



Public Document Pack

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26 May 2020

OVERVIEW SELECT COMMITTEE

A meeting of the Overview Select Committee will be held on Tuesday 9 June 2020 at **6.00pm** and you are requested to attend.

PLEASE NOTE: *This meeting will be a 'virtual meeting' and any member of the press and public may listen-in and view the proceedings via a weblink which will be publicised on the Council website at least **24 hours** before the meeting.*

Different meeting arrangements are in place for the period running from 4 April 2020 to 7 May 2021 from the provisions of the Coronavirus Act 2020 and the meeting regulations 2020, to allow formal 'virtual meetings'.

This Council's revised Rules of Procedures for 'virtual meetings' can be found by clicking on this link: <https://www.arun.gov.uk/constitution>

For further information on the items to be discussed, please contact: committees@arun.gov.uk

Members: Councillors Northeast (Chairman), English (Vice-Chair), Bennett, Bicknell, B Blanchard-Cooper, Mrs Catterson, Clayden, Dendle, Dixon, Elkins, Gunner, Huntley, Miss Needs, Miss Seex and Tilbrook

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members and Officers are invited to make any declaration of pecuniary, personal and/or prejudicial interests that they may have in relation to items on this agenda and are reminded that they should re-declare their interest before consideration of the items or as soon as the interest becomes apparent.

Members and Officers should make their declaration by stating:

- a) the item they have the interest in
- b) whether it is a pecuniary/personal interest and/or prejudicial interest
- c) the nature of the interest

3. **MINUTES**

(Pages 1 - 12)

The Committee will be asked to approve as a correct record the Minutes of the Overview Select Committee held on 10 March 2020.

4. **ITEMS NOT ON THE AGENDA THAT THE CHAIRMAN OF THE MEETING IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY BY REASON OF SPECIAL CIRCUMSTANCES**

5. **MEETING START TIMES**

The Committee need to agree the start times for the new municipal year meetings.

6. **THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC SITUATION**

(Pages 13 - 32)

The Overview Select Committee are requested to consider the report to Cabinet on 1 June 2020 in which the Council's response to the Covid-19 pandemic situation is detailed, and to receive early thoughts on the Council's recovery phase. The Committee are requested to scrutinise the actions taken and proposals for future delivery of the Council's services, taking into account the lessons learned from this peacetime emergency situation.

7. **CORPORATE PLAN - Q4 END OF YEAR PERFORMANCE OUTTURN**

(Pages 33 - 42)

This report sets out the Q4 performance outturn for the Corporate Plan performance indicators for the period 1 January to 31 March 2020.

The Committee is requested to:

Note the Council's Q4 performance against the targets for the Corporate Plan indicators as set out in this report and Appendix A and Appendix B.

8. **SERVICE DELIVERY PLAN - Q4 AND END OF YEAR PERFORMANCE OUTTURN** (Pages 43 - 64)

This report sets out the Q4 performance outturn for the Service Delivery Plan (SDP) performance indicators for the period 1 January to 31 March 2020.

The Committee is requested to:

Note the Council's Q4 performance against the targets for the Service Delivery Plan (SDP) indicators as set out in this report and Appendix A and B.

9. **CABINET MEMBER QUESTIONS AND UPDATES**

- (i) Cabinet Members will update the Committee on matters relevant to their Portfolio of responsibility.
- (ii) Members are invited to ask Cabinet Members questions and are encouraged to submit these to the Committee Manager in advance of the meeting to allow a more substantive answer to be given.

10. **WORK PROGRAMME 2019/2020** (Pages 65 - 70)

To review and agree the work programme for 2020/21.

Note : Reports are attached for all Members of the Committee only and the press (excluding exempt items). Copies of reports can be obtained on request from the Committee Manager).

Note : Members are reminded that if they have any detailed questions would they please inform the Chairman and/or relevant Director in advance of the meeting.

Filming, Photography and Recording at Council Meetings – The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. This meeting may therefore be recorded, filmed, or broadcast by video or audio, by third parties. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and as available via the following link – [Filming Policy](#)

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OVERVIEW SELECT COMMITTEE

10 March 2020 at 6.00 pm

Present: Councillors Coster (Chairman), Clayden (Vice-Chair), Bicknell, B Blanchard-Cooper, Mrs Catterson, Dendle, Elkins, English, Huntley, Miss Needs, Tilbrook, Mrs Worne, Batley (Substitute for Bennett) and Mrs Staniforth (Substitute for Miss Seex)

507. WELCOME

The Chairman welcomed Members, Officers and members of the press to the meeting.

508. APOLOGIES FOR ABSENCE

Apologies for Absence had been received from Councillors Bennett, Miss Rhodes and Miss Seex and also from the Leader of the Council, Councillor Dr Walsh, the Cabinet Member for Neighbourhood Services, Councillor Purchase and the Cabinet Member for Residential Services, Councillor Lury.

509. DECLARATIONS OF INTEREST

Councillor B Blanchard-Cooper declared a Personal Interest in Agenda Item 5 [Greenspace Management Contract] in his capacity as Chairman of the Friends of Mewsbrook Park.

510. MINUTES

The Minutes from the meeting of the Committee held on 28 January 2020 were approved by the Committee as a correct record and signed by the Chairman, subject to the following amendments:-

Minute 411 [Corporate Plan 2018-2022 – Q2 Performance Outturn Report for the Period 1 April to 30 September 2019] – that the following question from Councillor Dendle be added to the list of questions asked “I ask the Leader of the Council to supply details of what initiatives/special reductions had been offered to new tenants (Business Rate Payers) in the District to enable them to pay business rates and take on currently empty business properties; and

On the same minute a request had been received from Councillor Purchase to change part of the minute in relation to Indicator CP11 – “would the food trial include the recycling of nappies? Councillor Purchase explained that the trial would include all “smelly” waste including hygiene products, not just food” – the request had been to change the word all ‘smelly’ waste to as much ‘smelly waste’.

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There were Members of the Committee who did not agree with this request to change the accuracy of the minutes and having put this request to the vote it was declared LOST.

The Minutes were then approved with the addition of Councillor Dendle's question outlined above.

511. ITEMS NOT ON THE AGENDA THAT THE CHAIRMAN OF THE MEETING IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY BY REASON OF SPECIAL CIRCUMSTANCES

In line with Constitutional requirements, the Chairman confirmed that two urgent key decisions had been presented to Cabinet on 9 March 2020 and that he wished to confirm to the Committee that he had given his agreement, as Chairman of the Overview Select Committee, for these items to be presented on the reasons of special urgency – in line with Part 3 (Responsibility for Functions – Section 2, Paragraph 2.3 of the Constitution.

The Committee was advised that the first report had been on the A27 Arundel By-Pass Consultation which took place in February 2020. The consultation and respond period had been set to take place within a very short timescale with a response required by the Council by 2 March 2020. This required an urgent response to be made by the Leader of the Council and the Chief Executive which Cabinet had been asked to endorse in order to achieve the timescale set.

The Chairman outlined that the second urgent item had been on the Littlehampton Harbour Board, which was a confidential due to the nature of the content. The reason for this special urgency had been down to the timescales in place for the Council to consider how it would respond to the Littlehampton Harbour Board's proposal to change its governance through a Harbour Revision Order.

The Committee noted the content of the update provided.

512. GREENSPACE MANAGEMENT CONTRACT

The Environmental Services & Strategy Manager introduced the representatives from Tivoli Group Ltd to the meeting, being Brad Cole and Ian McIlroy [Regional Directors] and Dave O'Hare [Local Contract Manager]. James Jones McFarland from the Council's Neighbourhood Services section was also present.

The Committee received a report providing a performance update for the Council's Greenspace Management Contract and were advised that this would include a presentation from the Council's current contract provider, Tivoli Group Ltd. The report from the Environmental Services & Strategy Manager provided background from the commencement of the contract to date as well as the services and operations covered by the Contract. It was explained that routine performance monitoring was formalised every quarter and reported through the Council's Service Delivery Plans. The

Contractor had to achieve a prescribed level of performance in delivering operations with Officers from the Council's Parks Team monitoring performance by undertaking 'mystery shopper' inspections of open spaces across the contract in terms of the geographical area and typology. Performance was assessed against the range of contractual operations applicable to each site such as grass cutting; litter collection and shrub maintenance. The contractual performance targets had been set out in the report for 2019/20. These scores illustrated that the performance targets reached were in excess of the contractual performance requirements. It was the Council's aim to work to ensure that these scores continued to steadily improve throughout the duration of the Contract.

The Committee was advised that 2019 had been a positive and consistent year with no contractual defaults issued. Standards had been generally maintained to high levels which met expectation and excellent progress had been made over the winter period in terms of pruning and enhancement work.

The play areas repair, and maintenance element of the Contract continued to run efficiently with a two-man team undertaking repairs and maintenance based on works and priorities identified from weekly play area inspections.

Looking at achievements in 2019 the Council had been awarded with its fifth Green Flag Award for Old Rectory Gardens in Felpham. This site adjoined Hotham Park, Mewsbrook Park, Marine Park Gardens and Norfolk Gardens sports site in achieving this award which recognised best practice in green space management. Such successes demonstrated the strong partnership working in place enabling the delivery of excellent services and so it was hoped to increase this number to six awards in 2020 by entering Brookfield Park into the award scheme, coinciding with the park's 20th anniversary of open space.

The Committee then received a detailed presentation from the representatives from Tivoli and the key points have been summarised below:

- The background and history of the company
- The core values of the company
- The use of technology for contract and innovation using TOPs [Tivoli Operating Platform] - allowing job information on sites and visits to be electronically captured to record work undertaken; before and after photographs; precise location details and electronic sign-off etc. It also enabled teams to competently risk assess sites prior to undertaking work; undertake machinery and vehicle equipment checks and issue targeted safety information on matters such as severe weather warnings.
- Detail was provided on the apprenticeship scheme and the partnership working in place with local Colleges.
- Employees were supported with personal and professional development and a new personal development review process would be rolled out soon

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- Other training and development programmes were explained
- The health and wellbeing of employees and the safeguarding of clients were key priorities. The initiatives in place to support these priorities were explained.
- Corporate Social Responsibility (CSR) examples were provided with reference being made to the fact that all employees were encouraged to take part in community and volunteering events. A great success of this had been support given to an Arun District local community group on behalf of East Preston Parish Council. This had been a great example of biodiversity and conservation work where a wildflower meadow sowing event had involved local children and parents from an after-school group. Other vital community work was outlined.
- key initiatives to be carbon neutral were explained outlining plans with company vehicles; commercial vehicles, battery operated equipment; carbon positive schemes; and looking at data analysis to reduce carbon footprint.

The Chairman thanked the representatives from Tivoli for a very informative and detailed presentation and invited questions from Members. These have been summarised below:

- The emptying of bins on Tivoli sites and waste and dog bins on leisure sites – could the Council's waste Contractor empty bins on leisure sites? The ES&SM responded stating that Biffa emptied dog bins in parks and open spaces, there would be an opportunity for more efficient working across both contracts at re-tendering stage. The ES&SM stated that he would be happy to look at improving efficiencies but that this might require a variation to the existing contract in place with Tivoli.
- Were glyphosate-based weed killers used with live phosphates and did they have any plans to cut back or stop or find natural weed killer. It was explained that this work was in its infancy stage. Trials were taking place in terms of what could be used for killing moss – what had to be considered was that reduced phosphates would mean a lesser standard of weed killer. It was outlined that the Council was part of an Amenity Forum looking at advancing weed eradication methodology. There was a need to have chemical weed killers to combat weeds such as Japanese Knotweed. Studies were also in place looking at the knock-on effect of reducing the use of high chemical weed killing versus the machinery used for weed strimming which were classed as a pollutant.
- Plaudits were given in term of Tivoli's green credentials and a question was asked about planting in Arundel and whether there was any flexibility in the type of planting that could take place. The Parks & Cemeteries Manager explained that he would be happy to work with anyone who wanted a change to current planting schemes and he invited all Councillors to make contact if they had any ideas or requests on planting, including cemeteries.

