

# West Sussex Rural Strategy 2007-17

## **West Sussex Rural Strategy 2007 - 2017**

Commissioned by West Sussex County Council and West Sussex Rural Partnership

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## **1.0 Introduction**

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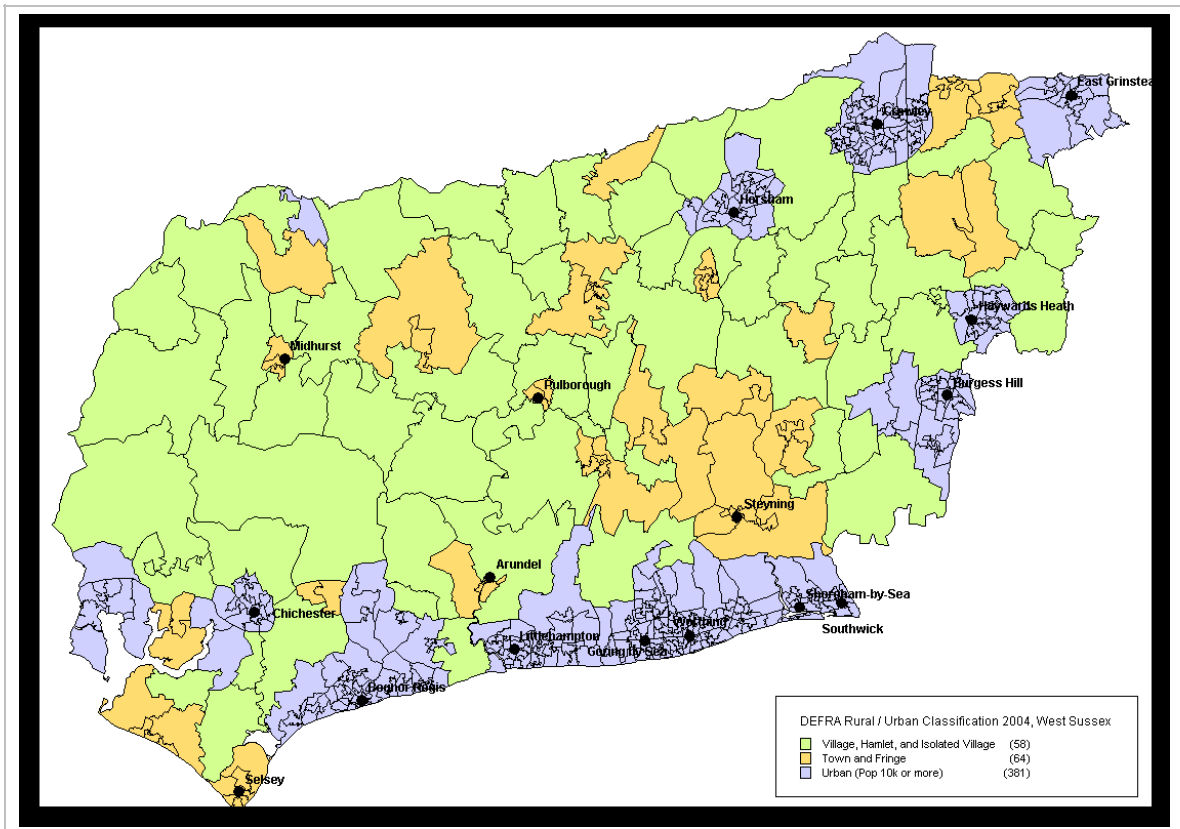
### **1.1 The Rural Strategy**

ECOTEC Research and Consulting Limited were contracted by West Sussex County Council on behalf of the West Sussex Rural Partnership, in September 2006 to produce a Rural Strategy for the period 2007 – 2017. The project was defined as follows:

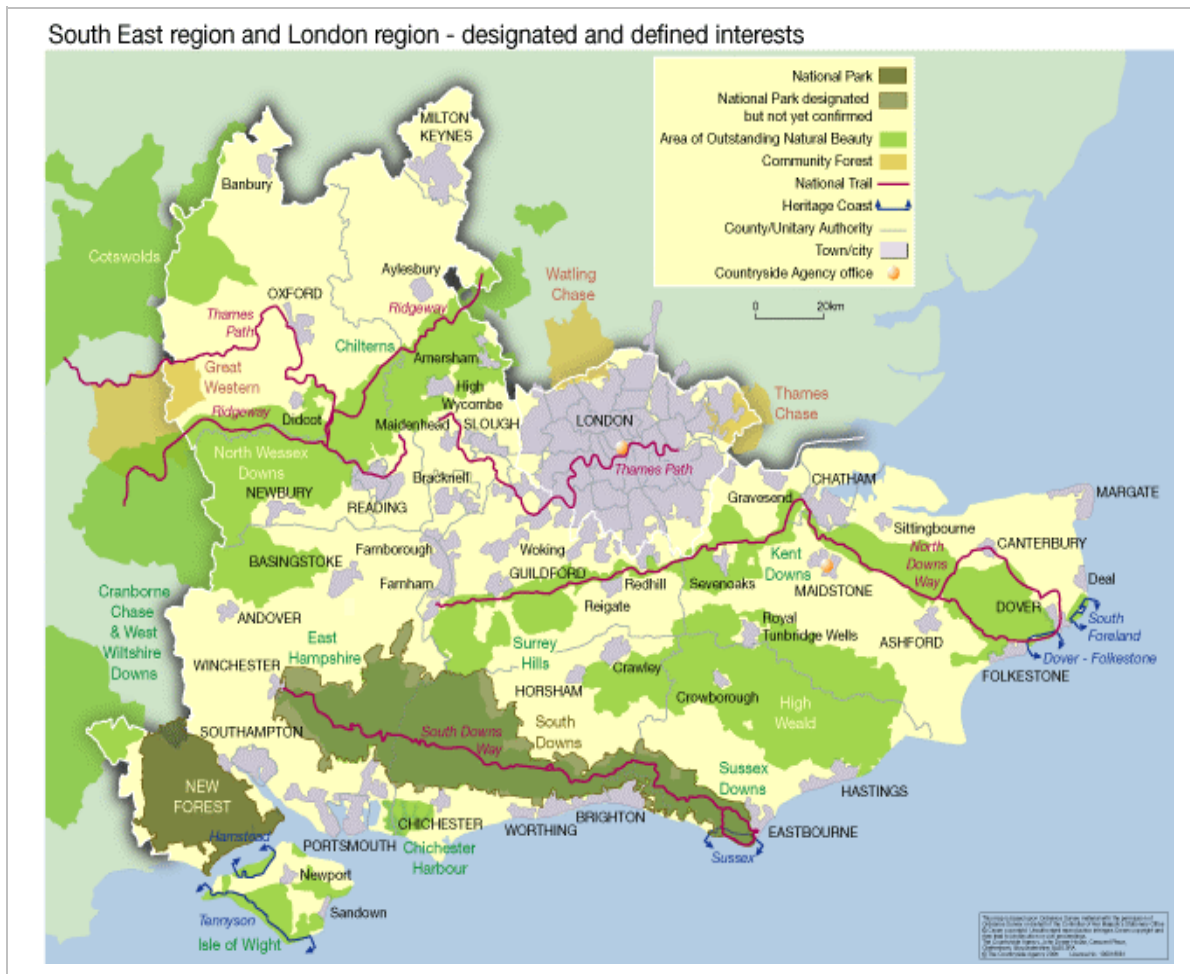
- Draw together an assessment and overview of West Sussex rural areas, using existing data analysis, setting out their economic, social and environmental position. This has been done using the Defra definition of rural areas and including comments on how this relates to the West Sussex situation and any recommendations to refine the definition.
- Consider information available on the services delivered in rural areas by West Sussex stakeholders and the strategic direction of those services and evaluating the gaps in those services and areas for improvement.
- Produce a concise strategy and action plan ready for consultation with stakeholders. The consultation process to be undertaken by the County Council and the West Sussex Rural Partnership.

1.1.1 This Strategy document builds on the County Rural Profile June 2007 and Rural Policy and Delivery Review, June 2007, both produced as separate research papers by ECOTEC Research and Consulting appended to this document. The Rural Strategy is designed to be cross-referenced with the accompanying two Review Papers to provide a full context for the Strategy.

