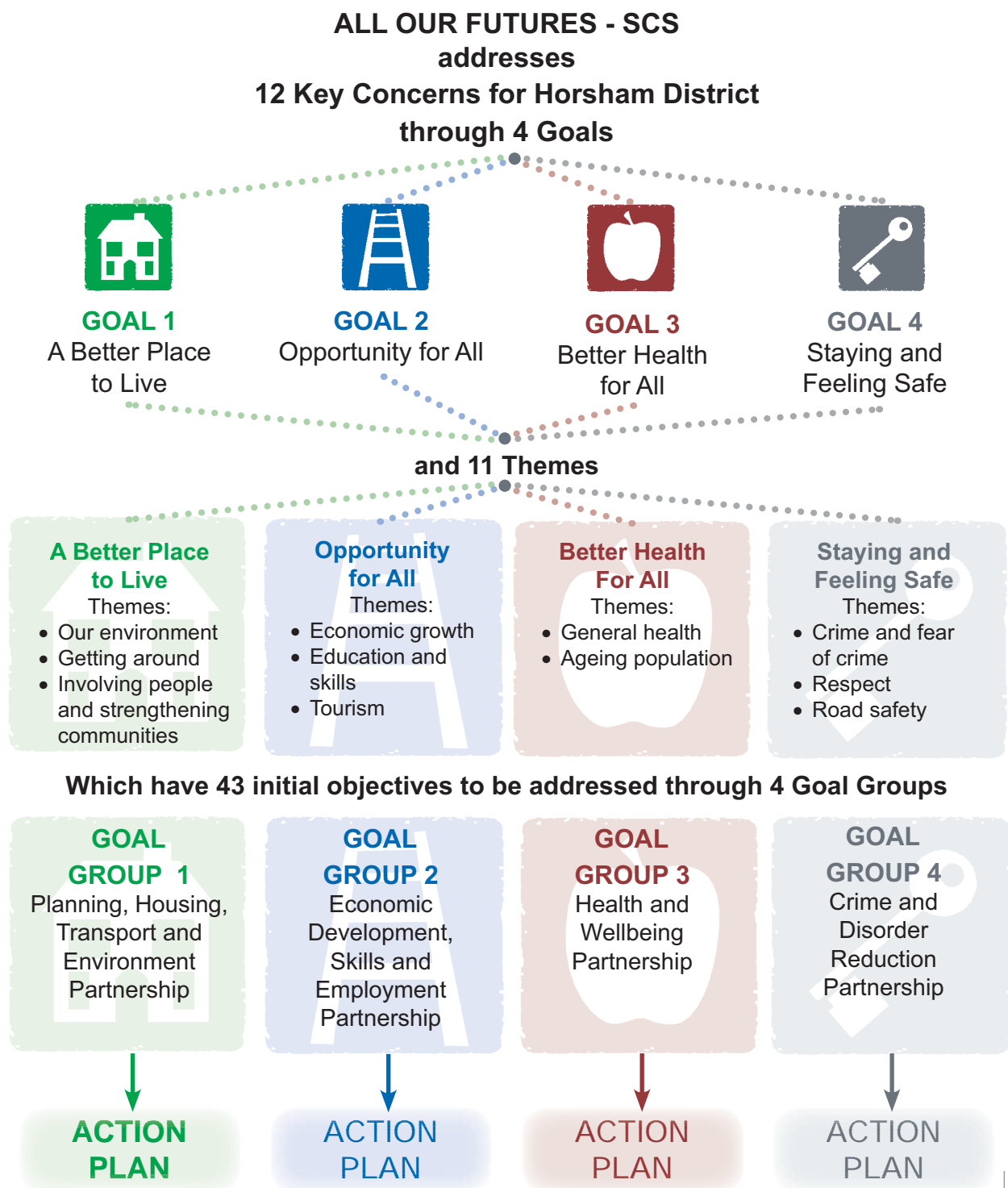


HDCP BODY	PURPOSE AND COMPOSITION	OPTIMUM SIZE	FREQUENCY OF MEETINGS PER ANNUM
Link to: West Sussex Strategic Partnership	County-wide body (largely consultative) which oversees West Sussex SCS and has set up the Public Service Board to manage the LAA, comprising public sector representatives, business community representatives, voluntary and community sector, and district/borough LSPs. The latter are not directly represented on PSB.	Unlimited	As required
Board	Oversight, vision and strategic direction, comprising key decision-makers in the District, Chairs of Goal Groups, and community representatives	Max 12 - 15	Quarterly
Executive	Resource allocation and performance management, comprising main budget holders from Board, and Goal Group Chairs: HDC WSCC PCT, etc	Max 8 - 10	Every 2 months
Secretariat	Support for Board and Executive; co-ordination of meetings, publicity, monitoring etc.	2	N/a
Goal Groups	Service management and delivery, reflecting the 4 goals in the SCS: <ul style="list-style-type: none"> A better place to live Opportunity for all Better health for all Staying & feeling safe 	8 - 10	Quarterly
Working Groups (directed by Goal Groups)	Ad hoc development and delivery groups to progress key activities.	5	As necessary
Community Network	An informal group of HDCP consultees (the 'wider community partnership').	Unlimited	Annual conference

The role of Horsham District Council

The legal duty to prepare the Sustainable Community Strategy for the District rests with Horsham District Council, working with other key agencies and organisations serving the District. The District Council has the role of forming the Community Partnership, ensuring appropriate representation across the different sectors, and maintaining momentum. With its democratic mandate, the District Council is also well placed to scrutinise the work of the Partnership so that it is accountable to local people.