- Reference was made to the minimum performance target of 66% and that it had been mentioned that this be increased to demonstrate a commitment to continuous performance improvement – could this be raised to 70% as it looked like this could easily be achieved. The ES&SNM explained that this contract target had been based on satisfactory levels of performance and so he would be reluctant to increase this at the present time. Whilst Tivoli could do its utmost to ensure standards to meet the target, it had to be accepted that regionally severe weather [such as the constant rain experienced recently] then presented massive challenge to keep up standards.
- On biodiversity and conservation – the wildflower meadows were applauded as making a fantastic impact. One had been launched in Felpham Way last year but no maintenance work had been undertaken since with the area deteriorating massively. What were the reasons for this – it was outlined that the centenary wildflower meadows had been trialled last year for the first time using different seed mixes. What had happened with some sites was that the seed mix in some cases had not worked well. There was now a better understanding in place in terms of what worked well for different soils around the District and how these areas responded to weather conditions and so a staggered approach to sowing would be adopted for this year.
- Could consideration be given to involving local schools in these projects so that they could become involved in biodiversity and as a way of encouraging future generations. It was explained that although there were several schools in the area, many preferred to focus on their own projects on school grounds, however, this could be investigated further.
- Reference was made to the Council's Youth Council and if Tivoli could work with youth council members on tree planting programmes. It was explained that there were proposals in place to launch a tree planting strategy around September 2020. An action plan was in the process of being drafted covering the next 10 years. Plans for the Strategy would be reported to the Environment & Leisure Working Group.
- Further praise was given to the Tivoli team in delivering such excellent results and in introducing the wildflower meadows. The explanation provided on how difficult they were to maintain had been accepted which led to questions being asked about the many challenges the contractor had to overcome with experiencing variable weather conditions and dealing with open spaces near main roads. Were such factors considered when looking at performance, as this was a question that Councillors often got asked. The ES&SM explained the performance based contract tolerances for example different lengths of grass versus different sites and how these would differ. Such sites were monitored daily in terms of standards. As outlined in the report, if work did not meet the required standard then defaults/financial penalties could be issued.
- Was there anything that Tivoli would like the Council to do? The Tivoli team stated that they worked very closely with Arun's team. The last 18 months had been very challenging due to varying weather patterns

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causing different grass growing issues. Ongoing and close working from both sides ensured that plans were put into place to address attention needed in agreed areas of the District. The roadworks on the A259 last year had caused some delay issues; along with the usual rain challenges.

- What liaison did they have with Parishes? It was confirmed that Tivoli had quite close relationships with Parishes – they did not know of the work schedules in place, but liaison did take place with them.
- At Marine Park Gardens, could some work be undertaken to the hedges on the other side of the road by houses opposite as these were too high and overhung the pathway. It was explained that this may not come under the contract in place, but this would be investigated.
- Was there scope to compost grass cuttings at the place they were cut? This was not possible though community groups could be encouraged to compost so there could be opportunities to explore.
- How ambitious would the Tree Strategy be? It was explained that this was still in the scoping stage, but liaison would take place with Town and Parish Councils and local community groups before coming to the Council for consideration.
- Were there any proposals in place to promote green roofs and living roofs? It was explained that this was very much a new initiative that could be explored however such projects did come with significant expense and health and safety issues – such as working at a height, so the safeguarding of employees and accessibility could be an issue.

Having congratulated Tivoli's Management Team and the Council's Neighbourhood Services team for the work that they did, the Committee noted the information in the report concerning the performance of the Council's Greenspace Management Contract.

513. SECTION 106 REVIEW - BRIEFING NOTE

The Group Head of Planning presented to the Committee a briefing note that had been prepared in response to an item that had been placed on the Committee's Work Programme by the former Chairman of the Committee, Councillor Dingemans, in respect of Section 106 agreements.

Before working through the detail of the briefing note, the Group Head of Planning reminded Members that a report had been presented to Cabinet on 9 December 2019 outlining the current position on Section 106 agreements. This had set out the amount of contributions the Council had by category; the scale of payments that were overdue/outstanding; some current issues as well as specific projects for which contributions had been collected and needed to be progressed. Cabinet had raised no questions on the content of the report and had noted its contents.

The briefing note confirmed three issues for the Committee to note in terms of the updates provided in relation to:

- (1) Have there been any issues with Section 106 monitoring processes since the Committee was last updated?
- (2) The recruitment of Section 106 data and monitoring post – has this resolved the issues of delays and oversights as described at 12 March meeting?
- (3) Former Councillor Dingemans suggested placing bonds (PGB) on developers – what is the update on this suggestion/is it/has it been considered?

The Group Head of Planning confirmed that in respect of (1) and (2) above, the facts had been outlined in the report to Cabinet on 9 December 2019 and that the briefing note presented provided detailed responses. He advised Members that once the Community Infrastructure Levy (CIL) was adopted in April 2020, the number of Section 106 agreements would reduce with most applications would be covered by CIL and would need to make payments for infrastructure through a standard process. S106 agreements would only focus on larger strategic sites and so there would still be a level of monitoring required.

The following questions/points were asked:

- In view of the large number of strategic sites still to come forward, it was felt that bonds should be put into place. The point was made that if this had not been the case at Site 6 [Felpham] then the infrastructure now in place, the relief road mainly, would not have occurred. The Group Head of Planning explained why this would not work if applied to every application received and would not be appropriate to apply blanketly on every obligation but may be relevant to some sites.
- In view of this response, there were some Councillors who believed that more information should be brought before the Committee on this issue in terms of the Council's strategy for the larger sites, in terms of how this would work.
- Questions were asked about the S106 monies and the deposit left for new schools – the process was explained and the role of West Sussex County Council, as the Education Authority.
- Contribution to libraries was raised and whether unspent monies from Yapton developments could be released for a mobile library to be provided to cover the Yapton area. The Group Head of Planning explained that Arun did not collect library contributions and that this was a West Sussex County Council function.
- Had there been any further issues to report since the Committee had last had an update on this? The Group Head of Planning outlined that it had been acknowledged that monitoring processes had not been satisfactory between around 2013 and 2017 as resources had been insufficient to be able to adequately monitor all planning obligations; this had resulted in the potential loss of some funds and non-financial obligations not being adhered to sufficiently and timely. Since then, two full time equivalent Officers had been in post to deal solely with S106 monitoring and reporting. New monitoring systems and processes were in place with additional resource obtained for monitoring the strategic site non-financial

obligations. All historic cases had been investigated and were resolved or in hand to resolve. Therefore, such delays and oversights were far less likely now.

- Debate again took place on the issue of bonds with a request being made that a further report be brought to the Committee in December 2020. The Group Head of Planning reiterated his advice provided earlier in that he would be very reluctant to apply a blanket bond for future development as this would create a complex system and would mean that agreements would take much longer to conclude. He confirmed that if the Committee insisted to make a recommendation to discuss this further, then it would have to be a matter for the Development Control Committee to consider further, not this Committee. The Director of Place outlined the risks in place in terms of the cost of bonds and associated insurance, the bigger the development, then the cost of insurance would increase in line with this. He also stated that in a matter of weeks, following the adoption of CIL, there would be significantly less s106 agreements, with these being limited to strategic sites as outlined already and so the bond argument would not apply. At the moment there were principally, three large strategic sites being West Bersted, Ford, Barnham, Eastergate and Westergate (BEW) - in terms of roads where bonds were more likely to appear, WSCC would deal with the northern part of the BEW site as they would be making the application and so a bond was not required. The Director of Place outlined that it was necessary to look at each individual case and he provided some caution to exercising a bond as already explained by the Group Head of Planning. The Group Head of Planning provided some reassurance to Members reminding them of the Advisory Groups in place across the District where infrastructure need was fully discussed.

Following a further debate on the issue of bonds, the Committee then noted the content of the update provided.

(During the course of the discussion on this item, Councillor Elkins declared a Personal Interest as a Cabinet Member for West Sussex County Council).

514. FEEDBACK FROM MEETING OF THE SUSSEX POLICE AND CRIME PANEL HELD ON 31 JANUARY 2020

The Committee received an update report from the Cabinet Member for Wellbeing, Councillor Mrs Yeates, following her attendance at a meeting of the Sussex Police and Crime Panel held on 31 January 2020.

Various questions were then asked by Members of the Committee as outlined below: -

- Could an update be provided on estate matters?

- Was the PCC keeping up her promises made in terms of recruitment? Councillor Mrs Yeates reported the latest recruitment numbers which were on target.
- It was felt that Littlehampton major incident facility needed to be reused as a manned police station for Littlehampton, especially as more houses were being built and as people had confirmed that they no longer felt secure living in Littlehampton. Could the Cabinet Member push this request forward?
- Could the Cabinet Member please provide details on crime statistics for the area.
- Response to 101 calls was still a concern. Could the Committee be provided with the results of the assessment undertaken and be provided with an update on call response times? Councillor Mrs Yeates outlined that the next meeting of the Panel would cover 101 statistics which were monitored very carefully.
- A request was made that this feedback includes the number of 'drop-off' calls.

The Committee then noted the content of the report and looked forward to receiving answers to the points raised at a future meeting.

515. CABINET MEMBER QUESTIONS AND UPDATES

A wide range of questions were asked by the Committee to Cabinet Members present in the Public Gallery. These have been summarised below:

- Councillor Dendle to the Leader of the Council, Councillor Dr Walsh stated that he had, at the last meeting of the Committee, asked to be supplied with details of what initiatives/special reductions had been offered to new tenants (Business rate payers) In the District to enable them to pay business rates and take on currently empty business properties.

A written response had been prepared by the Leader of the Council which was read out by the Chairman in his absence. This stated that under current legislation the Council did not offer any discounts or incentives for new start-ups. However, any new business that took premises having a rateable value of less than £12,000 would qualify for Small Business Rates Relief at 100%, effectively removing the Council Tax charge, as long as this was their only premise. There was a sliding reduction for a premise that had an RV between £12001 and £15000. Above £15000 no relief was available. (legislative). Arun currently had 2414 businesses that received 100% relief and a further 142 businesses that received varying amounts of relief with an RV between £12,000 and £15,000. From a regeneration point of view regarding new businesses and the use of vacant premises, a report had been considered by Cabinet only yesterday proposing the establishment of Pop-up shops in high streets.

It was proposed that shop units, currently vacant, would be adapted so that smaller/start-up retailers could occupy these units on competitive terms, providing them with the opportunity to have shop front premises and test the viability of their business whilst also bringing new businesses to the high streets. For this proposal, the Council would be renting the premises and would be responsible for paying the business rates on those premises. The retailers would pay a fee for the space they occupied to the council and would not pay business rates in addition to this.

Councillor Dendle responded with his view that the Council could provide more incentives and that the Council needed to do more as nothing was really being achieved in solving the empty shop crisis in Arun's Towns. He suggested introducing a target period of time say for first 3-6 months at no charge to encourage new businesses and he asked if the Leader of the Council could consider this.

- Councillor Dendle to the Deputy Leader of the Council and Cabinet Member for Corporate Support - Can you advise what the Council's Policy is for employees and Councillors regarding drugs and drink? Is there regular testing? Should there be? Councillor Oppler responded confirming that the Council did have a Drugs and Alcohol Misuse Policy for its employees. Under the Health and Safety at Work Act 1974, the Council had a general duty to ensure the health, safety and welfare of its employees. If it knowingly allowed an employee under the influence of alcohol or drugs to continue working, and this placed the employee or others at risk, the Council would be deemed as liable. An employee could also be liable if their alcohol consumption or drug-taking put the safety of themselves or others at risk. This did not mean that the Council could randomly test employees for drug or alcohol consumption. If a Line Manager suspected that an employee was under the influence of drugs or alcohol at work and this was considered to be a one-off incident, the member of staff would be sent home and a disciplinary investigation would follow. If, however, there was concern that there may be an underlying dependency or addiction, the Council would seek medical advice from Occupational Health with a view to supporting the employee.
- Councillor Dendle asked what the position was for Councillors. Councillor Oppler stated as Councillors were not employees of the Council this procedure did not apply to Councillors. However, Councillor Oppler suggested that if there was a problem it should be down to Councillor colleagues to pick up and identify a solution within the Political Group. Any serious problem would become a Member Code of Conduct issue.
- Councillor Bicknell asked if drug testing should be rolled out to all new employees? The Group Head of Policy stated that she was not sure if this was necessary as no other public service organisations insisted on undertaking such testing.

- Councillor Dendle to the Cabinet Member for Technical Services, Councillor Stanley – as the Council’s nominated representative for the LGA Special Coastal Issues Group, how many meetings had he attended since taking up his portfolio at annual Council in May 2019? Councillor Stanley stated that he had sent his apologies to the meeting held in January 2020 as this had been held in Wales and that he was taking part at the next meeting on 25 March 2020 via telephone conference call.
- Councillor Dendle to the Cabinet Member for Neighbourhood Services, Councillor Purchase - when would the food waste trial start; which areas would this be rolled out to and what items would be used for residents to place food waste in and what would happen to food waste and when would it be rolled out to the rest of the District? Councillor Oppler confirmed that he would pass the detail of this question onto Councillor Purchase so that a response could be provided in writing.
- Councillor Dendle to the Deputy Leader of the Council and Cabinet Member for Corporate Support. For the new governance structure – what were the Committees to be and the associated costs? Councillor Oppler confirmed that the Chief Executive was working through the proposals and that various items would be reported to meetings of the Constitution Working Party, the dates of which had now been agreed with Working Party Members. He confirmed that there would also be a training seminar for Members to be held later this year and that he would keep Councillors informed as things developed.

516. WORK PROGRAMME 2020/2021

The Group Head of Policy presented to the Committee its draft Work Programme for 2020/21 and reminded the Committee that the Council’s Constitution required it to report annually on its future work programme to Full Council for approval. This would take place at the Full Council meeting in July 2020.

The Committee was asked to consider the work programme for the 2020/21 year identifying any issues to develop or review, whilst working to the key themes of the Committee’s responsibilities, so that these could be included within a draft work programme that would be presented to the Committee for final approval in June 2020.