Figure 1.1 West Sussex Rural / Urban Classification 2004



**Figure 1.2 South East region and London region**



- 1.1.2 In order to direct rural based activities over the next 10 years, the Rural Strategy proposes the development of a clear vision for the rural parts of the County which is based upon a vision drafted by the West Sussex Rural Forum
- 1.1.3 The Strategy outlines a series of key Strategic Objectives based upon the input undertaken by the County Council and its partners on the West Sussex Rural Partnership, which have been developed and confirmed after consultation with key stakeholders listed in Appendix one. The objectives are based around three key themes for the growth and development of rural areas as set out in the government's DEFRA Rural Strategy 2004:
- Economic and Social Regeneration.
  - Social Justice for all.
  - Enhancing the value of our countryside.

- 1.1.4 The key objectives have been cross referenced with priorities stated in the five key Strategies and Delivery Plans relating to the growth of the County and the rural South East:
- South East Rural Delivery Plan.
  - West Sussex Economic Strategy.
  - Community Strategy for West Sussex
  - The emerging West Sussex Environment Strategy 2008
  - The Community Strategies for the Seven District and Borough Councils in West Sussex
  - The draft Action Plan drawn up by West Sussex Rural Forum in 2003
- 1.1.5 Following on from this statement of Aims and Objectives, the West Sussex Rural Partnership will develop a key Action Plan which will set out under these priorities a series of Actions which are designed to achieve the vision and Aims.
- 1.1.6 The purpose of this Strategy is two fold:

**First**, to set out clear Strategic Objectives and priorities for the County based upon the analysis of the needs identified within the County Rural Profile 2007.

**Second**, to provide the basis for developing a Rural Action Plan

It is important that the Strategy influences both National/Regional policy and local policy and action, for example the Local Development Frameworks (LDFs), Sustainable Communities Strategy and the Local Area Agreement (LAA).

## 2.0 Vision and Strategy

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### 2.1 A Vision for rural West Sussex

- Needs to build upon the visions and policies already adopted within the County;
- Build consensus and involve as wide a group of stakeholders as possible;
- Is iterative in that it needs to be both aspirational but also attainable and, therefore, needs to be reviewed on a regular basis to ensure they remain future focused and challenging.

#### 2.1.1 The Governments vision for their Rural Strategy is

**"Our vision is of a living, working, protected and vibrant countryside. Not an outdated, picture-postcard version, but one where people have access to the jobs and services they require. We want to give a fair deal in public services, to support a diverse and successful rural economy, and to protect and enhance the environment. We want a countryside which can shape its own future, with its voice heard by Government at all levels."**

John Prescott & Nick Brown  
Our countryside: the future (MAFF/DETR 2000)

#### 2.1.2 The following statement was developed, in draft form, by the West Sussex Rural Forum, which will be the starting point for the vision for the rural areas of the county:

**"Rural areas of West Sussex have a culturally diverse landscape from the Low-lying Weald and Coastal Plain to the High Weald and South Downs. That landscape is characterised by large urban areas in the North East and the coastal strip, with market towns and villages spread across the rest of the County.**

**The aim is to retain and enhance that quality of landscape by keeping rural areas environmentally active and vibrant and socially inclusive. In order to achieve this we need to help maintain engagement in community life of all ages and backgrounds, to encourage volunteering and involve the young from an early age. Raising awareness of what makes Rural West Sussex will help to conserve it.**

**Vibrant communities supported by local government at Parish level will encourage people to become involved and to set their own agendas informed by County, Regional and National priorities. Rural communities can only survive if they receive the support they need at all levels. Government Policy must be rural proofed so that it does not have a negative effect on rural areas.**

**The survival of the rural landscape we love depends on land management, which needs to be economically viable and sensitive to the landscape character– we need to ensure that for example, Farming and Forestry can continue. One way to help is to ensure a local market for their products. We also need to ensure that landscape character becomes the criteria by which all development and landscape changes are judged. If the proposals conserve or enhance the landscape character then they should be allowed.**

**A village community needs a reason to keep people there or attract visitors. The rural landscape is not enough to attract the whole age range and if we wish to maintain balanced rural communities we need to ensure that services, work and entertainment can be easily accessed from rural areas. If not then we may need to accept a natural movement of our young from rural to urban areas to earn a living and return to rural areas once they can afford to buy a rural property with the social consequences this will bring. We also need to keep a constant awareness of the intimate link between the rural and urban areas and enabling that movement between the two."**

2.1.3 This statement, together with the policies, priorities and visions expressed in other county and regional statements and strategies are what the objective setting and action-planning sections of the Strategy have been based upon.

## **2.2 Key issues**

2.2.1 The Key issues summarised from the consultation are

### **3.0 Economic**

- Land based industries and their future.
- Enable the opportunity for developing Home Based business
- Support for diversification.
- The role of market towns and their future.
- Housing affordability.
- The development of local markets and local products.

- **Social and Community**

- Rural deprivation.
- Delivery of services.
- Access to services (including transport, broadband).
- Cohesion of rural communities.
- Access to the Countryside for recreation, health and education.

- **Environmental:**

- Landscape conservation.
- Historic environment management and access.
- Conserving biodiversity.
- Other sustainability issues – water conservation, energy efficiency, renewable energy.

3.1.1 The following paragraphs give more detail to these issues which, are based on the outcomes of the research undertaken for the Rural Profile, the Policy and Delivery Review and subsequent consultation.

- Overall, some rural areas of West Sussex are affluent, with little in the way of the problems caused by unemployment or deprivation, and incomes are generally high. However, this overview often masks small pockets of deprivation caused principally by a lack of access to services.
- Rural parts of the county have proven to be a desirable place to live, with the population growing rapidly particularly among those age groups likely to command higher disposable incomes. This will have benefited local service economies, but is likely to have helped contribute to high house prices. Affordability is an issue for those on low incomes, and it is important to consider how the supply of affordable housing can be boosted to ensure that low income workers and first time buyers are not excluded from housing services while ensuring that the character and quality of rural areas is not lost. House prices at over 7 times average salary make it difficult to obtain mortgages.
- The economic contribution of rural areas to the county is relatively small, accounting for just 17 % of total employment. Rural residents need to out-commute, so transport accessibility (particularly for the small proportion that do not own a car) is crucial for those residents with low incomes who need to access jobs in service centres. While unemployment is low, and the labour market operates efficiently for most, there is an increasing group of long term unemployed residents, and accessibility issues may be an important contributing factor. Job brokerage and training projects that are tailored to the

demands of remote rural areas could help ensure that long term unemployment does not become a severe problem in the future. See Rural Profile for details.

- Since 2004 with the accession of the A8 countries to European Union, the county has seen a significant influx of migrant and seasonal workers from Eastern Europe, particularly to the coastal districts of Arun and Chichester. The predominant nationalities are Polish, Lithuanian and Latvian and the pre-existing population of Portuguese migrants has been augmented. Many migrants live in Arun and work in Chichester District area, often in horticulture and agriculture as well as manufacturing and food production
- Estimating numbers of migrant workers resident in West Sussex is difficult due to insufficient national recording processes. However, as an example, it is estimated that in excess of 5% of all people working across both Chichester and Arun districts are now migrant workers from A8 countries indicating the scope of the influx. Key issues arising are lack of ability to access key services due to the language barrier and lack of integration into settled communities and the resulting tensions
- Transport infrastructure is strong in the east and south of the county but weaker towards the west, and travel options are limited for these residents. Although flexible bus provision provides additional transport services, these will be less efficient than direct links and may not be entirely suitable for commuting purposes. Services, including education, leisure and health are also not so prevalent in the western part of the county meaning choices may be limited. Opportunities to improve the transport and education infrastructure are likely to be challenging and boosting the quantity of local jobs may be difficult without either damaging the character of rural areas and demand for employment floorspace may be low in remote areas. However with the increased accessibility of good quality broadband, it may be possible to stimulate a growth in working from home and home based business. In some areas, such as Horsham District, research shows that there are a high number of both home workers and home based businesses.
- Demand for community facilities within small towns and villages are typically high, expressed through local parish planning processes and market town action plans. However, this is set against a continuing decline in rural service provision, for example shops, post offices, public houses – arguably accelerated by the increasing attractiveness of rural settlements for commuters who do not rely upon local services.
- West Sussex benefits from a high quality environment including the designation of over fifty percent of the County as Areas of Outstanding Natural Beauty, Nature Reserves, and SSSIs, and there are a number of attractions to enhance

the draw of the county for the visitor economy. This has benefited local residents, and may act as a counterbalance for the declining labour demand from agriculture, with the tourism sector accounting for 14 % of employment in 2004. However, the visitor economy sector does not offer high incomes, and this may help encourage a concentration of individuals at the lower end of the income distribution for whom the remoteness of rural areas creates difficulties. The question of National Park status for the Sussex Downs AONB remains, at this point, unresolved. The eventual decision will clearly have implications for arrangements for countryside management and recreation in the downs and western heathlands.

