



# **Horsham District: Community Planning Review 2010**

**Action in rural Sussex**

**March 2010**

**(Final rec'd 29 April 2010)**

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## 1. Executive Summary

This research has evaluated and considered the content of the community plans developed by Parish and Town Councils and Community Partnerships in Horsham District with a view to assessing the linkages between the priorities they identify at the local scale, with those set out in Horsham District's Sustainable Community Strategy entitled '*All Our Futures*' (2009-2026). The emphasis being to establish the contribution which community plans make towards achieving the longer-term goals of the District and to assess local priorities to help inform Horsham District Council's Corporate Plan.

The project reviewed the actions and aspirations identified within each of the District's community plans and mapped these against the goals and themes located and set out in the Sustainable Community Strategy 2009-2026. This allowed a clear breakdown of the actions that each community had identified, including the level of priority attributed to them. Such data allows a greater understanding of the issues identified by communities to be developed as well as how and why these may differ across the District.

**Table 1 - Horsham District Sustainable Community Strategy goals and objectives**

<b>Sustainable Community Strategy Goals</b>			
<b>Goal 1</b>	<b>Goal 2</b>	<b>Goal 3</b>	<b>Goal 4</b>
A Better Place to Live	Opportunity for All	Better Health for All	Staying and Feeling Safe
<b>Sustainable Community Strategy Themes</b>			
Our environment	Economic growth	General Health	Crime and fear of crime
Getting around	Education and skills	Ageing population	Respect
Involving people and strengthening communities	Tourism		Road safety

### Key Findings:

- The "Better Place to Live" Sustainable Community Strategy goal has the most numerous actions with 939 across all parishes. This is unsurprising as this goal also has the most objectives, including key local concerns such as preserving the rural character, transport and infrastructure.
- The "Staying and Feeling Safe" goal contains 261 actions across all parishes, the majority covering the issue of speeding traffic.
- The "Opportunity for All" goal, which covers the economy, has 151 actions attributed to it. Most actions focus on encouraging local businesses.
- The goal of "Better Health for All" contains the least amount of actions (98), significantly less than the other goal groups. The types of actions are more diverse, but there is some commonality in the aim of wanting improved access to primary and secondary health care, with community transport often seen as a solution.

For this exercise, towns and parishes were grouped into four geographic clusters (see table 4).

- While the four cluster areas did vary in their prioritisation of issues, there was significant cohesion between them. Infrastructure, services and facilities; travel and transport; the natural built environment; involving and strengthening communities and road safety were identified as the most significant themes.

There can be seen to be a general consensus across the rural parts of Horsham District as to the main priorities. Partly this is explained by the common issues that rural communities face, such as difficulties in accessing transport and services. The identification of common goals could prove useful for lobbying for extra resources and for informing District and County strategies. There is also an opportunity for communities to work together on projects that address their shared priorities.

It should be recognised that many of the community plans are over five years old and a significant number older than that. Priorities and issues will have changed during that time and we have asked communities to provide us with an update to inform this report. While not as thorough a process as a community plan, this will help us to assess the impact of time on the identification of issues.

Additionally, this report focuses on rural parishes and towns and does not include an assessment of Horsham Town. Work has been commissioned by Horsham District Council to form a Horsham Community Partnership that will identify priority issues for the town. These views will be incorporated into the District Corporate Plan.

### **Key Trends:**

It is clear that whilst community plans focus on responding to the needs of residents within a locality, common trends do exist in the issues which are identified across plans in the District. These patterns reflect the importance attributed to the environment, access to services (inc. transport), housing, education and skills and the economy.

However, it is important to acknowledge that a key driver in the creation of these patterns is the methodology used to consult residents which can in effect guide the responses obtained. Consultations commonly focus on themes identified as important issues by the steering group and tend to neglect those which may not be tangible or easily measured, such as climate change or perceptions such as respect or community cohesion. These are also problematic in that they are difficult to quantify both now and in the future.

All of the communities in Horsham District seek to be as inclusive as possible, particularly given the benefits which accrue from empowering residents to identify their own needs and then working in partnership with other stakeholders to respond to them.

However, there are a range of factors which may restrict the diversity of those involved in the production of community plans. Firstly, if the make-up of the steering group leading on the plan is not diverse it can restrict its understanding of how best to consult right across the community. Secondly, the methods used for consulting residents each have their own limitations with some being more suitable for consulting certain groups than others. Thirdly, not all residents may choose to participate in the production of plan and therefore an acknowledgement of this should be made clear.

The importance of creating sustainable communities and environments is clear and unequivocal at national, regional and local levels. This is outlined in detail in the over-arching vision for Horsham District set out within its Sustainability Community Strategy and is reflected across community plans in the District.

Whilst many communities seek to make their own localities as sustainable as possible and contribute to their own future as well as that of the District, this can prove to be a complex and difficult task for them to undertake and include in their community plan. Many factors which contribute to greater sustainability are difficult to measure at the community-level such as the impacts and effects of climate change, which may also not result in tangible impacts for a considerable time. Consequently, many communities are not able to develop a response to certain themes and issues at the local level without specialist support and assistance, resources and additional guidance.

### **1.1. Recommendations**

- **Policy and Strategy Context for Community Plans**

The linkages and relationship between community plans and the Sustainable Community Strategy need to be clearly identified to communities before they commence developing their plans and during the delivery of actions. Steering groups should be made aware of how their plans link into broader strategic processes and how these processes then assist them in delivering their own actions. Such information could be made much clearer and more applicable to small communities.

Links are being strengthened between Horsham District Community Partnership, the district wide LSP, and local bodies to ensure that all parts of the community can assist in the delivery of the All Our Futures Sustainable Community Strategy. In recent months, HDPC has recognised or established four groups to devise and implement annual action plans for tackling specific objectives of the new strategy. Both the parish councils and the market town community partnerships are represented on these 'goal' groups through their umbrella bodies: respectively Horsham Association of Local Councils, and Horsham District Rural Towns Forum.

- **Information and guidance**

The information and guidance which communities receive is of paramount importance if the plans which they produce are to be of high quality, realistic and achievable documents. Communities must be clear as to the purpose of their community plan, how best to undertake it so that it can be viewed as a rigorous yet deliverable document and ensure that it encompasses the needs of as many residents as possible. Advice and guidance therefore need to be provided or made available on each of these issues in order to maximise the quality of the plans. This should involve specialist advice and stakeholder input where possible, particularly on key over-arching issues such as sustainability.

- **Inclusion and Empowerment**

Ensuring that the methods used to undertake community planning are as inclusive as possible is essential if they are to genuinely reflect the needs of all residents rather than the most vocal. It is imperative that in communities where plans are being developed or implemented that those involved are aware of the need to involve as many residents as possible and the potential problems which may result from a failure to do so. Therefore, the guidance and advice which communities are given should explicitly highlight the best ways in to enhance inclusion and avoid exclusion. Due to the age of the Horsham District community plans, guidance and best practice may not have been as developed as it is now.

Case studies, examples and best practice related to community consultations should be provided to all communities developing or delivering a community plan with a specific emphasis on how to engage with harder to reach groups.

- **Protocols and Quality Standards**

One method that can draw together the recommendations above is to develop a protocol between community plan groups and strategic partners. Other areas across the country have drawn up standards, agreed by community plan groups and the local strategic partnership (LSP). These set out expectations on both sides. A community plan should be expected to use a variety of consultation techniques to reach a wide range of the community. Other standards to be met by community plan groups include the need to have SMART objectives, a process for evaluation and the adoption of the plan by their Parish or Town Council.

LSPs should be expected to take a lead role in promoting community planning and ensuring that there are clear routes for communication, such as fora for engaging with the groups. Other suggested standards are that an LSP undertakes to have a standing item on their agenda every 6 months to monitor progress against community plan actions and to encourage partners to integrate actions into their service plans. Additionally, it is seen as important that community planning data is used to inform the District Sustainable Community Strategy and that the process is formally adopted as part of the LSP engagement strategy.

Cambridgeshire ACRE has devised a set of standards that could be adapted for use in the Horsham District.

<http://applications.huntsdc.gov.uk/moderngov/mgConvert2PDF.aspx?ID=27254>

- **Further work**

This research has provided an overview of the linkages that exist between the actions which communities in Horsham District have developed to respond to their needs and the Sustainable Community Strategy.

Whilst this may be used as a proxy for establishing where linkages between the two are evident and where they are not, it would also be useful to determine how effective communities and other stakeholders have been at delivering these actions, particularly those ascribed different levels of priority. By analysing which actions have been achieved in each community and which have not, a greater understanding of the barriers to delivering actions could be developed.

## 2. Introduction

This study has been commissioned by Horsham District Council in order to review and evaluate the current status of Parish Plans and Community Partnership Plans in the District.

Action in rural Sussex (AirS) has over 10 years experience of assisting rural communities within Horsham District to undertake village action plans and market town healthchecks. In this report AirS has stood back from that support role to undertake a detailed review and evaluation of all Action Plans across the District and making recommendations that will specifically improve the action plans themselves and also the linkages to the community planning processes.

### 2.1. Project Aim

Undertake a review of existing community plans in Horsham District and make recommendations for their future development.

### 2.2. Project Objectives

- Carry out a desktop review of Horsham District's community plans and identify: priorities and aspirations for each parish; common themes in each parish cluster and common themes and differences between clusters.
- Identify those parishes that have yet to produce a community plan, establish why this is the case and produce recommendations on how the needs of these communities may be assessed.
- Provide an overview of the diversity and sustainability issues identified in community plans and to provide recommendations on how this may be improved.

### 2.3. Context to Community-led Plans

The concept of parish or community plans originated in the Government's Rural White Paper (2000)<sup>1</sup> which outlined the benefits of providing communities in towns and villages the opportunity to identify and contribute to the future development of their settlement. These plans were developed in order to provide a step-by-step process and model through which a vision for the future may be created for a particular community or neighbourhood<sup>2</sup>. The various stages include gathering evidence and information on the needs of the community (social, economic and environmental), the development of a list of priorities on which the community intend to act and a plan for how they and other stakeholders will address them. AirS has produced a step by step guide and other support material for all action plan groups which are on the AirS website ([www.ruralsussex.org.uk](http://www.ruralsussex.org.uk))

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<sup>1</sup> DETR & MAFF. (2000). *Our Countryside: the future. A fair deal for rural England*. DETR: London.

<sup>2</sup> Cambridgeshire ACRE. (2009). *Cambridgeshire Countywide Framework for Community Led Planning*. Cambridgeshire ACRE: Cambridge.



Whilst the initial Government White Paper provided the stimulus for the creation of community-led plans, these have subsequently been augmented by a range of other policies which have furthered the case for greater community engagement and input<sup>2</sup>. The 2006 Local Government White Paper entitled *Strong and Prosperous Communities*<sup>3</sup> outlined that government policy should utilise the views of users, citizens and local communities in shaping local government service delivery and strategic direction. Similarly, the creation of *Communities in Control: Real People, Real Power*<sup>4</sup> the 2008 Empowerment White Paper also outlines a clear relevance for the input of individuals and communities into decision-making and service provision. It identified the value of providing power to local communities to allow them to have some degree of control over local decisions and services, thereby empowering a larger and wider pool of active citizens.

In addition to these White Papers, the development of the new Comprehensive Area Assessment process for local authorities will assess how they are going about identifying and understanding local needs. The CAA process will therefore support the engagement and empowerment of citizens through a 'Duty to Involve' and community plans represent an obvious avenue through which this may occur.

As their name suggests, community plans are focused at meeting the needs of the entire community and seek to provide all residents with the opportunity to provide their perspective on the future direction of their neighbourhood. The process of creating the plan and the outcomes that stem from it are intended to be owned by the whole community, with each and every citizen able to participate and contribute to improving the quality of life in their locality.

By encouraging communities to undertake an evaluation, it allows residents to increase their understanding of the needs of all residents and to take appropriate action to respond to these. This can help to identify and address any particular forms of deprivation or significant issues which are leading to disadvantage or social exclusion. The process of engagement and consultation may in itself bring individuals together and therefore promote community cohesion. Engagement with other stakeholders such as local authorities, service providers and third sector organisations may also occur throughout the process and can enhance the relationship and understanding that exists between these different bodies.

In addition to their role in enhancing social inclusion, community plans are also undertaken with the aim of creating more sustainable localities. As such they may address a wide range of themes and issues such as: housing, services and facilities, transport, sustainability, older people, younger people, healthcare, access and community cohesion amongst others. The topics identified will reflect the needs of the communities and the processes used to identify and prioritise them.

The creation of community-led plans provide town and parish councils and their communities with the chance to take an active role in outlining a future vision and providing a perspective on how this may be achieved, rather than being put in a position where they can only react to development and service changes. It is important to

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<sup>3</sup> DCLG. (2006). *Strong and prosperous communities: The Local Government White Paper*. HMSO: Norwich.

<sup>4</sup> DCLG. (2008). *Communities in Control: Real People, Real Power*. HMSO: Norwich.

recognise that no individual community is an island, particularly in this twenty-first century age of telecommunications and flexible lifestyles. Consequently it is important for communities to draw on expertise and assistance from external agencies and individuals in order to influence decision-makers and service providers in an informed way.

The quality of life for those residing in a town or village is to a large extent determined by decisions taken outside of it by councillors, civil servants, employers, quangos and developers. In order to stimulate change or to shape services so that they meet the needs of the community there is a clear need for residents to identify their own needs and preferences and then to communicate these using language and terminology which corresponds to that of the outside forces<sup>5</sup>.

In addition to providing an important focal point for the community involved the production of a community plan, the plans may also be used to inform the strategic planning of the overarching local authority. Strategic planning documents such as the Local Development Framework and Sustainable Community Strategy will be informed by the themes and issues outlined in community plans, similarly they themselves will be influenced by the objectives and delivery mechanisms outlined in these policies. They may also be used to assist in the implementation of policies and proposals locally.

Community plans have the potential to add significant value to authority-wide development plans and strategic documents by providing detailed information and guidance for individual places and communities which might not otherwise be available. In addition to being important sources of information, the production of plans can become effective vehicles for stimulating community participation by engaging people on the future of their settlement across a range of different factors.

The provision of clear guidance to communities in the production of their plans ideally leads to<sup>6</sup>:

- Documents of quality that carefully address the main issues, and bases policies and proposals on sound consultation and reflection;
- A measure of consistency between community plans across a local authority;
- A level of consistency between the planning components of a single community plan, a local authority development plan and national planning policy

#### **2.4. Community-led Planning in Horsham District**

Over the past decade, Horsham District Council, Action in rural Sussex, Town and Parish Councils and other key stakeholders have been committed to assisting towns and parishes in Horsham District in the production of their community plans. The importance and value of these documents both in empowering communities and informing strategic bodies and services providers has long been recognised.

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<sup>5</sup> Derounian, J. (Ed). (1998). *Effective Working with Rural Communities*. Packard Publishing@ Chichester.

<sup>6</sup> The Countryside Agency. (2003). *Parish Plans and the planning system: Guidance and advice for local planning authorities*. Countryside Agency Publications: Wetherby.

The production of community plans can be seen to generate a range of outputs and outcomes. These include:

- Stimulate or enhance local community action and involvement thereby empowering local communities in identifying and responding to the challenges which they face and the needs that they possess.
- The gathering of quantitative and qualitative evidence and data in relation to a specific community which may serve to enhance the understanding regarding issues that exist in that particularly locality, as well how these relate to those found adjacent communities and the District as a whole.
- The development or creation of appropriate, evidenced and effective action plans which create linkages between communities and other relevant stakeholders. Such documents can serve as a focal point through which local engagement on issues may be developed and fed into strategic and higher level strategy and policy.
- Assist in providing information and feedback regarding local initiatives and the effectiveness of service delivery in specific localities to service providers. This can help to determine whether delivery mechanisms are adequately meeting the needs of communities and identify opportunities as to where new approaches may be developed.

As shown in Table 2 there are 32 parishes in Horsham District (excluding Horsham itself), of these 28 have produced a community plan (February 2010). As shown below, some of the community plans are now a decade old, with 9 plans being 5 years old or older. An update has been requested for those plans older than 5 years old and a request made to those communities that have not yet completed a plan, to submit their key priorities. This will help to inform subsequent work. See Appendix 7.9 for the responses from 3 communities to this exercise. A complete review or update of the community plan process is best practice after 4 or 5 years and would produce more reliable, evidence based priorities.