In discussing the possible topics that Members might wish to review, the following observations were made:

- Some Members questioned the value of having the Arundel Chord as an item as this concept had always received cross-party support. Was there really a need to scope this as its intention was clear? It was also felt unlikely that Network Rail would accept any invitation to attend a meeting. Following further discussion, it was agreed that Councillors Bicknell and Dendle would meet with the Group Head of Policy to pull together the scope for this review.

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- It was agreed that Southern Water Services be invited to a meeting to discuss their operation working. It was agreed that a clear brief would need to be agreed so that they would know what they would be questioned on. The Group Head of Policy agreed to prepare something ready for the Committee's June meeting.
- Approval was given to inviting the Environment Agency to discuss the recent flooding issues experienced.

The Committee then noted the detail of its draft Work Programme for 2020/21 and were reminded that they could add further ideas when the work programme would be represented for approval at its next meeting on 9 June 2020.

(The meeting concluded at 8.22 pm)

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF OVERVIEW SELECT COMMITTEE ON 9 JUNE 2020

PART A : REPORT

SUBJECT: THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC SITUATION

REPORT AUTHOR: Nigel Lynn, Chief Executive

DATE: May 2020

EXTN: 37600

PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY:

The Overview Select Committee are requested to consider the Report to Cabinet on 1 June 2020 in which the Council's response to the Covid-19 pandemic situation is detailed, and to receive early thoughts on the Council's recovery phase. The Committee are requested to scrutinise the actions taken and proposals for future delivery of the Council's services, taking into account the lessons learned from this peacetime emergency situation.

RECOMMENDATIONS:

The Committee are requested to note this report.

1. BACKGROUND:

1.1 OSC are reminded of their role, as detailed in the Council's Constitution, in particular:-

- Part 1: Para 4.0:-

[Extract] There is one Overview Select Committee, the functions of which are those of a scrutiny committee. The Committee supports the work of the Cabinet and Council as a whole. It allows residents to have a greater say in Council matters by holding inquiries into matters of local concern.

- Part 2: Article 6:-

[Extract] Within its terms of reference, the Overview Select Committee will: -

- (i) Review and/or scrutinise decisions made, or actions taken in connection with the discharge of any of the Council's functions.
- (iv) consider any other matter affecting the District or its residents

<ul style="list-style-type: none"> • <u>Part 6: Section 2: Para 6.3:-</u> The Overview Select Committee shall also respond to requests from the Council and, if it considers it appropriate, the Cabinet to review particular areas of Council Activity. • <u>Part 6: Section 2: Para 11.1:-</u> The Overview Select Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions within the terms of reference of the Committee. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any Member of the Cabinet, the Head of Paid Service and/or any relevant Director or Group Head to attend before it to explain in relation to matters within their remit: <ul style="list-style-type: none"> • Any particular decision or series of decisions and • The extent to which the actions taken implement Council policy and it is the duty of those persons to attend if so required. <p>1.2 Taking account of these responsibilities, the Committee are requested to consider the Report to Cabinet on 1 June 2020 and scrutinise the actions contained within the report.</p>		
2. PROPOSAL(S):		
Overview Select Committee are requested to note this report.		
3. OPTIONS:		
To offer an alternative view on what actions have been taken.		
4. CONSULTATION:		
Report taken to Cabinet on 1 June 2020		
Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		X
Relevant District Ward Councillors		X
Other groups/persons (please specify)	✓	
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial	✓	
Legal		X
Human Rights/Equality Impact Assessment		X
Community Safety including Section 17 of Crime & Disorder Act		X

Sustainability		X
Asset Management/Property/Land		X
Technology		X
Other (please explain)		X

6. IMPLICATIONS:

There are likely to be financial implications for the Council, the seriousness of which will depend on how long the emergency situation lasts, any future funding opportunities offered by central government, and decisions taken with regard to future working arrangements and delivery of services.

7. REASON FOR THE DECISION:

No decision required.

8. BACKGROUND PAPERS:

[Report to Cabinet 01.06.2020](#)

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ARUN DISTRICT COUNCIL

REPORT TO CABINET ON 1 JUNE 2020

PART A : REPORT

SUBJECT: THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC SITUATION

REPORT AUTHOR: Nigel Lynn, Chief Executive

DATE: May 2020

EXTN: 37600

PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY: This report informs Cabinet of the Council's response to the pandemic situation; its reaction to Government guidance; the continuation of service provision to our residents; and liaison with Members, Partners and Town & Parish Councils.

RECOMMENDATIONS:

Cabinet are requested to note the actions taken thus far, to note the lessons learned and responses to them, and to consider the way forward for this Council post-recovery.

1. BACKGROUND:

This report is divided into three main areas – what we have done, what we have learned, and recovery.

1.1 WHAT WE HAVE DONE

Welfare of Staff and Members

- 1.1.1 IT solutions were quickly pushed forward to enable the maximum number of staff to work from home, with the necessary equipment, and to observe the Government's social distancing guidelines. Consideration was also given to a seamless transition as far as the public were concerned, from a communications point of view.
- 1.1.2 Staff were offered the opportunity to work 'shift' patterns (7am – 1pm, and 1pm – 7pm) to reduce the bandwidth demand on the Council's internet connections. We placed an order to increase one of the connections from 100mgbs (megabits per second) to 500mbps to improve accessibility to e.g. external software such as Northgate (for Revenues & Benefits) and to give capacity for staff to resume 'normal' working hours. This action minimised any risk of slow connections during peak usage times.
- 1.1.3 The ICT Helpdesk also increased its hours of support (now 7am -7pm) to mirror the shift working hours.

- 1.1.4 Staff who have been present in the civic buildings each day are those providing advice and assistance to people presenting as homeless; those in the Post Room who receive the post every day and scan to the appropriate officers to deal with; staff from the Facilities Team who ensure that the civic buildings are unlocked/locked and to provide a safe environment for those entering the buildings, as well as Corporate Management Team on a rota basis to offer visible support to those staff attending the buildings.
- 1.1.5 With effect from Tuesday 14 April 2020, access to the civic buildings for staff was restricted to 8.30am-6pm to reduce the strain on operations and to minimise the time that staff could be in the buildings/offices.
- 1.1.6 A limited presence within the Civic Centre and Bognor Regis Town Hall allows for those presenting as homeless 'on the day' to be assessed. The Reception opening times were restricted to 10am-4pm to reduce the risk of infection whilst maintaining a service to those homeless applicants. With effect from 9 April 2020, the Contact Centre also transferred to home-working, thus further reducing the level of staff presence in the Civic Centre.
- 1.1.7 Over the weekend of 21 & 22 March, protective partitioning was installed in the civic building reception areas (at a cost of £13k) to protect staff and customers from the possibility of cross-infection and to allow those critical face-to-face services to continue. This was in response to Government advice regarding social distancing and that PPE equipment such as face masks did not offer effective protection for staff.
- 1.1.8 Access to the civic buildings has also been restricted for Members, recognising that their safety and wellbeing is just as important. (See also sections on communications and decision-making.) Contact between Officers and Members continues via emails and telephony, to enable Members to advise and assist their constituents during this difficult and worrying time.

Welfare of our Residents

- 1.1.9 Covered under the subsequent items regarding service delivery, financial support, community hub work, and communications etc,.

Communications

- 1.1.10 The Council's usual channels of communication via website, social media etc have been extremely well utilised, to push out messages to residents about any implications on/changes to service provision, and to update on Government guidance. The use of social media has also been embraced by the Leader of the Council who has recorded video messages to the public, offering live Q&A opportunities as well as regular updates on service provision. These video messages have been positively received and generated some additional questions from the public which have informed our regular briefings and webpage updates.
- 1.1.11 We have seen an increased use of social media to raise questions on what the Council are doing in this crisis and the Communications Team are monitoring Facebook and Twitter feeds to ensure that these questions and comments are picked

up and addressed, either via the original social media posting or included in a general update message.

- 1.1.12 A Coronavirus 'pop-up' was installed on the home page of the Council's website, leading viewers to a dedicated webpage for service updates and information. Staff, Members and the public are encouraged to visit this page for information in the first instance. The content of this page, and of many social media postings, is driven by enquiries received from Members and the public and is updated frequently.
- 1.1.13 A residents' electronic newsletter was launched and over 800 email addresses have registered to receive these.
- 1.1.14 The Chief Executive has joined many regular conference calls with, for example, the Ministry for Communities, Housing & Local Government (MCHLG), District Councils Network (DCN), Local Government Association (LGA), Greater Brighton Economic Board, other West Sussex Chief Executives, and disseminates this information via his weekly conference calls with the Leader & Deputy Leader and Group Leaders, and via his weekly Councillor Briefing messages. A similar briefing note is also issued weekly to our corporate partners such as The Body Shop, Butlins and Rolls Royce, and to the Clerks and Chairmen/Mayors of our Town and Parish councils.
- 1.1.15 A channel for Member enquiries was established (via Jackie Follis, Group Head of Policy) so that all enquiries relating to the Covid-19 situation could be co-ordinated and a consistent response issued to similar enquiries.
- 1.1.16 The Communications Team has delivered regular messages to all staff, supporting their dedication and hard work, and boosting morale. It is clear from comments made that these messages have been welcomed and appreciated.

Homelessness

- 1.1.17 The Council established a supply of units of emergency accommodation with our partner Butlins, to help with households presenting as homeless during the pandemic situation, and also to address the Government's requirement to remove all rough sleepers from the street.
- 1.1.18 As at 6 May 2020, a total of 180 households have been accommodated.
- 1.1.19 A total of 24 rough sleepers were identified at the start of the lockdown period - 16 of which were accommodated, 4 refused offers, and 4 remain unaccounted for, possibly moving on.
- 1.1.20 The Housing Team have worked tirelessly to deal with the number of cases and to ensure that households are provided with suitable accommodation as quickly as possible in order to keep them safe.

Waste collections

- 1.1.21 An initial disruption due to sickness within Biffa's own workforce meant that recycling waste was not collected in some areas to the east of the district in the first few days of the lockdown period. This was rectified quickly with kerbside collections resuming as normal from 14 April 2020 and maintained thereafter. Garden waste collections were suspended briefly but are now working as normal.

1.1.22 The initial disruptions were advised to the public via social media and website posts.

1.1.23 Some concerns have been raised regarding the potential for fly-tipping to increase as a result of the amenity sites being closed, and this is being closely monitored. WSCC re-opened their Household Waste Recycling Sites with effect from 11 May 2020, further to Central Government's guidance, subject to social distancing regulations.

Car Parking

1.1.24 With effect from 1 April 2020, car parking charges were suspended. Enforcement action only applied to double yellow lines and loading bays. This was to help our residents park safely, support key workers and avoid road congestion during the Covid-19 situation.

Support to Local Businesses

1.1.25 The Government announced a number of different measures to assist local businesses and residents through these difficult times. Details of these were made available on our [webpage](#). The webpage was updated frequently, often daily, as and when new information was circulated from Central Government.

1.1.26 The Council received £39m from the Government to assist eligible local businesses in the retail, hospitality and leisure sector. Approximately 2,600 local businesses are eligible for assistance via the Business Grant scheme. As at 6 May 2020 we had awarded £24.5m worth of grants to 2100 businesses. A targeted reminder was issued to the 350+ businesses yet to submit a claim.

1.1.27 Staff in the Revenues & Benefits Team have worked through weekends (including the Easter Bank Holiday) to enable them to process the high volume of applications being submitted, to review the number of appeals against decisions, and to respond to direct enquiries from the public about eligibility and the progress with applications. The team responded as quickly as possible when government schemes were first introduced, although there were delays as details of schemes were adjusted by the Government and software made available to process payments as well as the Government changing the criteria five times.

1.1.28 The Government's Council Tax Hardship fund allowed for households facing financial hardship to receive a rebate of up to £150 against their annual Council Tax bill. Approximately 4,500 households in Arun could be eligible for this. No recovery action is being taken on Council Tax arrears – this has been the case since 18 March 2020.

1.1.29 The Council recognised the financial impact of the pandemic situation on local SMEs (small and medium-sized enterprises) within the retail, leisure and hospitality sectors who rent premises from ADC. On 30 March 2020, we therefore introduced a rent deferment opportunity, offering businesses the choice to defer rent payment due in April 2020 (for the April-June quarter) and repay over six months between October 2020 and March 2021. An additional offer was made (9 April 2020) to repay over a longer period (concluding in Jan-March 2022) in recognition of the seasonal fluctuations in income which would be negatively impacted by the crisis.

1.1.30 Officers have received a constant barrage of new messages from the government on funding awards. The information provided has been reviewed at various stages to ensure that local information and links to government schemes was being presented

clearly on our website. The new business support tool developed by Government also will have helped.

- 1.1.31 The Council were approached by Freedom Leisure to request financial assistance during the initial stages of the lockdown period and this was agreed (details reported to Cabinet on 29 April 2020). These measures will help Freedom Leisure to maintain the business during this pandemic situation following Government direction to close leisure facilities.
- 1.1.32 A further strategy to assist all suppliers means that, with effect from 1 April 2020, invoices have been settled immediately instead of our standard payment terms. This ensures that invoices are paid upon receipt which assists with cashflow in the supply chain and helps to protect jobs.