## **3.2 Strategic aims and objectives**

The 17 Objectives set out overleaf, under 3 Strategic Aims, result from the reviews undertaken of policies and delivery planning documents at national, regional, county and local levels.

### **3.2.1 Economic and Social Regeneration**

**AIM: TO CREATE AND MAINTAIN A THRIVING RURAL ECONOMY, CONTRIBUTING FULLY TO THE PROSPERITY OF THE COUNTY AND WIDER SOUTH EAST REGION.**

**Objective 1** – to ensure that rural West Sussex is an excellent location for businesses to thrive in

**Objective 2** – to support the land based sector, through adding value and enabling diversification into non-agricultural activities

**Objective 3** – to provide opportunities for local people and communities by raising the levels of skills and education across West Sussex

**Objective 4** – to provide and encourage investment in Small Rural Towns across West Sussex so they can be sustainable and viable places for businesses to locate.

**Objective 5** – to improve the transport and communications infrastructure across rural West Sussex

**Objective 6** – to maximise and support the integration of migrant and vulnerable workers into the economy across rural areas in West Sussex

### **3.2.2 Social Justice for All**

#### **AIM: TO CREATE AND MAINTAIN VIBRANT, SUSTAINABLE RURAL COMMUNITIES**

**Objective 7** – to improve access to services and facilities

**Objective 8** – to address issues of affordability in the rural housing market to enable more local people to live and work within their communities and to work towards the aim of creating sustainable communities

**Objective 9** – to ensure small rural and coastal towns evolve as essential hubs for service delivery and availability

**Objective 10** – to improve access to Health care services in rural communities and to work towards improving the health and well being of all through improved provision, promotion and social inclusion

**Objective 11-** to improve access to key services and community facilities available to local people, both those located within communities, or through outreach and those accessible via public or community transport.

**Objective 12** – to provide opportunities for young people to ensure they are not disadvantaged by living in rural areas and to enable them to play an active role within their communities.

**Objective 13** – to maximise the role which older people play within rural communities, and support their ability to influence the delivery of services and activities of service providers ensuring equality for everyone.

**Objective 14** – to improve community safety in rural communities and undertake measures, which provide greater security, particularly for the most vulnerable in society

### **3.2.3 Enhancing the Value of our Countryside**

#### **AIM: TO MAINTAIN A HIGH QUALITY RURAL ENVIRONMENT THAT IS ACCESSIBLE TO ALL.**

**Objective 15** - to ensure that sustainable development objectives are integrated into all development activity across rural West Sussex, with priority given to economic development that helps maintain the landscape.

**Objective 16** – to support and enable rural and coastal areas to make a full contribution towards reducing the effects of and adapting to climate change

**Objective 17** – to ensure that the countryside of West Sussex is accessible to all for purposes of health improvement, outdoor recreation and education

**Objective 18** – to conserve and enhance the natural resources of the County including safeguarding the distinctive landscapes and habitats of our designated and protected areas

The Strategic Objectives and their linkages across to key Strategies for the Region and County are summarised in the table below:

The First column also sets out the Local Area Agreement National Indicators that cover that particular objective. The indicators are set out by Government and are seen as areas the country as whole needs to address. The Local Authorities will have to try and achieve a set of these, some prescribed by Government, some selected by the Local Authorities and some created specifically for the local circumstances.

The second column sets out the Strategic Objective for the West Sussex

The third column sets out what is said in the South East Rural Delivery Plan, i.e. the priorities at a regional level

The forth Column sets out the West Sussex Economic Strategy operational Objectives

The fifth Column sets out the link to objectives in the West Sussex Community Strategy

The sixth column sets out the links with the District and Borough Community Plan; this shows where the Districts and Boroughs have highlighted an issue in their plan.

**Table 2.1 Strategic Objectives and Linkages**

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
Economic and Social Regeneration  National Indicators for the LAA (LAA NI)  3 5 7 138 172 173	OB1: to ensure that Rural West Sussex is an excellent location.	Increase the number of business start-ups in rural areas.  Understand what the perceived barriers are to economic growth in rural areas.	To gather information and intelligence about the county's rural economies.  To invest in activities that enhance the prosperity of rural economies	Introduce different ways of creating 'a sense of West Sussex'.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB2: Support the land based sector.	Take advantage of & foster confidence in opportunities for innovation. Increase proportion of land-based businesses involved in value added activities & non-food crops.  Implement the economic objectives contained in the regional Sustainable Farming & Food delivery plan & Regional Forestry Framework.  Identify the reliance of land-based businesses on seasonal workers.	To invest in activities that enhances the economic role of rural character and heritage.	Plan proactively to change attitudes and assist in developing sustainable communities.	Identified by Horsham DC, Mid Sussex DC

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
LAA NI 151	OB3: Raise levels of skills and education.	Develop and maintain an appropriately skilled workforce to support long-term competitiveness.	To invest in activities that affords rural residents opportunities to gain new skills.	Work with employers and schools, FE, HE, and adult education, to improve the skills of their workforce for the benefit of the company/individual/economy.  Increase early year's education and childcare provision to support both children's development and parent's access to study and employment.	Identified by Chichester DC, Crawley BC, Horsham DC, Adur DC, Arun DC
	OB4: Invest in Small Rural Towns.	Ensure Local Development Frameworks support rural communities.  Recognise the contribution of the historic environment to the quality of life in the rural south east.	To invest in activities that enhances the economic role of rural character and heritage.	-	Identified by Adur DC, Mid Sussex DC, Chichester DC,
LAA NI 140 LAA NI 175	OB5: Improve transport and communications.	Address the challenge of the scattered nature of rural social exclusion.	-	Improve publicly accessible transport, encouraging use by making it more affordable and desirable.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
LAA NI 13	OB6: Maximise support for Migrant Workers	-	-	-	Identified by Arun DC and Adur DC

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
	within the economy of rural areas.				
Social Justice for All	OB7: Improve access to services and facilities.	<p>Develop more social enterprises to reduce deprivation/ increase Quality of Life.</p> <p>Improve access to financial services and services</p> <p>Support rural communities to improve service availability.</p>	-	Support the delivery and development of services in communities, which reduce the need to travel.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
LAA NI 154 LAA NI 155 LAA NI 158	OB8: Address issues of affordable housing.	<p>Improve the regional evidence base on the need for affordable housing.</p> <p>Have enough homes in the right place and of the right standard for rural communities to thrive.</p>	-	Implement innovative ways to reduce the shortage of affordable housing.	Identified priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB9: Ensure market towns evolve as essential service hubs.	Support rural communities to improve service availability and social infrastructure.	-	Support the delivery of services in communities, which reduce the need to travel.	Crawley BC, Chichester DC, Mid Sussex DC, Horsham DC, Adur DC, Arun DC all identify as a priority

