

Haywards Heath Town Council
Our Priorities 2017 Onwards
'The Art of the Possible'

Foreword - Haywards Heath Town Council

Haywards Heath Town Council is delighted to introduce its Strategic Priorities for 2017 onwards – ‘The Art of the Possible’

This presents the Council’s vision and objectives together with associated projects as priorities and objectives for the next four years. This will be presented through broad principles to address the ever-increasing number of issues facing individual Wards and the wider Town.

The priorities and objectives in this document will not be achieved overnight and whilst being achievable will challenge the Council. The Plan will detail who will be responsible for the delivery for each objective and will then be the benchmark to monitor and validate successful delivery of each objective.

There are an increasing number of opportunities for the Town Council to develop its services. These changes must add value for the Town and to the services it already provides or through the introduction of new services based on an identified need. To ensure expectations are managed, these changes must be delivered sensitively and sensibly.

The Council is conscious of its obligation for transparency and to demonstrate that public money is spent wisely. This document will help the Council to achieve this and show residents how the Council intends to make Hayward Heath a better place to live in.

It is important that the opportunities on offer to the town, whether financial or service based are maximised. The Government push for the Localism Agenda and the Big Society philosophy demand that the community is involved through consultation and in some instances, leads projects and initiatives with support from the Town Council.

The Plan focusses upon continued support for residents and organisations/groups within the Town. The Council intends that this document will be the starting point for continued collaboration between Haywards Heath Town Council and all quarters of the vibrant community we serve in the Town.

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1) The following document is a statement of Haywards Heath Town Council's vision, purpose, objectives and aims.

The purpose of Haywards Heath Town Council's Corporate Priorities 2017 onwards – 'The Art of the Possible' is to provide an overview of the Council's plan to enhance the quality of life for all residents, businesses and visitors to Haywards Heath. The plan states the aims and aspirations of the Town Council for the next four years, and will be reviewed annually to ensure progress is monitored and revised appropriately. This plan compliments the Town Council's adopted Neighbourhood Plan.

Haywards Heath Town Council commits that,

The Plan will enable Haywards Heath Town Council to establish the strategy to deliver essential infrastructure, new services and projects, which improve the quality of service delivery. This forward Plan considers future changes to the social fabric of our community.

The Localism Act 2011 – in response to the Act Haywards Heath Town Council,

- Has developed and adopted the **Neighbourhood Plan** for the Town, which was approved by the Community at referendum on the 1st December 2017
- is investigating taking further **devolved services, in addition to existing highways services**, from its principal authorities and continues to monitor and engage with principal authorities to discuss the devolution agenda.
- Has maintained its qualification for the **Power of Competency (GPC)**. Haywards Heath Town Council qualifies for the General Power of Competence because;
 - 1) It has a qualified Town Clerk and the Town Council had over two thirds of its seats contested at the last local election in 2015.

2) Introduction/Context

Haywards Heath

Haywards Heath is in the Mid Sussex District of West Sussex. The Town is fortunate to have access the South Downs to the south as a natural backdrop to the Town. With Ashdown Forest to the East and the High Weald Area of Outstanding Natural Beauty to the north, the town is surrounded by the beautiful Sussex countryside. The Town is situated twelve miles from Brighton and about forty miles from London by road. It takes only forty-five minutes by train to London with Gatwick Airport nearby.

Haywards Heath Town Council – An Overview

The Town Council is the parish authority for the Town of Haywards Heath, with a population of approximately 28,000. The Council provides a wide range of facilities and services whilst supporting the wider interests of the town in its representations to other bodies. It works in partnership with the District and County Councils as well as other agencies and groups.

The Council comprises sixteen Members representing five wards, with elections held every four years. Each year, the Council elects from amongst its members a Town Mayor, who is Chairman of the Council, and a Deputy Mayor, which are statutory roles together with discretionary roles for a political Leader and Deputy Leader. The Council holds regular meetings to discuss and determine policy and comment upon statutory consultations made by other local Government bodies and third sector organisations.

The Council meets approximately every six weeks and is serviced by three standing committees. These are Policy and Finance (P&F) and Environment and General Purposes (E&GP), which meet approximately every six weeks. The Council's Planning Committee meets every three weeks.