**Table 2 - Current status of community plans in Horsham District: February 2010**

<b>Parish/Village</b>	<b>Year of Completion</b>
Amberley	2003
Ashington	2006
Ashurst	2006
Billingshurst *	2000 (update 2009)
Bramber	2009
Broadbridge Heath	2004
Coldwaltham	2003
Colgate	2010
Cowfold	2008
Henfield *	2004
Horsham	N/A
Itchingfield	2007

Lower Beeding	-
North Horsham	2007
Nuthurst	2006
Parham	2007
Pulborough *	2003
Rudgwick	2006
Rusper	-
Shermanbury	-
Shipley	2005
Slinfold	2003
Southwater	2009
Steyning *	2001
Storrington & Sullington *	2003 (update 2010)
Thakeham	2007
Upper Beeding	2007
Warnham	2007
Washington	2004
West Chiltington	-
West Grinstead	2009
Wiston	2006
Woodmancote	2007

\* Community Partnership Health Check

## 2.5. Linkages between Strategic and Community Planning

As outlined previously, a great deal of emphasis is being placed by central government on enhancing the relationship between decision-makers and local communities in order to ensure that these groups work both in unison to make their areas better places to live. Whilst such linkages occur regularly on an informal basis, there is a need to assess how effectively they work towards meeting the needs both at the level of each community and across the District as a whole.

In Horsham District as in other local authority areas across the country, community plans have been identified as one of the primary means through which a dialogue between communities and those that provide services to them or take decisions on their behalf may be developed. These plans can then be analysed and the key trends from them identified. This information may then be used to inform District-wide strategy and policy responses as well as parish by parish responses.

In order for this process to be most effective, it is important that this relationship is a dynamic and on-going process whereby local needs are regularly fed to decision-makers and service providers so that potential changes may be identified and incorporated. This information then needs to be used to inform the vision of what communities in Horsham District should aspire to be like and what building blocks need to be in place for them to do so. This vision should then be communicated back to the communities in a format which allows them to adapt the relevant issues to their particular circumstances so that a tailored solution can be developed.

It is important to highlight that in order for the development of community plans to be most effective, there needs to be a clear linkage between the creation of community

plans and the outcomes that may stem from its development. Communities need to be incentivised to develop a community plan by possessing a clear understanding of its purpose, particularly whether tangible outcomes for residents will be generated as a result and how it will contribute to the broader vision for the District.

In essence communities across Horsham District should view themselves as pieces of a jigsaw which together combine to produce the overall District vision for the future. Within this, it is as important for each community to be aware of what the overall picture for the District is likely to be, as it is for each community to identify how it fits in and contributes to the whole.

### **2.5.1. Horsham District Sustainable Community Strategy 2009-2026**

The overall vision for the future development of Horsham District is set out within its recently published Sustainable Community Strategy entitled 'All Our Futures' which outlines the goals and objectives for Horsham District over the next twenty-five years. This was produced by the Horsham District Community Partnership which is made up of a wide range of stakeholder bodies and organisations.

The Partnership consulted widely and in order to produce its vision and long-term plan for the future development of the District and its population. The Sustainable Community Strategy outlines a shared vision which seeks to meet the needs and aspirations of residents, visitors, businesses and communities. This document identifies 4 strategic goals which have been identified as the building blocks for the District's development in the future (See Table 3). These goals are supported by a set of objectives, each of which contributes towards achieving that particular goal as well as potentially contributing to the other goals where they are cross-cutting.

**Table 3 - Horsham District Sustainable Community Strategy goals and objectives**

<b>Sustainable Community Strategy Goals</b>			
<b>Goal 1</b>	<b>Goal 2</b>	<b>Goal 3</b>	<b>Goal 4</b>
A Better Place to Live	Opportunity for All	Better Health for All	Staying and Feeling Safe
<b>Sustainable Community Strategy Themes</b>			
Our environment	Economic growth	General Health	Crime and fear of crime
Getting around	Education and skills	Ageing population	Respect
Involving people and strengthening communities	Tourism		Road safety

The goals as outlined above mirror the core themes of the West Sussex Sustainable Community Strategy and therefore directly contribute to the County strategic objectives. The themes which sit below each goal represent the issues which need to be addressed over the lifespan of the document in order to achieve progress. Each theme is broken down into a set of tangible objectives, each of which is the responsibility of one or more stakeholders. These stakeholders then include the relevant objectives in their own organisational plans to ensure that they are mainstreamed and the relevant linkages

made. Progress is closely monitored against each objective, theme and goal on a regular basis.

This strategy document provides the over-arching picture which stakeholders and communities should be working towards. As such it provides the backdrop for community plans and should be informed by their contents. It should also be used to inform communities of the intended future vision for the District and the responsibilities of different groups in achieving this. In addition, as there is such a close cohesion between the District and County strategies, community planning can be seen to make a contribution to objectives far beyond their local focus.

## **3. Key themes in Community-led Plans**

### **3.1. Introduction**

This report focuses on identifying how the actions identified in community plans feed into and contribute towards achieving the goals and themes outlined in the Sustainable Community Strategy for Horsham District. The aim of this mapping process is to determine the linkages that exist between the priorities which communities identify for their own locality against those set out for the entire district.

The analysis of community-led plans in this way makes it possible to identify whether there are any particular patterns (either geographically or thematically) in the issues which communities identify as priorities and the linkages they have with those set out in the Sustainable Community Strategy. For example, whether particular issues are highlighted as important across all communities or are they of particular significance in specific communities or clusters of communities. This approach allows any trends, anomalies or exclusions to be analysed further and may assist in identifying the factors that combine to create such patterns.

It is important at the outset to acknowledge the wide range of external factors which may contribute to their development such as the expertise and make-up of the steering group, the support and guidance provided to communities, the cost of production, consultation techniques and the motivation of residents. The structure and content of each plan will reflect the way in which all of these factors and others are brought together.

### **3.2. Methodology**

The key emphasis of this project is to identify the linkages that exist between the actions and themes located in each of the existing community plans with the goals, themes and objectives of the district-wide Sustainable Community Strategy for Horsham District. This will be used to highlight which issues are identified as important by communities and how they are responding to them.

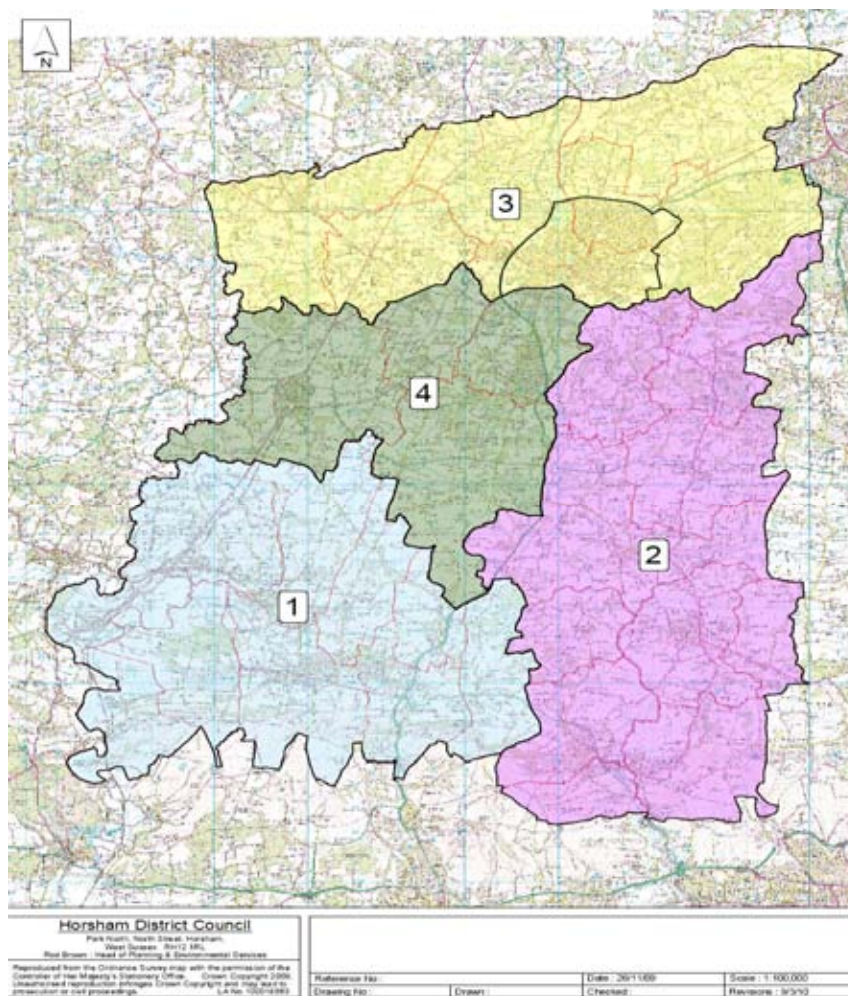
#### **3.2.1. Parish Clusters**

For the purposes of this review, the parishes in Horsham District have been sub-divided into parish clusters, these are outlined Table 2. By sub-dividing the parishes into these geographical groupings it makes it possible to evaluate whether adjacent communities are experiencing or identifying similar issues, if the issues identified are unique to each community or whether there are other factors affecting the way in which themes are identified and addressed through community plans.

**Table 4 - Horsham District Parish Clusters: January 2010**

Parish Cluster 1	Parish Cluster 2	Parish Cluster 3	Parish Cluster 4
Amberley	Ashurst	Broadbridge Heath	Billingshurst
Ashington	Bramber	Colgate	Itchingfield
Coldwaltham	Cowfold	North Horsham	Shipley
Parham	Henfield	Rudgwick	Southwater
Pulborough	Lower Beeding	Rusper	
Storrington and Sullington	Nuthurst	Slinfold	
Thakeham	Shermanbury	Warnham	
Washington	Steyning		
West Chiltington	Upper Beeding		
Wiston	West Grinstead		
	Woodmancote		

**Image 1. Map of Horsham District Parish Clusters.**





### **3.3. Mapping of actions**

Each community plan is produced on the basis of the needs of the community which have been identified through the evidence gathering and consultation process. These needs are then translated through dialogue with stakeholders into a set of actions which will allow the community to respond to their identified needs. Responsibility for undertaking and ultimately achieving these actions is agreed between stakeholders and then progress is monitored through a steering group or via the parish council.

During the process of developing its set of actions, each community is encouraged to ascribe each of their actions with a level of priority in order to reflect how important they consider it to be. Each action is given a rating of high, medium or low priority. This allows actions of differing importance to be dealt with in different ways and allows the community to focus on responding to certain needs before others.

The level of priority given to each action may reflect a range of factors which can range from how important an issue is seen to be, the numbers of people affected or the need to achieve something within a short time-scale. Giving an action a high level of priority will not necessarily mean that it will be achieved over a short time period as many actions seen as being of great importance may be complex to solve or require the input of significant time and capital resources.

### 3.3.1. Whole District: All Parishes

Action Plan actions mapped against Horsham District Sustainable Community Strategy Aims and Objectives for all community plans.

**Figure 1 - Breakdown of community plan actions across all Horsham parishes**

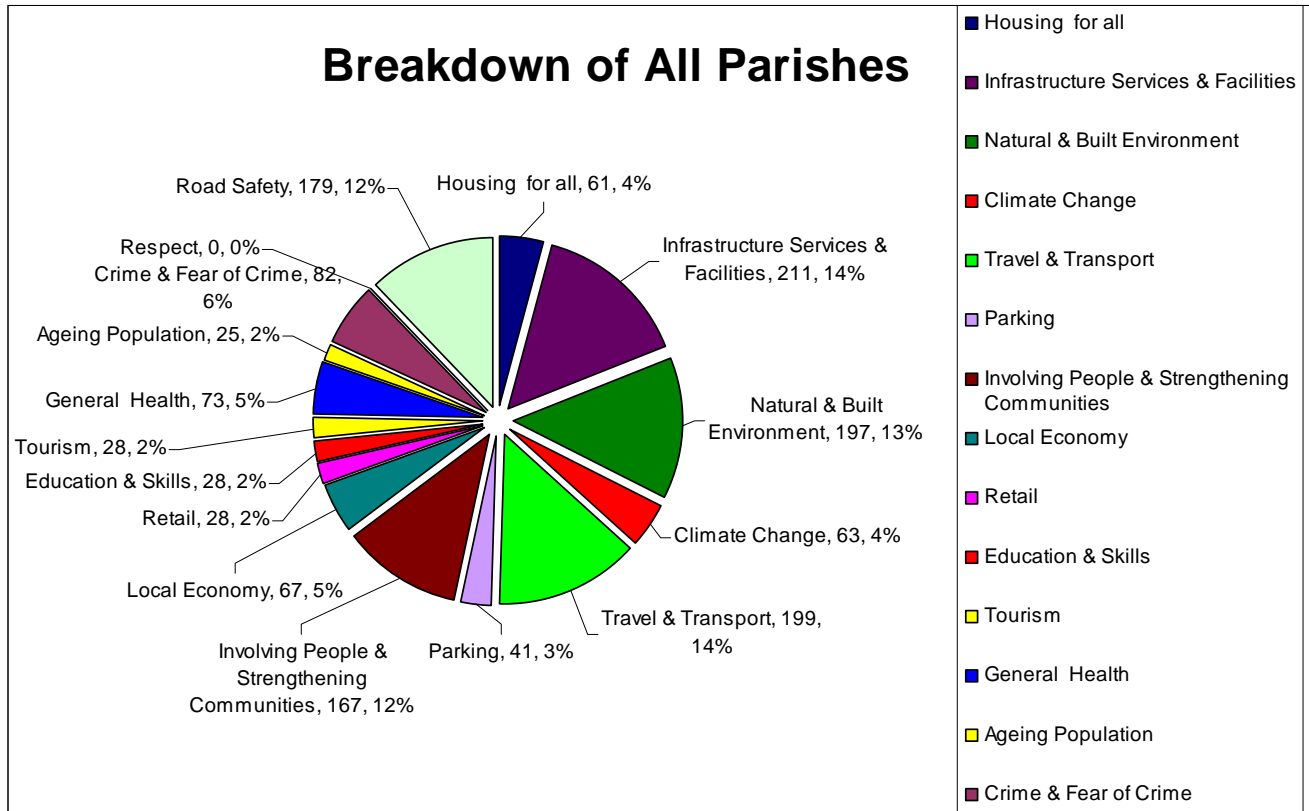


Figure 1 shows that Infrastructure, Services and Facilities was the theme with the most (211) actions across all Parishes. Travel and Transport followed closely with 199 actions across all Parishes, and Natural & Built Environment had 197 actions across all Parishes.

The least popular themes were Respect with no actions across all Parishes and Ageing Population (25 actions).

Overall there were 1449 actions in the community plans of all parishes.

Table 5 - Breakdown of community plan actions by SCS themes - All parishes and clusters

Parish	A Better Place to Live						Opportunity for All				Better Health for All		Staying and Feeling Safe			
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills		Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety	
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
All Parishes	14	81	90	31	107	24	105	40	13	9	11	29	15	55	0	67
	21	107	91	23	78	15	47	18	8	20	13	33	8	24	0	59
	26	23	17	9	14	2	15	8	7	2	3	11	2	2	0	57
	61	211	197	63	199	41	167	67	28	28	28	73	25	82	0	179
Cluster 1 -	8	17	28	12	28	5	36	11	1	2	7	5	1	24	0	25
	11	32	28	10	20	10	21	7	2	4	6	10	2	11	0	27
	2	8	6	6	3	1	0	0	2	0	0	3	1	0	0	5
Total	22	57	61	28	51	16	57	18	5	6	13	18	4	35	0	53
Cluster 2 -	1	24	35	7	37	11	35	18	5	3	2	15	3	17	0	24
	4	43	46	2	32	8	15	7	3	3	2	9	2	8	0	22
	9	7	6	3	6	0	5	3	4	1	3	3	0	1	0	51
Total	14	74	87	7	75	19	55	28	12	7	7	27	5	26	0	97
Cluster 3 -	2	21	12	8	24	3	21	7	5	1	1	6	8	5	0	8
	5	24	15	9	17	1	10	3	2	5	1	10	4	3	0	7
	8	5	3	0	4	0	0	1	0	0	0	4	0	1	0	1
Total	15	50	30	17	45	4	31	11	7	6	2	20	12	9	0	16
Cluster 4 -	3	19	15	4	18	5	13	4	2	3	1	3	3	9	0	10
	1	8	2	2	9	1	1	1	1	8	4	4	0	2	0	3
	7	3	2	0	1	1	6	4	1	1	0	1	1	0	0	0
Total	11	29	19	6	28	7	20	9	4	12	5	8	4	11	0	13
All Clusters Total	61	211	197	63	199	41	167	67	28	28	28	73	25	82	0	179

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP &SC)	Retail (R)	Tourism (T)	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking (P)	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

### 3.3.2. Cluster 1

Actions mapped against Horsham District Sustainable Community Strategy Aims and Objectives for Cluster 1 plans.