Action Planning



Performance management

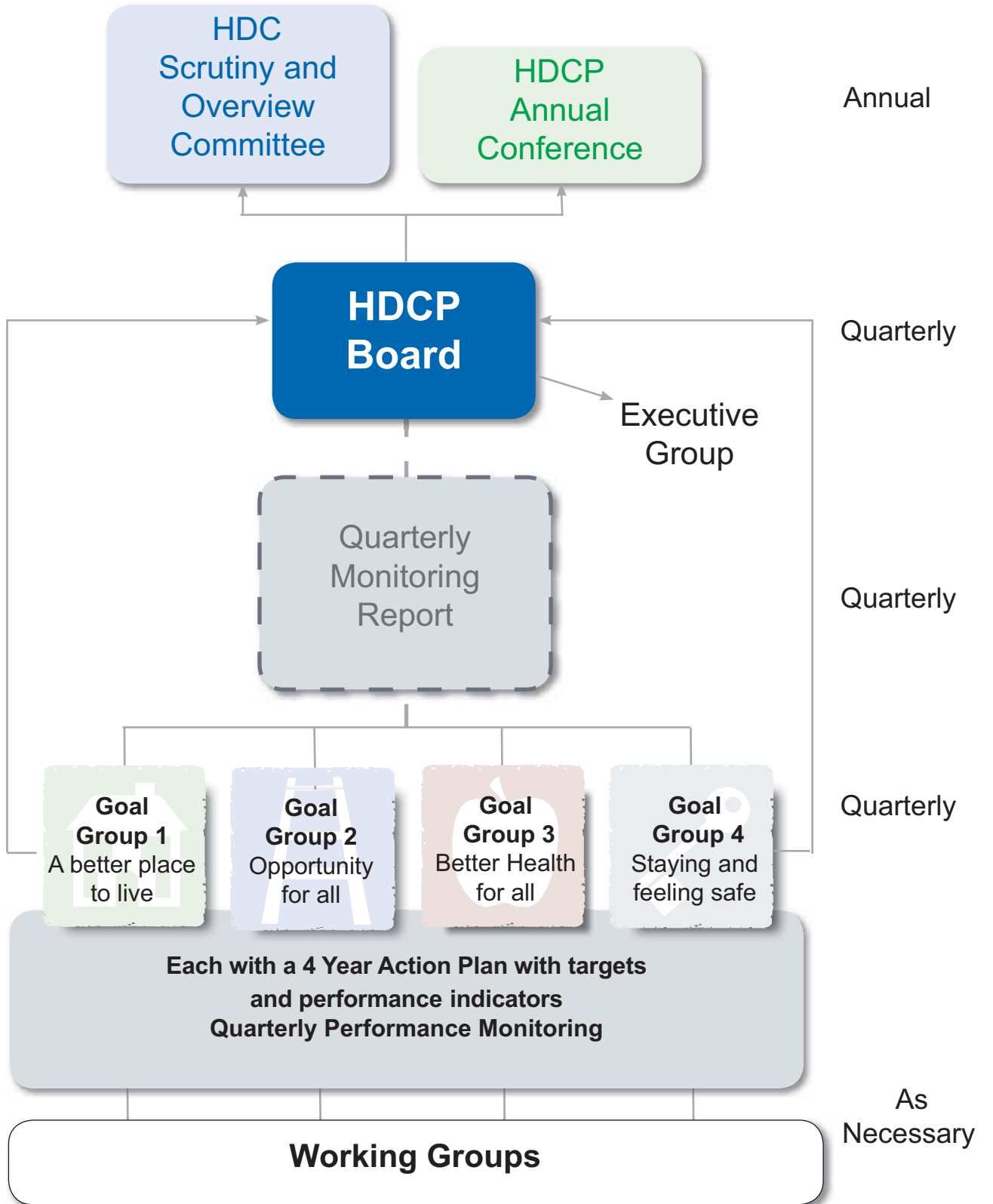
A number of ways will be used to measure the progress of the Strategy:

- Annual Action Plans will set out the individual actions for achieving the Partnership's objectives, specifying what they are expected to achieve and who will be responsible for them. These plans will be integrated with wider sub-regional and regional plans, as well as with more local town and parish plans in order to drive improvements for everyone across the District. The Community Partnership Board will receive quarterly monitoring reports.
- A range of Performance Indicators will be used to measure changes to quality of life in the District. New indicators will be added as appropriate based on performance reviews and Partnership self-assessments to ensure the things that matter most are addressed and delivered. Qualitative as well as quantitative measures will be used eg. satisfaction levels.
- The Partnership will carry out regular self-assessments to identify opportunities for further and continuous improvement. The HDCP Annual Conference will receive reports from each Goal Group on its progress.
- There will be an independent review of progress of the Partnership's action plans each year by Horsham District Council's Scrutiny and Overview Committee. A full review of the Sustainable Community Strategy will take place every 4 years.