All Council and committee agendas are available to the public three days prior to the meeting date. Members of the public/groups and organisations are welcome to attend any meeting of the Council and speak on matters relating to the evenings agenda. Meetings are held in the Council Chamber at the Town Hall. Extraordinary meetings can be called at short notice, in agreement with the Chair of the committee, to consider urgent items that need the Council's immediate attention. Occasionally business being conducted may be confidential, members of the public and the press are only asked to leave the Council Chamber, when these items are discussed. These may relate to conditions of employment of members of staff etc. A calendar of meetings is available on the Council's website www.haywardsheath.gov.uk or on request at the Town Hall. Details of agendas and minutes are also available from the Website.

To consider specific projects, the Council may form working parties or advisory groups. Currently there seven groups tasked with working on issues affecting the town, namely:

- **Haywards Heath in Bloom Committee**, is administered by the Town Council and brings together interested individuals to develop environmental projects in the Town.
- **Local Planning Working Group** the first port of call for issues relating to housing development and associated infrastructure for the Town. It developed the Neighbourhood Plan for Haywards Heath. It also considers issues relating to the Town Centre and Station Quarter. The Group considers issues at an early stage and report recommendations to the Council's Planning Committee.
- The Council's **Editorial Working Group** meets to review the quarterly newsletter, website and other issues relating to the Councils' public relations.
- **Parking Roads And Town Environmental Group**, which consider matter that relate to the environment of the Town Centre and parking matters in the Town, in light of the changes to South Road after the opening of the Relief Road and the development of Haywards Heath Train Station.
- **Transport Working Party**, aims to assist the partners to increase public transport usage through improving services, whilst building upon the viability and sustainability of the commercial public transport network.
- **Sports Forum**, brings together like-minded people to discuss matters of mutual interest relating to sport and leisure.

The Council employs thirteen members of staff, eight based at the Town Hall (three full time, three part time and a cleaner and caretaker both part time) and five groundsman who are based at a depot just outside of the Town and work within the Town on a daily basis. The chief officer of the Council is the Town Clerk. The Town Council also owns a Community Interest Company, which employs a further two Members of staff who undertake highways related works.

Council Tax paid by Haywards Heath residents includes the spending requirements of West Sussex County, Mid Sussex District, Haywards Heath Town Council and Sussex Police. The District Council is the charging authority responsible for collecting the Council Tax for all the above authorities.

Haywards Heath Town Council does not receive an annual grant from Central Government to assist with the cost of administration. Nor does it receive any funding from local businesses and retailers through the Non-Domestic Rate.

Each year the Town Council calculates the income required to provide its services and meet any service liabilities, such as loans or fixed overheads. The Council then deducts any income received from fees and charges, e.g. allotment rents and room hire, from the budget to set the net amount required deliver the services it provides in the year ahead. This sum, called the 'precept', is the amount the District Council collects on behalf of the Town Council and pays in two instalments. For the Council year 1st April 2016 to 31st March 2017 the Council precept was £493,968. Residents in a Band D

property contributed £43.83 of their total Council Tax Bill to Haywards Heath Town Council. From 1st April 2018 to 31st March 2018 the Council precept will be £526,257. Residents in a Band D property will pay £45.58.

3) OUR STRENGTHS...

Haywards Heath Town:

- Vibrant community.
- Good connectivity / easy transport links.
- Central Position within Mid-Sussex.
- Green spaces / nature.
- Low crime.
- Good schools and health services.
- Gardens and leisure facilities.
- Low level of unemployment.

Haywards Heath Town Council **is the level of local government, which is closest to residents.** We address issues of local concern and speak for the wishes of residents. We represent the views of Haywards Heath residents to Mid Sussex District and West Sussex County Councils and/or to other agencies and government bodies.

does not have a large bureaucratic or departmentalised structure so can be responsive and flexible to meet residents' needs.

has a wide overview of the needs of the Town as a Council it represents small geographic areas, understand the important issues, and focus attention on the local community. We are thus able to pursue Town-based initiatives and matters of local concern.