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
	OB10: Improve health and well-being.	Address the challenge of the scattered nature of rural social exclusion.	To ensure that all investments and activities apply the principles and practices of social equity & give rise to social and community benefits.	<p>Enhance health and well being through prevention, promotion &amp; social cohesion</p> <p>Provide support for families, children and older people through multi agency action.</p> <p>Create environments conducive to better health.</p>	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB11: Improve access to key services and community facilities.	<p>Support rural communities to improve service availability</p> <p>Address the challenge of the scattered nature of rural social exclusion</p>	To ensure that all investments and activities apply the principles and practices of social equity & give rise to social and community benefits.	Support the delivery of services in communities, which reduce the need to travel.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
LAA NI 34 55 56 57 164 72-109 110 or 120 166 198	OB12: Improve opportunities for young people.	Find innovative ways of supporting children and young people to access services, employment and leisure.  Address the challenge of the scattered nature of rural social exclusion and reflect in plans and target resources.	To ensure that all investments and activities apply the principles and practices of social equity and give rise to social and community benefits.	Raise aspirations of young people and enable them to gain vocational skills and personal qualities.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB13: Support for older people and equality for everyone.	-	-	Provide support for families, children and older people through multi agency action.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB14: Address crime and community safety.	-	-	Take measures which will reduce crime and boost public confidence about the low incidence of crime in West Sussex.	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
Enhancing the value of our countryside	OB15: Ensure that sustainable development objectives are integrated.	<p>Maintain and improve the quality of the region's rivers and coastal waters.</p> <p>Highlight and build on synergies between key socio economic and environmental objectives in the region.</p>	To ensure that all investments and activities apply the principles and practices of environmental sustainability and deliver environmental benefits.	<p>Use new development as a positive force to promote social, economic and environmental objectives.</p> <p>Plan to change attitudes and assist in developing sustainable communities.</p>	Identified as a priority within all West Sussex's constituent District and Borough Councils Community Plans
	OB16: Climate Change.	<p>Reduce energy use by land-based industry and support land based industries to be sustainable.</p> <p>Use more wood from the region as a source of renewable energy.</p> <p>Minimise the volume of waste.</p>	-	Reduce the rate of growth in household and business waste.	Adur DC, Horsham DC, Mid Sussex DC, Chichester DC all identify as a priority

Theme	Strategic objective	SE Rural Delivery Plan Needs	WS Economic Strategy Operational objectives	WS Community Strategy objectives	District Community Plans
	OB17: Access for All.	<p>Ensure that rural tourism grows.</p> <p>Provide public access to green space/Improve the value provided by green space.</p> <p>Increase the accessibility of the local historic environment to local communities/visitors.</p>	To invest in activities that enhances the economic role of rural character and heritage.	-	Adur DC, Horsham DC, Mid Sussex DC, Chichester DC all identify as priority
	OB18: Conserve and enhance the natural resources of the County.	<p>Protect and enhance the extent and diversity of species and habitats.</p> <p>Maintain &amp; enhance the Regional ancient woodland heritage.</p> <p>Recognise the contribution of the historic environment to quality of life.</p> <p>Promote better management of historic environment assets.</p> <p>Ensure that landscape character is conserved.</p>	To invest in activities that enhances the economic role of rural character and heritage.	<p>Objectives included in the County Landscape Strategy and landscape Character assessment for the whole County.</p> <p>The 2007 Environment Strategy for the County covers these objectives</p>	Adur DC, Horsham DC, Mid Sussex DC, Chichester DC all identify as priority



## **4.0 Action Plan**

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- 4.1 The Plan developed so far will form the framework for the Action plan which will be updated as the Strategy is reviewed. The table builds on the Strategic Aims and Objectives expressed in the previous section and seeks both to summarise those Actions that have already been proposed by stakeholders in the County as well as to propose new Actions to meet Objectives.
- 4.2 The next stage of consultation on the Strategy is to develop the Action Plan during Winter/Spring 2008, as Aims and Objectives are confirmed and resources are further clarified, particularly in relation to the Local Area Agreement. It will be developed in discussion with the stakeholders listed in Annex 1.

**Table 4.1 West Sussex Rural Action Plan**

<b>Economic and Social Regeneration</b>					
<b>Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region</b>					
<b>Strategic Objective</b>	<b>Key Actions Years 1 to 5</b>	<b>Lead Organisation</b>	<b>Partners</b>	<b>Target date</b>	<b>Funding Programmes</b>
Objective 1: To ensure that rural West Sussex is an excellent location for business to thrive in.	- Encourage schemes that support the growth of home-based businesses. For example MicroBiz pioneered in Horsham DC.	District/Borough Councils  Business Link, Start up Co.	Chamber of Commerce Federation of Small Business, Business Link		
	- Investigate the potential for reduced business rates as a means of encouraging rural business growth.	District and Borough Councils			
	- Encourage the development of rural workspace in appropriate locations and, where appropriate, in Local Development Frameworks (LDFs).	District and Borough Councils.	District and Borough Councils, WSCC		
	- Maintain a strong rural theme within the West Sussex Economic	WSEP			

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>Partnership.</p> <ul style="list-style-type: none"> <li>- Develop and support social enterprise, home based and community-based businesses.</li> <li>- Support work with rural tourism businesses to make them more sustainable and to encourage green tourism initiatives.</li> </ul>	<p>StartUp Co, Business Link.</p> <p>Tourism South East, Sussex Tourism Forum.</p>	<p>WSCC, District and Borough Councils.</p>		
Objective 2: To support the land based sector, through adding value and enabling diversification into non-agricultural activities.	<p>Secure better integration and understanding between farmers and customers through a range of marketing and education programmes.</p> <p>Raise customer understanding of the links between farming and food, build a stronger loyalty to</p>	<p>FACE</p> <p>District and Borough Councils</p> <p>AToS</p> <p>NFU, CLBA</p> <p>WSCC District</p>	<p>WSCC, Parish Councils</p> <p>WSCC, District and Borough Councils, Sussex Enterprise, SDJC</p>		

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>stronger loyalty to local produce and raise awareness of the importance of farming and forestry. -, For example though the promotion of local food and drink in the West Sussex Food And Drink Festival</p> <p>Encourage Local Authorities (particularly through LDFs) to support farm-based diversification suitable to the location.</p> <p>Support the development of "A taste of Sussex", and work to promote local brands.</p> <p>Encourage cooperative activity between farmers.</p>	<p>and Borough Councils</p> <p>CDC, WSCC</p> <p>Sussex Enterprise</p>	<p>English Food and Farming Partnership</p> <p>AiRS, Sussex Enterprise</p> <p>Sussex Enterprise, SDJC</p>		

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>Support the growth of local farmers markets in key market towns.</p> <p>Disseminate guidance to farmers and landowners on farm diversification, including findings of the West Sussex Farm Diversification Study.</p>	WSCC	Districts and Borough Councils		
Objective 3: To provide opportunities for local people and communities by raising the levels of skills and education across West Sussex.	<ul style="list-style-type: none"> <li>- Meet the need for early year's education and childcare provision</li> <li>- Investigate opportunities for new Children's Centres.</li> <li>- Investigate opportunities for new Vocational Centres.</li> <li>- Work with rural employers to improve the skills of their workforces, including basic skills for adults</li> </ul>	<p>WSCC</p> <p>WSCC</p> <p>WSCC</p> <p>Sector Skills Councils, LANTRA</p> <p>Natural England.</p>	AiRS		

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>basic skills for adults and ESOL for migrant workers and their own business development skills.</p> <ul style="list-style-type: none"> <li>- Identify key landscape maintenance skills and threats to this skills base.</li> <li>- Improve access to learning for vulnerable adults in rural communities.</li> </ul>	<p>LSC</p> <p>WSCC</p> <p>Chichester College</p> <p>WSCC</p>	<p>AiRS</p>		
Objective 4: To provide and encourage investment in small rural towns across West Sussex so they can be sustainable and viable places for businesses to locate.	<ul style="list-style-type: none"> <li>- Continue to support the small rural towns Programme.</li> <li>- Develop complementary initiatives and activities to support the vitality of town centres.</li> <li>- Pursue appropriate opportunities for</li> </ul>	<p>WSCC, WSEP</p> <p>District and Borough Councils</p> <p>District and Borough Councils</p> <p>WSEP, WSCC, District and Borough Councils</p> <p>District and</p>	<p>AiRS</p> <p>WSCC, WSEP, Sussex Enterprise</p> <p>Sussex Enterprise</p>		

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>opportunities for development around small towns for new business.</p> <ul style="list-style-type: none"> <li>- Encourage initiatives which encourage small rural towns to work together in joint promotional and service delivery activity, for example in relation to tourism marketing.</li> <li>- Encourage development and enhancements of brownfield land for housing.</li> </ul>	Borough Councils			
Objective 5: To improve the transport and communications infrastructure across rural West Sussex.	<ul style="list-style-type: none"> <li>- Encourage bus companies to provide more comprehensive and appropriate services in rural areas.</li> <li>- Encourage the provision of improved</li> </ul>	<p>WSCC</p> <p>WSCC</p>			

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>provision of improved information on services by providers.</p> <ul style="list-style-type: none"> <li>- Undertake parish based transport surveys to identify lack of provision.</li> <li>- Encourage rail companies to make provision for cyclists on trains and at stations.</li> <li>- Assess the opportunities to develop the County's waterways as an alternative mode of transport e.g. Chichester Canal.</li> </ul>	<p>Parish Councils</p> <p>Sustrans</p>			
Objective 6: To maximise and support the integration of migrant and	To help in gaining language skills	CDC and Arun DC			

## Economic and Social Regeneration

**Aim: To create and maintain a thriving rural economy, contributing fully to the prosperity of the county and wider South East Region**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
vulnerable workers into the economy across rural areas in West Sussex.					

## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
Objective 7: To improve access to services and facilities.	<ul style="list-style-type: none"> <li>- Investigate opportunities for innovative interventions to maintain essential rural services provided by the private sector e.g. pubs, shops, garages, and post offices.</li> </ul>	WSCC, AirS	SEEDA		RASP 2008-2010 LEADER 2008-2013
Objective 8: To address issues of affordability in the rural housing market to enable more local people to live and work within their communities and work towards the aim of creating sustainable communities.	<ul style="list-style-type: none"> <li>- Develop further and encourage the use of Village Design Statements &amp; Village Appraisals/Parish Plans.</li> <li>- To encourage incorporation of Village Design Statements into LDF process.</li> <li>- Act on the evidence of Parish Housing Needs Surveys.</li> </ul>	<p>WSCC, District and Borough Councils.</p> <p>AirS, District and Borough Councils</p> <p>WSCC, District and Borough Councils</p>	<p>AirS, SDJC, Parish Councils</p> <p>Parish Councils</p> <p>Parish Councils, Housing Association</p>		

**Social Justice for All**

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<ul style="list-style-type: none"> <li>- Facilitate debates within local communities that address the question of affordable housing provision and act on promoting the need for new stock.</li> <li>- Encourage and advise on new approaches to the use of exception sites and general provision of housing in rural areas.</li> <li>- Ensure issues of housing affordability are addressed in LDF process.</li> <li>- Examine proposals made by the Affordable Rural Housing Commission and policy developments in this area by Defra/CLG and their applicability to</li> </ul>	Councils	Association		

**Social Justice for All**

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	rural West Sussex.  - Support the employment of Rural Housing Enablers as a key means of ensuring communities realise their full affordable housing potential.				
Objective 9: To ensure small market and coastal towns evolve as essential hubs for service delivery and availability.	- Continue to support the Small Rural Towns Programme.  - Ensure that LDF process addresses relevant issues identified in health checks.  - Support the development of Resource Centres in small towns acting as hubs for surrounding villages.  - Address service delivery needs as	WSCC and AiRS  District and Borough Councils	SEEDA		



## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>deprivation amongst varying settlements and all excluded groups.</p> <ul style="list-style-type: none"> <li>- Complete a comprehensive map of people's access to different levels of green spaces and sport/recreational facilities.</li> <li>- Encourage the wider use of green spaces as a resource for improving health.</li> <li>- Encourage the use of healthy transport options, where appropriate, e.g. walking or cycling.</li> </ul>				
Objective 11: To improve access to key services and community facilities	<ul style="list-style-type: none"> <li>- Investigate opportunities for investment in village halls</li> </ul>	AiRS			

## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
<p>community facilities to local people, both those located within communities, or through outreach and those accessible via public or community transport.</p>	<p>halls.</p> <ul style="list-style-type: none"> <li>- Investigate the needs of hard to reach groups from a service delivery perspective.</li> <li>- Provide a central point of information for organizations engaged in community capacity building activity.</li> <li>- Encourage the development of Quality Parish Councils.</li> <li>- Stimulate Parish Councils to undertake Parish Plans and "Healthchecks".</li> <li>- Undertake a review of Rural Proofing practice across County and District based strategic planning and policy development.</li> <li>- Encourage the</li> </ul>				

## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>purchase of local goods and services, and make greater use of these.</p> <ul style="list-style-type: none"> <li>- To have regard for the language barriers faced by migrant workers in accessing key services and encouraging employers and other agencies to address this.</li> </ul>				
<p>Objective 12: To provide opportunities for young people to ensure they are not disadvantaged by living in rural areas and to enable them to play an active and positive role within their communities.</p>	<ul style="list-style-type: none"> <li>- Facilitate focused discussions with young people to identify needs and solutions.</li> <li>- Encourage the creation of more youth groups.</li> <li>- Develop proposals for the growth of Parish based Youth Councils.</li> <li>- Implement an audit</li> </ul>				

## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>of access to youth facilities across rural areas.</p> <ul style="list-style-type: none"> <li>- Support the growth of resource centres in towns and villages, which act as one-stop shops for service delivery and information.</li> <li>- Encourage public transport which link villages with service centres.</li> <li>- Ensure individuals and communities are empowered to help themselves and others.</li> <li>- Ensure everyone has access to local knowledge, information and skills to enable them to make their personal contribution to society.</li> </ul>				

**Social Justice for All**

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<ul style="list-style-type: none"> <li>- To ensure that community cohesion is considered when planning community activity and, where integration of marginalised groups is an issue, take appropriate steps to address this.</li> </ul>				
<p>Objective 13: To maximise the role which older people play within rural communities, and support their ability to influence the delivery of services and activities of service providers ensuring equality for everyone.</p>	<ul style="list-style-type: none"> <li>- Support community transport schemes, which enable older people to access services.</li> <li>- Ensure initiatives designed to support older people outreach to rural communities and are well publicised in those communities and meet needs identified in, for example, parish plans.</li> <li>- Ensure everyone has access to local</li> </ul>				

## Social Justice for All

**Aim: To create and maintain vibrant, sustainable rural communities**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>knowledge, information and skills to enable them to make their personal contribution to society.</p> <ul style="list-style-type: none"> <li>- Ensure individuals and communities are empowered to help themselves and others.</li> </ul>				
<p>Objective 14: To improve community safety in rural communities and undertake measures which provide greater security, particularly for the most vulnerable in society.</p>	<ul style="list-style-type: none"> <li>- Investigate the need for traffic calming measures to be adopted in villages and the practical measures that could be taken to encourage more responsible driving in rural areas.</li> <li>- Work with the Police to identify areas of public concern and the extent to which these concerns can be addressed through current arrangements or where new</li> </ul>	<p>WSCC</p>			

**Social Justice for All**

**Aim: To create and maintain vibrant, sustainable rural communities**

<b>Strategic Objective</b>	<b>Key Actions Years 1 to 5</b>	<b>Lead Organisation</b>	<b>Partners</b>	<b>Target date</b>	<b>Funding Programmes</b>
	initiatives are required.  - Work towards a reduction in the causes of crime and persecution.				