Community Partnership meeting

ALL OUR FUTURES
SUSTAINABLE COMMUNITY STRATEGY:
PERFORMANCE MANAGEMENT



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Links to other plans and strategies

West Sussex Sustainable Community Strategy and Local Area Agreement (LAA)

The second Local Area Agreement for West Sussex was signed off by West Sussex County Council on behalf of all partners, including the district LSPs, in May 2008. It sets out the main priorities for West Sussex as a whole from 2008 to 2011 and will be monitored via a set of three-year targets. The LAA is the short term action plan for the County LSP's Sustainable Community Strategy.

As the District LSPs are the key agents for overseeing the delivery of local LAA targets, they need to work with the County LSP to achieve a level of convergence between their plans. Whilst LSPs remain non-statutory, most statutory partners now have a 'duty to cooperate' with their local authority through the relevant LSP in producing the Local Area Agreement (LAA) and delivering its targets.

Local Development Framework

The District Council's statutory functions as planning and housing authority will help to underpin the success of the **All Our Futures** Strategy. In particular, the Council must have regard to the Strategy when preparing its Local Development Framework (LDF), which interprets the Strategy in land use planning terms and sets out the Council's policies for meeting the community's needs in the future in relation to the development of land.

Corporate Plans

All Our Futures will play a part in shaping partners' own organisational plans, including the District Council's three-year corporate plan.

Local Plans

In addition, the Strategy will become the framework from which local plans can be developed by our communities to enable them to play their part in meeting the vision and goals for the District.



Cycling along the Downs Link in Southwater Country Park

Photo: Sandra Monk

Goal 1: A better place to live

- Our Environment
- Getting around
- Involving people and strengthening communities



This goal refers to some of the most fundamental human requirements, such as housing and services, together with the natural environment, in order to promote a balance between the continued pressure for growth to meet the demands of an expanding population, and the need to protect and where possible enhance the landscape. Consideration is also given to the need to move easily around the District and widen accessibility. Finally, the importance of fostering wider involvement of local people in local affairs is discussed.

Anticipated or Desirable Outcomes

- Balanced residential community growth.
- Increased services and facilities, accessible by all, while decreasing our carbon footprint per resident.
- Reduced fuel poverty.
- Improved accessibility (travel and parking) by all modes of transport.
- Reduced waste.
- Greater involvement of local people.

- Our housing must be affordable, accessible, healthy, energy efficient and safe, both in new and existing homes. Planning for a wide range of accommodation options will be required to meet the needs of a growing population, particularly our low-earners, first-time buyers and young adults, as well as older and disabled people. We must tackle affordability and promote inclusive mixed communities, subject to viability considerations, taking a strong position with developers when necessary.
- We must minimise homelessness and provide adequate support for vulnerable people by providing integrated housing

OUR ENVIRONMENT

(Housing for All; Infrastructure, Services and Facilities; Natural and Built Environment; Climate Change)

Housing for All

We will have mixed communities in which people on a wide range of incomes, young and old, can afford to live.

It should be noted that issues relating to housing will be considered in detail in the new LDF (Local Development Framework) Core Strategy. It is anticipated that this will be completed early in 2012.



New homes in Horsham

All Our Futures

support and eradicating fuel poverty in the District. The large increases in fuel prices over the last couple of years have pushed more residents into fuel poverty, which is defined as spending more than 10% of household income on heating the home and meeting other energy needs.

- In our rural communities, we must meet housing need in a way that is sensitive to the environment.

Infrastructure, Services and Facilities

We will provide a range of affordable and accessible services and amenities that meet the needs of local communities.

Given the increasing pressures on the District, it will be even more important in the future to get the most from our resources. Homes, business premises and public buildings and spaces will need to make more efficient use of resources such as water, gas and electricity to reduce the demand for limited supplies and help to prevent fuel poverty.

We will work closely with our Gatwick Diamond partners and others to deliver integrated infrastructure across the sub-region.

Resourcing our communities also means providing them with adequate and accessible facilities, matching the growth in population and businesses, and supporting the plethora of local clubs and societies which are an integral part of community life. The arts are flourishing throughout the District, from town and village festivals to large-scale district-wide promotions and events. Their contribution to our wellbeing and in attracting visitors to the area must be given full recognition. We must take advantage of proposed changes to the planning system so that money generated through new developments goes to projects that integrate communities, such as support for voluntary groups.



In our rural areas, a mixed-use pattern has emerged over the years, including traditional rural uses such as farming, and increasingly more visitor-focused activities based on the attractiveness of our landscape and rural communities. In addition, some of these communities are functioning as important service 'hubs'. We must support our market towns, first and foremost to meet the social and employment needs of local people, and secondly as functional service centres for their rural hinterlands. The growing number of home-based businesses needs reliable local services to function, especially Broadband for internet access.

Young people have identified access to activities, the price of activities, and availability of public transport as key issues for them. Many parishes want to offer youth provision but cannot afford, or fail to recruit, sufficient youth workers, or need better local facilities to offer young people.