Parishes: Amberley, Ashington, Coldwaltham, Parham, Pulborough, Storrington and Sullington, Thakeham, Washington, West Chiltington, Wiston.

**Figure 2 - Breakdown of community plan actions for cluster 1 parishes**

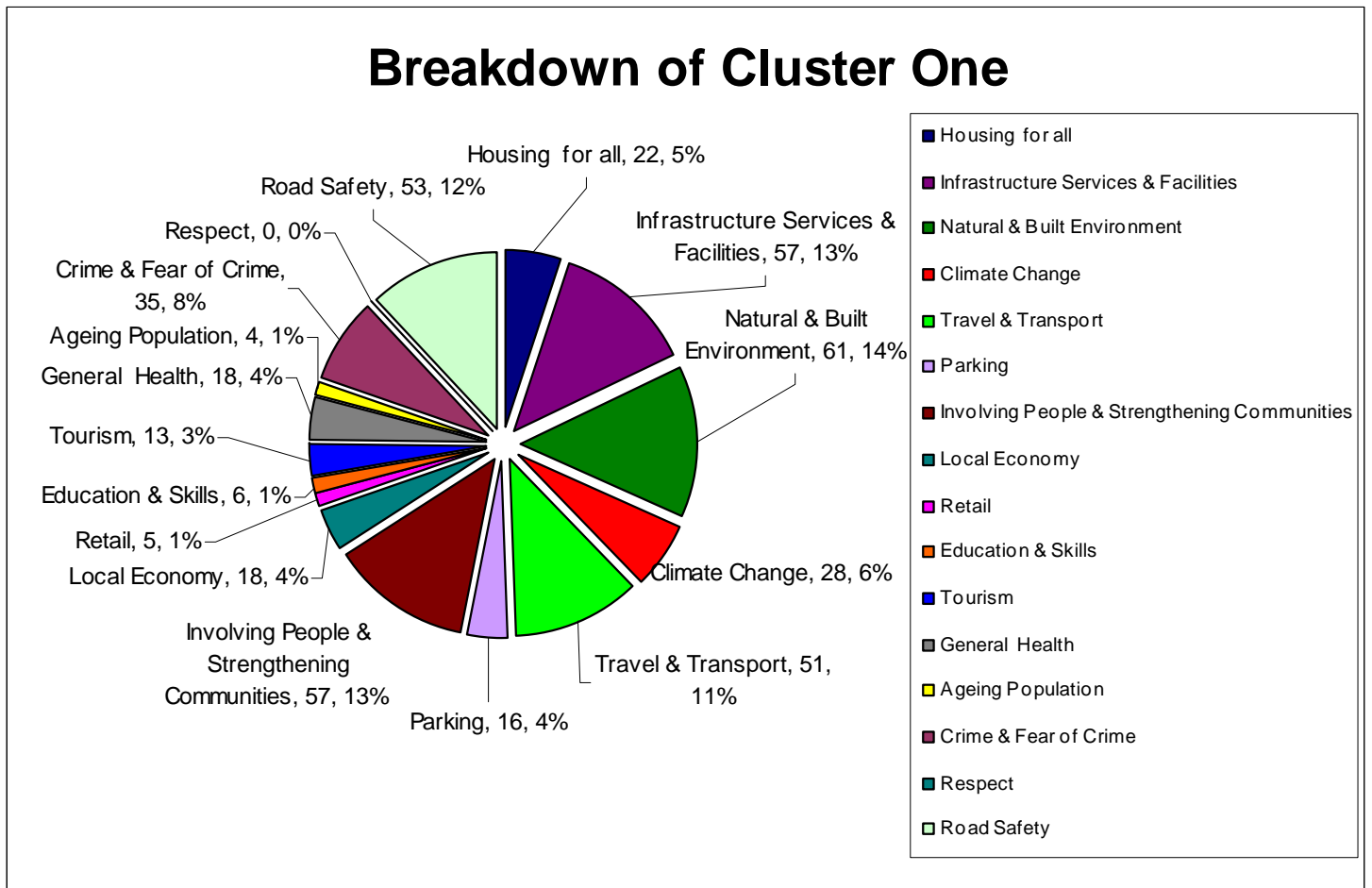


Figure 2 shows that Infrastructure, Services and Facilities and Natural & Built Environment was the theme with the most (61) actions in Cluster 1. Followed by Infrastructure, Services and Facilities, and Involving People & Strengthening Communities with 57 actions each.

The least popular themes were Respect with no actions in Cluster 1, Ageing Population with 4 actions and Education & Skills with 6 actions.

There are 10 Parishes and 444 actions in Cluster 1. Cluster 1 is the Cluster with the most actions in Housing For All with 22 actions, however due to the large size of the cluster; this is proportionally equal to Cluster 4, which has the smallest amount of actions in this theme. Both clusters equate to 5% for this action.

### 3.3.3. Cluster 2

Actions mapped against Horsham District Sustainable Community Strategy Aims and Objectives for Cluster 2 plans.

Parishes: Ashurst, Bramber, Cowfold, Henfield, Lower Beeding, Nuthurst, Shermanbury, Steyning, Upper Beeding, West Grinstead, Woodmancote.

**Figure 3 - Breakdown of community plan actions for cluster 2 parishes**

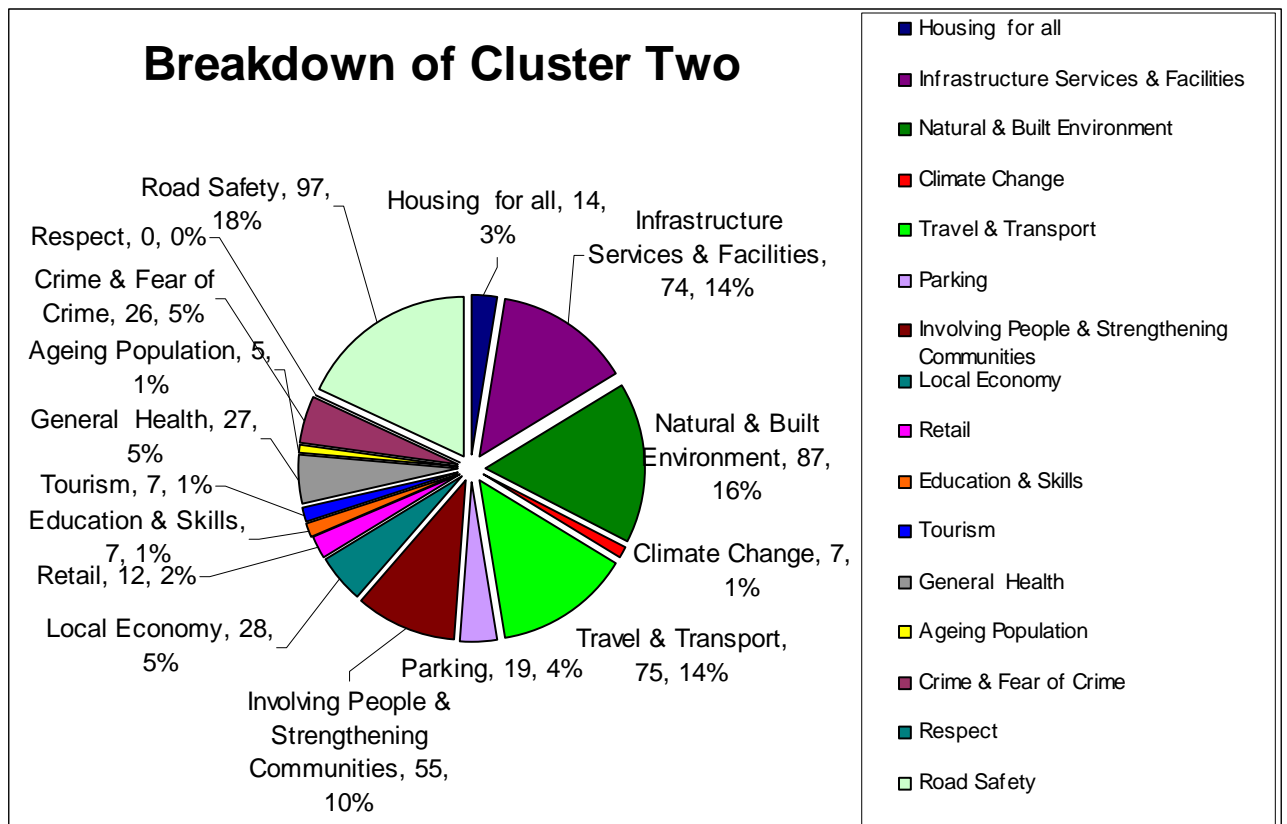


Figure 3 shows that Road Safety was the most popular action in Cluster 2 with 97 actions. Natural & Built Environment was the second most popular action in Cluster 2

The least popular actions were Respect with no actions in Cluster 2, Ageing Population with just 5 actions, and Education & Skills with 7 actions.

There are 11 Parishes and 540 actions in Cluster 2, making this the largest Cluster.

While Cluster 2 has the most actions (74) for infrastructure, services and facilities out of all Clusters, this is proportionally less than all other Clusters.

Proportionally, Cluster 2 has the most actions in the Natural & Built Environment theme

### 3.3.4. Cluster 3

Actions mapped against Horsham District Sustainable Community Strategy Aims and Objectives for Cluster 3 plans.

Parishes: Broadbridge Heath, Colgate, North Horsham, Rudgwick, Rusper, Slinfold, Warnham.

Figure 4 - Breakdown of community plan actions for cluster 3 parishes

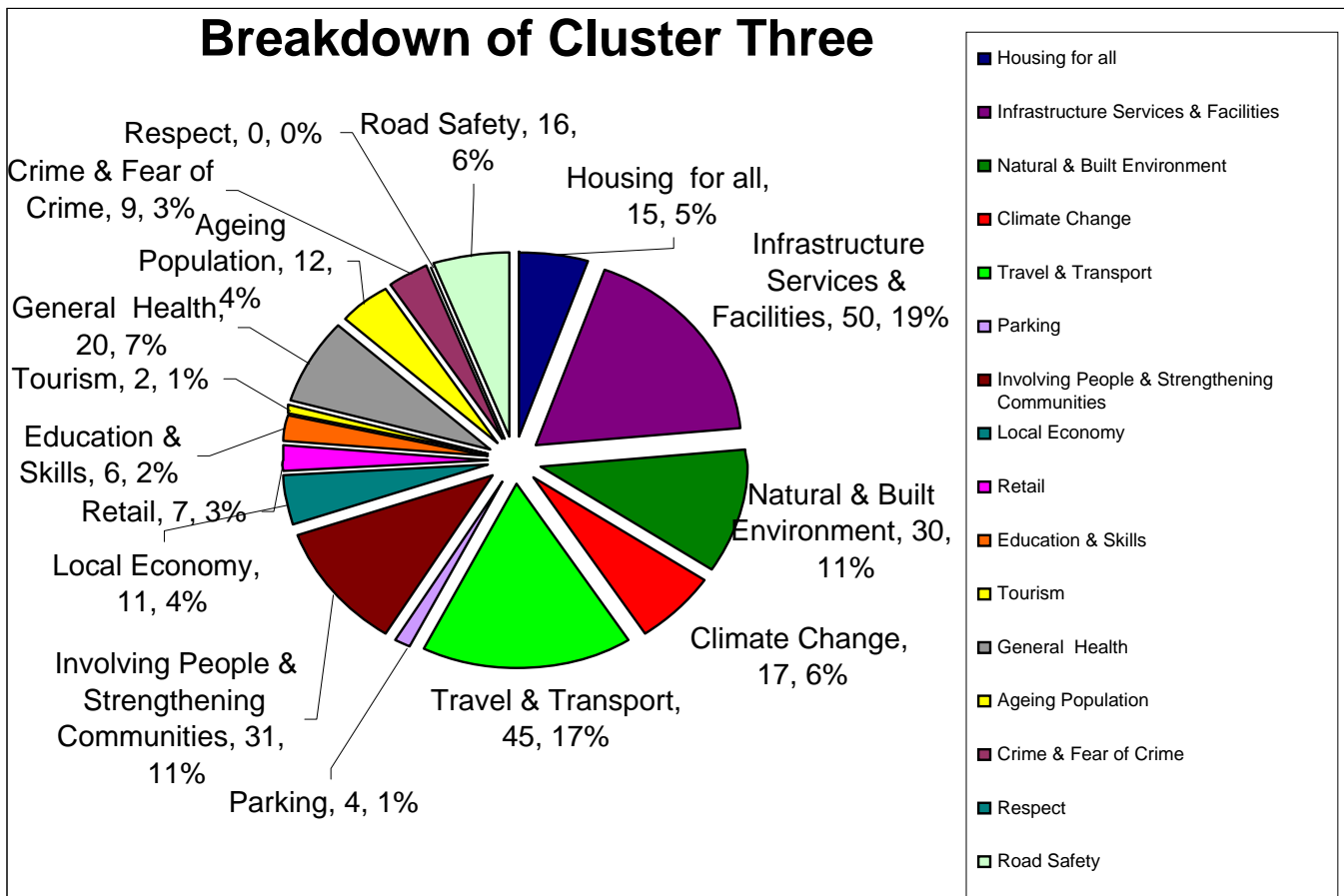


Figure 4 shows that Infrastructure, Services and Facilities was the most popular action in Cluster 3 with 50 actions, Travel and Transport was the action with the second most actions (45) and Involving People and strengthening Communities had 31 actions.

There are 7 parishes with 275 actions in Cluster 3.

The least popular actions were Respect and Tourism with no actions in Cluster 3, Parking had just 4 actions and Education and Skills had 6.

### 3.3.5. Cluster 4

Actions mapped against Horsham District Sustainable Community Strategy Aims and Objectives for Cluster 4 plans.

Parishes: Billingshurst, Itchingfield, Shipley, Southwater.

Figure 5 - Breakdown of community plan actions for cluster 4 parishes

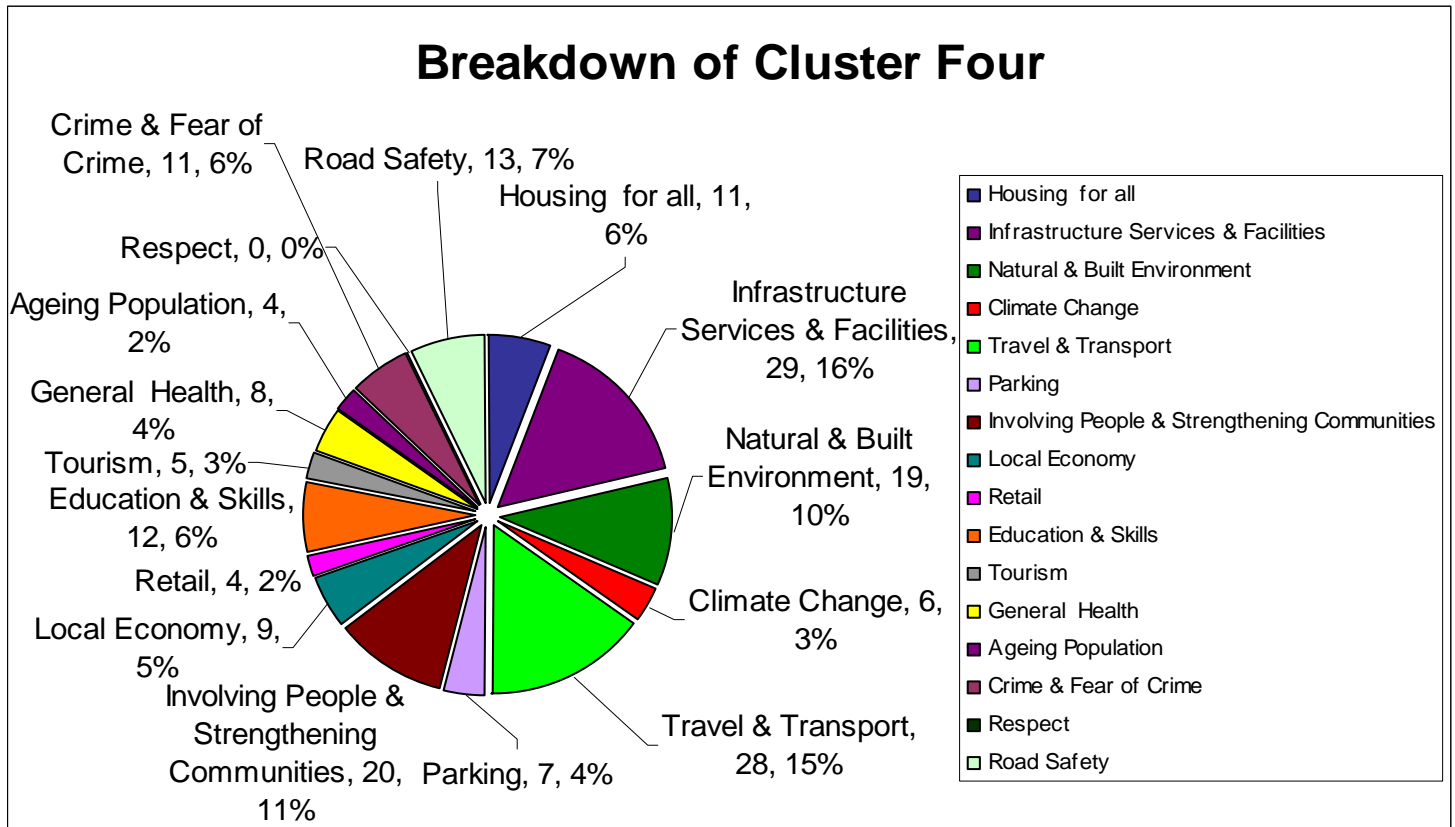


Figure 5 shows that Infrastructure, Services and Facilities was the action with the most actions (29) Travel and Transport is the second most popular action in Cluster 4 with 28 actions, and Natural and Built Environment had 19 actions.