... THE OPPORTUNITIES for our town

Haywards Heath Town:

Clair Hall / Station Quarter Development
New Business
Retail Quarter and South Road

For the Town Council:

provide solutions to service delivery. The philosophy being presented by the Government and by principal authorities at a local level is to give the Town Council the opportunity to take on services where appropriate and demonstrate value for money, and deliver them at a local level for the good of the community.

has a small establishment of staff, which can grow with increased service delivery. As such, there are limits to what can be undertaken and achieved. We need to ensure that we do not commit ourselves to activities beyond our expertise or financial resources. However, this should not prevent

progress and new ways of achieving results and the declared policy ambitions of the Council.

4) Mission Statement

Haywards Heath - A Prosperous and Harmonious Community

Mission Statement – To deliver an attractive, vibrant, sustainable and prosperous town, where people will choose to live, work, and visit.

Principal Aims by which the Council will serve its community;

- Providing and maintaining a range of public services.
- Seeking to effectively develop other services, either directly or by supporting local organisations and other providers.
- Actively pursuing our representative role beliefs and values in carrying out the Council's aims. When doing this we will be guided by the following principles:
 - i. Delivering services to the highest quality in terms of efficiency, effectiveness and value for money.
 - ii. Promoting a culture of continuous improvement.
 - iii. Complying with the National Code of Local Government Conduct and the Nolan Principles in public life.
 - iv. Obtaining from contractors and partners the best possible service value whether from statutory bodies or subcontracted services.
 - v. Acting in the best interests of local people in making representations to and entering into partnerships with: a) Mid Sussex District and West Sussex County Council b) Outside Agencies c) Central Government d) Other appropriate private, public or voluntary sector groups.
 - vi. Adopting a positive approach to resolving issues.
 - vii. Engaging with its community at every opportunity.
 - viii. Encouraging all staff to reach their full potential.

5) Haywards Heath Priorities 2017 onwards – ‘The Art of the Possible’

Introduction

Haywards Heath is an affluent town based in the heart of Mid-Sussex. It aspires thrive with a diverse and successful retail quarter, buoyant business economy and efficient transport infrastructure allowing it's residents to live and work in a sustainable and quality environment close to the South Downs and area of outstanding natural beauty.

Haywards Heath Neighbourhood Plan (HHNP) agreed 1st December 2016 has set out, working with MSDC a set of policies promoting:

- A positive road layout managing future traffic and infrastructure needs.
- Country Park/New Cemetery/Allotments delivery and maintenance of wildlife corridors

- Improved sport and leisure facilities
- Enhancement of community facilities (e.g. Clair Hall and Dolphin)
- To retain sustainable health facilities and education requirements
- Improve walking and cycling routes
- Encourage joined up transport services
- Support local business opportunities and further employment
- The delivery of new homes
- Encourage the support of retail and commercial opportunities

Demonstrating the need – Invest in Haywards Heath

- 60% of Mid Sussex Population are of working age
- 81.4% residents are in employment
- 74.3% of residents are owner occupiers (70.6% W. Sussex, 63.4% National)
- 35.4 per 1000 crimes (42.4% Chichester)
- 46.6% residents educated to degree level (46.3% Chichester)
- 70% residents educated to 2 A+ levels (63.5% Chichester)
- 58% residents employed in Group 1-3 Occ. Class (57%)
- £615 resident weekly pay (£540 Chichester)
- 61% of households in Haywards Heath belong to 5 highest income Acorn segments (30% National).

However, the retail offering of the town centre is mismatched to the attractive town profile with an estimated turnover of £33.9M which is 49% below the model potential of £68.8M. Haywards Heath town centre is estimated potential retail revenue of £86.5M, 39% below the market potential.

The above data argues that more investment in Haywards Heath will lead to a very positive return given the residents' education and employment prospects.

The population data according to census data showed a rise from 22500 residents in 2001 (9500 households) to 27057 in 2011 (11600 households). This equates to a total growth of 19% over the decade.

The current population now is 29000 based on annual growth of 1.5% - double the National Average.