Pricing and access are also issues preventing various groups from participating in leisure activities.

Natural and Built Environment

We will protect and improve the natural and built environments and biodiversity.

The attractiveness of our surroundings contributes hugely to our wellbeing. The natural environment in particular is vital to our quality of life and offers opportunities to improve neighbourhoods and engage communities through education, volunteering, health activities, and 'pride of place'. The new South Downs National Park which runs across the southern part of the District should enhance these opportunities.

Protecting green areas is, if anything, even more important in the urban context. We will create a built environment that has a reduced impact on the natural environment, is healthy, safe and clean, with sufficient green open spaces. Sustainable design and construction must be used for new build developments and for the refurbishment and maintenance of the existing building stock. Existing open spaces should be protected and enhanced, and spaces created in new developments.



Pulborough



Henfield re-usable bags

Climate change

We will lead the community in tackling the issues raised by climate change.

Demands on our environment by both human activity and natural forces are increasing. The impact of climate change is likely to mean milder, wetter winters and hotter, drier summers. We must mitigate the effects of climate change by decreasing our reliance on carbon-based fuels and investing in renewable energies. We should also take advantage of opportunities that arise from the transition to a low carbon economy, such as embracing the development of alternative fuels. Finally, we must ensure that new developments are designed to adapt to anticipated changes in the climate.

With landfill sites filling up and the direct link between waste and climate change, reducing the amount of waste we produce, including by recycling our surplus materials maximising public and business involvement, must continue to be a priority.

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Initial Objectives

1. Set a challenging target to cut the number of people in fuel poverty within 4 years.
2. Exploit the potential of the planned new Community Infrastructure Levy (CIL) to support the needs of local communities.
3. Increase access to Broadband for all parts of the County.
4. Support our facilities in widening access and increasing participation to enable people on limited incomes, including young people, to have equal access to local amenities.
5. Lead our communities to mitigate and adapt to climate change and man-made pollution hazards to achieve a significant reduction in CO2 and equivalent emissions; to improve air quality; and to prepare individuals, communities and businesses for the possible impacts of climate change.
6. Act together to prevent waste and be resource efficient.
7. Set a challenging target to stimulate the provision of affordable housing to increase supply, reduce demand and reduce homelessness.

GETTING AROUND

(Transport and travel; Parking)

We will widen accessibility for all parts of the District and support the development of adequate provision for pedestrians, cyclists, equestrians, public transport users and drivers.

- The two priorities are to improve public and community transport, and to ensure that parking provision meets the needs of the community. In general the need is to widen accessibility. In so doing, we will also seek to improve provision for pedestrians, cyclists, and equestrians, with the emphasis on safety and accessibility.
- The District's quality infrastructure and facilities need to be accessible by all and not only to those with a car. This is a major issue for the 5% of the population who are most deprived and therefore more reliant on public transport. However, we must also



Horsham Dial-a-Ride community bus service

make it possible for others to make the choice to use public transport to access employment and key services. We must also recognise the importance of community transport for people living in rural areas.

- Attractive alternatives to travelling by private car must be provided. This must include enhancements to public transport as well as walking and cycling facilities, but could also include technological developments that help reduce the need to travel by offering different kinds of access to work, shops and other places.
- More thought must be given to non-car road-users when planning transport networks or housing developments with the emphasis on safety and convenience. Parking policies must also consider their impact on the local economy.

Initial Objectives

8. Conduct a survey of actual need for public and community transport.
9. Secure agreement to a clear plan for the provision of transport across the District.
10. Improve access to health and social/leisure facilities for individuals without private transport.
11. Improve the availability of information on (transport) services.
12. Agree an appropriate strategy relating to the provision and charging for car-parking that balances the needs of residents, businesses and visitors.
13. Improve access to railway stations, particularly for people with mobility problems.
14. Increase facilities for walking and cycling.
15. Review cost of transport for young people to understand the impact this has on their travel needs.

INVOLVING PEOPLE AND STRENGTHENING COMMUNITIES

(Resident engagement; Strengthening links between district and local planning bodies; The Third Sector; Business in the community)

We will maximise opportunities for local people to become involved in their community.

- There is growing evidence that involving residents in local decision making and service provision strengthens the civic life of the community, makes communities safer and more attractive, and ensures that services deliver what people want. Yet many people feel

disengaged from planning and decision-making for their locality.

- It makes sense for partners to work together in engaging local people, to achieve economies of scale and avoid engagement overload.
- For a number of years, the parishes in Horsham District, the local community partnerships and the three neighbourhoods in Horsham town have produced community-led Parish or Action Plans or are in the process of doing so. By preparing such plans, local communities can identify their own vision of how they would like their town or village to develop.

All Our Futures

- Local communities also have an important role in promoting solutions to district-wide issues. This is the key to increasing local ownership of the Sustainable Community Strategy. We want to strengthen links between district and local planning bodies so they can be even more responsive to each other's needs.
- There are hundreds of voluntary and community groups across the District and only a few will be able to get directly involved in the District Partnership. Yet, the Third Sector is the heart of the community and it is essential that such groups are strong and well-supported and are able to take up opportunities to become involved in developing and implementing the Sustainable Community Strategy.
- While many local businesses do not have the time to attend regular meetings, they can support their communities in other ways which are good both for their profitability and for local people.