The least popular actions were Respect with no actions in Cluster 4, Tourism with 5 actions, Ageing Population with 4 actions, and Retail with 2 actions.

There are 4 Parishes in Cluster 4 with 186 actions, making this the smallest Cluster.

Cluster 4 is the cluster with the least actions in Housing For All (11 actions) however as this is the smallest Cluster, these actions equal 5% of the clusters total actions, which is proportionally more than the 14 actions in Cluster 2, and equal to the 21 actions in Cluster 1.

Additionally Infrastructure Services & Facilities has 29 actions which is the least of all Clusters, but proportionately this is 17% which is more than Cluster 2 which had the most (71) actions for this them

### **3.4. Limitations of this research**

- This review represents a snapshot in time of the content of community plans in Horsham District. As such, it provides an overview of the actions set out in each community plan at the time of its production. It cannot and does not provide an analysis of the progress to date made by each community in relation to the actions which they developed and prioritized within their original document.
- Further work would be useful in order to understand the progress which has been made in relation to the actions set out in plans and how easy they have been to deliver against. This would also highlight whether there are any specific themes that are particularly problematic for communities to respond to, information which could be used to inform the guidance and assistance which they require and receive.
- This work could also explore the effectiveness of prioritising actions and evaluate whether this process actually assists communities in achieving actions or whether it represents a means by which they are seeking to highlight problems to other bodies and organisations.
- It is important to highlight that the district's community plans have been produced over a decade and that this may have a bearing on the issues contained within the plans and their actions. For example, issues such as climate change and sustainability have received greater publicity and attention over the past couple of years and it is likely that these issues will occur more frequently in plans produced during this period than those which are older.
- Similarly, it needs to be acknowledged that the vast majority of existing community plans were initiated or produced before the current Sustainable Community Strategy (SCS) for Horsham District was produced; consequently many of the themes or issues which they identify cannot be directly mapped to the new set of aims and objectives outlined in the SCS. This does not mean that similar issues do not arise in both documents, rather that they may be structured or classified in a different way and are therefore difficult to align.
- For example, one of the most common barriers to mapping community plan actions to the objectives of the Sustainable Community Strategy was not that they could not be mapped to individual objectives, rather that they could be mapped to more than one objective. In such circumstances a judgment was made as to which of the Sustainable Community Strategy objectives they were most closely aligned and they were placed under this theme.



## **4. Diversity and Sustainability**

### **4.1. Introduction**

It is widely acknowledged that in order to maximise the effectiveness of community plans they should reflect the views and needs of as many residents as possible. To achieve this, the process used to develop plans should be as inclusive as possible and provide people of all types with an equal and ample opportunity to contribute their views.

Incorporating views from as many as people as possible not only allows the development of a more accurate picture of the priorities in a community, it can also empowers residents by providing them with a level of buy-in which in turn may motivate them to participate in improving their locality. Residents are likely to be far more in-tune with a process and document which they have contributed to and feel reflects their views, needs and interests.

Achieving an inclusive approach towards developing a community plan is also important with regard to the sustainability of both the community and the plan itself. In order to be effective, any plan which is produced needs to acknowledge and respond to the wide-range of needs and priorities which may affect a locality and its residents. Plans developed without an input from right across the community may be less sustainable as they may miss the needs of particular groups or may not identify the linkages that exist between different issues.

### **4.2. Diversity**

Developing a community plan that accurately and effectively responds to the needs of all residents in a locality is the obvious aim of all communities. However, there are a wide range of factors which may serve to restrict those tasked with producing community plans from undertaking this process in as inclusive a manner as they would like.

The approaches used by the steering groups guiding the production of the plan may have a significant impact on the techniques and methods used to gather the evidence and information on which the plan will be based. Each of these approaches has its positive and negative attributes and these can affect how data is gathered and analysed. Consequently, the decisions taken on the consultation methods that will be used to inform the plan will be crucial in determining how inclusive the evidence is and how this will be reflected in the final document.

### **4.3. Data and Evidence**

Most communities use a variety of consultation techniques to capture information on residents and gather their views. In Horsham, the majority of plans that were developed after 2004 followed a process of forming a steering group, holding consultation events and then developing a survey that was forwarded to every household, including a separate section for young people. Obviously the greater the range of approaches used, the less likely the exclusion of any particular group will be. However, it is important to acknowledge the limitations which each of these methods have in relation to diversity.

#### **4.3.1. Surveying**

Surveys represent one of the most commonly used techniques through which residents are consulted on their views and needs during the production of a community plan. They are popular because they theoretically allow information to be gathered from all residents or households, can be developed to cover a range of themes and allow a community-wide evidence base to be created.

However, like all research techniques they do possess a range of limitations which restrict their effectiveness in identifying the needs of all residents. The first of these are those imposed by the experience and knowledge of the individuals' co-ordinating the development and implementation of a questionnaire. Not all communities possess residents with experience in developing and co-ordinating a project such as the development of a community-led plan, particularly with regard to gathering people's views and input and developing this into an action plan.

In addition to developing a survey that asks questions in the right way and on the right themes, the issue of how it will be distributed returned and the results analysed also require close consideration. A failure in any one of these areas may compromise how inclusive a survey will be and the extent to which it actually identifies the required information.

The distribution of a questionnaire is important. If it is designed to be a household survey then it is important to ensure that it is sent or made available to all households, as any failure to do will restrict the responses. It is also important to consider how a household survey will gather information on different individuals within a household and whether this data can then be analysed on an individual by individual basis or not.

Whilst gathering evidence for the development of a community led plan through surveying a great deal of emphasis is commonly placed on achieving a high response rate as this is commonly viewed to validate the evidence. High response rates are generally seen as meaning that the information is more representative than those with a lower response rate. To an extent this is true as consulting more people will generally produce more information, however, this may not be from the entire population and consequently not reflect all residents views and needs.

It can be difficult to assess the level of input from different elements of the community as not all survey consultations log or analyse the responses on the basis of gender, age, ethnicity etc. Even where surveys do gather this information, it is not always possible to review the evidence in relation to different groups or those with different characteristics as this is a relatively sophisticated form of analysis.

Similarly, if response rates from a particular grouping are lower than others (e.g. men rather than women, older people rather than young people) it can be difficult to determine why this has occurred. Were these people surveyed but chose not to respond/participate or were they not included in the consultation in the first place? Many surveys do not record where forms are distributed to and are not therefore able to identify who has responded and who has not.

In Horsham, the majority of surveys were sent to every household and had a separate survey for young people. Most of the surveys recorded the age of the respondents, but did not gather other data such as ethnicity or employment status.

#### **4.3.2. Interviews**

Detailed information about the experiences and needs of particular residents can be obtained by undertaking more in-depth information gathering; one approach for doing this is to undertake interviews with residents. These allow detailed questions to be posed and detailed answers to be provided. This dialogue provides an opportunity to focus on specific issues and explore what needs exist and how these could be responded to.

However, interviews are relatively time-consuming for both interviewee and interviewer and require a degree of expertise to undertake if they are to be conducted in a rigorous and ethical manner. There is also the additional issue of people's safety and those groups which may feel particularly vulnerable are the least likely to agree to participate which can lead to an emphasis on those most keen to respond. This can lead to a very limited range of views and experiences being obtained from a not very diverse group of residents.

One of the greatest problems with interviews can be identifying people to participate, as the social groups most likely to volunteer are those most likely to contribute to the other consultation techniques. Interviews are generally used as useful follow-up technique to a questionnaire survey or consultation event as this allows individuals to put themselves forward or be identified as candidates. Identifying participants in any other way can prove to be complicated and restrictive.

The anonymity provided through responding to a questionnaire is not provided by interviews. Consequently the freedom with which people provide their views in a questionnaire may or may not be replicated in an interview. Therefore, whilst interviews have the potential to be fruitful sources of information, unless conducted appropriately there is the danger that they will gather less useful evidence. In Horsham, this method was rarely used, though some communities did undertake follow up interviews with key individuals, such as the leader of the youth group.

#### **4.3.3. Meetings and public events**

Public meetings and the attendance of meetings run by others can be a very useful method of engaging people on certain issues. However, they are dependent on the types of people that will be interested in attending or that are able to attend such events.

Some people can find it particularly difficult to attend meetings. This may be due to the times and dates on which they occur, or restrictions due to other commitments. Consequently it can prove difficult to match up people's willingness to contribute with the opportunities to do so. Holding meetings during the day greatly restricts the numbers and types of people able to attend; similar restrictions will apply to evening and weekend meetings although for potentially different groups of people.

Communicating with residents that consultation events are occurring can be difficult, particularly in communities which do not possess a central hub for information such as a shop, pub or information point. In these circumstances getting the message out can prove difficult. Existing social and community networks can be used, but these will lead

to a focus on the types of people involved in a particular activity and may not therefore be very inclusive.

The majority of community plans developed in Horsham ran at least one event to consult with the public, some holding a number of events.

#### **4.3.4. Focus Groups**

Focus groups represent an extremely useful technique for examining issues in more detail and allowing information to be gathered through debate. Various themes may be explored by getting individuals with different characteristics and from a range of backgrounds together to discuss their needs.

Unfortunately, focus groups possess many of the same problems associated with interviews in that they only allow input from a very small number of people. This may lead to a very limited range of perspectives being provided which do not reflect the diversity of views across the remainder of the population. The familiar issue of not getting people to participate in these processes can arise and there can be significant problems in having focus groups which truly reflect the whole community.

Focus groups were used in a number of Horsham community led plans, in particular in larger communities that undertook the "Health Check" process. The groups were used to consult with specific sections of the community, such as young people or local businesses.

#### **4.3.5. Summary of Diversity Considerations**

- The final version of any community plan is unlikely to provide a complete overview of all of the information gathered during the consultation process, instead it should be regarded as a refined document where decisions have been taken by the community and more specifically those directly involved in developing the plan to identify a set of objectives and the actions required to achieve them. This is important, as an assumption should not be made that if a community plan does not refer to an issue that it was never discussed or raised by residents in a locality.
- In most circumstances, decisions will be made during the production of the plan on how the information and views which have been gathered during the consultation process will be refined and translated into a set of actions that will allow these goals to be achieved. It is likely that issues will have been identified which may not be viewed as important for further consideration or where there are obvious practical problems in translating them into actions which people may view as feasible or realistic. Consequently, it can be difficult to determine from the finished plan what the level of contribution from different portions of the community has actually been.
- Two of the key drivers for the content of the plan will be the make-up and personal attributes of those on the steering group responsible for co-ordinating its production and the methods used to gather information and evidence on which it will be based. The experience, knowledge and skills of the steering group represent significant factors in the approach adopted for liaising with the

- Whichever approaches are used for consulting the community, it can be very difficult to establish who has and who has not been provided with an opportunity to contribute. These people then need to be differentiated from those who have had an opportunity to contribute but have chosen not to. This is a complex problem which it is difficult to address using the restricted means and resources available to communities attempting to produce a community plan. Whilst guidance and information on best practice can be provided, such problems can be difficult to overcome without sufficient support and resources.
- There are some over-arching limitations that will affect the production of any community plan no matter how rigorously the evidence for their creation is gathered. One of the biggest problems is the fact that they are dependent on the value attributed to them by residents, as this tends to determine how willing they will be to contribute their views or undertake any particular tasks. Whilst it is possible to motivate some residents to participate even if they initially unwilling, this is not necessarily the case with everyone.

#### **4.4. Inclusion in Horsham District**

Determining how inclusive the community action plans in Horsham District are is difficult to gauge without interrogating the process through which each plan was produced. Such an analysis is beyond the remit of this particular report and would represent an extremely complex task, particularly given that it is hard to evaluate the impacts of how evidence was gathered and actions developed for every plan. What we can see is that the majority of Horsham community led plans followed a similar process of consultation events and surveys distributed to each household. There is little existing data arising from these consultations that can contribute to an analysis of inclusion, except age profiles. However, it is possible to highlight some issues that may combine to influence how inclusive community action plans are.

Given that Horsham District does not possess a very ethnically diverse population (see Table 5) with approximately 2.5% of its population being from non-White and non-White British groups, it is perhaps unsurprising that community action plans make very limited reference to cultural and religious issues. However, the data is nearly ten years old and projections show an increase in ethnic diversity. Whilst it is possible to assume that the limited reference to issues reflecting ethnicity stems from the low numbers of people in non-White British ethnic groups, it may also stem from methodological issues.

Given the small numbers of people from non-White British ethnic groups it is entirely possible that their views are not being captured as a result of the consultation methods employed. This may be due to a reluctance to participate by the individuals concerned or alternatively that the methods being used do not allow them to do so. For example, consultations may not be adequately signposted for those whose first language is not English or they may not be contactable through normalised social and community networks. If only 3 people in every hundred is from an ethnic minority it is entirely possible for them all to be missed during a community consultation.

Similarly, other groups in society may also experience barriers in contributing to consultations on the future of communities. For example, those from the Gypsy or Traveller community may not feel comfortable in using the methods on offer for feeding in their views. This may reflect the techniques being employed or the issues which the other members are seeking to address, either of which they may feel does not correspond with their understanding.

There are a number of initiatives underway at different levels that will help to produce a more accurate picture of the diversity of the District's population:

- District: Horsham District Council, through its Social Inclusion Working Group, is undertaking a project to map diversity in the District
- West Sussex: Horsham District Community Partnership is part of a countywide project funded by GOSE to map hard-to-reach groups with a view to improving engagement of these communities, the LSPs working together wherever possible
- South East: GOSE is itself working on a project across the South East to identify hard-to-reach groups

**Table 1 - Ethnic Backgrounds in Horsham District Population**

<b>Grouping</b>	<b>Horsham District</b>	<b>West Sussex</b>	<b>England</b>
<b>White</b> (White British, White Irish and White Other)	97.8	96.6	90.9
<b>Mixed</b>	0.6	0.8	1.3
<b>Asian</b> (British Asian, Indian, Pakistani or Bangladeshi or Other Asian).	0.4	1.7	4.6
<b>Black</b> (Black British, Caribbean, African or other)	0.2	0.4	2.3
<b>Chinese</b>	0.2	0.3	0.5
<b>Other</b>	0.4	0.3	0.4
<b>Total (%)</b>	100	100	100

**Source: Census (2001)**

As well as those participating in the community consultation process, it is equally important to consider the make-up of the planning and steering groups which co-ordinate and carry out the production of a community plan document. Community planning steering groups are mainly comprised of an older age group (above 45) and as such can reflect their perception of local issues. There is obvious value in this group being from a broad cross-section of the community, thereby hopefully allowing a wide range of insight to be provided as to how as residents' views as possible can be gathered and reflected in the plan. Where this is not the case it can be difficult for a steering group with a relatively uniform make-up to empathise with groups that are not represented on it.

