

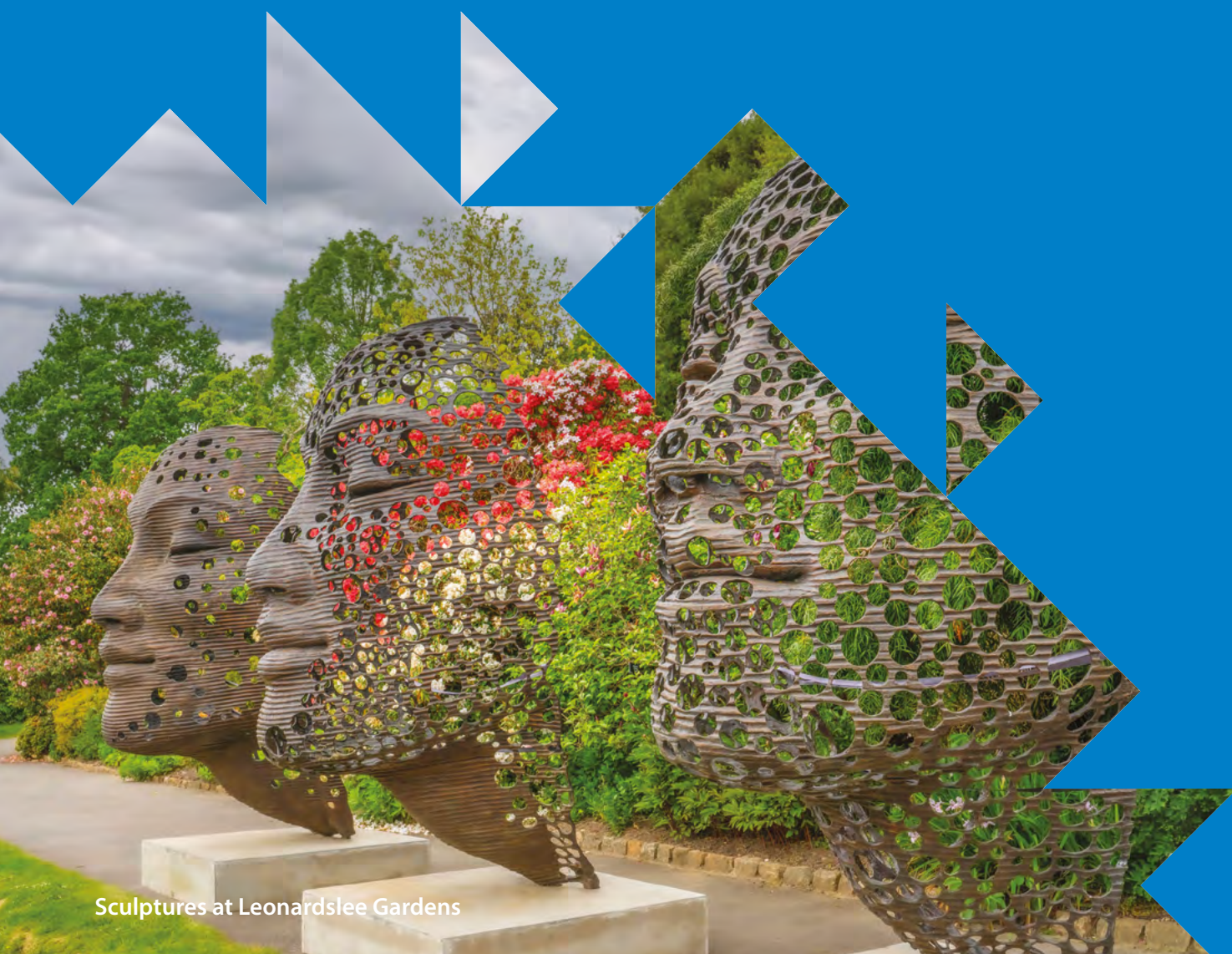


Horsham Growth Deal 2025-30



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Sculptures at Leonardslee Gardens

Foreword

The refreshed Horsham Growth Deal sets out a clear and considered framework for how Horsham District Council and West Sussex County Council will continue to work together to build a thriving local economy and deliver sustainable growth across the District.

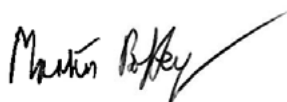
Building on the strong foundations of the previous agreement, this refresh reflects the changing economic, environmental and policy context, and ensures that our shared priorities remain aligned and deliverable. It provides a structured approach to coordinating investment, progressing key infrastructure and regeneration projects, and making the most effective use of public resources.

Importantly, the Growth Deal strengthens our ability to respond to future challenges and opportunities, including those arising from devolution and Local Government Reorganisation, ensuring that Horsham remains well positioned to support its communities, businesses and long-term prosperity.

Growth Deal Agreement

Horsham District Council

Signed by the Leader:



Martin Boffey

Leader of Horsham District Council

Signed by the Chief Executive Officer:



Jane Eaton

Chief Executive Officer
Horsham District Council

West Sussex County Council

Signed by the Cabinet Member:



Councillor Yvonne Gravely

Cabinet Member for Economy and Skills
West Sussex County Council

Signed by the Chief Executive Officer:



Leigh Whitehouse

Chief Executive Officer
West Sussex County Council

Background

The Horsham Growth Programme is a partnership between Horsham District Council (HDC) and West Sussex County Council (WSCC). Our joint aim is to create better places for our residents to live, work, visit and benefit from a thriving local economy by aligning public resources and assets more effectively and efficiently creating the conditions that support sustainable economic growth.

The Growth Deal Refresh reinforces the key themes underpinning the Economic Strategy for West Sussex and the Horsham Economic Strategy and Enterprising Horsham with local partnership priorities which will boost productivity growth, investment, and innovation in the District. The Council partnership will support and develop sustainable infrastructure, local networks and transport to improve accessibility within the District creating vibrant and connected places for residents, business and visitors.

Set within the context of great uncertainty from the ongoing cost of living crisis and economic and

environmental changes together with the opportunities presented by Devolution and Local Government Reform (LGR), the Deal establishes a set of shared principles to working collaboratively with public sector partners to deliver best value for West Sussex and Horsham residents.

The Horsham Growth Deal Refresh has been shaped through regular engagement with Cabinet Members and Leaders from both West Sussex County Council and Horsham District Council. Key Stakeholders have played an active role in developing Growth Deal priorities and will continue to be engaged as the partnership programme progresses.