Initial Objectives

16. Develop a Community Engagement Strategy to co-ordinate and streamline community engagement within the District so that local people are better informed, consulted and involved in issues that affect their lives.

17. Strengthen links between District and local planning bodies to address issues facing the District.

18. Actively support the Third Sector.

19. Encourage corporate social responsibility and business involvement in supporting local communities.



A better place to live Opportunity for all



Better health for all Staying and feeling safe

Goal 2: Opportunity for all

- Economic growth
- Education and Skills
- Tourism

Economic success plays an important part in maintaining a high quality of life.

This goal refers to the inter-relationship between achieving strong growth with the availability of appropriate skills, and also looks at the contribution of a buoyant retail sector, as well as the benefits derived from tourism to improving quality of life.

Anticipated or Desirable Outcomes

- Increased economic growth for retail and non-retail.
- Provision of education to skill the local community to meet the needs of the local economy.
- Increased tourism.

ECONOMIC GROWTH

(Local economy; Retail)

Local economy

We will meet the needs of business growth and job creation throughout the District based on the ‘central plus’ growth model.

- Local people want Horsham District to be more aggressive economically, competing with the surrounding area rather than settling for a subordinate ‘dormitory’ role, but taking care not to damage the very environment we seek to sustain. Yet we must aim for sustainable growth, rather than high growth which, in a short period, can cause significant strains within the wider economic and social fabric.

- Sustainable economic development to meet the needs of business growth and job creation will be a priority. We will promote medium plus business growth, capitalising on Horsham District being an attractive place to live and occupying a major position in the Gatwick Diamond in order to encourage new businesses and new employment, while urgently seeking to support and retain what we have already. We will seek to promote vibrant towns with strong retail activity and a high level of local employment.

- There are two distinct functional economic areas within the District: the Gatwick Diamond with its evolving need for vocational skills, and the rural heartland, where the main issues are small town viability, access to services, and affordable housing. We must take account of the different needs of the distinct economies within the District.
- In order to grow the local economy, we must promote the District as a ‘first choice’ location for business. We should make more space available, including within new strategic developments, to support local employment and research carefully the types of space required. We must continue to work strategically with our Gatwick Diamond partners and maximise opportunities to capitalise on the economic potential of Horsham and the rest of the District, including



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from the national drive to a low carbon economy.

- Successful businesses and economies are increasingly dependent on skills, knowledge and innovation. Horsham benefits from a strong presence of higher value service industries (eg business, professional) and it is these sectors that are expected to drive expansion of the local economy over the next 20 years. However, these are sectors that are heavily dependent on highly skilled workers and the skills base of the area, therefore, will play a key role in the District achieving its vision.
- Technology is making it easier for people to work anywhere, with increasing numbers of people working from home for some or all of the time. Those areas offering a high quality of life are more likely to be able to attract home-workers, with the pay-back that people who work from home spend a higher proportion of their income locally than commuters. Our economic initiatives will facilitate this trend, which is already highly advanced.



Retail

We will maintain a vibrant retail sector offering a range of outlets in safe, accessible, and attractive surroundings.

- Retail plays an important part in the Gatwick Diamond, and is strong and growing in Crawley in particular; so the positioning of Horsham District's retail offer is important. Research indicates that Crawley currently has around 15-20% market share of Horsham District's resident retail expenditure. This was forecast to increase to 30-40% if the major planned retail developments there are delivered and if Horsham District does nothing. Non-food expenditure by residents in Horsham District could even fall slightly as a result.
- At the same time, our village and market town centres are under growing pressure from edge of, or out of town 'one stop shop' supermarkets, the rise of online shopping, and the combination of static or falling sales with rising costs and lower margins.
- Yet, the impact of the current recession on our market towns has not been as severe as predicted, with the worst effects being felt by our chain stores.
- The types and volume of retail goods required in each centre will mainly be determined by popular demand, but we must support a core retail/service offer in each town.



Initial Objectives

20. Positively promote the District as a location for businesses.
21. Explore the development of a modern high-tech business park.
22. Provide support and advice to meet the needs of the clusters of home-based businesses.
23. Policies are needed to keep post offices, shops, village halls and public houses.
24. Support our local producers – food, drink and crafts.



Southwater retail and residential development

EDUCATION AND SKILLS

We will support the education provision of the District linked to the needs of local employers.

- People need to be appropriately skilled to adapt to economic changes and to access jobs, including those that will be created in the future low carbon economy. Businesses are mobile in their search for skilled labour, and places that do not offer a skilled workforce will find it difficult to secure investment and economic development in the future.
 - Horsham already benefits from a sizeable base of highly skilled workers, albeit that many of these workers commute out of the District.
 - Our schools and colleges are among the best in the South East and are adept at balancing academic, workplace and vocational learning and providing the widest possible access to the most appropriate educational opportunities.
- While Further Education provision in the District is currently meeting the needs of the vast majority, the growth of the Gatwick Diamond in particular will influence the demand for higher level skills. In order to counter the 'uprooted youth' trend whereby large numbers of young people move elsewhere to access higher education opportunities, Horsham District requires the presence of a higher education institution. While those living in the south of the District are within close proximity of a number of universities on the coast, those located elsewhere have limited options. The proposed University of Crawley would help to address this issue. Horsham District's economic aspirations would be aided substantially by the presence of a university on its doorstep.