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
<p>Objective 15: To ensure that sustainable development objectives are integrated into all development activity across rural West Sussex with priority given to economic development that helps maintain the landscape.</p>	<ul style="list-style-type: none"> <li>- Encourage measures to enable renewable energy schemes.</li> <li>- Support the use of farmland as part of flood management schemes.</li> <li>- Develop and deliver training on biodiversity for planners.</li> <li>- Promote the availability of recycling opportunities to all.</li> <li>- Ensure that LDFs take sustainable development into account including the promotion of BREEAM Standards.</li> <li>- Encourage and support businesses and organisations to reduce their</li> </ul>	WSSBP			

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	environmental impact, including waste management, sustainable use of resources and local products.				
Objective 16: To support and enable rural and coastal areas to make a full contribution towards reducing the effects of, and adapting to climate change.	<ul style="list-style-type: none"> <li>- Encourage farm diversification to produce more bio fuel crops.</li> <li>- Develop schemes to encourage more rural based renewable energy schemes.</li> <li>- Support schemes which encourage less car travel in the countryside, e.g. cycle paths and rural buses.</li> <li>- Support a strategic approach to flood defence.</li> <li>- Encourage and support schemes that</li> </ul>				

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>raise awareness of the benefits of managed retreat in coastal areas.</p> <ul style="list-style-type: none"> <li>- Investigate schemes to encourage improved use of water resources.</li> <li>- Encourage the market for woodland products to reflect the aims of the Regional Forestry Framework.</li> <li>- Ensure waste is minimized and aim to consume less, both individually and within communities.</li> <li>- Encourage adaptability in response to the changing natural environment.</li> </ul>				
Objective 17: To ensure that the	- Encourage work that will roll out AONR				

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
<p>countryside of West Sussex is accessible to all for purposes of health improvement, outdoor recreation and education.</p>	<p>initiatives into non-designated countryside, for example pilot landscape management plans outside the protected landscapes.</p> <ul style="list-style-type: none"> <li>- Protect and enhance the tranquillity of rural areas.</li> <li>- Develop initiatives, which raise awareness of and encourage access to the countryside for those living in our urban areas and for those who do not use the countryside.</li> <li>- Facilitate the development of a clear and common policy for the management of recreational user group conflicts, e.g. pathwatch</li> </ul>	<p>CAFWS</p>			

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>pathwatch.</p> <ul style="list-style-type: none"> <li>- Maintain and promote the public rights of way network.</li> <li>- Improve the quality of recreational facilities provided for visitors to the countryside.</li> <li>- Work through Local Access Forums and others to raise public awareness of the Countryside Code and the importance of the rural environment.</li> </ul>	<p>WSCC</p> <p>CAFWS</p>			
<p>Objective 18: To conserve and enhance the natural resources of the County including safeguarding the distinctive landscapes and habitats of our designated and</p>	<ul style="list-style-type: none"> <li>- Encourage schemes, which enable local communities and volunteers to participate in land management of the countryside.</li> <li>- Improve information and awareness of the</li> </ul>				

## Enhancing the Value of our Countryside

**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
protected areas.	<p>impact of visitors upon natural habitats.</p> <ul style="list-style-type: none"> <li>- Support the Environmental Education Forum to deliver environmental education.</li> <li>- Ensure that Habitat and Species Action Plans are being delivered to meet targets.</li> <li>- Support advice to landowners to raise awareness of distinctive landscapes and habitats.</li> <li>- Protected landscapes to work in partnership to deliver their management plans.</li> <li>- Consider opportunities and impacts of the South Downs National Park</li> </ul>				

**Enhancing the Value of our Countryside**

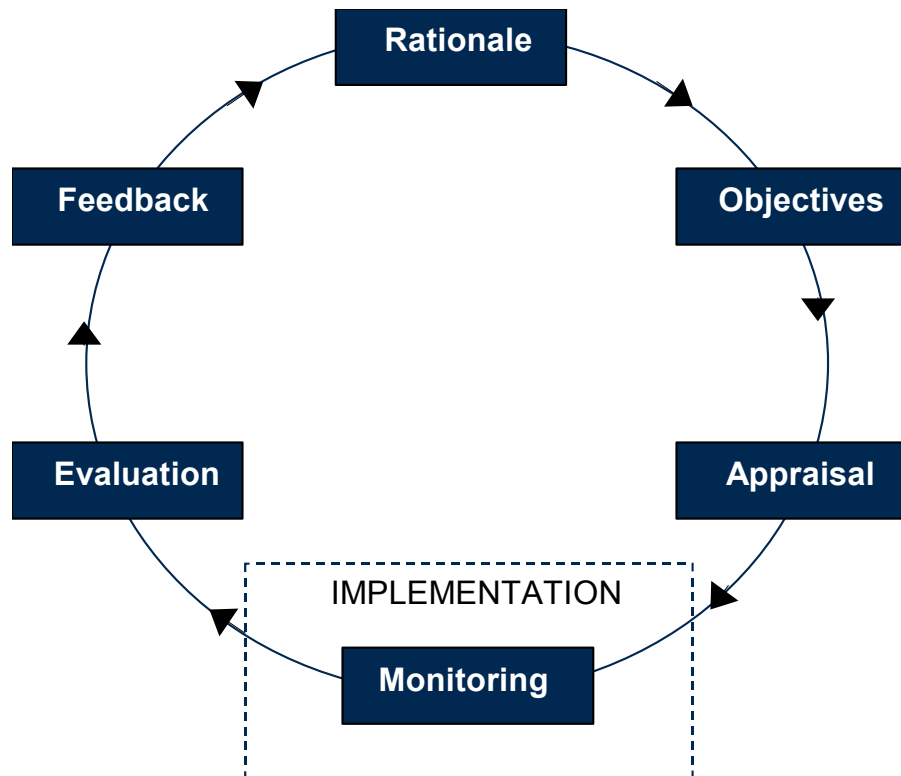
**Aim: To maintain a high quality rural environment that is accessible to all.**

Strategic Objective	Key Actions Years 1 to 5	Lead Organisation	Partners	Target date	Funding Programmes
	<p>designation if confirmed.</p> <ul style="list-style-type: none"> <li>- Support actions that reduce air pollution in particular from vehicles and business energy use.</li> <li>- Investigate the need for a countywide water management strategy.</li> <li>- Support the delivery of the West Sussex Environment Strategy</li> </ul>				

## 5.0 Monitoring and Evaluation

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- 5.1 The Rural Strategy for the County sets out a series of key themes, strategic objectives and priority actions to be taken forward over the next 10 years. Over this period there will be changing circumstances, which will require the Strategy to be revised and its progress evaluated. As such the Strategy must be underpinned by a robust monitoring and evaluation framework, which allows for the context to shape future direction. The West Sussex Rural Partnership will undertake evaluation and monitoring of the implementation of the strategy, it will be their role to ensure that the strategy remains relevant and the delivery results in measurable changes in rural areas.
- 5.2 Best practice for monitoring and evaluation can be simply expressed in terms of what is commonly known as the ROAMEF cycle, illustrated below:



Annex four covers in more detail the monitoring and evaluation framework.

This standard Monitoring and Evaluation Framework is a tool, which illustrates the process by which various inputs are converted into outputs, through the delivery initiated by the partners. It shows that outputs then generate outcomes (e.g. new business start-ups, new community facilities, improved service delivery).

Evaluation will also need to consider the questions of:

- How far the expenditure and associated activities have been delivered in accordance with plans;
- How far the explicit – and implicit – objectives of each project have been attained;
- What has worked, and why it has worked and what has not worked and why;
- How far the County Council's programmes are contributing to the objectives of the Rural Strategy, and contributing to LAA targets in particular.

In addition, it is important that the sustainability of impacts is considered; focusing on the question of how far the benefits associated with particular interventions can be expected to endure into the medium and longer term.

It is apparent that there are a number of issues, which will need to be considered in the development of the Framework.

- Ensuring that outputs are practical and capable of being implemented at project level. It will be particularly important to ensure that requirements for data collection and monitoring are not overly burdensome on delivery partners.
- Establishing a clear set of shared priorities for the Framework against which impacts can be assessed and the framework implemented.
- The need to secure buy-in to the Framework by promoting the benefits of evaluation as an integral element of project delivery.
- The Framework will need to be adapted to ensure that it provides a basis for understanding the longer-term as well as short-term impacts. In cases where there is a potential lag between project outputs and wider outcomes, intermediate outcome measures should be incorporated into the Framework.
- Finally, and critically, ownership of the Monitoring and Evaluation Framework needs to be established and widely communicated: The West Sussex Rural Partnership is the body which has been charged with this process, referring to the Rural Forum as the wider stakeholder group.

## 6.0 Summary and the Way Ahead

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### 6.1 Key priorities

- 6.1.1 West Sussex has a comprehensive range of Strategic Plans, complemented by this Rural Strategy, which will outline the priorities and resources necessary to address the challenges over the coming years, and based upon today's needs.
- 6.1.2 The key priorities for taking this Strategy forward towards effective implementation are threefold:
- **First**, more effective utilisation of the resources available to all partners operational in rural West Sussex.
  - **Second**, leadership and management of the resources.
  - **Third**, effective monitoring and evaluation of both the processes of utilising the resources and the outcomes of that utilisation.