Horsham Growth Deal 2025-30

Horsham Growth Programme: Strategic Partnership for Sustainable Development

In 2018, WSCC and HDC signed the Horsham Growth Deal (2018–2023) forming a strategic partnership between HDC and WSCC.

The Deal identified a set of key priorities with a focus on supporting and delivering local economic growth through the delivery of new housing, employment space and creating vibrant and attractive local centres built on shared principles to enhance Horsham's economy and support sustainable growth.

This Growth Deal refresh provides an opportunity to reflect and re-centre our collective focus to ensure the Horsham Growth Deal remains relevant to the current economic, environmental and social conditions.

The 2018–23 Growth Deal helped secure significant public investment, including over £37m of private development investment and leveraged almost £8m in developer contributions creating the conditions and confidence for significant further investment from the private sector.

This public sector investment has delivered major transport, public infrastructure and digital improvements within the District. The Growth Deal has ensured the timely delivery of major highway junction improvements and sustainable transport infrastructure supporting North and West of Horsham strategic development sites, releasing planned housing, commercial and education land.

The Deal has facilitated the development of the new West Sussex Fire and Rescue Station as part of the wider strategic development framework, releasing public sector land for town centre housing and employment and significant progress in wider development and town centre sustainable transport and public realm improvements, all of which have supported the release of key development sites.

The programme has also supported the progression of significant dialogue with key stakeholders relating to highway asset improvements, residential and commercial/start-up needs and the importance of the rural economy and connectivity within the District.

The Partnership navigated significant challenges over the Deal period including the cost-of-living crisis, inflation and market pressures on construction and the Covid-19

pandemic leading to new ways of working and new social and economic challenges. In addition, the climate crisis and the challenges of Water Neutrality required a change to behaviours and for local authorities to demonstrate leadership by adopting and promoting energy and resource efficient and carbon neutral solutions such as increasing sustainable connectivity and examining council owned assets for rationalisation, disposal, redevelopment or renewable power generation.

Alongside this are challenges to the public sector finances, necessitating a focus on working more efficiently where resources are scarce. Working in partnership will lead to greater opportunities for collaboration through shared spaces, joined up services and opportunities to review surplus land and assets across the public sector, which in turn will promote lower carbon solutions and new economic activity, growth and regeneration opportunities.

The Government's Devolution and Local government reorganisation (LGR) white paper sets out a proposal for greater freedoms and flexibilities at a local level. It is therefore crucial to refresh local growth priorities within the renewed Horsham Growth Deal, as this will enable the district and county to maintain momentum in progressing delivery of local place-based regeneration schemes and economic plans, and so then facilitate take up by the new unitary and Mayoral Combined Authorities to continue delivery. This will further boost Horsham District's resilience and adaptability in the face of evolving economic, environmental, and social challenges.

Both Councils are committed to building a more sustainable future for Horsham with both authorities taking action to reduce greenhouse gas emissions as part of their commitment to reach net zero. Taking steps to become more sustainable is also crucial to both authorities to ensure they can achieve their Carbon reduction targets. The climate change agenda is therefore a cross-cutting theme applied throughout the Horsham Growth Programme.

Horsham District currently has a population of 155,792, which is expected to grow to 178,006 by 2043. A significant portion of this growth will come from an increase in the elderly population, which will have implications for healthcare and social services in the district in addition

to the anticipated growth in rural areas. These conditions underpin the shared objective to improve connectivity supporting the rural economy in addition to major employment generators including direct and indirect opportunities presented by the Development Consent Order for the Gatwick Airport Northern Runway and linked Gatwick Airport Employment, Skills and Business Strategy.

This Growth Deal will not only improve efficiency within current services through the coordination of resources to meet shared objectives, but it will also aim to prepare the district for this population and demographic change and support economic growth opportunities across all areas of the District.

This refreshed Growth Deal provides an opportunity to pool resources and secure additional public and private sector funding, maintaining the momentum to respond to climate change whilst continuing to deliver sustainable economic growth and development in Horsham District.

Horsham's growth has been achieved despite the challenges of the covid pandemic and the ongoing cost-of-living crisis, which have reshaped community needs and priorities. Shifting markets and inflationary pressure, specific environmental constraints and local government reform continue to present both challenges and opportunities for change. Devolution and increased collaboration across Sussex offer new models for integrated service delivery, supported by digital innovation, flexible working, and low-carbon solutions.

The refreshed Horsham Growth Deal (2025–2030) aligns strategic and economic priorities, focusing investment on activities that deliver sustainable growth and tangible benefits for Horsham business and communities. Local data and shared strategies will guide investment, with partners committed to overcoming challenges and mitigating risk, to support Growth with enduring economic and environmental gains. This renewed partnership will continue to support economic recovery, regeneration, and environmental resilience, aligning with both councils' strategic plans and climate commitments.

Projects within the Deal also support HDC's UK100's 'Countryside Climate Network' membership whereby the District formally recognised the climate crisis and has committed to becoming carbon neutral for its own operations by 2030, and for the entire District by 2050, in line with the UK's national commitment.

Therefore, the Horsham Growth Deal refresh must address changes in the demographic, economic, social, environmental and political environments on both a local and national level.

Principles such as sustainability and efficient use of resources must be considered as key themes within the programme in light of the climate crisis, ongoing cost of living pressures, devolution and Local Government Reorganisation (LGR) and both Councils commitment to the Government's net zero targets.

The priority projects for the Horsham Growth Deal 2025–30 have been established following a review of the previous Deal and in response to data insight analysis of the district's demographic and economic profile. Both authorities emphasise the importance to continue agreeing on local growth priorities in the context of Devolution and LGR to support the wider development strategy for the district.

This Deal supports the aims and ambitions set out in strategies and plans of both authorities to promote sustainable economic prosperity in the district and region.