With more homes to be built (see HHNP) over the next decade the population will still rapidly grow to approximately 15,000 homes and around 35,000 residents.

This is exemplified by the level of building work planned for the southern relief road over the next few years, putting extra pressure not only on roads within the town but also roads recently built to deal with the increased housing numbers.

Developments that will further increase pressure on the relief road and on our local infrastructure include:

- Land South of Rocky Lane 30
- Greenhill Way 175
- Gamblemead 151
- Rocky Lane 320

- Gravelye Lane 230
- Bolnore (remaining) 150
- Hurst Farm 300
- Penland Farm 250
- Brownfield Sites 97

In Total Haywards Heath still have over 1700 new homes still to be built.

It should also be noted that over the past five years over 1000 homes have already been built:

- The Beeches 230
- Sandrocks 77
- Woodside 132
- St. Francis Park 90
- Bolnore Village (phases 4&5a) 450

Conclusion: Almost 3000 homes have or are soon to be been built in Haywards Heath

Given the current situation and the future needs of the town for much of 2016 a group of Haywards Heath Councillors have been meeting as the Haywards Heath Town Council Future Group discussing future priorities for our Town. The context to these meetings was to develop an understanding of what Haywards Heath needs to fulfil its economic and social potential for the community.

This lead to a complementary aspiration that works alongside the plans of our close neighbour, Burgess Hill, thus creating a vision of how our Town can enhance the areas of Lifestyle (including sports and entertainment), Retail, Business, Environment (planning), Transport and Community.

In order to give this complementary approach relevance, it will be necessary to engage Burgess Hill Town Council.

The following tables outline a number of **possible projects** within the town, out of which, seven **aspirational priorities** have been identified. It is these aspirational priorities that we hope to deliver along with our partners.

We also hope the other projects identified will become established as funding is found over time.

1. Retail

Vision - for HH to have a complementary retail offering to BH: Assorted sized shops, independent, boutique and high street tapping into the local demographic in order to doubling retail spend within the next 15 years (£25M to £50M)

	Project/Description	Stakeholders	Costs
Bold lettering - priority projects	South Road - enhance commercial area	WSCC, MSDC, HHTC	£2,300,000
	Sussex Road - business support - enhance area	WSCC, MSDC, HHTC	£850,000
	Muster Green Gyrotory	WSCC, MSDC, HHTC	£2,520,000
	HH Greening Project (HH/GI/2) Perrymount Road, Broadway, South Rd, Sussex Road	WSCC,MSDC, HHTC, HH in Bloom	£1,000,000
	Commercial Offer Document (Proactive approach towards attracting new retailers)	WSCC, MSDC, HHTC	£5,000
	HH Access, Roads and Parking Hub	HHTC, MSDC, WSCC	TBC
	Signage	WSCC, MSDC	£10,000

2. Lifestyle (sports and entertainment)

Vision - To encourage residents and visitors to engage further with the facilities Haywards Heath has to offer.

Bold lettering - priority projects	Clair Hall	MSDC, HHTC	£4,000,000
	Country Park	MSDC, HHTC	£250,000
	Burial Ground	HHTC	£200,000
	Cycle/Walking Trails	MSDC, HHTC	TBC
	Bluebell Railway/ HH Museum		TBC/£30,000
	Open air theatre/cinema	CIC	£5,000
	HHTH/Visitor Centre (South Road)	MSDC/HHTC	TBC

Gardens/Vineyards Tourist Routes	MSDC/HHTC	TBC
Dolphin Centre upgrade	MSDC	TBC
St Francis Outdoor Multisport Facility	MSDC/HHTC	£1,1200,000

3. Business

Vision - For HH to encourage a diverse selection of businesses negating the legacy of a dormitory town and bringing further prosperity and talent into the area.

STAKEHOLDERS
Community/Residents
Town Team, MSDC,
HH District
Association, West
Sussex Business

Seek Big Office Tenants (Commercial Document), 1:1s		£2,000
Enhance Perrymount Road area as business quarter (e.g. Insurance)		£2,000
Burrell Road Eastern Side Vision		£2,000
Bridge Road building stock upgrade		£2,000
Encourage school links with business - internships		£2,000

4. Environment (Planning)/Developer lead projects

Vision - For the assets of the Town to complement resident's needs.