### 6.2 Public consultation and ownership

- 6.2.1 It is the intention now to take this Strategy forward via consultation with stakeholders to finalise the Action Plan. The objectives and actions will need to be reviewed on an annual basis to ensure that it is still deliverable and that resources are still being aligned to get the most out of them for rural communities.
- 6.2.2 As this Strategy is designed to provide strategic direction for the County for the next 10 years, there will be a series of reviews to ensure the validity of the evaluation framework and to allow for responsiveness to changing circumstances.

### 6.3 Key recommendations

#### 6.3.1 Recommendation 1: Maximising the Benefit of Resources

The key process for resource allocation in the future for the County will be the Sustainable Communities Strategy, and the West Sussex Local Area Agreement (LAA). In its present form, the latter, is limited in the extent that it can offer comprehensive assistance in the delivery of the Rural Strategy. The strategy should be used as the vehicle for aligning priorities to utilise resources available through the LAA. This means that the Rural Partnership needs to engage with the development of future LAA Outcomes to ensure they are more in line with this Strategy's objectives through future LAA reviews. .

### **6.3.2 Recommendation 2: Strategic Overview of Rural Services**

The current structure managing the strategic delivery of services to rural communities and the natural environment is complex. However, in reviewing the structures that do exist, no easy solution emerges for streamlining the management/partnership matrix. The key recommendation, therefore, is that the role of the Rural Partnership and Forum is strengthened so that it is responsible for overseeing the delivery of this Rural Strategy and that its remit is clarified in relation to both the South East Rural Partnership and the South East Rural Affairs Forum, so that the Partnership becomes the key place where rural affairs are referred to at County Level and that it becomes the key communicator of County rural affairs to regional representative partnerships.

The West Sussex Forum will then take the role of the wider stakeholder group and inform the Partnership.

### **6.3.3 Recommendation 3: Monitoring and Evaluation**

Without a comprehensive Monitoring and Evaluation Framework in place, there is no capability to measure progress against objectives, using the County Rural Profile 2006 as the baseline. It is recommended, therefore, that a Monitoring and Evaluation Framework be adopted forthwith, with key indicators of success and milestones agreed to measure progress against the Aims and Objectives and against the baseline as set out in the Rural Profile 2006.

### **6.3.4 Recommendation 4: Review of the Strategy**

A 10 year timeframe for this Strategy will ensure that it encompasses certain change which will have a bearing upon its validity, effectiveness, resourcing and ultimately its relevance. It is therefore recommended that a formal review procedure of the Strategy is developed at the 1 year, 5 year and 10 year points – the early review to ensure that the Strategy is being progressed effectively and is responsive to the outcome of the Comprehensive Spending Review of 2007; the mid point review to undertake a full audit of achievements and effectiveness; and the 10 year review to prepare for the next 10 years.

### **6.3.5 Recommendation 5: Integration through Rural Proofing**

The success of this Rural Strategy will be ensured by embedding its aims and objectives into other strategic documents and action planning processes concerned with the growth and development of the County. It is recommended that the County Council adopt a process of Rural Proofing all strategic planning documents to ensure this takes place, with responsibility for this to be directed by a strengthened Rural Partnership with the skills and knowledge necessary for effective rural proofing to occur.

## **Annex One: Analysis of Stakeholder Results**

## **1.Introduction**

This annex analyses the results of the consultation exercise, which was conducted by e-mail, and provided stakeholders with an early opportunity to feed their priorities and concerns into the development of the Rural Strategy. In total, 20 stakeholders took part in the consultation, representing key public sector organisations with a remit over service provision in rural areas and ranging from local to national organisations.

## **2. Local Priorities**

The key priorities and issues were identified as:

### **2.1 Climate change**

The protection of the environment and sustainable development. Particular concerns were the need to address the effects of climate change along coastal areas, minimise the strain on the County's natural resources, promote environmentally responsible land use and management and the need to protect the many environmentally designated sites in West Sussex;

### **2.2 Lack of affordable housing**

Its potential to exacerbate social deprivation, threatening sustainable communities and increasing the likelihood of out-migration;

### **2.3 Access to services**

Ranging from limited provision of education, health and leisure services to the lack of business support and broadband infrastructure. Access to transport was also highlighted as a key concern, in particular public transport;

### **2.4 The impact of the proposed South Downs National Park**

This emerged as an issue in the context of raising the profile of the area and hence increasing house prices and generally tighter planning restrictions;

### **2.5 A healthy and profitable agricultural sector**

Including support for local food chains. Without this much of the environmental/landscape/biodiversity heritage and intrinsic value of the County will come under further pressure.

## **3. Geographical Priority Areas**

3.1 The priority geographical areas for the rural parts of West Sussex were identified as

- The AONB (and proposed South Downs National Park), the undeveloped coast, with issues of coastal zone management and other natural habitats that could be affected by development and climate change; and
- Pockets of deprivation in otherwise affluent rural areas, which includes those areas furthest from the market towns with limited transport infrastructure.

#### **4. Arrangements for Service Provision**

4.1 Current arrangements for managing the provision of services across the rural parts of the County were widely perceived as insufficient. In particular, there was an identified lack of joined up thinking, with too many organisations delivering similar services, with resulting in-efficiency and confusion. Consultees identified a need to improve service delivery through rationalisation and restructuring and improved accountability with measurable outcomes.

4.2 However, some strengths were identified through mechanisms such as the Alliance partnership structure, the rollout of Extended Schools, Action for Communities and the forthcoming Integrated Service Delivery Programme (ISDP). The West Sussex Rural Partnership and Rural Affairs Forum were also identified as key to improving the review and monitoring of services.

#### **5. Funding for Service Provision**

5.1 The consensus was that funding levels and arrangements for provision of services to rural areas was insufficient; in particular, future funding would benefit from a more joined-up approach. There was little consensus, however, as to where the key areas of deficit lay, and suggestions ranged from a lack of funding for adult learning and community care (for the elderly and childcare) to a lack of funding for community buildings and village shops.

#### **6. Constraints on Service Provision**

6.1 The key constraints on delivering services to rural communities and in the countryside were identified as:

- Lack of a cohesive, structured rural services delivery programme;
- Too many initiatives with elements of duplication and fragmentation;
- Constraints on the capacity of the VCS (voluntary and community sector) to deliver;
- Limited outreach resources/lack of funding in general (in addition to a lack of attention paid to finding innovative solutions/learning from best practice);

- Poor local evidence base from which to identify where the greatest needs are and how resources might be targeted more effectively;
- Difficulty in accessing the hardest to reach and a lack of understanding of the needs of rural communities and the issues they face;
- The remoteness and isolation of many rural communities/lack of transportation.

## **7. Best Practice**

7.1 The consultees identified numerous examples of good practice in service delivery in rural areas, primarily run by the community and voluntary sector, which could potentially be drawn upon for addressing current constraints in West Sussex.

Prominent examples include:

- Cuckmere Community Transport scheme, East Sussex - low-floor easy access minibuses, run seven days a week using 40 volunteer drivers, serving the villages of the Cuckmere Valley (the project recently received the Queens Award for service to the community);
- Midhurst Resource Centre – a good model for rural delivery of training and business support (constitutes a partnership between statutory, private and community groups);
- Rural Youth Development – the Purple Bus project has been delivering services to young people for 10 years and has helped to develop and maintain rural youth work (AirS);
- Harting Community Shop – an example of where the village has bought into the shop to save the service; and
- Numerous examples of outreach mobile services and village halls as providing a hub for the delivery of services and facilities for their communities including libraries, cinemas, theatres, as well as social and care facilities.

## **8. Summary**

8.1 The consultation process revealed the key priorities in rural West Sussex to be:

- Access to services in its broadest sense;
- Lack of affordable housing;
- Issues related to the environment, in particular climate change; and
- The need to protect the natural environment from development pressure.

8.2 There was consensus that the priority areas could be found in the most remote and isolated parts of the County, with limited access to services, while

arrangements for service provision were widely perceived as fragmented and funding as insufficient. The key constraints to service provision were identified as a poor local evidence base, the capacity of the VCS, limited outreach and the perennial issue of accessing the hardest to reach. More positively, numerous best practice examples of service delivery in rural areas were put forward, illustrating the potential for social enterprise and the VCS to step in where the market had failed.