Documents, plans and strategies that have informed this approach include:

UK Government

- Central Government initiatives such as 'Build back better' (2021), 'Levelling up the UK' and 'Bus back better' (2021), Invest 2035: the UK's Modern Industrial Strategy (2024), Devolution and LGR (2024)

West Sussex County Council

- WSCC Our Council Plan 2021–25 priorities
- West Sussex Economic Strategy 2025–35
- WSCC Corporate Plan
- West Sussex Transport Plan 2022–2036

Horsham District Council

- Horsham Council Plan 2023–27
- Horsham District Local Plan 2023–40 (Horsham District Planning Framework)
- Horsham Economic Strategy/Enterprising Horsham
- Horsham Local Cycling and Walking Infrastructure Plan
- Horsham Town Plan and Town Centre Vision
- Horsham District Climate Action Strategy 2023
- Horsham District Carbon Reduction Plan 2025–30
- Horsham Annual Plan 2026–2027

Maintaining momentum in local growth plans is essential, especially in the context of LGR. The Horsham Growth Deal will ensure that local priorities are represented, and that public, private, and community partners continue to work together to deliver inclusive, sustainable economic development and prosperity for the Horsham community.

Advancing local growth plans and projects is crucial in the context of Local Government Reorganisation (LGR) and Government Devolution. These reforms set out a proposal for greater freedoms and flexibilities at a local level to deliver more effective and better-targeted public services, foster greater growth, and strengthen partnerships between public, private, and community leaders.

In this context, both Horsham District Council and West Sussex County Council emphasise the importance of maintaining momentum in local place-based economic plans. This ensures that progress continues and that areas can effectively represent their economic priorities and facilitate their adoption by the new unitary authority and Mayoral Combined Authorities to continue delivery of locally agreed priorities. This will further boost Horsham's resilience and adaptability in the face of evolving economic, environmental, and social challenges with the potential to secure new funding streams.



Horsham fire station



1

Principles of the Deal

Above: Carfax bandstand

The Growth Deal principles are the foundations for the Growth Programme to support strategic relationships and guide decision-making and project prioritisation across West Sussex through effective partnerships between the county, district and borough authorities.

There will be other statutory processes including planning, programmes and projects not covered by the Growth Deal, but the Councils will work together to achieve the most effective outcomes for communities. The Growth principles and themes, to which both authorities are committed, are set out below.



Partnership

Bringing together various parts of the relevant Councils to collaborate and maximise resources under a shared vision.



Efficient and effective

Associated projects brought together and managed within an overall growth programme maximising funding and resources to be progressed over the next five years.



Social value

We will demonstrate the principles of social value to provide local economic, social, and environmental benefit at all project stages.



Sustainable and net zero

Working together to deliver carbon efficient, sustainable projects and initiatives.



Attracting funding

Agree opportunities for aligning and prioritising funding from all available funding streams. External funding can provide capacity and professional capability to support and deliver projects.



Arts, heritage, culture

Capitalise on culture's role in community place-making, identity, resilience, and cohesion – delivering a creative coastline, countryside and town narrative that reflects the uniqueness of place and enhances civic pride.

2



Strategic Priority Themes and Ambitions

Above: Highwood development, Horsham

Horsham's focus is on sustainable economic growth with an emphasis on promoting access to high value employment, supporting new business startups, delivering residential and employment sites in urban and more rural areas and securing the necessary infrastructure to ensure connectivity at all levels.

Plans also protect the special characteristics of the district. Enhancing biodiversity through sustainable land management and ecological initiatives. Fostering sustainable growth, particularly through investment in sustainable infrastructure. Progressing towards net-zero carbon emissions, encouraging social value through local procurement, and supporting economic, environmental, and social improvements.

The district enjoys higher-than-average life expectancy with high levels of overall satisfaction compared to other parts of West Sussex – however, health inequalities and an increasing elderly demographic together with the diversity of businesses across urban and rural parts of the District will continue to put pressure on local provision.

Horsham District has high employment rates at 78% broadly in line with the 77.5% across wider West Sussex. Earnings have risen and a large proportion of residents hold advanced qualifications. The local economy is diverse, with strong sectors in construction, retail, and professional services and growth in the number of small enterprises. There is a recognised need locally for small business, enterprise and start-up space with the urban areas together with the need to ensure high quality digital and transport connectivity to support the growth and diversity of the rural economy.

The district benefits from good transport links, with strong rail and road connections to London, Gatwick Airport, and the South Coast. Many residents engage in active travel, such as walking and cycling for shorter distance, local journeys. Despite this, parts of the road network continue to require investment to support future growth, improve road safety and ensure connectivity for all highway users.

Horsham District is rich in natural beauty, with a significant proportion of the district located within the High Weald National Landscape approximately 18% is within the South Downs National Park. The area also features extensive woodlands and biodiversity-rich sites, making environmental conservation a key priority.

Housing affordability is a major issue, with property prices significantly outpacing local earnings. There is a pressing need for more affordable housing to accommodate the growing population and while broadband access is widespread, digital connectivity still needs improvement, particularly to support rural areas. Equally, there is a growing elderly population within the district with demand for services and appropriate housing under increasing pressure.

The district faces challenges in reducing greenhouse gas emissions and energy consumption, particularly from transport. There is a need for more renewable energy installations and collaboration to promote sustainability across all sectors.

The Councils are strategically positioning Horsham District to capitalise on its economic strengths ahead of Local Government Reorganisation (LGR). The councils are working collaboratively to ensure Horsham's economic influence is recognised in future governance structures, with a focus on maintaining strong cross-boundary partnerships and integrated investment strategies that reflect the area's shared labour market and commuter flows.

Both councils are backing initiatives that promote innovation, high-value job creation, and sustainable growth. This includes investment in infrastructure such as the business start-up and growing space together with access improvements through the sustainable transport schemes, which will support advanced technologies and attract SMEs.

These initiatives are aligned with the Gatwick Diamond Local Strategic Statement, which prioritises coordinated carbon-reduction plans and digital infrastructure. By amplifying Horsham's economic assets and fostering inclusive development, the councils aim to secure its leadership in shaping a competitive and resilient future for the wider region.

Themes

The Economic Strategy for West Sussex sets out the national, county, and local context, including economic insight and evidence. It highlights the economic assets and strengths of West Sussex identifying a strategic vision to 2035 and five key ambitions within to drive the vision forward. The Strategy builds on the West Sussex Economic Strategy joint commission between the county, Horsham District, as well as partnership Borough and District councils across West Sussex on how we collaborate on economic development, regeneration, and growth.