Perrymount Road - Clair Hall/Parking Area	MSDC HHTC	£4,000,000
Muster Green Gyrotory Island To review and enhance usage		TBC
Caffyns site To redevelop site		TBC

appropriate to station quarter

Sussex Road/Stockwell Court
The redesign of Sussex road
and review Stockwell Block

TBC

South Road - Shared space
scheme, trees / upgrade
facades/units

Proprietor cost

£2,300,000

Station quarter – move
garage/paint bridge

Proprietor cost

£0

Burrell Road Site
Review usage

HHTC/MSDC

£2,000

Oaklands site vision
Re-site HHTC

HHTC/MSDC

TBC

Dolphin Leisure Centre upgrade

MSDC

TBC

5. Transport/Infrastructure

Vision - To deliver a transport plan
where people can travel within and
beyond Haywards Heath with ease
on all forms of Transport.

Roads and multi-storey
parking (Orchards) to
optimise car routes in and
out of HH

MSDC

TBC

Cars
To develop a 'destination
friendly' approach to HH
road network.

TBC

Cycling
To develop safe cycle routes
within the town and beyond

TBC

Buses
Integration of Real Time info. and
hopper routes maximising appropriate
vehicles for specific routes

£8,000 per
unit

Trains
Integrated bus/train timetable

Pedestrians - Shared space
scheme South Road

See HH
Atkins
Report

6. Community

Vision - To encourage further community cohesion and belonging, develop community plans/assets so HH communities can further flourish

Endorse Young Citizen schemes in school	HHTC/MSDC	£2,000
Create HH Community Forum across Community Centres	HHTC	£2,000
Refocus on Community Centre Provision: Heath - Clair Hall upgrade, Bentswood and Franklands - hall needed, Bolnore and Lucastes (Woodside), Ashenground (ACC)	MSDC/HHTC	Bentswood - £750,000 St Francis - £800,000
Empower community facilities to be even more inclusive	HHTC	£500

Haywards Heath Town Council Aspirational Priorities:

1. To consider the future of the **Clair Hall site** as per the HHNP.
2. The HHNP also provides the opportunity for the development of a **Country Park** on land located off Hurstwood which also affords the opportunity to provide allotments and protect an ancient woodland. This project is being driven by HHTC.
3. Haywards Heath, as the burial authority for the Town, requires a new **Cemetery**, which will be provided on land identified off Hurstwood Lane.
4. **HH Commercial Offer Document** – This document acts as a road - map developed by the Town Council and stakeholders to ‘sell’ the Town with an aim to proactively engage new business to the town.
5. To protect our **business estates and office space** to provide one high value job per home.
6. **South Road shared space scheme** To enhance and attract sustainable retail business to the vicinity of South Road, we require a

delivery plan to make the Haywards Heath retail quarter into a destination that people want to return to again and again. South Road must be smartened-up and sympathetically enhanced.

7. Develop an **integrated road network** that will further enhance Haywards Heath and the villages beyond, creating an uplift in economic activity for the area.

Through this holistic approach, we have determined these projects to spearhead the investment plan for the Town.

Detail within the schemes will develop through HHTC and stakeholder consultation as per the time lines below.

While indicative costs are added from the MSDC Infrastructure Delivery Plan our plan is a working document. As opportunities progress and with expectations managed, this plan will evolve.

Time Lines 2017

- **20th March** - Adoption by HHTC of document 'The Art of The Possible'
- **April** Onwards – MSDC, WSCC Engagement, HHTC future group project detail. Town Meeting Presentation (20th) Community Engagement to begin.
- **May** Onwards – Stakeholder Engagement

Data Sources:

- Haywards Heath Neighbourhood Plan
- MSDC Economic Profile 2016
- Census data 2001/2011
- Gripp Orchards Shopping Centre Discussion Document 3/3/16
- Haywards Heath Atkins Report
- Emerging District Plan
- Mid Sussex Infrastructure Delivery Plan
- West Sussex CC Transport Study