However, whilst this might be the ideal, getting volunteers from all sections of the community that are willing to participate can be difficult, particularly getting young people involved and those from ethnic minorities. Not all residents have the time available to take on the responsibility for undertaking a community plan, whilst others may feel that they do not possess the skills or knowledge available to do so. It is important that communities receive the appropriate support and advice which will allow residents who wish to participate the appropriate assistance to allow them to do so.

Providing the whole community is given the opportunity to do contribute to the consultation process, it is possible to suggest that plans will reflect the views of those people who were sufficiently motivated to respond. However, it should be acknowledged that whatever approach is used there are likely to be individuals who made find it difficult to participate.

#### **4.4.1. Diversity recommendations**

As outlined above, there are a multitude of factors which may determine how inclusive community plans will be. Whilst each one on its own may not significantly affect the overall outcome, together they may combine to restrict how effectively the views of residents are gathered and reflected in the plan.

The importance of clearly identifying at all stages what the community plan process is seeking to achieve cannot be understated, as this is the primary means used to motivate residents to participate in producing and enacting the plan. This needs to outline what is being undertaken and by whom, for what purpose and what the medium and long-term outcomes of this process may be. Without this it is difficult to mobilise any section of the community.

When developing the consultation process that they will use it is imperative that they consider how inclusive this will be, who may be left out and what impacts this is likely to have on the end product. Steering groups should where possible be made up of as wide a range of people as possible, so that their various backgrounds will provide them with an insight into the needs of different community groups.

If communities are seeking to produce a document that reflects the needs of all, it is likely that they will need to undertake a thorough consultation process, which encompasses a range of techniques. Steering groups should pro-actively encourage input from as wide a cross-section of the population as possible by using a range of consultation techniques such as focus groups, surveys, open meetings and face-to-face interviews. This data should then be used to developed SMART objectives which will allow future progress to be measured.

#### **4.5. Sustainability**

The concept of 'sustainability' or 'sustainable development' has received an increasing level of attention over the last twenty years, to the point where it underpins many current policy approaches. Community plans were developed to enable communities to take stock of their current needs and to encourage them to develop a vision for the future and a corresponding set of actions to help them achieve this vision. As such, community plans and the process used to develop them represent a key opportunity to structure local development in a sustainable fashion.

The Government's vision of sustainable communities in England is one that delivers sustainable development at the local level (Defra 2005)<sup>7</sup>. With sustainable communities working to:

- Balance and integrate the social, economic and environmental components of their communities;
- Meet the needs of existing and future generations;
- Respect the needs of other communities in the wider region or internationally to make their communities sustainable.

Many of these elements of sustainable development are clearly visible within the definition of sustainable communities identified in Horsham District's Sustainable Community Strategy (2009 p7)<sup>8</sup> as

*"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 include culture and sport."*

It is clear from the existing framework of national, regional and local (including county and district) approaches towards quantifying sustainability that there is no single agreed approach for identifying and assessing sustainability criteria at the local or community scale. As Bryden and Bryan (2005) outline *"it is difficult to provide a generally agreed and precise definition of a sustainable community and while characteristics can be described their precise form will vary from community to community."* (p8)

Whilst centralised policies and strategies have led to an increased prioritisation of sustainability at all levels, and there is an alignment between District and County strategies, issues still remain surrounding the implementation and assessment of sustainable approaches through community planning. Even though the general concept of sustainable development and sustainability is familiar to many and it is commonly referred to as a desirable outcome, there are complexities associated with translating this vision into tangible activities and/or outcomes at the community scale. For example, the development of a 'prosperous economy' is an aspiration that no-one would argue with, however, translating this vision into a deliverable outcome through the use of community plans can be difficult to achieve.

Without quantifying precisely what a 'prosperous economy' consists of, there will be problems in assessing where a communities economy is currently at due to the complexity associated with gathering rigorous data and information at this scale. If the current status of the economy cannot be accurately reviewed, developing a plan and set of corresponding actions to improve things can be difficult to develop.

As the example above illustrates, translating an over-arching vision of sustainability set at district or county level into something that small communities can deliver can be

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<sup>7</sup> Defra. (2005). *Securing the future: delivering UK sustainable development strategy*. HMSO: Norwich.

<sup>8</sup> Horsham District Council. (2009). *All Our Futures: The Sustainable Community Strategy for the Horsham District 2009-2026*. Horsham District Council: Horsham.



complicated and difficult to achieve. It is important to understand how these two perspectives differ in order to secure improved sustainability, whilst ensuring that local needs and priorities are considered and included in the planning and governing of these communities (Owen 2005)<sup>9</sup>.

One of the greatest problems associated with determining the sustainability input of community plans is the evidence and data on which they are based. Commonly the information gathered on residents does not correspond with the aims of the District or County Sustainable Community Strategy as this is neither its driving purpose nor a key motivation for small communities in developing a plan. Similarly, the evidence is not as rigorously developed as mainstream statistics (therefore it cannot be aligned or compared to them) and is generally developed on a community-by-community basis which means it is not uniformly created across a District. Consequently, whilst many of the sustainability themes that are identified and addressed through community plans can be linked to those in strategic documents and plans, direct comparisons are difficult to achieve.

This scenario also works in reverse in that mainstream data and statistics may not be available at the local level and cannot therefore be used to inform the production of community plans. A number of datasets which could assist communities are not made available to them or cannot be obtained at the appropriate (parish) scale; this restricts the contribution of these plans and their actions from being effectively measured. Therefore, there is a need to consider the establishment of sustainability indicators that are both appropriate and meaningful at a local level and able to be measured (Bryden and Bryan 2005).

Some measures or characteristics of sustainability can result in tangible alterations to the economy or social environment, such as waste management and recycling, they are also potentially simple to assess and to develop responses to other features of sustainability may be viewed as aspirational and as such as particularly difficult to measure and assess. This is especially true when attempting to translate people's views and behaviour into actions and responses. For example, individual's views on community spirit and interaction, which are not only extremely variable in nature but very subjective and as such particularly difficult to assess objectively.

These issues are far harder for a community plan to encapsulate and address than other measures. This can lead community plan groups to sidetrack these factors and to concentrate on those for which more evidence is available, or which they feel they may have a greater level of control over.

As Owen (2005) outlines, community plans are focused on incorporating a reasonable if not comprehensive account of a) the current social, economic, environmental and cultural conditions in the locality and b) the issues relating to those conditions that are considered to be important by the local community itself, together with that community's responses in the form of visions, objectives and proposals.

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<sup>9</sup> Owen, S. (2005). *What are sustainable rural communities? – a 'thinkpiece' for the Commission for Rural Communities*. Commission for Rural Communities: Cheltenham.

Given that the primary function of community plans is to identify the needs of a specific community and develop a plan for how it intends to respond to this, it can be difficult to guide the development of plans which contribute in equal measure to a District level vision or in a form through which this contribution can be accurately assessed.

#### **4.5.1. Sustainability in Horsham District Community Plans**

The broad themes of sustainability, as defined by the “All Our Futures” strategy, are addressed by Horsham District community plans. However, the themes that contribute to this definition do not receive equal attention. Certain areas, such as transport and local infrastructure, are addressed more fully than others such as climate change, the economy or housing. An analysis of the actions contained within the plans shows that the issues given more prominence are the ones that are perceived to have the most immediate impact on a community. Transport concerns, the viability of the village hall and road safety would fall into this category.

Other sustainability issues, such as the local economy or the health of local people, can seem to be less tangible and more difficult for a community to address. Often, these issues are seen to fall under the remit of statutory authorities. Additionally, other issues have only recently risen in prominence, such as climate change or affordable housing, with communities now realising that they can have an impact.

The “Better Place to Live” Sustainable Community Strategy goal had the most numerous actions with 939 across all parishes. This is unsurprising as this goal also has the most objectives, including key local concerns such as transport and infrastructure. However, this is encouraging as the goal includes key sustainability factors such as housing, climate change, transport and strengthening communities.

The largest single sustainability theme that community plans address is infrastructure, services and facilities, with 211 defined actions. Communities seem to be aware of the value of sustaining local services or the need to create new ones. Numerous actions relate to the role of the village hall in hosting services and being a hub for a community.

The theme of “Travel and Transport” was the second highest on the agenda of rural communities, with many of the 199 actions highlighting the need for a better and more integrated transport system with better links between community transport, trains and public buses. While a valid concern that addresses sustainability, there is perhaps a conflict here with statistics of car ownership and the desire for more parking.

Preservation of the rural character of a community and conservation of green spaces, coupled with reducing litter has 197 actions across the District. Many actions can be seen to contribute to sustainability by offering local solutions such as voluntary litter picks, but there is no comprehensive assessment of the natural built environment and the overall impact a community may have on climate change. Indeed, climate change itself has only 63 actions that can be ascribed to it, mostly about increasing the scope of recycling. Due to the age of the production of the plans, this is perhaps not surprising and when communities undertake reviews or updates this issue may rise up the agenda.

Housing in rural areas is always a contentious issue, but can be seen as a main factor in driving sustainable communities. Surprisingly, only 61 actions directly relate to affordable housing options. Most of these were concerned with small scale projects for

local people. The other theme with most relevance to spatial planning is “Involving People and Strengthening Communities”, which contained 167 actions, many relating to a Parish or Town Councils’ response to the Local Development Framework. Again, most echoed the desire for small scale development, in keeping with the rural character of their particular community.

The “Opportunity for All” goal has most relevance to the economy, and has 151 actions across its four themes. There is recognition across most community plans that business is to be encouraged via planning, supporting local shops and providing networks, yet the actions appear less concrete. Perhaps this suggests a lack of clarity over what impact a local community can have on economic drivers. Considering the natural beauty of much of the District it is surprising that more communities did not consider the opportunities afforded by tourism. However, the economy in general may be perceived to be out of the range of influence of small communities and thought to be addressed by other agencies, or indeed private businesses.

In conclusion, while Horsham’s community plans can be seen to consider and tackle some sustainability issues, they do not cover all the aspects that comprise a sustainable community. This may be due to a number of factors, such as the scope of the plans themselves, the capacity of the steering groups and their understanding of sustainability, and the role that other agencies have to play in addressing these issues.

#### **4.5.2. Key Sustainability Findings**

As has been shown, whilst the basic concept of sustainable development is one which most people are aware of and understand, there are a multitude of policies and strategies which each interpret or utilise sustainable development in different ways. This multitude of issues and the respective demands made in relation to these make the process of developing a coherent and joined-up framework of sustainability issues and measures at various scales extremely difficult to develop.

If the identification of similar issues in Horsham’s community plans to those outlined in the district’s Sustainable Community Strategy is used as a proxy for their contribution to sustainability, then many of the community plans directly contribute to the district’s overall sustainability. However, it is possible to argue that sustainability is generally not addressed in any co-ordinated or discrete sense through community plans. This results from a variety of factors:

Firstly, sustainability is a concept which is difficult to define and measure at the community-scale in any tangible way. This can make it a difficult issue for community-groups and action plan co-ordinators to incorporate it when attempting to gather evidence to inform their decision-making. Where information is obtained, the focus tends to be on specific issues such as housing, employment or access to services rather than the over-arching concept of sustainability. Also, if an issue such as sustainability is not identified by the Steering Group and was not therefore included in the data collection it is often difficult to retrospectively gather information on this issue.

Much of the evidence gathered in the production of community plans is subjective and consequently does not generate objective quantitative information. This is problematic as it prevents the creation of uniform comparative data which can be monitored over time and evaluated in relation to other areas. Consequently, it can be difficult to

determine changes over and the reasons behind these changes, particularly in those areas which record people's perceptions such as community spirit.

Secondly, there can be significant problems in determining the contribution which community plans make towards the district's vision for a sustainable future. Much of the data used to inform local authorities on the issue of sustainability does not directly align with that produced or held at the community level. Whilst there may be actions identified in a community plan which align with those of the District as a whole, it is important to consider their viability and what their impact will be in that particular community. Identifying an issue and making it a priority is significantly different from taking action to ensure that progress is made against them.

Thirdly, action plan themes are generally dealt with individually as they tend to mirror the approach used in the collection of the data that seeks to gather detailed information on different themes rather than viewing it in a holistic way. As a consequence there is tendency for the linkages between the different pieces of information to be dealt with individually, rather than being brought together to provide an overview of the issues and problems facing the community and its residents.

#### **4.5.3. Sustainability recommendations**

If communities in Horsham District are to continue to enhance the way in which they incorporate sustainability into their community plans they require assistance with a number of features. The Horsham District Community Partnership will have a role to play in developing the following recommendations.

- **Improved communication of themes and strategies**

It can be hard for communities to determine how their Local Action Plan fits into the existing framework of policies and strategies which guide the development of their locality as well as the wider District and County. This stems from the complex array of legislation and documentation that governs service delivery, resource allocation and the governance at various scales.

Identifying where community plans sit within the existing framework of documents and determining what their contribution is to the development process can be difficult for local communities to identify and understand. As a consequence, community plans may be constructed without taking account of what is occurring in other organisations or at other scales. This has the potential to significantly affect their construction and impacts on the way in which communities go about developing gathering their evidence and constructing their document.

This position is concisely outlined by SQW Consulting (2007a) who identified that:

*“The evidence also suggests that there are particular problems of communication and co-ordination. Information comes from parishes in an ad hoc fashion, which makes it hard for mainstream providers to digest and respond. Parishes are also often unaware of the priorities, requirements and timetables of mainstream providers.” (v)*

Given these facts, there is room to suggest that community plan groups should receive clear guidance on how community plans currently fit into the policy and strategy framework at a District and County level. Assumptions should not be made that because Parish Councils are often involved in the development of community plans that all Steering Groups are aware of the role which community plans are seen to play by organisations outside of the community. This should include a clear overview of how the different layers of policy and strategy link together, providing an unambiguous picture of how community plans contribute to over-arching goals and targets as well as how these goals should provide a focus to which community plans should aspire.

An effective method of achieving this would be both in the form of enhanced additional documentation which is developed at the appropriate level. It may also be suitable for a workshop to be organised, both for community plan groups (co-ordinators) as well as for other stakeholders who responsible for the key themes located within the Plans.

- **Assistance with SMART objectives and evidence**

One of the particular problems for community plans in contributing to sustainable development is the evidence on which they are based and the objectives stems from it. There is scope to argue that community plan groups should be encouraged to focus on developing SMART (Specific, Measurable, Achievable, Relevant and Time-specific) objectives. This would assist in ensuring that the community plans could be monitored and reviewed on a regular basis, so that progress could be accurately assessed.

One of the problems for community plan groups is ensuring that they receive guidance and support on the most appropriate and effective methods of gathering evidence. It is important to develop objectives in a way which allows future progress to be assessed.

Where guidance is available to assist communities, particularly with issues that are complex to assess, it should be identified to community plan Groups. Relevant stakeholders and service operators may be identified as key in this role, particularly where specialist knowledge and guidance is required. This would also allow elements of uniformity and best practice to be made available to all communities. As SQW Consulting (2007a)<sup>10</sup> make clear:

*“Well structured plans with maps highlighting how parish priorities fitted with mainstream priorities were more effective at engaging mainstream providers than those focused on a local audience.” (i)*

- **Resources and guidance on sustainability**

This research has provided evidence that the issue of sustainability is dealt with in a wide range of ways by different communities across Horsham District. This variation stems from a wide range of factors, which includes: varying understandings of the term ‘sustainable development’; different methodologies used to gather needs evidence; wide-ranging understandings of over-arching policies and strategies and the setting of objectives from different perspectives.

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<sup>10</sup> SQW Consulting. (2007a). *Integration of parish plans into the wider systems of local government: Executive Summary to the Department for Environment, Food and Rural Affairs*. SQW Consulting: London.

Greater assistance could be provided to community plan groups on the various processes and approaches that could be employed to ensure that they consider sustainable development when constructing their Plan, and that this is explicitly highlighted in the finished document.

Given that the existing national, regional and local emphasis on sustainable development is likely to be maintained if not increased, there is a need to ensure that the issue is covered effectively within community plans. In order to relate to these issues effectively, the contribution which community plans could and should be making needs to be clearly outlined and addressed.

This may be provided through various means, from a greater degree of direct support to communities through to the development of a sustainable development toolkit which will allow the issue to be raised and acknowledged by all community plan groups.

The most appropriate outcome would be to allow community plan groups the freedom to incorporate sustainable development components into their plans in the way which best suited their community, but which would also ensure that they were aware of the contribution their Plan could make at other levels.