1. Boost productivity, growth, investment and innovation



2. Ensure that we have a dynamic and skilled workforce



3. Boost green innovation, enhance natural capital and support the transition to net zero



4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs



5. Sustain our distinctive and vibrant places and grow our visitor economy

Following a thorough analysis of Horsham's demographic, wider context and census data, these five themes have been agreed which will be underpinned by a commitment to prioritise sustainability and net zero initiatives and has been developed into a place-based plan for action that supports both councils' strategic priorities.

1. Boost productivity growth, investment, and innovation

- **Grow high value sectors and distinctive clusters and strengthen innovation networks aligned with the National Industrial Strategy** – strengthening strategic partnerships in Horsham between key partners such as the local colleges and regional universities, government (including Innovate UK) and business. Focus on sectors with existing strengths with major employers such as Gatwick Airport, AJW Group, Barrington James, Schroders and Benchmark Capital and Thermo Fisher Scientific, develop high-tech products, and areas with potential for growth such as the creative cluster, knowledge-based employment, cultural and leisure sector.
- **Improve efficiency and value in sectors with modest or low productivity** – utilising Growth Deal investment to drive business, support new business startups and boost economic growth by focusing on town centre regeneration and improving connectivity.
- **Strengthen collaboration between the public and private sectors** – engage with key stakeholders ensuring the package of measures in the Growth Deal will boost employment opportunities and economic performance in the Horsham area, whilst supporting delivery of new homes, leisure amenities and commercial developments on allocated sites and on existing brownfield sites, such

as North Horsham (Mowbray), the former Novartis site and Land West of Ifield.

- **Promote Horsham as an attractive investment and international trade location** – support the advanced manufacturing and engineering, horticulture and creative and digital sectors and making best use of London Gatwick Airport with access to other international transport and trade hubs and key events and industry.

2. Ensure that we have a dynamic and skilled workforce

- **Increase employment in high value sectors and specialisms** – develop employment space for the creative cluster, knowledge-based employment, cultural and leisure sector, for example, working in partnership with organisations such as Sussex Innovation to support start-ups, scale-ups and innovation-led growth.
- **Strengthen business engagement in careers and talent development** – to promote opportunities in the locality including through links between employers and local education institutions and enhancing the provision to meet the growing need.
- **Boost the proportion of working age residents** – the Deal will continue to attract and retain Horsham workforce through projects outlined in this Growth Deal.
- **Facilitate an inclusive workforce** – support priority groups into work and promote workforce diversity, including through strategic relationships with health outcomes and improved access to services and key destinations.

3. Boost green innovation, enhance natural capital, and support the transition to net zero

- **Position Horsham as a market leader in innovation and investment** – developing new products and services and innovative approaches to our land-based industries, including horticulture and viticulture, such as the vineyards and winery and investment in rural skills through Brinsbury College.
- **Enhance the District's biodiversity and natural capital** – balancing communities and wildlife, alongside securing economic value including through regenerative tourism. Enhancing and utilising Horsham's natural environment will create a desirable destination, build the visitor economy and boost business rates.
- **Support the transition to net zero and resilience to climate change** – there is potential to embed net zero solutions and renewable energy infrastructure into developments and increase access to sustainable and active transport modes, by integrating transport options and improving connectivity.

4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs

- **Promote opportunities for new development with supporting infrastructure to enable growth** – ensuring that the planning system supports sustainable growth and maximises the use of our public and community sector assets and working with all stakeholders to identify and secure supporting infrastructure. Ensuring the right level of support and commitment from utilities suppliers to enable timely connections, for energy and water supply.
- **Improve how people and goods move around the county** – boost active and sustainable travel and deliver strategic transport infrastructure to support new developments, including improvement to key strategic links such as the A24 and local road corridors reflecting the need for capacity and connectivity to support new developments, existing centres and rural accessibility.
- **Enable future-ready digital infrastructure and connectivity** – stimulating innovation and digital transformation in a range of business sectors to improve productivity. Focusing on ensuring all parts of the district have access to full fibre broadband infrastructure will equip businesses with the resources they need to drive forward local growth. Education organisations are

vital to providing opportunities for education, training and growth. Economic impact studies highlight the potential for this initiative to boost job creation, Gross Value Added (GVA), business startups, and workforce development especially for younger adults.

- **Maximise the benefits from our international transport hubs** – focusing on inward investment and trade, international visitor economy, and innovation in the creative, leisure and rural sectors and seeking to maximise the benefits of the proximity of Gatwick airport.
- **Build homes in the right locations that working-aged people can afford** – support strategic housing development that strengthens communities.

5. Sustain our distinctive and vibrant places and grow our visitor economy

- **Ensure our urban centres, employment hubs and rural areas are vibrant and attractive** – supporting resilience and diversification of our village centres through place-making and active public realm improvements, reflecting their unique assets is vital in improving our public spaces. Supporting town centres by providing recreation and leisure opportunities and destinations to enhance experiences for both residents and visitors.
- **Harnessing the unique opportunities of the visitor economy** is a strategic priority for Horsham. Tourism across West Sussex generates £2 billion annually and supports over 36,000 jobs. Horsham, with its distinctive historic market town character, strong transport links, and proximity to the South Downs National Park, is well-positioned to expand its already buoyant year-round visitor offer.
- **The creative, cultural, and digital industries** in the region are growing five times faster than the UK average and contribute £109 billion to the national economy, employing over one million people. The refreshed Growth Deal aims to capitalise on these strengths by encouraging investment in town centres increasing the footfall in public spaces and dwell time can uplift average spend per visit in local shops and restaurants.
- **Enable the creation of connected places** – sustainable transport initiatives like improved pedestrian access, enhanced lighting, new cycle routes and bus priority on key corridors to support faster and more reliable journey times particularly at peak hours are expected to boost town centre vibrancy, attract new businesses, and support inclusive and sustainable economic growth.



3

Sources of funding

Above: Horsham Bus Station

Possible sources of funding include (but not limited to):

Developer Contributions such as Section 106 and or Community Infrastructure Levy	OPE Programme and Brownfield Land Release Fund
Central Government allocations from sources such as UK Shared Prosperity Fund	WSCC and HDC capital programmes
Department for Transport bus	Capital or revenue funds prioritised by partners
Partnership revenue and capital contributions	Arts Council England
Heritage lottery grant	Sports England
Pooled Business Rate (PBR) retention scheme	Homes England
	Sussex & Brighton Strategic Authority

This partnership deal aims to deliver value for money, to be efficient, effective and proactive in attracting investment and facilitating growth across Horsham to the benefit of its residents.