The Council's Finance

- 1.1.33 The Council submitted a return to the MHCLG on 15 April 2020, identifying a loss of income/extra costs amounting to £585k for the period March-April 2020, with a full-year effect (if the situation continues) of £2.4m. A report was presented to Cabinet on 29 April 2020, setting out the financial consequences of the pandemic to this Council.
- 1.1.34 The Council has a significant role in supporting the district as well as maintaining its own services. This has resulted in a significant loss of income, additional expenditure, and significant cashflow implications.
- 1.1.35 Whilst the Council received £64k of Government funding in April, with a further promise of additional funding (see 1.1.37), the largest portion of funding had been awarded to County Councils. A lobbying exercise aimed at Ministers suggested that Districts needed a much larger share of the funding – Arun District Council were part of that lobbying exercise and were supported by our local MPs.
- 1.1.36 In addition, due to the financial impact of people being furloughed or – at worst – laid off, a number of Council Tax direct debits have been either cancelled or rejected by their banks. The Council is obliged to pay a large share of the Council Tax collections to town and parish councils, county council and the Police, regardless of whether we have received the payments from residents. This also impacted on our cashflow.
- 1.1.37 On 28 April 2020, the Government announced that Arun District Council were to receive an additional £1.6m in funding (as part of a total £16bn awarded nationally) to deal with the immediate impacts of the Covid-19 situation. Whilst this was better than the previous award to ADC of £64k, it will still fall short of our lost income overall.
- 1.1.38 We have also been told that the Government will continue to work with Councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021-22 local government finance settlement.
- 1.1.39 The Council also submitted a further return to the MHCLG on 15 May 2020, identifying additional losses of income and extra costs.

Council Decision-Making

- 1.1.40 Following an amendment to the regulations for 'virtual' and 'remote' Council meetings, the Council implemented procedures and delivered an additional section in the Council's Constitution to cover this.
- 1.1.41 Staff trialled a number of platforms for virtual meetings so were already exploring options for extending this to Committee meetings. The challenge in agreeing one solution over another surrounded the different functionality available and compatibility with the different mobile devices used.
- 1.1.42 Our first virtual Cabinet meeting took place on 29 April 2020. This went reasonably well and identified some learning curves to be taken forward.

Parks & Open Spaces

- 1.1.43 In line with Government guidance, we closed our playgrounds, skateparks etc to minimise the risk of transference of infection. There were some initial issues with persons unknown breaking the ties on the gates, but we responded by replacing with chains and increasing the number of notices.
- 1.1.44 Parks and open spaces are still accessible by the public and we repeatedly promote the advice regarding social distancing.

Planning Decisions

- 1.1.45 The Government issued advice to all Councils, encouraging them to continue with their planning service whilst also adhering to the advice issued regarding staying at home and social distancing. Therefore, no Planning staff are accessing the civic buildings to receive and process paper applications. All representations are being submitted via the planning portal.
- 1.1.46 Whilst it is recognised that this is not ideal and will clearly impact on residents who do not have access to computers/emails etc, this was the best solution available to us during these difficult times. We have been able to accept submissions from third parties, on behalf of someone who does not have access to computers/emails, and these were treated as a separate representation.
- 1.1.47 A 'virtual' Development Control Committee meeting is planned for 26 and 27 May - this will take place over two days due to the size of the agenda

Community Hubs

- 1.1.48 The Hubs went live on 25 March 2020 and, as at 28 April 2020, ADC have responded to 137 direct referrals from the county council, mainly for welfare calls, food and medication collections. Our staff volunteers try to match the referral with the local support organisations.
- 1.1.49 ADC only responded to category 3 (non-urgent) referrals – category 1 (Shielded) & 2 (Covid Vulnerable) are dealt with by the county council.
- 1.1.50 There was a concern that the number of referrals would escalate once people are discharged from hospital, but this did not happen due to the peak declining post Easter.

1.1.51 As at 21 April 2020, Arun had the highest number of referrals (over 700 since 25 March). Arun have been receiving between 13 and 20 referrals per day.

1.2 WHAT WE HAVE LEARNED

1.2.1 It could be argued that we could have started to make financial support payments to local businesses sooner. However, there were delays in receiving guidance from Government on how to process the claims. This in turn required software updates to the Northgate system, which was necessary to process the payments. We also identified a high number of potentially eligible local businesses.

1.2.2 In hindsight, we could have initiated the weekly briefing notes to Members, Town & Parish Councils, and Partners earlier (the first Member Briefing was issued on 31 March 2020). We accept that our focus was on the immediate reactions to the pandemic in terms of protecting the staff and public and implementing Government guidelines.

1.2.3 We needed to ensure the consistency of messages being issued to the public to avoid confusion and minimise the volume of contact to clarify these messages. This was an ongoing learning curve and we improved on this over time, but at times we were not consistent with our messages.

1.2.4 One of our successes was the speed in which we mobilised home-working arrangements for staff. The purchase of additional equipment e.g. laptops, monitors, headsets, was dependent on demands on our supply chain but we submitted orders quickly and maximised our existing good relationships with suppliers in order to achieve speedy delivery. The IT team worked tirelessly to deliver equipment and educate users on how to make the most of their home-working solutions.

1.2.5 To enable remote working, the ICT Team investigated options for video-conferencing to allow staff to communicate with each other visually, to continue with meetings already planned and those added to diaries as a result of the pandemic situation, and also to 'test' with a view to holding remote/virtual Committee meetings. Two solutions have been adopted – 'Zoom' and 'Microsoft Teams'. Each solution has its own benefits and disbenefits, and decisions are made at the time of organising the meeting as to which solution best fits the requirements of the meeting. Moving forward, there is a cost implication for retaining 'Zoom' as licences have to be paid for – currently 12 licences have been purchased for the Council. Microsoft Teams forms part of our corporate Office 365 package and therefore does not incur any additional costs. However, there are limitations to its functionality (Microsoft are working on a number of updates) which lends itself better for internal meetings currently. We have learned that other Councils have had practical and digital issues with their virtual meetings.

1.2.6 We also delivered solutions for committee videoconferencing quickly and provided a comprehensive bespoke training programme to staff and Members. It is acknowledged that there was an initial delay in delivering this, due to extensive research into the security and compatibility issues connected with videoconferencing.

1.2.7 Community Hub. By working with West Sussex and only having one 'front door' we have avoided duplication and ensured that the most appropriate agency has responded to the referral. In Arun we have established a local directory of organisations and volunteers which is used to match the person in need with a

responder. We also have a body (44) members of staff who have volunteered to act as matchmakers or respond directly where there is no local organisation that can assist. The need generally falls into one of three categories – food shopping and delivery, medication pickup and delivery or a welfare call. We now have established processes with the West Sussex Community Hub to ensure that activity and outcomes are tracked and inappropriate referrals reverted back to the Community Hub.

- Disadvantages of WS Hub Model:
 - establishing the Community Hub took time in a two-tier structure
 - a community response to need was established in many cases before the Hub was fully operational
 - individuals may have preferred a local contact point
- Advantages of WS Hub Model:
 - single point of entry (front door) ensures all cases are effectively triaged and appropriately discharged
 - those already in the 'system' are quickly identified and do not need to provide background information
 - all urgent food deliveries are managed from a single distribution point
 - no duplication of effort

1.2.8 Staff support has been made available through the usual channels of line management, senior management, HR and the Employee Assistance Programme. Flexibility has been given to the hours of work to enable those with e.g. caring responsibilities to balance the demands on their time. Regular 'team chats' via telephone or video conferencing have been encouraged to provide a degree of social interaction and so that those who live alone do not feel so isolated.

1.2.9 It was recognised that not all staff are able to work from home, perhaps because of the nature of their role, or due to personal factors such as caring responsibilities, unaffordability of a suitable internet connection etc. A small number of these staff have continued to come into the civic offices to work (maintaining social distancing and self-care guidelines). Some have offered to assist with the Community Hub volunteer scheme (or other volunteer schemes in their home locality). Some have offered assistance to other service areas who may be experiencing a higher demand during this crisis period. Inevitably, there are a small number of staff who are less-occupied than would normally be but are taking advantage of the situation to carry out other tasks such as file management and preparations for future demands.

1.3 RECOVERY

A: What we have already done

Delivery of Services

1.3.1 We have demonstrated that we have the ability, and the technology, to deliver services in a different way. Staff, and Members, have adapted to new technology - remote working, virtual meetings, paperless solutions. There is no doubt that we will not be returning to our previous working arrangements and need to embrace, take forward, and possibly even improve the 'modern' methods. Whilst many of these

changes may already have been on our 'wish list', they have been forced forward as a result of the pandemic and we should not lose the momentum of this progressive change.

Technology

- 1.3.2 Due to the roll-out of video-conferencing solutions, we now have the ability to hold 'virtual' meetings. This can be utilised in the future where Members, for one reason or another, are unable to physically attend a meeting but wish to dial-in to observe or take part. For example, it is sometimes difficult to arrange Briefings between Officers and Members; these could now take place virtually which may help that process. These solutions will also contribute to potential savings in travel where Officers are invited to attend meetings/conferences and a 'virtual' option is available.

Communications

- 1.3.3 We now have a template for an e-newsletter which we will be able to use in the future for sending messages out to residents. The database of email addresses will continue to grow as residents register for this service. This will be particularly useful in the event of a major emergency or district-wide event such as elections. We could also expand Arun Times with more additional on-line versions between the hard copy versions, for example.

B: Coronavirus Exit Strategy

- 1.3.4 As part of this strategy, we need to determine key reasons for not returning to pre-coronavirus working arrangements. This in turn will lead to reduced office space requirements and reduce the overall ADC estate and associated costs. We also need to generate income and;
- Our aim should be for a greener and more sustainable service delivery
 - The strategy should help to improve working arrangements for some staff and, therefore staff retention, particularly hard to recruit groups
 - We should also review who it won't work for, with reference to both services and individuals
- 1.3.5 One of the early tasks will be to collect information from staff and service managers. A survey of staff has already taken place (closing date of 1 May 2020) so that we can identify specific issues and evaluate overall enthusiasm for home working (continuously) and working from home (frequently).
- 1.3.6 The process could include early informal discussions with Members to:
- agree the rationale for change as set out in 1.3.4; and
 - consider new ways of working for Members

- 1.3.7 The strategy will review what working arrangements could look like service by service, and then corporately. There will also be Unison consultation.
- 1.3.8 Finally, we will review corporate implications and arrangements that need to be in place with timescales (IT, HR policies, staff consultation, costs, consultation with partners etc). This will include an analysis to determine if benefits are real, when they can be realised and the payback period

C: What Next Arun?

- 1.3.9 Local Government has performed heroically in response to Covid19 and there is no doubt that the impact of the crisis will be felt for many years to come, both physically, and financially. The challenge now is to build on the learning that can be drawn from the crisis and establish a “New Normal” that reflects the needs of society in the years to come.

Arun District Council has responded brilliantly. Leaders, Councillors and staff alike, have pulled together to implement change at pace, overcome hurdles that previously were seen as insurmountable, and learned a great deal about both ourselves and the organisation.

The reaction to the gradual lifting of the Government Lockdown will take at least a year, and the public may be less inclined to attend large gatherings or events. This, in turn may result in a focus on “local”, particularly if the fear remains of a second wave of the virus.

1.3.10 The Community

The Community will be different. We have now seen how vulnerable we are to pandemics and we will be dealing with this until there is a proven vaccine. Our economy will continue to shrink, businesses will close, unemployment and poverty will rise. The Council’s operating models will also need to adapt further to reflect changing community needs and demands. Our relationship with our communities will shift, with an increase in volunteering, an increased awareness of local people in need, and the more vulnerable in the community. There is, therefore, an opportunity to use the power of the community, and this may well go hand in hand with an increase in scrutiny of local service delivery from the public.

1.3.11 Demand

With the onset of increased unemployment, business failure and pressure on health, there will be a shift in the pattern of needs and demand on services. Economic growth (or recovery) and the role of the retail sector will become even more important. Services impacted by poverty; benefits, housing, and social care will come under increasing strain. However, on the plus side, the environment has raised its importance, and we have noticed the improved air quality and reduction in noise from vehicles. Similarly, services like waste and parks have gained some recognition of how important they are to the day to day lives of communities, both of which are managed by District Councils. There is an opportunity to grasp the climate change agenda and encourage the continuation of some of the good habits we have all got

into such as increased cycling. There is, for example, more of a demand for safe separate cycle lanes now.

1.3.12 Customer Access

With the closure of our own buildings (in the main), the public have grown more accustomed to accessing our services by phone and on-line. Staff have not been able to meet face to face and have found increasingly agile ways of interacting with both their colleagues and customers. This new-found capability and flexibility will need to remain and become increasingly stable and consistent. In the medium term over the next 12 months, we anticipate still living with Covid 19 and will need to promote safe interaction between staff and customers through increased use of technology. Customers will also be less willing to meet face to face, particularly the vulnerable, and the Council must improve its virtual access to assist them.