## 5. Key Findings

### 5.1. Key Findings by Sustainable Community Strategy Goals

The “**Better Place to Live**” Sustainable Community Strategy goal has the most numerous actions across all parishes (939). This is unsurprising as this goal also has the most objectives, including key local concerns such as preserving the rural character, transport and infrastructure. There can be seen to be a broad consistency of approach in terms of the types of actions identified across all parishes.

- The highest amount of actions per theme featured under “Infrastructure, facilities and services” (211). Actions focused on the increased use and need for refurbishment of community buildings. Increasing services and sports facilities for younger people were prominent actions.
- The theme of “Travel and Transport” was the second highest on the agenda of rural communities, with many of the 199 actions highlighting the need for a better and more integrated transport system with better links between community transport, trains and public buses. Maintaining and improving rights of way also featured heavily across the District.
- Under the “Our Environment” theme, the objectives relating to the “Natural and Built Environment” provided communities with the third highest amount of actions (197). Most of these were concerned about preserving the rural character and cleanliness of their area, with actions such as producing Village Design Statement, protecting green space and reducing litter typical.
- Again under the “Better Place to Live” goal, “Involving People and Strengthening Communities” contained 167 actions across the District. A consistency of approach across communities can be found with many actions relating to improving communication about local services, be they statutory or voluntary. A high number of actions in this theme featured Parish or Town Council linkages with Horsham District Planning Department.
- Climate Change under the “Our Environment” theme has 63 actions across the District. By far the majority of these focus on lobbying for an extension of the types of materials collected for recycling.
- Housing for All has 61 actions, the vast majority of plans calling for a survey to identify local need and small scale, affordable housing where appropriate for local people.
- Parking has 41 actions, which tended to focus on specific locations. Broadly, parking is seen to be an issue and communities identify an increase in spaces as necessary.
- Only 28 actions could be defined as falling under the “Education and Skills” remit. Most actions related to adult education opportunities in the community and links with local schools and colleges.

**The “Staying and Feeling Safe”** goal has the second most amounts of actions (261), with 179 falling under the theme of “Road Safety”. A broad consensus across all communities would be to reduce the speed of traffic and to introduce calming or safety measures.

- “Crime and Fear of Crime” has 82 actions, with the main concern being anti social behaviour. The majority of actions looked to increase visibility of policing, Neighbourhood Watch schemes or community wardens as potential solutions.
- No actions could be ascribed under the “Respect” theme

**“The Opportunity for All”** goal, which covers the economy, has 151 actions attributed to it. The local economy of a community received most attention, with most of the 67 actions focussing on encouraging businesses to remain or come to the area. . Importance was placed on ensuring that planning regulations allowed business to remain in a community. The idea of forming business networks was popular.

- Retail has 28 actions within the plans of Horsham communities, most actions being supportive of local shops and of the “use it or lose it” type.
- Tourism has 28 actions which in the main look at methods to promote tourism via literature and signage.

**“Better Health for All”** contained the least amount of actions (98), significantly less than the first three goal groups mentioned. The types of actions are more diverse, but there is some commonality in the aim of wanting improved access to primary and secondary health care, with community transport often seen as a solution.

- Actions relating to the Ageing Population were not widespread, with only 25 specifically mentioning this group. Most of the actions look at social activities and neighbourly schemes.

## **5.2. Key findings by Geography**

While the four cluster areas did vary in the number of actions falling under each theme, there was significant cohesion between them with their top priorities.

- Infrastructure, services and facilities, travel and transport, the natural built environment, involving and strengthening communities and road safety received by far the most attention.

Why these themes were the most popular across the clusters is in part due to the wide number of actions that can be ascribed to a particular theme. For example, Infrastructure, services and facilities can cover a wide range of issues such play facilities, pre schools, youth clubs, the upkeep of a village hall; all of which are pertinent to rural communities. The relative lack of actions under “Better Health for All” may be



due to health and well being actions being covered by the provision of services and facilities.

Other themes are prevalent across each geographic cluster due to the issues being particular concerns for rural areas across the board. Travel and transport features in each cluster's top four actions, due to the problematic nature of providing transport infrastructure in rural areas and its impact on the lives of those living there.

Similarly, due to the nature of the roads in rural areas, speeding traffic is often perceived as a problem. However, there are variations due to location. Many communities in Cluster 2 lay near major A roads and therefore road safety is shown as the top issue. Conversely, Cluster 3 perceived road safety as a relatively low issue in relation to the other clusters, perhaps due to the fact that most communities are situated off the A road network.

### **5.3. Other Factors**

One reason for the cohesion of views and actions undertaken by communities may be the nature of how the plans are produced. There may be several factors involved, including that many plans are developed or led by a Parish or Town Council and therefore will include a number of actions that relate to their functions, such as communication with parishioners and planning. This is borne out in the number of actions that fall under the Involving and strengthening communities theme.

The guidance that is used by community plan groups will also have an effect on the outcome of the plan. There has been a variety of material available over the years the plans were produced, with similar basic steps for communities to follow. Of course, groups can chose to use this guidance or not, but most take a broadly similar approach. The process usually chosen is to form a steering group, hold an open event where key headings are highlighted for people to comment on, consult via survey on the priority themes, draft the plan and then publish it. If the key headings are set before the open event, this will obviously steer people in a particular way. This can explain perhaps the uniformity of actions that are produced across the District.

Additionally, the plans produced from 2004 to 2007 were supported by a Parish Liaisons Officer from Horsham District Council and therefore those plans show a more consistent approach and a mirroring of themes from the Sustainable Community Strategy of that time.

The lack of actions under certain themes may be attributed to the time that the plans were produced and the prominence afforded to certain issues since. Obvious examples would be the issue of climate change, which was less well understood at the time the majority of plans were developed and also the economy, an issue that has moved up the agenda due to the recession.

### **5.4. Conclusions**

There can be seen to be a general consensus across the rural parts of Horsham District as to the main issues that communities face. Partly this is explained by the common issues that rural communities face, such as difficulties in accessing transport and services. These common goals could prove useful for lobbying for extra resources and

for informing District and County strategies. There is also an opportunity for communities to work together to tackle these goals.

The process of community planning and the guidance available can lead to similar outcomes being derived. The age of the plans will also have an effect on the issues that they reflect.

Community plans in Horsham District do address a wide range of issues, but share common traits. This is to be expected and is not to be disregarded, as the opinions that the plans reflect are valid concerns. However, if the plans are to embrace wider issues of sustainability, certain changes would need to be implemented.

## **6. Recommendations for Horsham District Community Partnership**

This project has identified a number of trends in the actions of community plans across Horsham District and has proposed a range of contributing factors which may have played a role in the generation of these patterns. As has been outlined previously, the wide number of variables which may play a role in the development of a community plan can make it difficult to identify where similarities and differences exist in how they were produced.

However, it is possible to propose where enhancements or improvements in the community plan process could be made which would benefit both the communities themselves and the achievement of broader District-wide objectives. These options are set out below:

### **6.1. Policy and Strategy Context for Community Plans**

Given that community plans have been developed by different communities over different timescales and are focused on the specific needs of a locality, it is unsurprising that not all plans have a clear and identifiable link through their actions with the vision for the District as set out in the Sustainable Community Strategy.

If the contribution which community plans make towards achieving the vision for the District set out in the SCS, then it is imperative that the linkages between the two are clearly identified to communities before they commence developing their plans. Steering groups should be made aware of how their plans link into broader strategic processes and how these processes then assist them in delivering their own actions. Such information could be made much clearer and more applicable to small communities.

Links are being strengthened between Horsham District Community Partnership, the district wide LSP, and local bodies to ensure that all parts of the community can assist in the delivery of the All Our Futures Sustainable Community Strategy. In recent months, HDCP has recognised or established four groups to devise and implement annual action plans for tackling specific objectives of the new strategy. Both the parish councils and the market town community partnerships are represented on these 'goal' groups through their umbrella bodies: respectively Horsham Association of Local Councils, and Horsham District Rural Towns Forum.

### **6.2. Enhance information and guidance**

A great number of variables can affect the production of community plans from the make-up of the steering group, the geographical features locality, the methods used for consultation and interpretation and the motivation of residents to participate. Therefore the information and guidance which communities receive is of paramount importance if the plans which they produce are to be of high quality, realistic and achievable documents.

Communities must be clear as to the purpose of their community plan, how best to undertake it so that it can be viewed as a rigorous yet deliverable document and ensure that it encompasses the needs of as many residents as possible. Advice and guidance therefore need to be provided or made available on each of these issues in order to maximise the quality of the plans.

A particular emphasis should be placed on providing information on those issues which are the most difficult for communities to deal with at the local level. This includes detailed information on 'sustainability' and how at the community-scale they can go about assessing the impacts of their lifestyles such as water usage, electricity usage, household insulation and Carbon Dioxide emissions.

Given that a range of stakeholders are already working to achieve the goals of the Sustainable Community Strategy, it would also be sensible to link their activities to those which communities are undertaking. For example, if work is occurring at District-level on climate change, then it would appear sensible to link this to that occurring at the community level and assist them in delivering at the community-scale. This relationship would then assist the delivery of strategic objectives by communities and at the same time provide them with the tools to undertake activities which would make their own communities more sustainable.

### **6.3. Advice on inclusion and empowerment**

Ensuring that the methods used to undertake community planning are as inclusive as possible is essential if they are to genuinely reflect the needs of all residents rather than the most vocal. It also brings about other benefits such as empowering both individuals and the whole community to undertake tasks which may otherwise be left to a minority of residents or outside organisation.

It is imperative that in communities where plans are being developed or implemented that those involved are aware of the need to involve as many residents as possible and the potential problems which may result from a failure to do so. Therefore, the guidance and advice which communities are given should explicitly highlight the best ways in to enhance inclusion and avoid exclusion.

Within this guidance and information a particular emphasis should be placed on the methods used to consult with the population and obtain their views as this tends to be the stage at which decisions are made that affect how inclusive the responses will be. Many of the decisions made at this early stage have an impact on all of the other stages involved in producing a community plan and one made cannot generally be subsequently changed.

Case studies, examples and best practice related to community consultations should be provided to all communities developing or delivering a community plan with a specific emphasis on how to engage with harder to reach groups.

### **6.4. Protocols and Quality Standards**

One method that can draw together the recommendations above is to develop a protocol between community plan groups and strategic partners. Other areas across the country

have drawn up standards, agreed by community plan groups and the local strategic partnership (LSP). These set out expectations on both sides. A community plan should be expected to use a variety of consultation techniques to reach a wide range of the community. Other standards to be met by community plan groups include the need to have SMART objectives, a process for evaluation and the adoption of the plan by their Parish or Town Council.

LSP's should be expected to take a lead role in promoting community planning and ensuring that there are clear routes for communication, such as fora for engaging with the groups. Other suggested standards are that an LSP undertakes to have a standing item on their agenda every 6 months to monitor progress against community plan actions and to encourage partners to integrate actions into their service plans. Additionally, it is seen as important that community planning data is used to inform the District Sustainable Community Strategy and that the process is formally adopted as part of the LSP engagement strategy.

Cambridgeshire ACRE has devised a set of standards that could be adapted for use in the Horsham District.

<http://applications.huntsdc.gov.uk/moderngov/mqConvert2PDF.aspx?ID=27254>

#### **6.5. Further work**

This research has provided an overview of the linkages that exist between the actions which communities in Horsham District have developed to respond to their needs and the Sustainable Community Strategy. Whilst this may be used as a proxy for establishing where linkages between the two are evident and where they are not, it would also be useful to determine how effective communities and other stakeholders have been at delivering these actions, particularly those ascribed different levels of priority. For example, are a greater number of high, medium or low priority actions being achieved and what factors may drive this.

By analysing which actions have been achieved in each community and which have not, a greater understanding of the barriers to delivering actions could be developed. This will also allow a differentiation between those issues that were the easiest to identify and develop into action and those which were the easiest to deliver.

## 7. Appendix

### 7.1. Table showing all community plan actions broken down by SCS theme

Main Sheet																
Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills		Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety	
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
Amberley	2	2	3	1	3	0	5	2	0	0	1	0	0	1	0	0
	3	1	2	1	2	1	1	0	0	1	0	0	0	1	0	2
	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	5	3	5	2	6	1	6	2	0	1	1	0	0	2	0	2
Ashington	0	3	2	2	1	0	2	1	0	1	0	0	0	4	0	1
	0	4	1	0	3	3	2	2	0	0	0	2	2	1	0	1
	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
<b>Total</b>	1	8	3	2	4	3	4	3		1	0	2	2	5	0	3
Ashurst	0	2	7	0	3	0	2	0	0	0	0	2	0	3	0	3
	1	4	2	0	1	0	2	0	0	0	0	0	0	0	0	2
	2	4	2	2	2	0	0	1	1	0	0	0	0	1	0	0
<b>Total</b>	3	10	11	2	6	0	4	1	1	0	0	2	0	4	0	5
Billingshurst	1	4	2	0	1	1	2	1	0	2	1	0	3	2	0	0
	0	2	0	2	3	0	1	0	1	2	3	3	0	1	0	0
	2	0	2	0	0	1	5	4	1	1	0	1	1	0	0	0
<b>Total</b>	3	6	4	2	4	2	8	5	2	5	4	4	4	3	0	0

<b>Bramber</b>	0	0	0	1	1	0	4	4	1	0	0	1	0	0	0	3
	0	0	7	3	3	0	2	2	1	0	0	1	0	0	0	0
	1	0	0	1	1	0	1	1	1	0	0	0	0	0	0	2
<b>Total</b>	1	0	7	5	5	0	7	7	3	0	0	2	0	0	0	5
<b>Broadbridge Heath</b>	1	1	1	0	2	0	2	0	0	0	0	1	0	1	0	1
	1	3	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
<b>Total</b>	2	4	1	0	2	0	4	0	0	0	0	1	0	2	0	1
<b>Coldwaltham</b>	1	4	5	4	3	2	10	0	0	1	0	3	1	4	0	2
	3	4	4	0	2	0	4	3	1	1	0	5	0	1	0	0
	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
<b>Total</b>	5	8	9	4	5	2	14	3	1	2	0	9	1	5	0	2
<b>Colgate</b>	0	1	2	1	0	0	0	0	0	0	1	0	1	0	0	3
	0	2	0	1	0	0	1	0	0	0	1	0	1	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	3	2	2	0	0	1	0	0	0	2	0	2	0	0	3
<b>Cowfold</b>	1	5	11	1	9	8	4	0	0	1	0	1	2	5	0	3
	1	7	1	0	1	1	1	0	0	1	0	1	2	1	0	2
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	12	12	1	10	9	5	0	0	2	0	2	4	6	0	5
<b>Henfield</b>	0	0	3	0	3	0	1	2	1	0	0	0	0	0	0	1
	0	4	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	4	3	0	4	1	1	2	1	0	0	0	0	0	0	1
<b>Itchingfield</b>	0	10	7	1	11	3	7	1	1	0	0	1	0	5	0	3
	0	4	2	0	2	0	0	0	0	5	1	1	0	1	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	14	9	1	13	3	7	1	1	5	1	2	0	6	0	3
<b>North Horsham</b>	0	9	3	2	10	0	12	2	2	1	0	2	7	1	0	0
	1	5	5	0	5	0	2	1	1	2	0	5	2	2	0	0
	0	0	0	0	1	0	0	0	0	0	0	3	0	0	0	0
<b>Total</b>	1	14	8	2	16	0	14	3	3	3	0	10	9	3	0	0
<b>Nuthurst</b>	0	2	0	0	0	0	3	4	1	0	0	0	0	2	0	2
	0	4	12	0	9	2	2	0	1	0	0	0	0	0	0	5
	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0