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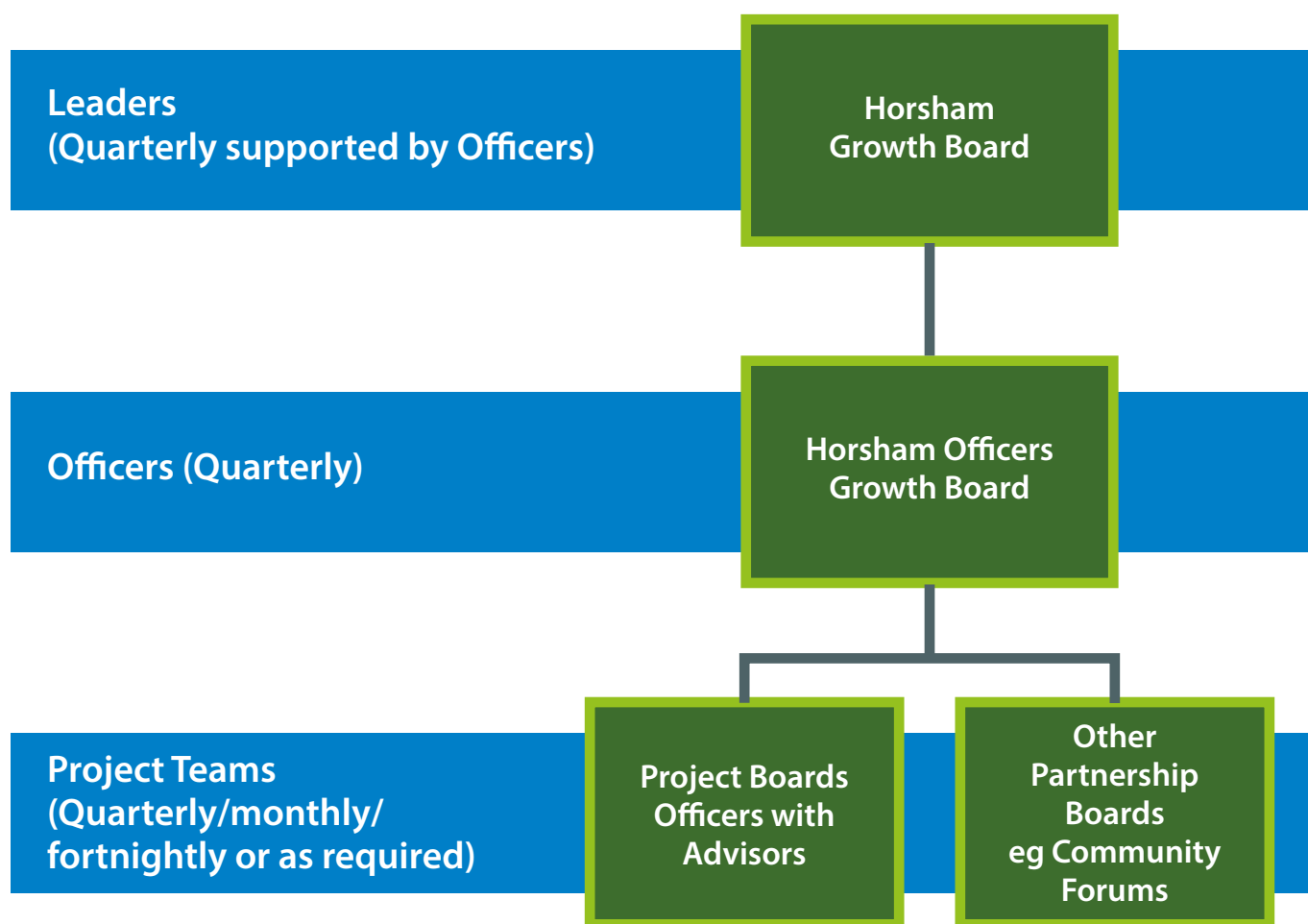
Governance

Above: Steyning high street

The Governance Framework will ensure that the Growth Deal principles are achieved, and the Growth Deal priorities are effectively progressed. The diagram below reflects the hierarchy of programme governance and Appendix B outlines the role of each layer.

Priorities and ways of working highlighted in this Growth Deal do not remove or alter the Councils' statutory duties and do not suggest or represent any pre-determination with respect to planning issues. The statutory planning process will be progressed as required for all proposals identified. Some issues and items will be commercially or politically sensitive and, in such instances, handled within each of the Councils' established internal procedures and with appropriate confidentiality.

A joint communications strategy will be agreed to ensure that the Councils work jointly to keep media, partners, stakeholders, and residents informed of progress. Press releases and external communications will be jointly agreed prior to issue. The Growth Deal will be reviewed initially after six months and then annually with any proposed amendments being agreed by Leaders, Cabinet Members and Chief Executive Officers. Local Councillors will be engaged when appropriate on a project-by-project basis.