1.3.13 Service design and delivery

Along with a change in customer access, we have also seen that service delivery can change. There has been no choice but to deliver services without face to face access and with greater flexibility in customer journeys and the processes that sit behind them. There will need to be an increase in the move to digital; recognising that the gains made during the crisis were proof that many services can be delivered in very different ways. Our continued digital agility as a Council will be essential, using what we have learned from what works, and what doesn't, and examining the customer data we have about what information customers want and how.

1.3.14 There is clear demand for leisure and culture as a result of the pandemic, especially walking, cycling and using our parks, open spaces, and waterfronts. Across the District, people of all ages and backgrounds are finding a new hunger for physical activity, sport, exercise, and for cultural, creative and heritage participation. Leisure and culture have never been more valued. This has been amplified by the Government highlighting the importance of being active and we have seen people embrace the opportunity to get out of the house and do some exercise as an essential part of daily life, perhaps for the first time. The value of Arun District Council run parks and open spaces has proven incredibly important and helped to reinforce their role as part of the core services to maintain a healthy and active life within the community.

1.3.15 Inventive approaches to moving content on-line and enabling people to participate individually, or collectively, from home, offers some insight into possible future operating models for our Wellbeing Team. There is a greater thirst for leisure and culture and an acknowledgement of the potential to enhance daily life and keep people healthy, particularly in disadvantaged communities. Arun District Council's role will increasingly be important to the prevention agenda for public health and we have the opportunity to design service provision for the future based on need and addressing social and economic priorities.

1.3.16 Workforce and agile ways of working

Two big things have happened: staff have needed to work from home – with mixed blessings, and staff have been asked to work more flexibly with being redeployed across old service boundaries. This has demonstrated that agile and flexible working are more feasible than previously imagined and that there will be a need for far greater flexibility in the way resources are deployed – with multi-skilling and broader role specifications the norm. It may well bring additional challenges to the service silos that prevailed before the crisis, but staff are unlikely to work in the Council offices to the extent they used to, now that the efficiencies of working from home have been recognised and due to the continued need to keep staff and customers safe. This will have an impact on the usage of our Council buildings and may lead, in time, to alternative office accommodation, as less space is needed. One benefit of the Coronavirus is the empowerment that staff have felt in relation to working at pace and making decisions without time for a hierarchy of decision-making processes (The “John Lewis Council” approach!). As a result, our future communications with the public will be different, quicker, less precise, linking in with the many new requests from the public and business for Council information and guidance.

1.3.17 Financial position

With the collapse of many businesses, the closure of retail and service outlets and another step change in the way on-line purchasing is damaging the high street, there will be an inevitable dent in revenue streams through business rates or commercial revenues.

Costs of Council services may well increase as demand rises or, in the case of our leisure centres (which may take many months to be able to operate safely at full capacity), costs will increase due to the need to limit usage. If austerity stimulated one wave of change, then what we face now will drive another change.

It is yet unclear how government funding will change to reflect the changed circumstances, but it will be inevitable that Councils need to get ahead of the curve and fundamentally rethink how we deliver services and balance the finances. As a result, our Medium-Term Financial Strategy will need to be re-written and political priorities might change. There will be a real shortfall of cash for Local Government and we will need to reconsider all aspects of finance, including our budgets, staffing, services, charging policies, rents, projects and our recently agreed Strategic Targets, to ensure they are affordable, or possibly delayed.

The Government’s Fair Funding Review and Business Rates reset has recently been suspended which will provide another year of positive respite and there has been an acknowledgement of the importance of the cultural, tourism and leisure sectors within the national economy to support economic recovery too. This all must take place under the broad understanding of keeping things both local, and sustainable.

1.3.18 Strategic focus

Our corporate plans need fundamental re-examination to see if they remain fit for purpose. As circumstances have changed, so too must priorities and the funding that is allocated to those priorities. Political leadership will be faced with the need to look very hard at how funds are allocated to meet the new needs of our communities. This may also impact on our thoughts about our High Streets as they face major decline. As a result of this demise, more events may encourage usage, but people may not be keen to congregate so much in the future. The answer may lie in encouraging

more people to live in towns to generate the income and usage they need, possibly through converting unused accommodation for flats, or building higher.

1.3.19 Place and identity

With an upsurge in local participation comes an increasing sense of awareness of the community and the place it occupies. This may increase a sense of locality and how service provision works at local level, which may impact on our Council Wards and Councillors. It may also challenge how agencies work together in localities and the investments required to delivery what each locality needs. This increased sense of locality may run counter to a top down view on local government reform – or it may create an opportunity to redesign what Arun DC stands for.

1.3.20 Agile leadership

Local Authorities always work well in a crisis and we should be rightly proud of what we have achieved. We have demonstrated an agility and flexibility in leadership that has seen changes implemented in two weeks that might otherwise have taken two years. It would be such a shame if, as the crisis and its consequences unfold, the Council lose the gains we have made and miss the opportunity to create new ways of working. This may also have an effect on the need for all the Committees we envisaged, as part of our recent Governance review.

1.3.21 The challenge

Out of every crisis comes an opportunity and this is no exception. Society will have changed, communities will have been unleashed, and demand will have shifted. We need to create an organisation that responds to this systemic change and be optimistic about how Arun District Council can adapt to meet the shifting needs of its community. Our recovery plan, therefore, will need to focus on the recovery of the Arun organisation, its community, local economic activity and the wellbeing of the District's inhabitants.

1.3.22 Summary

Officers had, prior to Covid-19, been working on the Council's financial position. The pandemic now raises a lot of concerns about the Council's future finances and working practices. It will be imperative that Members and Officers work collaboratively to agree our recovery phase over the next 12 months. It is envisaged, that reports will be presented to Cabinet and OSC over the forthcoming months to establish our recovery action plan.

2. PROPOSAL(S):

Cabinet are requested to note the contents of this report and support the actions taken during this emergency situation.

Further discussion to take place to agree recovery action.

3. OPTIONS:

Not to support the actions taken.

4. CONSULTATION:

Consultation on the actions referred to in the first part of this report (what we have done) was undertaken with the Leader and/or Deputy Leader of the Council, and with the relevant Portfolio Holder, as appropriate.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		X
Relevant District Ward Councillors		X
Other groups/persons (please specify)	✓	
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial	✓	
Legal		X
Human Rights/Equality Impact Assessment		
Community Safety including Section 17 of Crime & Disorder Act		X
Sustainability		X
Asset Management/Property/Land		X
Technology		X
Other (please explain)		

6. IMPLICATIONS:

The final picture regarding the Council's financial position will not be known until the emergency situation is over. We project that the potential cost to the council will be in the region of £2.4m, and we have already received £1.6m in funding from Central Government. Any future funding is unknown. Additionally, expenditure is difficult to predict as we don't know how long the situation will last. We are also experiencing loss of income e.g. from car parks, for which we would 'normally' experience a peak during the summer holiday period.

7. REASON FOR THE DECISION:

This report is for information only. No decision required.

8 EFFECTIVE DATE OF THE DECISION:

No decision required.

8. BACKGROUND PAPERS:

[Coronavirus Webpage](#)

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ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF OVERVIEW SELECT COMMITTEE ON 1 JUNE 2020

SUBJECT: Corporate Plan 2018-2022 – Quarter 4 performance report for the period 1 January to 31 March 2020

REPORT AUTHOR: Jackie Follis
DATE: 14 May 2020
EXTN: 37580

EXECUTIVE SUMMARY:

This report sets out the Q4 performance outturn for the Corporate Plan performance indicators for the period 1 January to 31 March 2020.

RECOMMENDATIONS:

Overview Select Committee is requested to:

- a) Note the Council's Q4 performance against the targets for the Corporate Plan indicators as set out in this report and Appendix A and Appendix B which are **attached**.

1. BACKGROUND:

- 1.1 The 2020 Vision programme was established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands that are placed upon it. The three Council Priority themes and the 2020 Vision are as follows:
 1. Your services
 2. Supporting you
 3. Your future
- 1.2 Behind these priorities are a series of targets that are measurable and, ideally, in the control of the Council. These are the Corporate Plan indicators. Service targets (Service Delivery Plan indicators – SDP's) lay beneath these corporate priorities to provide more detail about how the service is doing.
- 1.3 Performance of these indicators is reported to the Corporate Management Team every quarter and to Overview Select Committee and Cabinet every six months and at year end.
- 1.4 The Council may need to consider implementing a new Corporate Plan in 2021 as a result of Covid-19 pandemic, subject to the timing of the end of the Covid-19 Lockdown. Further consideration will be given to this and reported back to a future meeting.

1.5 Thresholds are used to establish which category of performance each indicator is within:

No data	No data available at Q4
Didn't achieve target	Achieved up to 95% of target
Behind target	Achieved between 95% and 100% of target
Achieved target	Achieved 100% of target
Over achieved target	Achieved over 100% of target

1.6 As this meeting is to be held virtually and the usual hard copy A3 attachments cannot be circulated, this report has two appendices. Appendix A is a word document and gives detail for Q4 only grouped by status. Appendix B is a more detailed spreadsheet showing historical data for each indicator including data from Q2 2019/20 and data from the previous 5 years (where available).

Q4 CORPORATE PLAN PERFORMANCE 2019/2020

1.7 There are 11 Corporate Plan indicators and all 11 are measured at Q4.

Status	Number of Corporate Plan indicators in this category
No data available	3
Didn't achieve target	3
Behind Target	1
Over Achieved target	4
TOTAL	11

1.7.1 No data available

3 indicators did not have data available at Q4 (CP1, CP4 and CP9). Appendix A and B give more detail on each of these indicators and confirms when data will be available.

1.7.2 Didn't achieve target

3 Corporate Plan indicators didn't achieve their targets at Q4 (CP7, CP8 and CP11). The Covid-19 pandemic adversely affected the performance of two of these three indicators (CP7 and CP8). Appendix A and B give more detail on each of these indicators.

1.7.3 Behind target

1 Corporate Plan indicator was slightly behind its target at Q4 (CP3). The Covid-19 pandemic adversely affected the performance of this indicator. Appendix A and B give more detail on this indicator.

1.7.4 Over Achieved target

4 Corporate Plan indicators over achieved their targets at Q4 (CP2, CP5, CP6 and CP10). Appendix A and B give more details on these indicators.

1.8 Actions

CMT have given their comments in Appendix A and B attached to this report. CMT believe that no remedial action is required for any of the Corporate Plan indicators at Q4. However, several indicators will need to be monitored during 2020 as the Council recovers from the Covid-19 pandemic with some indicators unlikely to achieve their target at Q4 2020/21.

- **CP3:** Council Tax collected
- **CP5:** Number of visits to Council Leisure Centres per annum
- **CP7:** Homelessness applications where homelessness is prevented
- **CP8:** Number of new Council homes built or purchased per annum
- **CP9:** Number of new homes completed (net)
- **CP10:** Total rateable business value for the Arun District

2. PROPOSAL(S):

To note the Council's Q4 performance against the targets for the Corporate Plan indicators as set out in this report and the attached Appendix A and B.

3. OPTIONS:

- To note the report.
- To request further information and/or remedial actions be undertaken

4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		√
Relevant District Ward Councillors		√
Other groups/persons (please specify)		√

5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES:

	YES	NO
Financial		√
Legal		√
Human Rights/Equality Impact Assessment		√
Community Safety including Section 17 of Crime & Disorder Act		√
Sustainability		√
Asset Management/Property/Land		√
Technology		√
Other (please explain)		√

6. IMPLICATIONS:

The Council may consider whether they wish to request that actions be taken by the relevant service area for some indicators.

7. REASON FOR THE DECISION:

In order for Overview Select Committee to be updated with the Q4 Performance Outturn for the Corporate Plan the period 1 January to 31 March 2020.

8. BACKGROUND PAPERS:

None

Appendix A – Corporate Plan Q4 performance 2019-20

There are 11 Corporate Plan indicators and all 11 are measured at Q4.

Status	Indicators in this category
No data available	3
Didn't achieve target	3
Behind Target	1
Over Achieved target	4
TOTAL	11

1. No data

No data was available for **3** of the performance indicators at the time of writing this report.

Indicator	Why no data was available at Q4
CP1 - The level of public satisfied or very satisfied with the overall quality of the Council's services	This indicator relies on data from the Annual Residents Survey. This survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.
CP4 - The level of customer satisfaction with the cleanliness of the District	This indicator relies on data from the Annual Residents Survey. This survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.
CP9 - Number of new homes completed (net)	The data is not available until Sept 2020 for 2019/20 and will be reported when this information is available. The data for 2018/19 was 602 against a target of 930.

2. Over achieved Target

There were 4 Corporate Plan indicators which over achieved their targets.