Initial Objectives

25. Focus sufficient resources on young people and other residents with no or low qualifications.

26. Maintain the high quality of the schools and sixth form provision within the District.

27. Support the University of Crawley proposal.



Horsham's 'Big Day Out' carnival procession
Summer 2009

TOURISM

We will support the development of facilities and attractions for visitors mindful of the impact on local residents.

- Tourism performance has been strong in the District in the context of West Sussex. Revenue increased between 2003 and 2005 by 10%, more than twice that for the County and only matched by Mid-Sussex. The data tells us that day visitors are most important in revenue terms. A brief summary of some of the reasons to visit the District produced by the District Council (101 Reasons to Visit Horsham) gives a good indication of the strengths of the area, including the contribution of the arts. In addition, the introduction of the South Downs National Park will further boost tourism.
- Our road network, the network of cycle and equestrian paths and public rights of way, and the Arun Valley rail route are all of huge importance, together with our hotels and guest houses. However, there is growing competition and maintaining, let alone increasing, the value of tourism spend will be an important aim as a way of stimulating economic as well as social growth.

Initial Objectives

28. Support the provision of more bed spaces in our hotels.

29. Support the West Sussex County Council Rights of Way Improvement Plan.

30. Encourage the arts as a way of boosting tourism and providing health and social benefits to local people.

31. Exploit the tourist opportunities of the new South Downs National Park.

32. Seek an additional visitor attraction for the District.

Goal 3: Better health for all

- General health
- Ageing population

This means meeting some of the more basic needs of people and contributing to a healthy lifestyle and a caring community. In recent months, partners in healthcare have produced a strategic needs assessment setting out the future health, care and wellbeing needs of the population of West Sussex. The Horsham District Health and Wellbeing Partnership, which embraces the main healthcare providers, will be focusing support on the main needs of the District arising from that assessment.

Anticipated or Desirable Outcomes

- Reduction in all age mortality rate.
- Improved health and wellbeing for all.
- Greater support for carers.

GENERAL HEALTH

We will promote the health and wellbeing of the local population, targeting vulnerable groups as necessary.

- The health of people living in Horsham District is better than the average in England. Life expectancy for both men and women is higher, and deaths from smoking, and early deaths from heart disease, stroke and cancer are all fewer than in the rest of England. Although the proportion of children who are living in poverty is lower than the English average, there are still around 2,300 children living in low income households.
- Healthy lifestyles need to be promoted early in life. It will be important to have clear communication of the risks associated with alcohol and drug

misuse and smoking, and to gain the support of families for reinforcing these messages.

Admission prices for leisure facilities are an important issue in connection with promoting healthy lifestyles.

- Horsham's high quality of life, our ranking in the various "best places to live" polls, and our very low levels of deprivation according to government statistics, are all well reported. But this masks some real problem areas within the District and the significant difficulties experienced by some of our residents. Given the higher than average cost of living in the area, those on lower incomes can be even more



Farmers Market

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disadvantaged than in other areas and many of these residents are older people with low incomes.

- There is much concern about the lack of access to hospital healthcare facilities for those without a car, and there is considerable support for a general hospital in the District. Equally, concern has been expressed through consultation about the incidence of loneliness and isolation in a largely rural District.
- Future changes to the climate could impact on the health of the population. For instance, the increased regularity of summer heatwaves would adversely affect many vulnerable people, and services need to start preparing for these changes.

Initial Objectives

33. Develop and deliver targeted support and behaviour change programmes to individuals who suffer with health problems as a result of their lifestyle.

34. Deliver targeted interventions to address health inequalities linked to poverty, unemployment, low aspirations, poor quality housing, and other indicators of deprivation.

35. Provide community-based opportunities to improve the physical and mental wellbeing of hard to reach groups, including people with chronic conditions, disabilities, mental health problems or living in isolation.

36. Provide strong support for carers, develop new services in response to identified gaps, and ensure they know about the support available to them.

37. Provide and sustain accessible opportunities that enable all people to follow active and healthy lifestyles.

AGEING POPULATION

We will meet the needs of our ageing population and support those who care for them and carers in general.

- Whilst young people are leaving the area, the remaining population is ageing rapidly. Between 1996 and 2006, the working age population increased by 6%, whilst the over 65 population increased by 15%. Over the same period, the over 85 population increased by 20%. This has given rise to an increased demand on public services. Many older people fear urgently needing hospital attention given the distance to acute hospital services and the shortage of day care facilities.
- Furthermore, we must give greater recognition to the efforts of voluntary and community groups in supporting people at home.

Initial Objectives

38. Promote independence for older people including increasing availability of low level help at home and addressing the shortage of day care facilities.