Appendix A

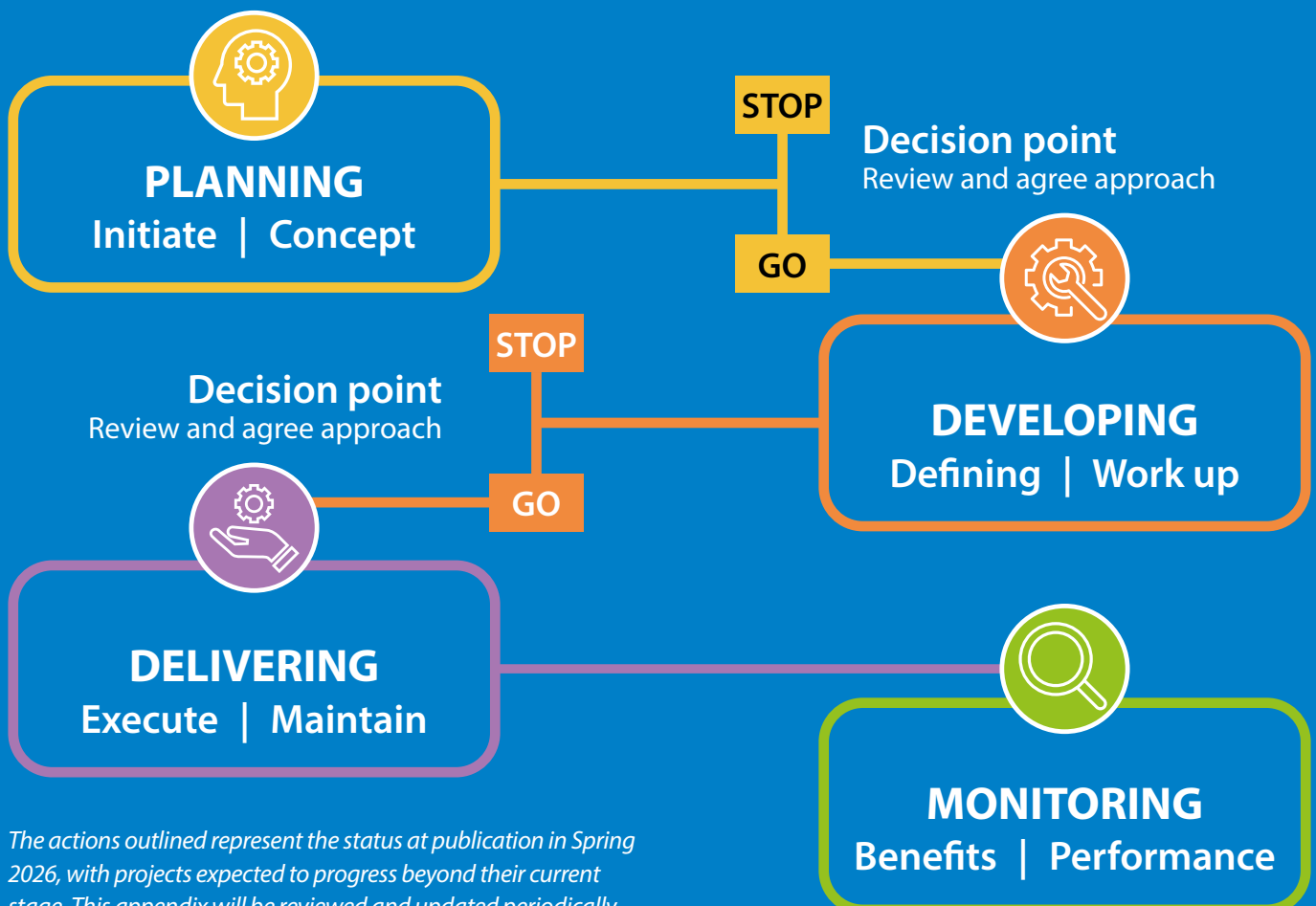
The priorities

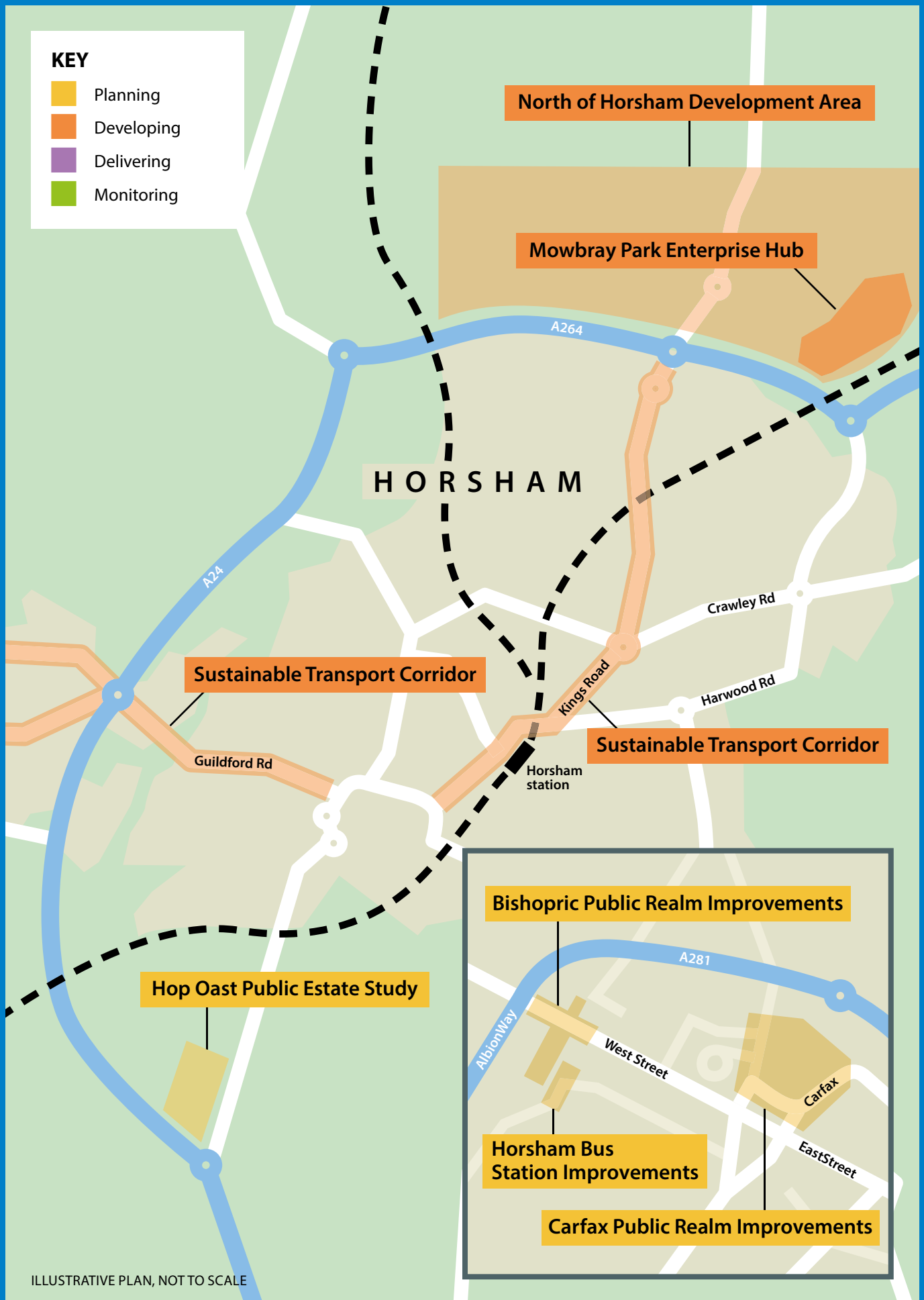
WSCC and HDC have worked collaboratively with respective internal business groups to develop a long list of themes and projects that would support the progression and delivery of joint ambitions within the Growth Deal. Through an established scoring mechanism, the authorities have reviewed the strategic objectives, outcomes, budgets, resource, stakeholder support and relative deliverability of a range of schemes to arrive at the priority projects set out below and agreed between the two authorities.