The Stakeholders consulted on the Strategy were

- Andy Chalmers, GOSE
- Richard Emmens, GOSE
- Yvette Ortel, GOSE
- Cllr Stephen Brookman, Arun District Council
- Brian Banister, Arun District Council
- Richard McMann, Arun District Council
- Cllr Liz Kitchen, Horsham District Council
- Chris Baister, Horsham District Council
- Cllr Andrew Shaxson, Chichester District Council
- Kenrick Garraway, Chichester District Council
- Gemma Warr, Chichester District Council
- Cllr Chris Hearsy, Mid Sussex District Council
- Cllr Patrick Shanahan, Mid Sussex District Council
- Steve Tilbury, Mid Sussex District Council
- Bill Acraman, West Sussex County Council
- Lisa Creaye-Griffin, West Sussex County Council
- Ana Fajardo, West Sussex County Council
- Sue Samson, West Sussex County Council
- Louise Goldsmith, West Sussex County Council
- Anne Parkinson, West Sussex County Council
- Kylee Charles, West Sussex Economic Partnership
- Harry Bates, West Sussex Sustainability Forum
- Carla Barnes, West Sussex Rural Forum
- Martin Beaton, South Downs Joint Committee
- Rob Jenner, NFU
- National Trust
- Alan Betts, Forestry Commission
- Geoffrey Newsome, Defra
- Richard Hammond, Environment Agency
- Andy Cotton, RSPB
- Sally Marsh, High Weald AONB

- Paul Stoggles, Learning and Skills Council
- Farhang Tahzib, West Sussex PCT
- Kevin Jenkins, Sussex Police
- Peter Simpson, SEEDA
- Valerie Carter, SEEDA
- Roger Budden, Tourism South East
- Hilary Knight, A Taste of Sussex, Sussex Enterprise
- John Evans, Sussex Enterprise
- Kathy Lewis, StartUp Co
- Jeremy Leggett, Action in Rural Sussex
- Teresa Gittins, Action in Rural Sussex
- Les Ampstead, Action in Rural Sussex
- Duncan McKay, Natural England
- Laura Jacobs, Commission for Rural Communities

## **Annex Two: The Rural Profile**

## **Annex Three: Rural Policy Document Review**

## **Annex Four: Monitoring and Review Framework**

The monitoring and evaluation framework should allow for the following to be undertaken:

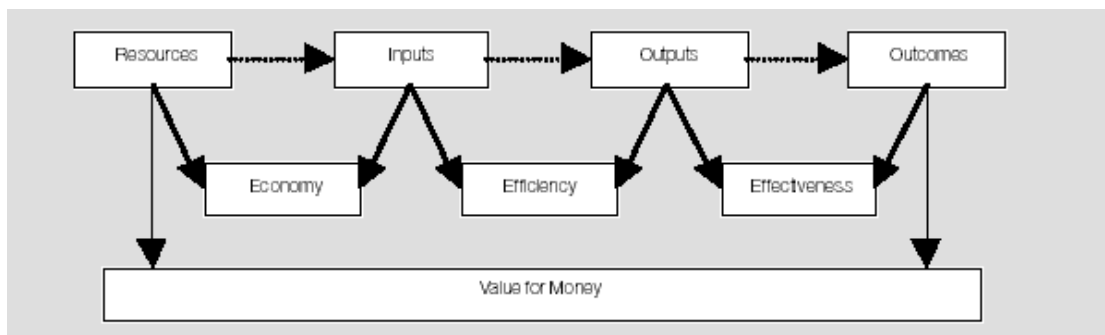
- Assessment, quantified where possible, of what happened;
- Comparison with the targets;
- Comparative assessment of one or more counterfactuals (i.e. what would have happened without the intervention).

The results of an evaluation should summarise:

- How effective the partners have been in delivering its objectives;
- The cost effectiveness of the partners' activities;
- What the results imply for future management or policy decisions;
- The results obtained should generally lead to recommendations for the future including for example, the continuation, modification or replacement of an objective.

The following Monitoring and Evaluation Framework and criteria are suggested and illustrated below:

- Economy – the costs of acquiring the inputs to the programme;
- Efficiency – are we getting the maximum outputs for the inputs that go into the process;
- Effectiveness – measuring whether the outputs of the programme lead to the desired outcomes.



Source: Assessing the Impacts of Spatial Interventions, Interdepartmental Group on the EGRUP Review/ ODPM.

## **Annex Five: The Research Team**

The ECOTEC team for developing the West Sussex Rural Strategy project comprised the following:

- **David Gluck** acted as Project Manager and provided overall co-ordination, quality management, methodological tool development and client contact. He was also part of the research team and provided key report writing alongside an in-depth appreciation of the rural policy and delivery landscape. David brought with him first hand experience of rural policy and strategy development from his years with the Commission for Rural Communities, Countryside Agency and Rural Development Commission.
- **Catherine Glossop** acted as the principle reviewer of policy and strategy relating to rural West Sussex, and assisted in the development phase of the new draft Rural Strategy for the County. With three years consultancy experience, Catherine has an in depth understanding of public policy and experience in conducting both quantitative and qualitative research. She has a specialist interest in economic and social regeneration.
- **Christopher Hale** provided appraisal and data analysis skills for the research team: Chris has strong economic research and analysis skills, and has been involved in a wide range of economic appraisal, feasibility, scenario development, strategy development and policy evaluation studies across a wide range of subject areas.

The study team were ably assisted and supported by the West Sussex County Council Project Steering Group, comprising:

Lisa Creaye-Griffin, Group Manager, Rural Strategy.  
Ana Fajardo, Economic Development Manager  
Sue Cooper, Economic Research Manager

## **Annex Six: The Glossary**

## **Glossary and Abbreviations used within the West Sussex Rural Strategy**

### **Term/Abbreviation**

AONB	Area of Outstanding Natural Beauty
A8 Countries	Reference to the influx of migrant and seasonal workers who have arrived from Eastern Europe, predominantly Poland, Lithuania, Latvia, Estonia, Romania, Slovakia, Czech Republic, Hungary and Slovenia
AiRS	Action in Rural Sussex, the Rural Community Council for East Sussex and West Sussex
AToS	A Taste of Sussex
CAFWS	Countryside Access Forum for West Sussex
CDC	Chichester District Council
CLBA	Country Land and Business Association
CLG	Department for Communities and Local Government
DEFRA	Department for Environment, Farming and Rural Affairs
ESOL	English for Speakers of Other Languages
FACE	Farming and Countryside Education
FE	Further Education
GVA	Gross Value Added
HE	Higher Education
ISDP	Integrated Service Delivery Programme
LAA	Local Area Agreement – is a contract between local and central government which aims to improve local performance by allowing a more flexible use of resources and devolving responsibility, enhance efficiency by simplifying the funding streams and help local partners to join up service delivery.
LANTRA	The Sector Skills Council for the environmental and land-based sector
LDF	Local Development Framework – the new style of Local Plan, which are formatted differently to Local Plans and involve a new process that has been designed to speed up the process, ensure environmental issues are better integrated into the decisions that are made and be more accessible to the public
LEADER	A European Community Initiative for assisting rural communities in improving quality of life and economic prosperity in their local area. It has now been integrated as 'the LEADER Approach' as part of RDPE 2007-2013.

**Term/Abbreviation**

LSC	Learning and Skills Council
LSP	Local Strategic Partnership
NFU	National Farmers Union
PCT	Primary Care Trust
RASP 2008-2010	Rural Access to Services Programme run by the South East Regional Development Agency
SCS	Sustainable Community Strategy- an overarching strategy to improve the quality and co-ordination of public services
SEEDA	South East Economic Development Agency
SERAF	South East Rural Affairs Forum
SERP	South East Rural Partnership
SSSI	Site of Special Scientific Interest
SOA	Super Output Area
Sustrans	The UK's leading sustainable transport charity
VCS	Voluntary and Community Sector
WSSBP	West Sussex Sustainable Business Partnership
WSCC	West Sussex County Council
WSEP	West Sussex Economic Partnership
WSRP	West Sussex Rural Partnership

## **Annex Seven: The Bibliography**

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