Performance Indicator	Target 2019/20	Q4 2019/20
CP2: Food businesses with food hygiene ratings of 3 (satisfactory) and above	93%	97.6%
End of year commentary	This figure shows that high food hygiene standards are being maintained across food premises (18/19 - 97%).	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
CP5: Number of visits to Council Leisure Centres per annum	860,300	1,182,025
End of year commentary	Increase in numbers reflect the opening of the Littlehampton Wave. March 2020 is an estimate calculated at 60% of the previous month due to Covid-19	
CMT Action	No action required but indicator to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP6: Time taken to process Housing Benefit/Council Tax Benefit new claims	8 days	2.3 days
End of year commentary	Performance exceeded target	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
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CP10: Total rateable business value for the Arun District	£91m	£99,185,291
End of year commentary	Cabinet agreed on 9 March 2020 that the target figure be amended to £99m from the first quarter of 2020.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

3. Behind Target

There was 1 Corporate Plan indicator which was slightly behind its target.

Performance Indicator	Target 2019/20	Q4 2019/20
CP3: Council Tax collected	98%	97.50% (99% of target achieved)
End of year commentary	The fourth quarter's collections rates have been adversely impacted by Covid-19, which has resulted in households cancelling their direct debit payments.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

4. Didn't achieve target

There were 3 Corporate Plan indicators which didn't achieve their target.

Performance Indicator	Target 2019/20	Q4 2019/20
CP7: Homelessness applications where homelessness is prevented	70%	64% (91% of target achieved)
End of year commentary	The focus of the team continues to be on preventing and relieving homelessness. We have seen an increase in the number of homelessness presentations since the introduction of the Homeless Reduction Act and the start of the Covid-19 pandemic which began before Q4 ended.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP8: Number of new Council homes built or purchased per annum	35	13 (37% of target achieved)
End of year commentary	13 new homes have been completed. In addition, we are in contract for the purchase of 62 new homes across four sites. There are a further 16 new homes across two sites where contracts are being negotiated. This gives a total of 78 in the pipeline to be completed over the next three years, well above the target of 35. Clearly there will not be a linear return of completions each year. From contract to exchange to completion on site can take up to three years.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP11: Household waste sent for reuse, recycling and composting	50%	43.04% (86% of target achieved)
End of year commentary	This figure is subject verification but shows an increase of over 1% on the previous year. The target of 50% was increased from 40% to 50% by Cabinet on the recommendation of the Overview Select Committee, but is particularly challenging within the current collection regime. It is anticipated that this will improve significantly following the introduction by Government of weekly food waste collections. A food waste trial is planned to commence in late 2020. The dry recycling rate has stayed similar to the previous year, whilst garden waste tonnage continues to increase as subscriber numbers go up. Overall there has also been a decrease in residual waste collected at the kerbside, which contributes to the higher rate of recycling. The total waste amount produced in the District was 28,388 tonnes, down from 30,009 tonnes in 2018/19.	
CMT Action	No action to be taken, CMT will monitor the figures during 2020/21	

CP Performance Indicator	Council Priority Theme	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 data & commentary	Q2 status and actions	Q4 data & commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
CP1: The level of public satisfied or very satisfied with the overall quality of the Council's services	Your Council Services	Policy	Annually	Higher is better	75%	No data required at Q2 - measured annually		The annual Residents Survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.	No data available	66%	68%	73.00%	74.00%
CP4: The level of customer satisfaction with the cleanliness of the District	Your Council Services	Neighbourhood Services	Annually	Higher is better	70%	No data required at Q2 - measured annually		The annual Residents Survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.	No data available	Data to be confirmed	64%	72.00%	69.00%
CP9: Number of new homes completed (net)	Your future	Planning	Annually	Higher is better	930	No data required at Q2 - measured annually		Data not available until Sept 2020 for 2019/20. Arun's published Housing Delivery Test result: only 68% in 2019 triggering a 20% buffer to be included in the calculation of the authorities 5 year Housing Land Supply.	No data available - to be monitored following Covid-19	602	704	622	890
CP2: Food businesses with food hygiene ratings of 3 (satisfactory) and above	Your Council Services	Technical Services	Annually	Higher is better	93%	No data required		97.6% This figure shows that high food hygiene standards are being maintained across food premises (18/19 - 97%).	Over achieved target No action required	97%	No comparable data available	No comparable data available	No comparable data available
CP5: Number of visits to Council Leisure Centres per annum	Your Council Services	Community Wellbeing	Annually	Higher is better	860,300	No data required at Q2 - measured annually		1,182,025 Increase in numbers reflect the opening of the Littlehampton Wave. March 2020 is an estimate calculated at 60% of the previous month due to Covid-19	Over achieved target No action required but to be monitored during 2020 following Covid-19	1,035,325	No comparable data available	No comparable data available	No comparable data available
CP6: Time taken to process Housing Benefit/Council Tax Benefit new claims	Supporting you	Residential Services	6-monthly	Lower is better	8 days	2.4 days Performance exceeding target figure	Over achieving target No action to take - over achieving target	2.3 days Performance exceeded target	Over achieved target No action required	3.3 days	6.4 days	5.60 day/s	5.50 day/s
CP10: Total rateable business value for the Arun District	Your future	Economy	6-monthly	Higher is better	£91m	£99,112,080 The existing target has been exceeded due to the high level of requirement for industrial properties. This in itself is good news showing reasonable demand. However, companies wishing to locate to Arun or companies wishing to move within the district have little or no choice because of the current lack of properties. Due to the recent revaluation, a more realistic target for this indicator next year (2020/21) would be £99.138m	Over achieving target Action to take - over achieving target and Cabinet agreed to amend the target figure to £99m with effect from Q1 2020	£99,185,291 Cabinet agreed on 9 March 2020 that the target figure be amended to £99m from the first quarter of 2020.	Over achieved target No action required but to be monitored during 2020 following Covid-19	£98,063,676.00	£98,123,538.00	£90,993,675.00	£88,557,058.00
CP3: Council Tax collected	Your Council Services	Residential Services	6-monthly	Higher is better	98%	59.8% On target. Customers now have ability to pay over 12 months.	Achieving target No action to take - achieving target	97.50% (99% of target achieved) The fourth quarter's collections rates have been adversely impacted by Covid-19, which has resulted in households cancelling their direct debit payments.	Behind target No action required but to be monitored during 2020 following Covid-19	97.80%	98.01%	98.25%	98.16%

CP7: Homelessness applications where homelessness is prevented	Supporting you	Residential Services	6-monthly	Higher is better	70%	Due to a change in how statistics are recorded as a result of the Homelessness Reduction Act the % needs be calculated on an annual basis.	No data No action to take - review at Q4	64% (91% of target achieved) The focus of the team continues to be on preventing and relieving homelessness. We have seen an increase in the number of homelessness presentations since the introduction of the Homeless Reduction Act and the start of the Covid-19 pandemic which began before Q4 ended.	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	85.00%	66.30%	68.82%	68.00%
CP8: Number of new Council homes built or purchased per annum	Supporting you	Residential Services	6-monthly	Higher is better	35	10 60 new homes are currently being negotiated across 4 sites. 10 Littlehampton - exchanged contracts. 27 Pagham - in contract 22 working via lawyers towards exchange.	Over achieving target No action to take - expect to over achieve target at Q4	13 (37% of target achieved) 13 new homes have been completed. In addition, we are in contract for the purchase of 62 new homes across four sites. There are a further 16 new homes across two sites where contracts are being negotiated. This gives a total of 78 in the pipeline to be completed over the next three years, well above the target of 35. Clearly there will not be a linear return of completions each year. From contract to exchange to completion on site can take up to three years.	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	40	No comparable data available	No comparable data available	No comparable data available
CP11: Household waste sent for reuse, recycling and composting	Your future	Neighbourhood Services	6-monthly	Higher is better	50%	46.15% This figure is subject to verification but shows an increase of almost 1.26% on the rate at the corresponding period last year. This is mainly attributed to a decrease in black bag waste taken to the MBT. This figure will be vastly improved once the Government introduces weekly food waste collections. It should be noted that the target for this indicator was increased from 40% to 50% for 2019/20 and it is expected that the target of 50% will be reached by the end of this year.	Not achieving target No action to take - expect to achieve target at Q4	43.04% (86% of target achieved) This figure is subject verification but shows an increase of over 1% on the previous year. The target of 50% was increased from 40% to 50% by Cabinet on the recommendation of the Overview Select Committee, but is particularly challenging within the current collection regime. It is anticipated that this will improve significantly following the introduction by Government of weekly food waste collections. A food waste trial is planned to commence in late 2020 The dry recycling rate has stayed similar to the previous year, whilst garden waste tonnage continues to increase as subscriber numbers go up. Overall there has also been a decrease in residual waste collected at the kerbside, which contributes to the higher rate of recycling. The total waste amount produced in the District was 28,388 tonnes, down from 30,009 tonnes in 2018/19.	Didn't achieve target No action to be taken, CMT will monitor the figures during 2020/21	42.01%	40.90%	38.93%	38.34%

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF OVERVIEW SELECT COMMITTEE ON 9 JUNE 2020

SUBJECT: Service Delivery Plan 2018-2022 – Quarter 4 performance report for the period 1 January to 31 March 2020

REPORT AUTHOR: Jackie Follis
DATE: 14 May 2020
EXTN: 37580

EXECUTIVE SUMMARY:

This report sets out the Q4 performance outturn for the Service Delivery Plan (SDP) performance indicators for the period 1 January to 31 March 2020.

RECOMMENDATIONS:

Overview Select Committee is requested to:

- a) Note the Council's Q4 performance against the targets for the Service Delivery Plan (SDP) indicators as set out in this report and Appendix A and B which are **attached**.

1. BACKGROUND:

- 1.1 The 2020 Vision programme was established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands that are placed upon it. The three Council Priority themes and the 2020 Vision are as follows:
 1. Your services
 2. Supporting you
 3. Your future
- 1.2 Behind these priorities are a series of targets that are measurable and, ideally, in the control of the Council. These are the Corporate Plan indicators. Service targets (Service Delivery Plan indicators – SDP's) lay beneath these corporate priorities to provide more detail about how the service is doing.
- 1.3 Performance of these indicators is reported to the Corporate Management Team every quarter and to Overview Select Committee and Cabinet every six months and at year end.

1.4 Thresholds are used to establish which category of performance each indicator is within:

Didn't achieve target	Achieved up to 95% of target
Behind target	Achieved between 95% and 100% of target
Achieved target	Achieved 100% of target
Over achieved target	Achieved over 100% of target

1.5 As this meeting is to be held virtually and the usual hard copy A3 attachments cannot be circulated, this report has two appendices. Appendix A is a word document and gives detail for Q4 only grouped by status. Appendix B is a more detailed spreadsheet showing historical data for each indicator including data from Q2 2019/20 and data from the previous 5 years (where available).

Q4 SDP PERFORMANCE 2019/2020

1.6 There are 23 Service Delivery Plan (SDP) indicators and all 23 are measured at Q4.

Status	Number of SDP indicators in this category
Didn't achieve target	4
Behind target	3
Achieved target	3
Over achieved target	13
TOTAL	23

1.6.1 Didn't achieve target

4 SDP indicators didn't achieve their targets at Q4 (SDP10, SDP18, SDP21 and SDP23). The Covid-19 pandemic adversely affected the performance of two of these four indicators. Appendix A and B give more detail on each of these indicators. A recommendation was made to Cabinet on 1 June to approve the increase in target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days as the target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020.

1.6.2 Behind target

3 SDP indicators were behind their targets at Q4 (SDP5, SDP16 and SDP4). The Covid-19 pandemic adversely affected the performance of these indicators. Appendix A and B give more detail on these indicators.

1.6.3 Achieved target

3 SDP indicators achieved their targets at Q4 (SDP8, SDP14 and SDP22). Appendix A and B give more detail on these indicators.

1.6.4 Over Achieved target

13 SDP indicators over achieved their targets at Q4. Appendix A and B gives more detail on these indicators.

1.7 Actions

CMT have given their comments in Appendix A and B attached to this report.

CMT believe that the following indicators need to be monitored during 2020:

- **SDP1** - Major applications determined in 13 weeks (Group Head to monitor to try to increase performance further)
- **SDP3** - Other applications determined in 8 weeks (Group Head to monitor to try to increase performance further)
- **SDP10** - Number of stage 2 corporate complaints found to be justified or partially justified (Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting)

A recommendation was made to Cabinet on 1 June to approve the increase in the target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days.

Some will need to be monitored during 2020 as the Council recovers from the Covid-19 pandemic with some indicators unlikely to achieve their target at Q4 2020/21:

- **SDP4** – Occupied retail units in Littlehampton
- **SDP5** - Occupied retail units in Bognor Regis
- **SDP7** - The total income received from general fund assets
- **SDP16** - Business rates collected
- **SDP18** - Cost of emergency accommodation per annum (net)
- **SDP19** - Rent collected on Council housing
- **SDP21** - Average time from property vacated to property re let
- **SDP23** - Wellbeing clients reporting that one or more of their lifestyle goals has been achieved

2. PROPOSAL(S):

To note the Council's Q4 performance against the targets for the Service Delivery Plan indicators as set out in this report and the attached Appendix A and B.