The table below identifies the priorities for the agreed project with an Action Plan in **Appendix A** identifying key stages and steps required to progress the priorities identified within this Growth Deal. A range of service areas within the councils may be responsible for the delivery of a specific project and they may also operate their own prioritisation process. The overall aims of each priority are outlined in the Action Plan alongside the shared approach the councils will take to support and, where appropriate, manage and monitor the progression of associated projects.

The Action Plan identifies key decision points – projects will only be progressed beyond key decision points when the appropriate governance processes have been completed within each council.

Each project will be at a different stage, as illustrated below, and will be developed in accordance with respective Council's governance cycles.





The Horsham Growth Deal 2025–2030: Key Priorities

Priority Project

1	Mowbray Park Enterprise Hub
2	Sustainable Transport Corridor (Broadbridge Heath and Mowbray Park)
3	Better Billingshurst Improvements
4	Regional Abattoir Resource
5	Bishopric Public Realm Improvements
6	Horsham Bus Station Improvements
7	Carfax Public Realm Improvements
8	Hop Oast Public Estate Study
9	Zero Emission Bus Operation Study

Billingshurst signpost

Horsham Key Priorities Ledger

West Sussex Economic Strategy

Enterprising Horsham – Creating Sustainable Prosperity Across Horsham District

	Boost productivity growth, investment, and innovation	Attracting Investment Securing physical and digital infrastructure and attract businesses to our employment sites and workspaces.
	Ensure that we have a dynamic and skilled workforce	Enhancing the Skill Base To meet the needs of businesses and aspirations of local communities whilst addressing the current challenges within the labour market.
	Boost green innovation, enhance natural capital and support the transition to net zero	Securing Green Prosperity Ensuring that sustainability principles underpin all elements of the local economy.
	Deliver new development and infrastructure and maximise the benefits of our international transport hubs	Nurturing Business Development Focused business support and alignment of Council services behind the economy.
	Sustain our distinctive and vibrant places and grow our visitor economy	Creating and Curating Sustainable Quality Places Recognising the important role all our towns, rural communities and countryside play in building communities and attracting visitors and investors.

Millennium Sundial, The Forum

Project and theme	Action Plan	Lead Authority
Mowbray Park Enterprise Hub		
   <i>Supporting themes: 1, 2, 4</i> Attracting Investment Enhancing the skill base Creating and Curating Sustainable Quality Places Nurturing Business Development Deliver a new Enterprise Hub at Mowbray Park to provide flexible workspace for start-ups, SMEs and innovation-led businesses, supporting high-value employment growth and business formation in Horsham District. Strengthen links between local businesses, education providers and innovation partners to foster entrepreneurship, skills development and sector growth aligned with the West Sussex Economic Strategy and Enterprising Horsham priorities. Support delivery of the North Horsham strategic development area by providing modern employment space and enabling new economic activity.	• Work with partners including WSCC, developers and innovation organisations to define the concept, scale and delivery model for the Enterprise Hub • Undertake feasibility, site planning and market demand analysis to confirm workspace requirements and business support provision • Explore potential partnerships with organisations such as Sussex Innovation, local colleges and universities to support start-ups and scale-ups • Identify capital and revenue funding opportunities including public sector investment, pooled business rates, developer contributions and external funding streams • Develop the business case, governance arrangements and delivery programme for the Enterprise Hub • Progress planning, design and procurement stages required to bring the facility forward	HDC
Sustainable Transport Corridor (Broadbridge Heath and Mowbray Park)		
  <i>Supporting themes: 3</i> Securing Green Prosperity Enhance and strengthen sustainable and active travel provision and support delivery of the WSCC Sustainable Transport Corridors. Work with partners to develop designs and cost estimates for specific routes that link Broadbridge Heath and Mowbray Park with Horsham town centre.	• Promote and prioritise sustainable transport links that help mitigate existing and planned housing and development • Develop and deliver opportunities highlighted in the Horsham Local Cycling and Walking Improvement Plan • Bring forward WSCC and HDC opportunities with integrated sustainable transport options • Investigate potential future funding sources • Work with partners to secure funding • Develop a programme for detailed design and contract/procurement for the identified route interventions	WSCC (Transport Planning, Growth, Highways Planning)

KEY


Planning



Developing



Delivering



Monitoring

Project and theme	Action Plan	Lead Authority
Better Billingshurst Improvements		
  <i>Supporting themes: 3, 5</i> Creating and Curating Sustainable Quality Places Securing Green Prosperity Community Fund and Investment Programme covering five themes: • Community Facilities • Green Infrastructure, Open Space and Recreation • Sports Facilities • Sustainable Travel and Movement • Village Centre Parking and Public Realm Improvements	• Stage One: Community Consultation on the Better Billingshurst Projects • Stage Two: Review of Projects and Community Consultation Reporting • Stage Three: Project Prioritisation Meeting • Stage Four: Detailed Project Assessment and Development (Stages 1-3 completed) • Stage Five: Project Ratification • Stage Six: Project Progression and Reporting	HDC
Regional Abattoir Resource		
  <i>Supporting themes: 1, 2</i> Attracting Investment Nurturing Business Development Support the development of a modern regional abattoir facility to strengthen the resilience of the local and regional livestock supply chain and support the rural economy across Sussex and the Southeast. Enable sustainable, shorter food supply chains by improving local processing capacity for livestock producers, reducing transport distances and supporting high welfare and environmental standards. Facilitate collaboration between local authorities, industry partners and rural stakeholders to secure long-term infrastructure for the land-based sector.	• Work with industry partners, local authorities, the NFU and rural businesses to support feasibility and delivery of a regional abattoir resource • Engage with WSCC, neighbouring authorities and regional stakeholders to identify suitable locations, infrastructure requirements and planning considerations • Support commissioning and review of market and viability studies to demonstrate the economic and environmental benefits of a regional facility • Identify potential funding opportunities including public sector investment, rural economy programmes and private sector partnership funding • Maintain strategic engagement with government bodies, industry organisations and future mayoral or combined authorities to raise the profile of the project and secure support • Facilitate coordination between partners to progress planning, delivery and long-term operational sustainability of the facility	HDC