39. Support older people to ensure they can also derive benefits from new technology.



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Horsham Health Walks scheme



Help at home



Help with new technology



Mutual understanding for older and younger people in the community

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Drug Awareness Campaign in Horsham Town Centre



Participants in this year's Horsham Junior Citizen event



Steyning, Bramber and Upper Beeding Junior Wardens



Junior Citizens learning about safety

Goal 4: Staying and feeling safe

- Crime and fear of crime
- Respect
- Road safety

There has been a partnership of organisations, the Crime and Disorder Reduction Partnership (CDRP), working on safety issues in Horsham District for many years, in recognition that improvements will only be achieved through a concerted and co-ordinated multi-agency approach. There is a link to the work of the CDRP at the end of this document.

The Horsham CDRP is now required to produce an Annual Partnership Plan. Its 2008 strategic appraisal of crime, anti-social behaviour and public place issues identified the following priorities:

- Acquisitive crime, particularly drug related burglary, theft and robbery.
- Road traffic collisions and casualties.
- Anti-social behaviour, in particular prevention and behaviour change interventions.
- Serious violent crime, including domestic violence.
- Alcohol related crime and disorder, including public place violent crime and criminal damage.
- Street scene issues (cleaner, greener, safer).
- Fear of crime and public reassurance.

It is appropriate that the Sustainable Community Strategy also raises issues in relation to community safety that have emerged through consultation, including the recent Place Survey (see page 7).

Anticipated or Desirable Outcomes

- Reduced crime.
- Increased respect for the community.
- Reduction in road accidents.

CRIME AND FEAR OF CRIME

We will improve public confidence in how crime and anti-social issues are dealt with.

- Horsham District is one of the safest places in the country to live. Overall crime continues to fall, by 4.8% over the full year to March 2009. Research shows that littering and other 'street scene' issues also trouble us less and less.
- For the public, certain anti-social issues continue to cause alarm:
 - Feeling unsafe outside their home after dark (particularly older people, women, those in poor health, and people who rent their accommodation from a housing association).
 - Teenagers hanging around in the streets.
 - Rubbish lying around.



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RESPECT

We will promote respect for ourselves, our neighbours and our communities.

- Anti-social behaviour is defined as “behaviour which causes or is likely to cause harassment, alarm or distress to one or more people who are not in the same household as the perpetrator”. Anti-social behaviour particularly attaches to young people, which raises questions about the extent to which they feel part of the community. We need to understand why some groups feel marginalised in order to build strong and cohesive communities where individuals feel included and recognise their responsibilities. Opportunities to build inter-generational respect need to be explored, as do opportunities for bringing communities together including those that encourage a sharing and understanding of different cultures.
- Conversely, we must protect our communities from drug and alcohol related anti-social and criminal behaviour, and encourage people, especially young adults, to resist drug and alcohol abuse.
- We must increase community activities as a positive and attractive alternative.
- We will work towards the elimination of discrimination against people who come from a variety of backgrounds.
- See the link to the CDRP’s Partnership Plan among the supporting information listed at the end of this document.

ROAD SAFETY

We will aim to reduce road traffic accidents and casualties.

- Speeding continues to be a problem, but not just because of safety issues. The related noise has a major impact on residents’ quality of life. It is also important to promote alternatives to the car, such as walking and cycling.

Initial Objectives

40. Develop joined-up actions to tackle the underlying causes of what makes people feel unsafe in order to have agreement as to the true nature of the threat of crime in the District.

41. Focus resources on issues of greatest priority by locality working across boundaries as necessary.

42. Provide care and support for victims of crime but focus particular resources on those who suffer serious violence.

43. Champion measures to reduce the speed of traffic particularly in built up areas.



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Advice for a householder
from the police



Steyning, Bramber and Upper Beeding
Junior wardens help prevent vehicle theft



HCDRP at work in Billingshurst



Police Community Support Officer
Anna Giles of Sussex Police



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Appendix A

Ranking of initial objectives

At the Community Partnership’s workshop held at Forest School Business and Enterprise Centre on 25th June 2009, attended by more than 80 representatives of local organisations, delegates awarded coloured stars to the objectives contained in the Strategy according to the following key:

Gold - Top Priority

Silver - Nice to do but not a priority

Green - just get on with it (ie doesn’t need prioritising for new/additional action)

Red - Stop don’t do this

The purpose of this exercise was to develop consensus about what are the most important objectives, to help the Goal Groups decide what to prioritise in their action plans.

The Goal Groups will need to give consideration to the number of red stars against each item, and to any green “just get on with it” items that are not being progressed.