3. OPTIONS:

- To note the report.
- To request further information and/or remedial actions be undertaken

4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		√
Relevant District Ward Councillors		√

Other groups/persons (please specify)		√
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES:	YES	NO
Financial		√
Legal		√
Human Rights/Equality Impact Assessment		√
Community Safety including Section 17 of Crime & Disorder Act		√
Sustainability		√
Asset Management/Property/Land		√
Technology		√
Other (please explain)		√
6. IMPLICATIONS:		
The Council may consider whether they wish to request that actions be taken by the relevant service area for some indicators.		

7. REASON FOR THE DECISION:
 In order for Overview Select Committee to be updated with the Q4 Performance Outturn for the Service Delivery Plan indicators the period 1 January to 31 March 2020.

8. BACKGROUND PAPERS:
 None

Appendix A – Service Delivery Plan indicators Q4 performance 2019-20

There are 23 Service Delivery Plan (SDP) indicators and all 23 are measured at Q4.

Status	Indicators in this category
Didn't achieve target	4
Behind target	3
Achieved target	3
Over achieved target	13
TOTAL	23

1. Didn't achieve target

There were 4 SDP indicators which didn't achieve their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP10 - Number of stage 2 corporate complaints found to be justified or partially justified	10	13
End of year commentary	<p>3 x Stage 2 complaints determined in Q4:</p> <p>1 x Justified (Planning), 2 x Not Justified (Revs & Bens and Housing).</p> <p>Of the 13 x Stage 2 complaints found to be Justified/Partially Justified for 19/20 - it is worth noting that 3 of these originate from 1 customer and all relate to Housing Repairs.</p> <p>We continue to monitor complaints both through the Reviewing Officer signing off any complaint investigation and lessons learnt being flagged with the relevant Group Head. We will be reviewing end of year comparisons with previous years when the next quarter report is made to Cabinet and OSC</p>	
CMT Action	Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP18 - Cost of emergency accommodation per annum (net)	£533,000	£1,136,000 NET
End of year commentary	Expenditure in line with revised budget following supplementary estimate as approved by Full Council on the 15 January 2020	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP21 - Average time from property vacated to property re let	15 days	38 days
End of year commentary	The property vacated to property re let is 38 days of which 20 days was the repair time. The target has been recently adversely been affected by Covid-19 and contractor performance. (The target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020) the target of 15 days must be adjusted to reflect this.	
CMT Action	To be monitored during 2020 following Covid-19. There is a recommendation to Cabinet to approve increasing target from 15 days to 24 days	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP23 - Wellbeing clients reporting that one or more of their lifestyle goals has been achieved	80%	74%
End of year commentary	Clients accessing Wellbeing services are asked as part of the service to consider making changes to their lifestyle and set goals that they would like to achieve in order to make them more healthy. Three months after the interventions have finished, the clients are called back to find out if they have managed to achieve one or more of their lifestyle goals. 122 of the 165 clients (74%) that gave feedback stated that they	

	had achieved at least one or more of their goals. This is a lower sample than last year due to Covid-19
CMT Action	No action required but to be monitored during 2020 following Covid-19

2. Behind Target

There were **3** SDP indicators which were slightly behind their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP4 - Occupied retail units in Littlehampton	90%	87% (96.6% of target achieved)
End of year commentary	<p>The vacancy rate is currently at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). The units that have remained unoccupied for longest tend to be the bigger units, e.g. former Hartleys, but also smaller units in Beach Road. The former Natwest bank has reopened as a restaurant and the former Bunce's unit is undergoing renovation with a neighbouring business to take over the premises. The closure of Bon Marche is significant as it was a footfall driver as well as occupying a large unit. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive. The joint funding from ADC and Littlehampton Town Council for events, with additional marketing resources will help mitigate against negative impact of the coronavirus as we come out of the epidemic.</p>	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP16 - Business rates collected	99%	97.30% (98.28% of target achieved)
End of year commentary	Under target, various factors including high street downturn and Covid-19. Last Direct Debit run affected by Covid-19.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP5 - Occupied retail units in Bognor Regis	90%	87.8% (97.55% of target achieved)
End of year commentary	<p>This shows a deterioration across the BID area to 49 empty units out of 402 total = 12.2% vacant. The smaller town centre area also saw an increase in empty units to 25 out of 266 = 9.4%. Previous data shows this deterioration is not uncommon after the winter months, and it is in line with national performance. Closures reflect national trends of retail contraction and chains ceasing to trade (Thomas Cook), however food and drink outlets are also beginning to struggle (Fusion Restaurant, Warren's Bakery closed) as are service outlets (American Nails, Money Shop, Heaps of PCs closed). New openings are mostly health, (Queensway Podiatry) hair and beauty, (8 in total - barbers, hair salons, bronzing, body shaping) shops (Edinburgh Woollen Mills, Reeves Jewellery) with several cafes rebranding under new ownership. The long-term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive, residents are in lockdown and high street footfall nationally is down 85% on last year.</p>	
CMT Action	No action required but monitor during 2020 following Covid-19	

3. Achieved Target

There were 3 SDP indicators which achieved their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP8 - The inspection of all Arun District Council coastal defence assets twice a year	Twice a year	Twice a year
End of year commentary	Coastal Defence asset inspection to assess condition, function and safety has been prioritised.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP14 - Achieve Green Flag awards	5	5
End of year commentary	The Council has now achieved it's 5th green flag award winning park (Old Rectory Gardens)There is a commitment to ensure 5 parks are maintained to meet the Green Flag standard, however the service is hopeful of achieving a 6th award (Brookfield Park) either in 2020/21 or 2021/22. Covid-19 will impact whether the 6th award is forthcoming owing to changes to the judging model.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP22 - Number of Council properties with a valid gas safety certificate	100%	100%
End of year commentary	100% compliance achieved	
CMT Action	No action required	

4. Over achieved Target

There were 13 SDP indicators which over achieved their targets.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP1 - Major applications determined in 13 weeks	80%	89%
End of year commentary	<p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 67 out of 75 or 89%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 9 out of 75 or 12% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. A lot of additional resources have been directed to the development control teams over the past 6 months particularly and they have been fully staffed for some time. It is disappointing that performance has not improved in this time. This performance should have improved over the past quarter and there is no reason that it hasn't. The Group Head of Planning will be raising this with all Team Leaders.</p>	
CMT Action	Group Head to monitor to try to increase performance further	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP2 - Minor applications determined in 8 weeks	90%	91%
End of year commentary	<p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 254 out of</p>	

	278 or 91% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 65 out of 278 or 23% determined in 8 weeks.
CMT Action	No action required

Performance Indicator	Target 2019/20	Q4 2019/20
SDP3 - Other applications determined in 8 weeks	90%	92%
End of year commentary	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 709 out of 772 or 92% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 543 out of 772 or 70% determined in 8 weeks. The case loads of officers are much reduced and a lot of additional resources have been directed to the development control teams over the past 6 months particularly. It is disappointing that performance has not improved in this time.	
CMT Action	Group Head to monitor to try to increase performance further	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP6 - Vacant private sector dwellings returned to occupation	25	67
End of year commentary	This figure is significantly ahead of the target and reflects the success of the Private Sector Housing team in its interventions in accordance with the Council's Empty Homes Strategy to bring these empty properties back into use following an engage, encourage and enforcement approach. In particular it reflects the work of the Empty Homes Officer who won the Empty Homes Practitioner of Year award from the Empty Homes Network.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP7 - The total income received from general fund assets	£1,000,000	£1,061,805
End of year commentary	The income is above target despite arrears accumulating in some units in the Arcade, for which robust recovery processes were being initiated by the Council's managing agent. These have been paused due to the Covid-19 pandemic, but will resume when restrictions are lifted and more normal trading conditions resume.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP9 - Licence applications determined within the various statutory or service time limits	90%	99.50%
End of year commentary	There was a slight decline in the number of applications coming in towards the back end of 2019 . This has afforded an opportunity to achieve targets.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP11 - Residual household waste per household	450kg	422.80kg
End of year commentary	There has been a significant decrease in the amount of residual waste collected per household. This is a trend that has been seen nationally, with a greater awareness around the global environmental issues and the importance of recycling. Whilst the tonnage of recycling collected has remained broadly similar we collected 28388 Tonnes of residual waste over 1000 tonnes less than in 2018/19	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP12 - Number of missed refuse and recycling collections per 100,000 within contractual target	80	48.42
End of year commentary	This figure is well within the target for the year and also represents good performance. The number of missed recycling bins has gone up from last year and this is something that Biffa are monitoring and putting measures in place.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP13 - Contractor achieving performance target for all green space management operations following monitoring	>61%	75.35%
End of year commentary	Performance target achieved each quarter for 19/20 and overall annual performance score of 75.35% ensures Tivoli have met its contractual responsibility for performance.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP15 - Increase grass regimes managed specifically for biodiversity purposes	157,700	171.900
End of year commentary	Significant progress + 14,200m ² above target has been made in identifying significant areas for grassland habitat enhancement across the estate. As opposed to 2018/19 where much of the habitat enhancements were undertaken at woodland edges/field margins. The regime change has been challenging to communicate to the public.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP17 - Housing Benefit overpayments recovered	110%	191.53%
End of year commentary	Due to the roll out of universal credit for our working age customers, the number of overpayments expected when the target was set has drastically reduced as they are now no longer our Housing Benefit customers. We are therefore now recovering significantly more overpayments than we are raising and it is likely the target will need to be reviewed if the pattern continue.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP19 - Rent collected on Council housing	94%	96%
End of year commentary	Target collection rate exceeded	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP20 - Number of Council housing fraud cases prevented or properties recovered	10	21
End of year commentary	12 x Social Housing Tenancy Fraud Cases 9 x Fraudulent Housing Register Applications	
CMT Action	No action required	

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP1	Major applications determined in 13 weeks	Planning	Quarterly	Higher is better	80%	<p>94.44% - over achieved</p> <p>The council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 34 out of 36 or 94%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 2 out of 36 or 6% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p> <p>The figures included here are year to date.</p>	<p>89%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 67 out of 75 or 89%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 9 out of 75 or 12% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. A lot of additional resources have been directed to the development control teams over the past 6 months particularly and they have been fully staffed for some time. It is disappointing that performance has not improved in this time. This performance should have improved over the past quarter and there is no reason that it hasn't. The Group Head of Planning will be raising this with all Team Leaders.</p>	<p>Over achieved target</p> <p>Group Head to monitor to try to increase performance further</p>	100%	No comparable data available	No comparable data available	No comparable data available
Page 57 SDP2	Minor applications determined in 8 weeks	Planning	Quarterly	Higher is better	90%	<p>93.55% - over achieved</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 116 out of 124 or 93.55% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 25 out of 124 or 20.16% determined in 8 weeks.</p> <p>This performance is within the target set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p>	<p>91%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 254 out of 278 or 91% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 65 out of 278 or 23% determined in 8 weeks.</p>	<p>Over achieved target</p> <p>No action required</p>	87.30%	No comparable data available	No comparable data available	No comparable data available
SDP3	Other applications determined in 8 weeks	Planning	Quarterly	Higher is better	90%	<p>90.87% - over achieved</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 378 out of 416 or 90.87% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 280 out of 416 or 67.31% determined in 8 weeks.</p> <p>This performance is within the target set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p>	<p>92%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 709 out of 772 or 92% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 543 out of 772 or 70% determined in 8 weeks. The case loads of officers are much reduced and a lot of additional resources have been directed to the development control teams over the past 6 months particularly. It is disappointing that performance has not improved in this time.</p>	<p>Over achieved target</p> <p>Group Head to monitor to try to increase performance further</p>	91.67%	No comparable data available	No comparable data available	No comparable data available

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP6	Vacant private sector dwellings returned to occupation	Technical Services	Annually	Higher is better	25	No data required at Q2 - annual indicator	67 This figure is significantly ahead of the target and reflects the success of the Private Sector Housing team in its interventions in accordance with the Council's Empty Homes Strategy to bring these empty properties back into use following an engage, encourage and enforcement approach. In particular it reflects the work of the Empty Homes Officer who won the Empty Homes Practitioner of Year award from the Empty Homes Network.	Over achieved target No action required	82	49	40	20
SDP7	The total income received from general fund assets	Technical Services	Annually	Higher is better	£1m	No data required at Q2 - annual indicator	£1,061,805 The income is above target despite arrears accumulating in some units in the Arcade, for which robust recovery processes were being initiated by the Council's managing agent. These have been paused due to the Covid-19 pandemic, but will resume when restrictions are lifted and more normal trading conditions resume.	Over achieved target No action required but to be monitored during 2020 following Covid-19	£1,011,791.71	No comparable data available	No comparable data available	No comparable data available
SDP8	Licence applications determined within the various statutory or service time limits	Technical Services	Quarterly	Higher is better	90%	93.30% - over achieved The team have managed to exceed the target ahead of the expected introduction of an online self-service portal in the next quarter that should improve efficiency.	99.50% There was a slight decline in the number of applications coming in towards the back end of 2019. This has afforded an opportunity to achieve targets.	Over achieved target No action required	91.80%	No comparable data available	No comparable data available	No comparable data available
SDP11	Residual household waste per household	Neighbourhood Services	Annually	Lower is better	450kg	No data required at Q2 - annual indicator	422.80kg There has been a significant decrease in the amount of residual waste collected per household. This is a trend that has been seen nationally, with a greater awareness around the global environmental issues and the importance of recycling. Whilst the tonnage of recycling collected has remained broadly similar we collected 28388 Tonnes of residual waste over 1000 tonnes less than in 2018/19	Over achieved target No action required	445.87kg	450.089kg	448.66kg	450.00kg