<b>Total</b>	0	6	13	0	9	2	5	4	2	0	0	0	0	2	0	7
<b>Parham</b>	1	0	7	0	3	2	10	0	0	0	0	0	0	4	0	5
	1	2	2	0	0	0	3	0	0	0	0	0	0	0	0	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	2	9	0	3	2	13	0	0	0	0	0	0	4	0	6
<b>Pulborough</b>	1	1	3	0	3	1	1	3	0	0	3	1	0	1	0	1
	0	2	2	0	1	2	2	1	0	1	0	1	0	2	0	2
	0	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0
<b>Total</b>	1	7	5	0	4	3	3	4	0	1	3	2	1	3	0	3
<b>Rudgwick</b>	0	3	1	0	0	0	0	3	0	0	0	0	0	0	0	2
	1	4	2	2	2	0	0	1	0	1	0	3	0	0	0	4
	1	5	3	0	0	0	0	1	0	0	0	0	0	0	0	0
<b>Total</b>	2	12	5	2	2	0	0	5	0	1	0	3	0	0	0	6
<b>Rusper</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Shermanbury</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Shipley</b>	2	3	5	1	0	1	4	1	0	1	0	1	0	1	0	4
	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	2
	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	4	5	5	1	0	2	4	1	0	2	0	1	0	1	0	6
<b>Slinfold</b>	0	3	3	3	5	1	5	0	1	0	0	2	0	0	0	0
	0	8	2	0	2	0	5	0	0	1	0	1	1	1	0	2
	0	0	0	0	2	0	0	0	0	0	0	1	0	0	0	1
<b>Total</b>	0	11	5	3	9	1	10	0	1	1	0	4	1	1	0	3
<b>Southwater</b>	0	2	1	2	6	0	1	1	1	0	0	1	0	1	0	3
	1	2	0	0	4	0	0	1	0	0	0	0	0	0	0	1
	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	5	1	2	11	0	1	2	1	0	0	1	0	1	0	4
<b>Steyping</b>	1	3	3	1	2	0	1	0	0	0	2	1	0	0	0	1
	0	5	5	0	2	1	0	4	0	0	2	2	0	1	0	1



	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	5	8	1	4	1	1	4	0	0	4	3	0	1	0	2	
<b>Storrington and Sullington</b>	0	1	1	3	2	0	1	4	0	0	2	0	0	3	0	1	
	0	3	4	0	4	1	3	1	1	0	4	1	0	2	0	2	
	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	
<b>Total</b>	0	5	5	3	6	1	5	5	2	0	6	1	0	5	0	3	
<b>Thakeham</b>	1	1	1	1	5	0	0	0	0	0	1	0	0	3	0	9	
	1	5	2	2	0	0	6	0	0	1	2	2	0	4	0	0	
	0	0	5	5	0	0	0	0	1	0	0	0	0	0	0	0	
<b>Total</b>	2	6	8	8	5		6	1	1	1	3	2	0	7	0	9	
<b>Upper Beeding</b>		8	1	3	9	2	12	4	1	2	0	4	0	4	0	5	
	1	8	9	0	2	2	0	1	1	0	0	2	0	2	0	1	
	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	2	17	11	3	12	4	12	5	2	2	0	6	0	6	0	6	
<b>Warnham</b>	1	4	2	2	7	2	2	2	2	0	0	1	0	3	0	2	
	2	2	6	6	8	1	0	1	1	1	0	1	0	0	0	1	
	7	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	10	6	8	8	16	3	2	3	3	1	0	2	0	3	0	3	
<b>Washington</b>	1	4	2	2	7	2	2	2	2	0	0	1	0	3	0	2	
	2	2	6	6	8	1	0	1	1	1	0	1	0	0	0	1	
	7	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	10	6	8	8	16	3	2	3	3	1	0	2	0	3	0	3	
<b>West Chiltington</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>West Grinstead</b>	0	1	0	0	4	0	0	0	0	0	0	2	1	0	0	0	
	0	8	4	2	13	0	5	0	0	2	0	3	0	4	0	3	
	3	2	2	0	2	0	4	1	2	0	3	3	0	0	0	1	
<b>Total</b>	3	11	6	2	19	0	9	1	2	2	3	8	1	4	0	4	
<b>Wiston</b>	1	4	4	0	3	0	5	0	0	0	0	1	0	4	0	2	
	2	3	4	0	1	2	1	0	0	0	0	0	0	0	0	6	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	3	7	8	0	4	2	6	0	0	0	0	1	0	4	0	8	
<b>Woodmancot</b>	0	3	10	1	6	1	8	4	1	0	0	4	0	3	0	6	

e	1	3	6	0	0	1	3	0	0	0	0	0	0	0	0	8
	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	0	3	10	1	6	1	8	4	1	0	0	4	0	3	0	6
<b>All Parishes Total</b>	61	211	197	63	199	41	167	67	28	28	28	73	25	82	0	179

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP & SC)	Retail ( R )	Tourism ( T )	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS & F)	Climate Change (CC)	Parking ( P )	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

7.2. Summary Table showing community plan actions broken down by SCS theme – All parishes and clusters

Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills	Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety		
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
All Parishes	14	81	90	31	10	24	105	40	13	9	11	29	15	55	0	67
	21	107	91	23	78	15	47	18	8	20	13	33	8	24	0	59
	26	23	17	9	14	2	15	8	7	2	3	11	2	2	0	57
	61	211	197	63	199	41	167	67	28	28	28	73	25	82	0	179
Cluster 1	8	17	28	12	28	5	36	11	1	2	7	5	1	24	0	25
	11	32	28	10	20	10	21	7	2	4	6	10	2	11	0	27
	2	8	6	6	3	1	0	0	2	0	0	3	1	0	0	5
Total	22	57	61	28	51	16	57	18	5	6	13	18	4	35	0	53
Cluster 2	1	24	35	7	37	11	35	18	5	3	2	15	3	17	0	24
	4	43	46	2	32	8	15	7	3	3	2	9	2	8	0	22
	9	7	6	3	6	0	5	3	4	1	3	3	0	1	0	51
Total	14	74	87	7	75	19	55	28	12	7	7	27	5	26	0	97
Cluster 3	2	21	12	8	24	3	21	7	5	1	1	6	8	5	0	8
	5	24	15	9	17	1	10	3	2	5	1	10	4	3	0	7
	8	5	3	0	4	0	0	1	0	0	0	4	0	1	0	1
Total	15	50	30	17	45	4	31	11	7	6	2	20	12	9	0	16
Cluster 4	3	19	15	4	18	5	13	4	2	3	1	3	3	9	0	10
	1	8	2	2	9	1	1	1	1	8	4	4	0	2	0	3
	7	3	2	0	1	1	6	4	1	1	0	1	1	0	0	0
Total	11	29	19	6	28	7	20	9	4	12	5	8	4	11	0	13
All Clusters Total	61	211	197	63	199	41	167	67	28	28	28	73	25	82	0	179

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP &SC)	Retail (R)	Tourism (T)	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking (P)	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

7.3. Table showing Cluster 1 community plan actions broken down by SCS theme

Cluster 1																
Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around			Involving People & Strengthening Communities		Economic Growth	Education & Skills		Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
<b>Amberley</b>	2	2	3	1	3	0	5	2	0	0	1	0	0	1	0	0
	3	1	2	1	2	1	1	0	0	1	0	0	0	1	0	2
	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	5	3	5	2	6	1	6	2	0	1	1	0	0	2	0	2
<b>Ashington</b>	0	3	2	2	1	0	2	1	0	1	0	0	0	4	0	1
	0	4	1	0	3	3	2	2	0	0	0	2	2	1	0	1
	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
<b>Total</b>	1	8	3	2	4	3	4	3	0	1	0	2	2	5	0	3
<b>Coldwaltham</b>	1	4	5	4	3	2	10	0	0	1	0	3	1	4	0	2
	3	4	4	0	2	0	4	3	1	1	0	5	0	1	0	0
	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
<b>Total</b>	5	8	9	4	5	2	14	3	1	2	0	9	1	5	0	2
<b>Parham</b>	1	0	7	0	3	2	10	0	0	0	0	0	0	4	0	5
	1	2	2	0	0	0	3	0	0	0	0	0	0	0	0	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	2	9	0	3	2	13	0	0	0	0	0	0	4	0	6
<b>Pulborough</b>	1	1	3	0	3	1	1	3	0	0	3	1	0	1	0	1
	0	2	2	0	1	2	2	1	0	1	0	1	0	2	0	2
	0	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0

<b>Total</b>	1	7	5	0	4	3	3	4	0	1	3	2	1	3	0	3
<b>Storrington and Sullington</b>	0	1	1	3	2	0	1	4	0	0	2	0	0	3	0	1
	0	3	4	0	4	1	3	1	1	0	4	1	0	2	0	2
	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0
<b>Total</b>	0	5	5	3	6	1	5	5	2	0	6	1	0	5	0	3
<b>Thakeham</b>	1	1	1	1	5	0	0	0	0	0	1	0	0	3	0	9
	1	5	2	2	0	0	6	0	0	1	2	2	0	4	0	0
	0	0	5	5	0	0	0	0	1	0	0	0	0	0	0	0
<b>Total</b>	2	6	8	8	5	0	6	0	1	1	3	2	0	7	0	9
<b>Washington</b>	1	1	1	1	5	0	2	1	1	0	0	0	0	0	0	4
	1	8	7	7	7	2	0	0	0	0	0	1	0	0	0	13
	0	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	11	9	9	14	2	0	1	1	0	0	1	0	0	0	17
<b>West Chiltington</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Wiston</b>	1	4	4	0	3	0	5	0	0	0	0	1	0	4	0	2
	2	3	4	0	1	2	1	0	0	0	0	0	0	0	0	6
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	7	8	0	4	2	6	0	0	0	0	1	0	4	0	8
<b>All Parishes Total</b>	22	57	61	28	51	16	57	18	5	6	13	18	4	35	0	53

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP&SC)	Retail ( R )	Tourism ( T )	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking ( P )	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

7.4. Table showing Cluster 2 community plan actions broken down by SCS theme

Cluster 2																
Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills		Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety	
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
Ashurst	1	1	1	0	2	0	2	0	0	0	0	1	0	1	0	1
	1	3	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
<b>Total</b>	2	4	1	0	2	0	4	0	0	0	0	1	0	2	0	1
Bramber	0	1	2	1	0	0	0	0	0	0	1	0	1	0	0	3
	0	2	0	1	0	0	1	0	0	0	1	0	1	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	3	2	2	0	0	1	0	0	0	2	0	2	0	0	3
Cowfold	0	9	3	2	10	0	12	2	2	1	0	2	7	1	0	0
	1	5	5	0	5	0	2	1	1	2	0	5	2	2	0	0
	0	0	0	0	1	0	0	0	0	0	0	3	0	0	0	0
<b>Total</b>	1	14	8	2	16	0	14	3	3	3	0	10	9	3	0	0
Henfield	0	3	1	0	0	0	0	3	0	0	0	0	0	0	0	2
	1	4	2	2	2	0	0	1	0	1	0	3	0	0	0	4
	1	5	3	0	0	0	0	1	0	0	0	0	0	0	0	0
<b>Total</b>	2	12	5	2	2	0	0	5	0	1	0	3	0	0	0	6
Lower Beeding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Nuthurst</b>	0	3	3	3	5	1	5	0	1	0	0	2	0	0	0	0	0
	0	8	2	0	2	0	5	0	0	1	0	1	1	1	0	0	2
	0	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0	1
<b>Total</b>	0	11	5	3	9	1	10	0	1	1	0	4	1	1	0	0	3
<b>Shermanbury</b>	1	4	2	2	7	2	2	2	2	0	0	1	0	3	0	0	2
	2	2	6	6	8	1	0	1	1	1	0	1	0	0	0	0	1
	7	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	10	6	8	8	16	3	2	3	3	1	0	2	0	3	0	0	3
<b>Steyning</b>	15	50	30	17	45	4	31	11	7	6	2	20	12	9	0	0	16
	0	5	5	0	2	1	0	4	0	0	2	2	0	1	0	0	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	5	8	1	4	1	1	4	0	0	4	3	0	1	0	0	2
<b>Upper Beeding</b>	0	8	1	3	9	2	12	4	1	2	0	4	0	4	0	0	5
	1	8	9	0	2	2	0	1	1	0	0	2	0	2	0	0	1
	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	17	11	3	12	4	12	5	2	2	0	6	0	6	0	0	6
<b>West Grinstead</b>	0	1	0	0	4	0	0	0	0	0	0	2	1	0	0	0	0
	0	8	4	2	13	0	5	0	0	2	0	3	0	4	0	0	3
	3	2	2	0	2	0	4	1	2	0	3	3	0	0	0	0	1
<b>Total</b>	3	11	6	2	19	0	9	1	2	2	3	8	1	4	0	0	4
<b>Woodmancote</b>	0	3	10	1	6	1	8	4	1	0	0	4	0	3	0	0	6
	1	3	6	0	0	1	3	0	0	0	0	0	0	0	0	0	8
	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
<b>Total</b>	2	6	16	1	6	2	11	4	1	1	0	4	0	3	0	0	14
<b>All Parishes Total</b>	14	74	87	7	75	19	55	28	12	7	7	27	5	26	0	0	443

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP&SC)	Retail (R)	Tourism (T)	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking (P)	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

7.5. Table showing Cluster 3 community plan actions broken down by SCS theme

Cluster 3																
Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills		Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety	
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
Broadbridge Heath	1	1	1	0	2	0	2	0	0	0	0	1	0	1	0	1
	1	3	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
<b>Total</b>	2	4	1	0	2	0	4	0	0	0	0	1	0	2	0	1
Colgate	0	1	2	1	0	0	0	0	0	0	1	0	1	0	0	3
	0	2	0	1	0	0	1	0	0	0	1	0	1	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	3	2	2	0	0	1	0	0	0	2	0	2	0	0	3
North Horsham	0	9	3	2	10	0	12	2	2	1	0	2	7	1	0	0
	1	5	5	0	5	0	2	1	1	2	0	5	2	2	0	0
	0	0	0	0	1	0	0	0	0	0	0	3	0	0	0	0
<b>Total</b>	1	14	8	2	16	0	14	3	3	3	0	10	9	3	0	0
Rudgwick	0	3	1	0	0	0	0	3	0	0	0	0	0	0	0	2
	1	4	2	2	2	0	0	1	0	1	0	3	0	0	0	4
	1	5	3	0	0	0	0	1	0	0	0	0	0	0	0	0
<b>Total</b>	2	12	5	2	2	0	0	5	0	1	0	3	0	0	0	6
Rusper	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Slinfold</b>	0	3	3	3	5	1	5	0	1	0	0	2	0	0	0	0
	0	8	2	0	2	0	5	0	0	1	0	1	1	1	0	2
	0	0	0	0	2	0	0	0	0	0	0	1	0	0	0	1
<b>Total</b>	0	11	5	3	9	1	10	0	1	1	0	4	1	1	0	3
<b>Warnham</b>	1	4	2	2	7	2	2	2	2	0	0	1	0	3	0	2
	2	2	6	6	8	1	0	1	1	1	0	1	0	0	0	1
	7	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	10	6	8	8	16	3	2	3	3	1	0	2	0	3	0	3
<b>All Parishes Total</b>	15	50	30	17	45	4	31	11	7	6	2	20	12	9	0	16

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP&SC)	Retail (R)	Tourism (T)	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking (P)	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

7.6. Table showing Cluster 4 community plan actions broken down by SCS theme

Cluster 4																
Parish	A Better Place to Live						Opportunity for All					Better Health for All		Staying and Feeling Safe		
	Our Environment			Getting around	Involving People & Strengthening Communities		Economic Growth	Education & Skills	Tourism	General health	Ageing Population	Crime & Fear of Crime	Respect	Road Safety		
	HfA	IS&F	N&BE	CC	T&TP	P	IP&SC	LE	R	E&S	T	GH	AP	C&FC	R	RS
Billingshurst	1	4	2	0	1	1	2	1	0	2	1	0	3	2	0	0
	0	2	0	2	3	0	1	0	1	2	3	3	0	1	0	0
	2	0	2	0	0	1	5	4	1	1	0	1	1	0	0	0
<b>Total</b>	3	6	4	2	4	2	8	5	2	5	4	4	4	3	0	0
Itchingfield	0	10	7	1	11	3	7	1	1	0	0	1	0	5	0	3
	0	4	2	0	2	0	0	0	0	5	1	1	0	1	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	3	14	9	1	13	3	7	1	1	5	1	2	0	6	0	3
Shipley	2	3	5	1	0	1	4	1	0	1	0	1	0	1	0	4
	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	2
	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	4	5	5	1	0	2	4	1	0	2	0	1	0	1	0	6
Southwater	0	2	1	2	6	0	1	1	1	0	0	1	0	1	0	3
	1	2	0	0	4	0	0	1	0	0	0	0	0	0	0	1
	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	5	1	2	11	0	1	2	1	0	0	1	0	1	0	4
<b>All Parishes Total</b>	11	29	19	6	28	7	20	9	4	12	5	8	4	11	0	13