Project and theme	Action Plan	Lead Authority
Bishopric Public Realm Improvements		
  <i>Supporting themes: 5</i> Creating and Curating Sustainable Quality Places Improve the look and feel of the area. Make it safer and easier for people walking, wheeling and cycling. Increase footfall and encourage more people to visit the area. Support local businesses and encourage commercial regeneration.	• Develop and agree detailed designs with partners to complete RIBA Stages 3A and 4 prior to Stage 5 Start on site scheduled for October 2026 • Overall scheme to be costed at Stage 3A and Stage 4 • Overall funding package to be agreed	HDC
Horsham Bus Station Improvements		
  <i>Supporting themes: 3</i> Securing Green Prosperity WSCC/BSIP will develop proposals and delivery strategy for improvement to the Horsham Bus Station that tie into and complement the wider HDC Public Realm Improvements objectives. The key objective for the bus station improvements is to deliver additional capacity for service and passengers to reflect wider growth in population and demand.	• To develop an approved design and budget to improve the operating capacity and safety of the current Horsham Bus Station • Consider how the proposals accommodate active travel through the Worthing Road to the Bishopric to reflect the wider Horsham Town Centre Public Realm objectives • Develop a delivery strategy and budget to deliver the Bus Station Improvements via the BSIP and Horsham Growth Deal	WSCC (Growth, Passenger Transport, Highways Planning, Estates), Bus Operators
Carfax Public Realm Improvements		
 <i>Supporting themes: 5</i> Creating and Curating Sustainable Quality Places Improve the look and feel of the area. Make it safer and easier for people walking, wheeling and cycling. Increase footfall and encourage more people to visit the area. Support local businesses and encourage commercial regeneration.	• Develop and agree detailed designs with partners to complete to RIBA 4 Stage only, pending future funding for delivery	HDC

KEY


Planning



Developing



Delivering



Monitoring

Project and theme		Action Plan	Lead Authority
Hop Oast Public Estate Study			
 	<i>Supporting themes: 3, 4</i> Securing Green Prosperity Attracting Investment Maximise public assets and estate for new development that supports regeneration objectives and economic activity. Deliver homes or commercial space/colocation opportunities in brownfield locations where land is surplus to requirements. Promoting sustainable travel.	• Work together to initiate a fundamental review and options appraisals on the existing public estate including carbon and condition surveys • Identify opportunities for estate rationalisation and co-location of services that support an economic rationale or regeneration • Develop existing publicly owned sites that meet local regeneration and asset management objectives including at Hop Oast • Work with Partners to scope and commission options, feasibility and viability studies to develop surplus sites • Identify future development sites that could be optioned for delivery	WSCC (Growth, Estates), HDC (Estates)
Zero Emission Bus Operation Study			
	<i>Supporting themes: 3</i> Securing Green Prosperity Identify the Infrastructure required to facilitate the extension of zero emissions bus service through Horsham District. Identify potential land/space that could accommodate a bus depot and the infrastructure required to support maintenance, storage and distribution appropriate to support zero emission buses. Develop a feasibility study, in liaison with WSCC Passenger Transport and local Bus Operators, to clearly identify the requirements, options and benefits for suitable infrastructure to support the extension of zero emissions bus service through Horsham District.	• Work with regional bus operators to develop an outline of site requirements for infrastructure required to facilitate the extension of zero emissions bus services including potential corridors that would support such routes • Engage WSCC, HDC and Public Estate Partners to undertake an asset review, identifying potential surplus land • Review current and emerging district plan allocations to identify sites that may have the potential to accommodate suitable infrastructure • Work with regional bus operators to scope and commission a feasibility study to consider and identify requirements, options and benefits for suitable infrastructure to support the extension of zero emissions bus service through Horsham District	WSCC (Growth, Passenger Transport, Highways Planning, Estates), Bus Operators, HDC (Estates)

Appendix B

Governance roles

The Growth Board will comprise senior officers of the two Councils (including the Chief Executive at HDC and the Executive Director of Communities at WSCC) as well as responsible officers from both. The Board will meet at least quarterly or as required.

The Horsham Growth Board

The Growth Board, comprising Executive Officer and Officers of the councils, meet quarterly to:

- Provide strategic leadership and direction to the Growth Programme
- Ensure the alignment of investment to support the delivery of the Growth Programme
- Monitor growth projects, considering progress made and if required agreeing remedial action to enhance delivery
- Examine new opportunities to progress strategic growth projects, ensuring joint governance decisions and project initiation are taken as appropriate where projects involve a clear partnerships approach
- Be apprised of issues and obstacles affecting project delivery, agreeing action to boost progress where appropriate
- Support the development of project teams to ensure the appropriate combination of officer input and expertise in key disciplines is achieved.

Horsham Officer Growth Board

Officers led Horsham Growth Board, comprising of respective Council partnership directorate and services: Growth and Communities, Regeneration and Place and Economy team representatives to meet quarterly and will:

- Consider the progress of projects across the Growth Programme to inform reporting to the Growth Board
- Make recommendations to the Growth Board on investment and intervention options and individual projects teams in relation to proposals during the option design and development stages to provide constructive guidance and impetus.

(Management activities form part of the wider remit of the Horsham Programme Delivery).

Individual Project Teams

The individual project teams will drive forward the delivery of the Growth Programme. The arrangements of individual project teams and project management techniques used will be fit for purpose and proportionate to the scale and complexity of the growth project. Project Teams will involve a lead officer and other officers providing technical input. Stakeholder engagement and communication, also proportionate to individual projects, will enable the effective communication, assist in timely decision making, support the Councils' statutory functions, and input to other functions, where required.

Other Boards, Committees and Partnership Forums

A range of other wider Boards, Committees and Partnership Forums are likely to have an interest, function, or involvement in the progression of the growth projects identified within the Growth Programme, such as Horsham Business Improvement District (BID) together with the town and parish councils within the District.

Resources will be focused on delivering the priorities identified within the Growth Programme and therefore support to other such boards etc. and governance structures will be limited to occasions where support is critical to progress the Growth Programme.



Historic house, Horsham