	Prioritised Objectives from <i>All Our Futures</i>	Gold	Silver	Green	Red
1	23. Policies are needed to keep post offices, shops, village halls and public houses.	29	6	3	3
2	10. Improve access to health and social/leisure facilities for individuals without private transport.	27	11	4	2
3	43. Champion measures to reduce the speed of traffic particularly within residential and built up areas.	26	6	12	3
4	38. Promote independence for older people including increasing availability of low level help at home and addressing the shortage of day care facilities.	23	8	5	0
5	35. Provide community-based opportunities to improve the physical and mental wellbeing of hard to reach groups, including people with chronic conditions, disabilities, mental health problems or living in isolation.	20	8	10	0
6	16. Develop a Community Engagement Strategy to co-ordinate and streamline community engagement within the District so that local people are better informed, consulted and involved in issues that affect their lives.	18	7	7	1
7	20. Positively promote the District as a location for businesses.	18	11	7	2
8	36. Provide strong support for carers, develop new services in response to identified gaps, and ensure they know about the support available to them.	18	12	8	0

9	7. Set a challenging target to stimulate the provision of affordable housing to increase supply, reduce demand and reduce homelessness	17	0	0	0
10	18. Actively support the Third Sector.	16	8	7	1
11	34. Deliver targeted interventions to address health inequalities linked to poverty, unemployment, low aspirations, poor quality housing, and other indicators of deprivation.	16	12	6	0
12	5. Lead our communities to mitigate and adapt to climate change and man-made pollution hazards to achieve a significant reduction in CO2 and equivalent emissions; to improve air quality; and to prepare individuals, communities and businesses for the possible impacts of climate change.	15	12	1	2
13	9. Secure agreement to a clear plan for the provision of transport across the District.	15	7	12	2
14	8. Conduct a survey of actual need for public and community transport.	13	0	12	4
15	25. Focus sufficient resources on young people and other residents with no or low qualifications.	13	13	11	0
16	40. Develop joined-up actions to tackle the underlying causes of what makes people feel unsafe in order to have agreement as to the true nature of the threat of crime in the District.	13	6	12	0
17	27. Support the University of Crawley proposal.	12	4	8	10
18	33. Develop and deliver targeted support and behaviour change programmes to individuals who suffer with health problems as a result of their lifestyle.	12	10	10	0
19	6. Act together to prevent waste and be resource efficient.	10	13	13	0
20	37. Provide and sustain accessible opportunities that enable all people to follow active and healthy lifestyles.	10	9	10	0
21	1. Set a challenging target to cut the number of people in fuel poverty within 4 years.	9	12	9	2
22	21. Explore the development of a modern high-tech business park.	8	7	6	6
23	24. Support our local producers – food, drink and crafts.	8	8	11	0
24	26. Maintain the high quality of the schools and sixth form provision within the District.	8	8	14	0
25	19. Encourage corporate social responsibility and business involvement in supporting local communities.	7	5	16	2
26	30. Encourage the arts as a way of boosting tourism and providing health and social benefits to local people.	7	8	17	1

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27	2. Exploit the potential of the planned new Community Infrastructure Levy (CIL) to support the needs of local communities.	6	5	14	1
28	4. Support our facilities in widening access and increasing participation to enable people on limited incomes, including young people, to have equal access to local amenities.	6	9	8	2
29	22. Provide support and advice to meet the needs of the clusters of home-based businesses.	6	11	10	2
30	39. Support older people to ensure they can also derive benefits from new technology.	6	13	11	1
31	31. Exploit the tourist opportunities of the new South Downs National Park.	5	11	11	2
32	41. (In tackling crime) Focus resources on issues of greatest priority by locality working across boundaries as necessary.	5	7	17	1
33	14. Increase facilities for walking, cycling and horse-riding.	4	6	14	2
34	15. Review the cost of transport for young people to understand the impact this has on their travel needs.	4	6	12	6
35	17. Strengthen links between District and local planning bodies to address issues facing the District.	4	9	14	1
36	29. Support the West Sussex County Council Rights of Way Improvement Plan.	4	9	13	3
37	3. Increase access to Broadband for all parts of the District.	3	4	25	4
38	11. Improve the availability of (transport) information on services.	3	7	13	4
39	32. Seek an additional visitor attraction for the District.	3	6	6	10
40	42. Provide care and support for victims of crime but focus particular resources on those who suffer serious violence.	3	12	17	0
41	28. Support the provision of more bed spaces in our hotels.	2	9	11	5
42	12. Agree an appropriate strategy relating to the provision and charging for car-parking that balance the needs of residents, businesses and visitors.	1	5	14	6
43	13. Improve access to railway stations, particularly for people with mobility problems.	1	7	15	2

Horsham District Community Partnership Board at September 2009

Public sector

- Horsham District Council
- West Sussex County Council
- Sussex Police
- West Sussex Primary Care Trust
- Horsham District Crime and Disorder Reduction Partnership
- Horsham District Health and Wellbeing Partnership
- Horsham Association of Local Councils
- The College of Richard Collyer

Voluntary sector

- Horsham District Rural Towns Forum
- Action in Rural Sussex
- Horsham Area Council for Voluntary Service
- Horsham and District Age Concern
- Horsham and District Citizens Advice Bureau

Private sector

- Saxon Weald

Reference documentation

HCDRP Partnership Plan 2008-11
Experian Report
West Sussex Sustainable Community Strategy
West Sussex Local Area Agreement
Horsham District Community Strategy (2005-2008)
Horsham District Council Corporate Equality Scheme

Equality, Diversity and Human Rights

Horsham District Community Partnership will continue to promote Equality, Diversity and Human Rights to ensure that all residents of Horsham District, whatever their background, are not discriminated against, and their needs are respected.

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A better place to live Opportunity for all



Better health for all Staying and feeling safe