Housing for All (HfA)	Natural and Built Environment (N&BE)	Transport and Travel (T&T)	Involving People and strengthening Communities (IP&SC)	Retail (R)	Tourism (T)	Ageing Population (AP)	Respect (R)
Infrastructure, Services and Facilities (IS &F)	Climate Change (CC)	Parking (P)	Local economy (LE)	Education and Skills (E&S)	General health (GH)	Crime and Fear of Crime (C&FC)	Road Safety (RS)

**7.7. Table showing key to SCS themes**

<b>Key</b>	
Housing for All	
Infrastructure, Services and Facilities	
Natural and Built Environment	
Climate Change	
Transport and Travel	
Parking	
Involving People and strengthening Communities	
Local economy	
Retail	
Education and Skills	
Tourism	
General health	
Ageing Population	
Crime and Fear of Crime	
Respect	
Road Safety	

**7.8. Table showing most numerous and least numerous action themes by parish**

	<b>Theme With Most Actions</b>	<b>Theme With Least Actions</b>
<b>Amberley</b>	Transport & Travel (T&TP 6)	Retail (R 0)
	Involving People & Strengthening Communities (IP & SC 6)	General Health (GH 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Ashington</b>	Infrastructure, Services & Facilities (IS & F 8)	Tourism (T 0)
		Respect (R 0)
<b>Ashurst</b>	Natural & Built Environment (N&BE 11)	Parking (P 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		Ageing Population (AP 0)
	Respect (R 0)	
<b>Billingshurst</b>	Transport & Travel (T&TP 13)	Housing For All (HFA 0)
		Respect (R 0)
		Tourism (T 0)
		General Health (GH 0)
	Ageing Population (AP 0)	
<b>Bramber</b>	Natural & Built Environment (N&BE 7)	Parking (P 0)
	Involving People & Strengthening Communities (IP & SC 7)	Education & Skills (E&S 0)
	Local Economy (LE 7)	Tourism (T 0)
		Ageing Population (AP 0)
		Crime & Fear of Crime (C&FC 0)
	Respect (R 0)	

<b>Broadbridge Heath</b>		Climate Change (CC 0)
	Involving People & Strengthening Communities (IP & SC 4)	Parking (P 0)
		Local Economy (LE 0)
		Retail (R 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Coldwaltham</b>	Involving People & Strengthening Communities (IP & SC 14)	Tourism (T 0)
		Respect (R 0)
<b>Colgate</b>	Infrastructure, Services & Facilities (IS & F 3)	Housing For All (HFA 0)
	Road Safety (RS 3)	Transport & Travel (T&TP 0)
		Parking (P 0)
		Local Economy (LE 0)
		Retail (R 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		General Health (GH 0)
	Crime & Fear of Crime (C&FC 0)	
	Respect (R 0)	
<b>Cowfold</b>	Infrastructure, Services & Facilities (IS & F 12)	Local Economy (LE 0)
	Natural & Built Environment (N&BE 12)	Retail (R 0)
		Tourism (T 0)
		Respect (R 0)

<b>Henfield</b>	Infrastructure, Services & Facilities (IS & F 4)	Climate Change (CC 0)
	Transport & Travel (T&TP 4)	Housing For All (HFA 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		General Health (GH 0)
		Ageing Population (AP 0)
		Crime & Fear of Crime (C&FC 0)
		Respect (R 0)
<b>Itchingfield</b>	Infrastructure, Services & Facilities (IS & F 14)	Ageing Population (AP 0)
		Respect (R 0)
<b>North Horsham</b>	Transport & Travel (T&TP 16)	Parking (P 0)
		Tourism (T 0)
		Respect (R 0)
		Road Safety (RS 0)
<b>Nuthurst</b>	Natural & Built Environment (N&BE 13)	Housing For All (HFA 0)
		Climate Change (CC 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		General Health (GH 0)
		Ageing Population (AP 0)
	Respect (R 0)	
<b>Parham</b>	Involving People & Strengthening Communities (IP & SC 13)	Climate Change (CC 0)
		Local Economy (LE 0)

		Retail (R 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		General Health (GH 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Pulborough</b>	Infrastructure, Services & Facilities (IS & F 7)	Climate Change (CC 0)
		Retail (R 0)
		Respect (R 0)
<b>Rudgwick</b>	Infrastructure, Services & Facilities (IS & F 12)	Parking (P 0)
		Involving People & Strengthening Communities (IP & SC 0)
		Retail (R 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Crime & Fear of Crime (C&FC 0)
		Respect (R 0)
<b>Shipley</b>	Road Safety (RS 6)	Transport & Travel (T&TP 0)
		Retail (R 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Slinfold</b>	Infrastructure, Services & Facilities (IS & F 11)	Housing For All (HFA 0)
		Local Economy (LE 0)
		Tourism (T 0)
		Respect (R 0)

<b>Southwater</b>	Transport & Travel (T&TP 11)	Parking (P 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Steyning</b>	Natural & Built Environment (N&BE 8)	Retail (R 0)
		Education & Skills (E&S 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Storrington and Sullington</b>	Infrastructure, Services & Facilities (IS & F 6)	Housing For All (HFA 0)
	Involving People & Strengthening Communities (IP & SC 6)	Education & Skills (E&S 0)
	Crime & Fear of Crime (C&FC 6)	Tourism (T 0)
		Respect (R 0)
<b>Thakeham</b>	Road Safety (RS 9)	Local Economy (LE 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Upper Beeding</b>	Infrastructure, Services & Facilities (IS & F 17)	Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Warnham</b>	Transport & Travel (T&TP 16)	Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)



<b>Washington</b>	Housing For All (HFA 10)	Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>West Grinstead</b>	Transport & Travel (T&TP 19)	Parking (P 0)
		Respect (R 0)
<b>Wiston</b>	Natural & Built Environment (N&BE 8)	Climate Change (CC 0)
		Local Economy (LE 0)
		Retail (R 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)
<b>Woodmancote</b>	Natural & Built Environment (N&BE 10)	Housing For All (HFA 0)
		Education & Skills (E&S 0)
		Tourism (T 0)
		Ageing Population (AP 0)
		Respect (R 0)

**7.9. Review Exercise of Plans older than 5 years**

Please provide a list of actions identified under the following new Horsham Sustainable Strategy

**Name: Amberley**

<b>West Sussex Aims</b>	<b>Horsham Sustainable Community Strategy</b>	<b>List of Identified Parish Actions</b>	<b>Priority: (High, Medium, Low)</b>
<b>A Better Place to Live</b>	<b>Our Environment</b> ( <i>Actions on Housing for All, Infrastructure, Services and Facilities, Natural and Built environment Climate Change</i> )	Affordable housing, at Newland Gardens, about to be occupied by tenants with a strong connection to Amberley parish. The parish Working Group have worked very hard since 2003 to achieve this.  An Emergency Planning Working Party has recently been set up	High  Medium

<p><b>Getting Around</b> (<i>Transport and Parking</i>)</p>	<p>Bus services restored, using Section 106 monies. The future of this is uncertain.</p> <p>Ruff's Path (a much-used route to school, and a new path from the affordable housing) needs to be improved for all-weather use, for which funding is required.</p> <p>Ice and snow at Hog Lane and Church Street were a serious problem in the winter, preventing vehicles from delivering much-needed heating oil. Gritting bins proposed, but these are expensive. Awaiting the outcome of WSCC's recent Snow Summit, on the advice of Cllr Frank Wilkinson.</p>	<p>High</p> <p>High</p> <p>Medium</p>
<p><b>Involving People and Strengthening Communities</b></p>	<p>A new parish website, <a href="http://www.amberley-pc.org.uk">www.amberley-pc.org.uk</a>, has recently started, which will help with communication.</p> <p>There is also Amberley ListServe, a free, local email service that reaches all subscribers. Users are encouraged to tell neighbours important information.</p> <p>There is an annual Village Party and a number of clubs and societies, to which all are welcome. The Church is also very active.</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>

<b>Opportunity for All</b>	<b>Economic Growth</b> ( <i>Local economy and Retail</i> )	Local businesses to be encouraged to advertise on the new parish website, for a small fee.  Broadband speeds and connectivity in the area very poor. Often raised at the regular Business Breakfasts, most recently attended by Nick Herbert MP.	Medium  Medium
	<b>Education and Skills</b>	The school was saved by the parish from closure by WSCC and is now thriving.	High
	<b>Tourism</b>	Local B&B's, etc to be encouraged to advertise on the new parish website, for a small fee. The website is aimed to be useful to visitors.	Medium
<b>Better Health for All</b>	<b>General Health</b>	Public Rights of Way, which enable healthy walking in the parish, need to be maintained. There is concern that WSCC have taken back responsibility for this without consultation.	High
		Any initiatives that benefit general health are always advertised.	Medium

	<b>Ageing Population</b>	Residents always look out for elderly people and a lot of help was provided in the recent bad weather.	Medium
<b>Staying and Feeling Safe</b>	<b>Crime and Fear of Crime</b>	Neighbourhood Watch scheme in place. Two PCSO's, and a Police Constable recently appointed. They attend some Council meetings but need to be more visible. Street Scene Wardens have also spoken at meetings.	Medium
	<b>Respect</b>	There is virtually no problem here with anti-social behaviour or graffiti. Minor criminal damage has been reported to the police and not been repeated.	Medium
	<b>Road Safety</b>	Speeding, dangerous driving and inappropriate use by HGV's of the B2139 road remains a major concern. Frequently discussed at Council meetings and the Business Breakfasts.	High

**Name: Henfield**

<b>West Sussex Aims</b>	<b>Horsham Sustainable Community Strategy</b>	<b>List of Identified Parish Actions</b>	<b>Priority (Hi, Medium or Low)</b>

<b>A Better Place to Live</b>	<b>Our Environment</b> ( <i>Actions on Housing for All, Infrastructure, Services and Facilities, Natural and Built environment Climate Change</i> )	<ul style="list-style-type: none"> <li>• Plastic bag free campaign</li> <li>• Completing stage 1 of Greening Campaign and embarking on further green initiatives</li> <li>• Supporting &amp; extending activities of local conservation volunteers</li> <li>• Re-invigorating centre of Henfield by providing village square</li> </ul>	H H M H
	<b>Getting Around</b> ( <i>Transport and Parking</i> )	<ul style="list-style-type: none"> <li>• Parking provision to be reviewed</li> <li>• Working with local transport providers to maintain &amp; develop local services</li> </ul>	H M
	<b>Involving People and Strengthening Communities</b>	<ul style="list-style-type: none"> <li>• Improving communication of information through improved Parish Council website</li> </ul>	H
<b>Opportunity for All</b>	<b>Economic Growth</b> ( <i>Local economy and Retail</i> )	<ul style="list-style-type: none"> <li>• Growers Group set up to encourage local produce</li> </ul>	M
	<b>Education and Skills</b>		
	<b>Tourism</b>	<ul style="list-style-type: none"> <li>• Working with Hidden Britain SE to improve visitor information in Henfield. About to seek Leader funding.</li> </ul>	M
	<b>General Health</b>	N/A	

<b>Better Health for All</b>	<b>Ageing Population</b>	<ul style="list-style-type: none"> <li>• Info bulletin for older people/cares being updated.</li> <li>• Annual meeting in June for older people on specific topic of interest.</li> </ul>	M M
<b>Staying and Feeling Safe</b>	<b>Crime and Fear of Crime</b>		
	<b>Respect</b>		
	<b>Road Safety</b>	<ul style="list-style-type: none"> <li>• Investing in unmanned speed indicator device for deployment in Parish</li> </ul>	M

**Name: Shipley**

<b>West Sussex Aims</b>	<b>Horsham Sustainable Community Strategies</b>	<b>List of Identified Parish Actions</b>	<b>Priority (Hi, Medium or Low)</b>
<b>A Better Place to Live</b>	<b>Our Environment</b> ( <i>Actions on Housing for All, Infrastructure, Services and Facilities, Natural and Built environment Climate Change</i> )	<p>Litter bins - Provision of these has been discussed with Horsham District Council. Due to the cost of emptying the bins and the view that to put bins in place would encourage the amount of litter around them it was decided not to install them at this time but to review in the future if the need arises.</p> <p>Young facilities - The pavilion at Coolham has been restored and new football goals and nets are in place on the field. In Shipley there may be unresolved issues and these need to be reviewed.</p> <p>Larger Hall - Village Halls in Shipley and Coolham have both been continuously maintained with active management teams.</p>	<p>Review</p> <p>Ongoing</p> <p>Ongoing</p>

		<p>At Coolham very significant improvements to structure and services have been achieved. A larger hall is unlikely at this time.</p> <p>Football Club - Now used by a Club outside the Parish and there is currently no local involvement. May be an opportunity if any change</p> <p>Affordable Housing - No local need identified at this time.</p> <p>I.T. - Currently investigating provision of equipment in Shipley Village Hall which may include provision of Information Technology for the use of individuals and groups in the Parish</p> <p>Bottle Bank - Provided by Countryman Inn. New Acorn Blue Bin scheme should solve this problem</p> <p>Litter from McDonalds - Continuing problem. Regular discussion at Parish Council. HDC member to bring this to attention of local MP's.</p> <p>Grass Verges - Grass verges have been cut according to WSCC policy. This policy has been reviewed and the result will be seen this summer</p> <p>Fly Tipping - A continuing problem. Notification in each significant case to HDC who have carried out prompt action case.</p> <p>Twice yearly Clean – Ups of the Parish roadsides by volunteers organized by the Parish Council, continues</p> <p>Development out of Character - The Shipley Parish Design Statement is nearing the</p>	<p>Review</p> <p>Review over time</p> <p>High</p> <p>Achieved</p> <p>Ongoing</p> <p>Review</p> <p>Ongoing</p> <p>High</p>
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		Draft Stage and a main aim is to influence design to remain 'in character'	
	<b>Getting Around</b> ( <i>Transport and Parking</i> )	School Parking - William Penn School parking remains a problem and is currently under review	Actively being reviewed.
	<b>Involving People and Strengthening Communities</b>	<p>Parish website and newsletter</p> <p>Arts Festival - Takes place annually on the late May Bank Holiday, organized by the Andrew Hall Management Committee in conjunction with other local groups. Publicized in the Parish newsletter and on the website.</p> <p>Stoolball - The annual evening competition continues. To move to a larger tournament with other activities at a weekend would require the interest of a significant group of organizers.</p> <p>Planning Guidelines - Reviewed annually at the Parish Council AGM with an additional refinement included in May 2007</p> <p>Conversion of redundant farm buildings - Each application has to be dealt with according to it's merits and in accordance with Planning Criteria in the Parish Plan</p>	<p>Achieved</p> <p>Ongoing</p> <p>Review according to public response.</p> <p>Annually reviewed</p> <p>Ongoing</p>
<b>Opportunity for All</b>	<b>Economic Growth</b> ( <i>Local economy and Retail</i> )	Small businesses - The protection of small businesses in the Parish was included in the Parish council's response to the application by Cory Environmental for Landfill to the immediate south west of the Parish. The centralization of a Poultry unit in Brooks	Policy according to each case.

		Green was supported by the Parish Council.	
	<b>Education and Skills</b>	Adult Education - None initiated by Parish Council. Pilates, Aerobics and Art classes are currently held at the Andrew Hall, Shipley and the Local History Society also meets at the hall.	Continuing consideration
	<b>Tourism</b>		
<b>Better Health for All</b>	<b>General Health</b>	Identify those needing help - After the recent extreme cold and snow HDC led an action to identify how help could be provided. This action needs to reach a conclusion. Horsham District Council Emergency Planning Officer will attend the July 2010 meeting of the Parish Council to give further information re this	High
	<b>Ageing Population</b>		
<b>Staying and Feeling Safe</b>	<b>Crime and Fear of Crime</b>		
	<b>Respect</b>		
	<b>Road Safety</b>	Speed limits Coolham- A continuing problem. Ways in which speed reduction may be achieved have been considered regularly by the Parish Council. The use of the Speed Indicator device at Coolham has	High

		<p>been trialed</p> <p>Speed reduction - WSCC has investigated ways to reduce speed on rural roads. The Council will press for the extension of the area covered by the speed limit on the approaches to Coolham village.</p> <p>Speed on A272 - WSCC has completed a program to improve safety on the A272. Speed continues a problem to be brought to the attention of authorities.</p> <p>Rat Runs along side roads - A24 junction improvement through Shipley Parish is still to be started. WSCC Highways will be reminded of this possibility when the project looks likely to be started.</p> <p>Zig Zag lines - achieved</p>	<p>Review</p> <p>Ongoing</p> <p>Action in due course</p> <p>Acheived</p>
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