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP12	Number of missed refuse and recycling collections per 100,000 within contractual target	Neighbourhood Services	6 Monthly	Lower is better	80	47.93 - over achieved 47.93 missed bins per 100,000 which is within target, however Biffa are putting in additional performance monitoring procedures to reduce this further.	48.42 This figure is well within the target for the year and also represents good performance. The number of missed recycling bins has gone up from last year and this is something that Biffa are monitoring and putting measures in place.	Over achieved target No action required	40.57	No comparable data available	No comparable data available	No comparable data available
SDP13	Contractor achieving performance target for all green space management operations following monitoring	Neighbourhood Services	Annually	Higher is better	>61%	No data required at Q2 - annual indicator	75.35% Performance target achieved each quarter for 19/20 and overall annual performance score of 75.35% ensures Tivoli have met its contractual responsibility for performance.	Over achieved target No action required	71.40%	No comparable data available	No comparable data available	No comparable data available
SDP15	Increase grass regimes managed specifically for biodiversity purposes	Neighbourhood Services	Annually	Higher is better	157,700	No data required at Q2 - annual indicator	171,900 Significant progress + 14,200m2 above target has been made in identifying significant areas for grassland habitat enhancement across the estate. As opposed to 2018/19 where much of the habitat enhancements were undertaken at woodland edges/field margins. The regime change has been challenging to communicate to the public.	Over achieved target No action required	157,700	No comparable data available	No comparable data available	No comparable data available
SDP17	Housing Benefit overpayments recovered	Residential Services	Quarterly	Higher is better	110%	158.64% - over achieved Significantly above target, however fluctuates depending upon amount of debt raised in quarter	191.53% Due to the roll out of universal credit for our working age customers, the number of overpayments expected when the target was set has drastically reduced as they are now no longer our Housing Benefit customers. We are therefore now recovering significantly more overpayments than we are raising and it is likely the target will need to be reviewed if the pattern continues	Over achieved target No action required	121.35%	101.4%	No previous data available	No previous data available

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP19	Rent collected on Council housing	Residential Services	6 Monthly	Higher is better	94%	96% - over achieved	96% Target collection rate exceeded	Over achieved target No action required but to be monitored during 2020 following Covid-19	96.66%	97.47%	97.86%	98.75%
SDP20	Number of Council housing fraud cases prevented or properties recovered	Residential Services	Annually	Higher is better	10	No data required at Q2 - annual indicator	21 12 x Social Housing Tenancy Fraud Cases 9 x Fraudulent Housing Register Applications	Over achieved target No action required	14	No comparable data available	No comparable data available	No comparable data available
SDP21	The inspection of all Arun District Council coastal defence assets twice a year	Technical Services	Annually	2 is better	Twice a year	No data required at Q2 - annual indicator	Twice a year Coastal Defence asset inspection to assess condition, function and safety has been prioritised.	Achieved target No action required	2	No comparable data available	No comparable data available	No comparable data available
SDP14	Achieve Green Flag awards for Council Parks, 4 by 18/19 5 by 19/20 and maintain at 5 thereafter	Neighbourhood Services	Annually	Higher is better	5	No data required at Q2 - annual indicator	5 The Council has now achieved it's 5th green flag award winning park (Old Rectory Gardens)There is a commitment to ensure 5 parks are maintained to meet the Green Flag standard, however the service is hopeful of achieving a 6th award (Brookfield Park) either in 2020/21 or 2021/22. Covid-19 will impact whether the 6th award is forthcoming owing to changes to the judging model.	Achieved target No action required	4	3	3	3

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP22	Number of Council properties with a valid gas safety certificate	Residential Services	6 Monthly	Higher is better	100%	100% - achieved	100% 100% compliance achieved	Achieved target No action required	100%	100%	100%	100.00%
Page 61 SDP5	Occupied retail units in Bognor Regis	Economy	6 Monthly	Higher is better	90%	89.80% - behind target This is a good improvement across the wider BID area of the town centre from 50 vacant units to 41. The smaller town centre area for which data has been recorded since 2011 is showing 92.5% occupancy, the second best recorded rate. A number of interventions are being delivered by the Council to support our high streets and retail offer, this includes: •Funding to support a range of events that will increase footfall and improve the shopping experience • The use of vacant shop premises as Pop-Up shops to encourage new and start-up retail businesses • Promotion of our towns through 'Place branding' (Bognor Regis) • Retail training to our local business • Grants to improve shopfronts • Town centre management and support	87.8% (97.55% of target achieved) This shows a decline across the BID area to 49 empty units out of 402 total = 12.2% vacant. The smaller town centre area also saw an increase in empty units to 25 out of 266 = 9.4%. Previous data shows this decline is not uncommon after the winter months, and it is in line with national performance. Closures reflect national trends of retail contraction and chains ceasing to trade (Thomas Cook), however food and drink outlets are also beginning to struggle (Fusion Restaurant, Warren's Bakery closed) as are service outlets (American Nails, Money Shop, Heaps of PCs closed). New openings are mostly health, (Queensway Podiatry) hair and beauty, (8 in total - barbers, hair salons, bronzing, body shaping) shops (Edinburgh Woollen Mills, Reeves Jewellery) with several cafes rebranding under new ownership. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive, residents are in lockdown and high street footfall nationally is down 85% on last year	Behind target No action required but to be monitored during 2020 following Covid-19	87.70%	92%	92%	91.20%
SDP16	Business rates collected	Residential Services	Quarterly	Higher is better	99%	57.90% - over achieved On target. Customers now have ability to pay over 12 months.	97.30% (98.28% of target achieved) Under target, various factors including high street downturn and COVID 19. Last Direct Debit run affected by COVID 19	Behind target No action required but to be monitored during 2020 following Covid-19	98.60%	99.0%	98.35%	99.36%

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP4	Occupied retail units in Littlehampton	Economy	6 Monthly	Higher is better	90%	<p>89% - behind target</p> <p>The vacancy rate is stabilising at the moment at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). However, with uncertainty around the multiples with many high street brands on the 'danger' list, this could impact negatively on the core town centre area. We are seeing a small increase in the service and hospitality sectors moving into the town centre. A number of interventions are being delivered by the Council to support our high streets and retail offer.</p>	<p>87% (96.6% of target achieved)</p> <p>The vacancy rate is currently at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). The units that have remained unoccupied for longest tend to be the bigger units, e.g. former Hartleys, but also smaller units in Beach Road. The former Natwest bank has reopened as a restaurant and the former Bunce's unit is undergoing renovation with a neighbouring business to take over the premises. The closure of Bon Marche is significant as it was a footfall driver as well as occupying a large unit. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive. The joint funding from ADC and Littlehampton Town Council for events, with additional marketing resources will help mitigate against negative impact of the coronavirus as we come out of the epidemic.</p>	<p>Behind target</p> <p>No action required but to be monitored during 2020 following Covid-19</p>	90.43%	92%	93.00%	94.00%
SDP10	Number of stage 2 corporate complaints found to be justified or partially justified	Council Advice and Monitoring	Quarterly	Lower is better	10	<p>7 - over achieved</p> <p>Total justified/partially justified complaints for 2019/20 (as at Q2) is 7.</p> <p>6 Stage 2 complaints were determined during Q2 - 1 was justified (Housing), 3 were partially justified (2 for Housing, 1 for Planning, all from the same complainant).</p> <p>Complaint levels continue to be monitored by the Group Head of Council Advice & Monitoring Officer with both the Corporate Management Team and Group Heads. This includes reviewing trends in individual service areas and lessons learnt from both justified complaints and where the Ombudsman has found fault in the Council's actions.</p>	<p>13</p> <p>3 x Stage 2 complaints determined in Q4: 1 x Justified (Planning), 2 x Not Justified (Revs & Bens and Housing).</p> <p>Of the 13 x Stage 2 complaints found to be Justified/Partially Justified for 19/20 - it is worth noting that 3 of these originate from 1 customer and all relate to Housing Repairs.</p> <p>We continue to monitor complaints both through the Reviewing Officer signing off any complaint investigation and lessons learnt being flagged with the relevant Group Head. We will be reviewing end of year comparisons with previous years when the next quarter report is made to Cabinet and OSC</p>	<p>Didn't achieve target</p> <p>Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting</p>	18	14	5	10

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP18	Cost of emergency accommodation per annum (net)	Residential Services	6 Monthly	Lower is better	£533,000	£592,000 - didn't achieved Cost of Emergency accommodation is £562k as at 30 September. A supplementary estimate is being requested at 9 December Cabinet for Full Council approval on 15 January 2020	£1,136,000 NET Expenditure in line with revised budget following supplementary estimate as approved by Full Council on the 15 January 2020	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	£1,271,243.79	£575,089.23	£343,622.01	£223,408.00
SDP21	Average time from property vacated to property re let	Residential Services	Annually	Lower is better	15 days	No data required at Q2 - annual indicator	38 days The property vacated to property re let is 38 days of which 20 days was the repair time . The target has been recently adversely been affected by COVID 19 and contractor performance. (The target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020) the target of 15 days must be adjusted to reflect this.	Didn't achieve target To be monitored during 2020 following Covid-19 Recommendation to Cabinet to approve increasing target from 15 days to 24 days	32 days	No comparable data available	No comparable data available	No comparable data available
SDP23	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of an intervention)	Community Wellbeing	Annually	Higher is better	80%	No data required at Q2 - annual indicator	74% Clients accessing Wellbeing services are asked as part of the service to consider making changes to their lifestyle and set goals that they would like to achieve in order to make them more healthy. Three months after the interventions have finished, the clients are called back to find out if they have managed to achieve one or more of their lifestyle goals. 122 of the 165 clients (74%) that gave feedback stated that they had achieved at least one or more of their goals. This is a lower sample than last year due to COVID-19	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	84%	No comparable data available	No comparable data available	No comparable data available

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**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2020/2021**

Date of Meeting: 09 JUNE 2020			
Report Deadline for Agenda Prep: 27 April 2020			
Date of Agenda Prep: 12 May 2020			
Final Report Deadline: 25 May 2020			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
1	Citizens Advice Report	Robin Wickham	Due to Covid 19 this item will be moved to later to September 2020 meeting
Performance Reviews			
2	Corporate Plan 2013-2018 – Q4 and End of Year Performance outturn for 1 April 2018 to 31 March 2019	Gemma Stubbs – Executive Assistant to the Chief Executive	
3	Service Delivery Plan 2013-2018 – Q4 and End of Year Performance outturn 1 April 2018 to 31 March 2019	Gemma Stubbs – Executive Assistant to the Chief Executive	
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
	There are no items for this meeting.		
Holding Cabinet to account			
4	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
5	To agree the work programme for 2020/21	Jackie Follis	To be reported to Full Council on 15 July 2020

**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2019/20**

Date of Meeting: 01 September 2020			
Report Deadline for Agenda Prep: 20 July 2020			
Date of Agenda Prep: 4 August 2020			
Final Report Deadline: 17 August 2020			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
1	Citizens Advice Report	Robin Wickham	Moved from 9 June 2020 due to Covid 19
Performance Reviews			
	There are no items for this meeting		
Contractor/Partner Performance Reviews			
2	Chief Inspector Carter – Local Policing	Jackie Follis	
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
3	Feedback from Police and Crime Panel Meeting held on 26 June 2020	Cllr Mrs Yeates	
4	Feedback from HASC meeting held on 10 June 2020	Cllr Bennett	
Holding Cabinet to account			
5	Cabinet Member Questions and Updates – focus for this meeting on reviewing performance against the Corporate Plan and Service Delivery Plans	All Cabinet	
Work Programme			
6	Work Programme – 2020/21 – Update	Jackie Follis – Group Head of Policy	

**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2019/20**

Date of Meeting: 06 October 2020			
Report Deadline for Agenda Prep: 24 August			
Date of Agenda Prep: 8 September 2020			
Final Report Deadline: 21 September 2020			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
1	Equalities & Diversity	Jackie Follis	
2	Overpaid Housing Benefit Policy 2014 Review	Andrew Dale	
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
3	Feedback from Police and Crime Panel Meeting held on 25 September 2020	Cllr Mrs Yeates	
4	Feedback from Meeting of HASC held on 9 September 2020	Cllr Bennett	
Holding Cabinet to account			
5	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
6	Work Programme 2020/21 – Update	Jackie Follis – Group Head of Policy	

**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2019/20**

Date of Meeting: 01 DECEMBER 2020			
Report Deadline for Agenda Prep: 19 October 2020			
Date of Agenda Prep: 3 November 2020			
Final Report Deadline: 16 November 2020			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
	There are no items for this meeting		
Performance Reviews			
1	Corporate Plan – 2018 – 2022 – Q2 Performance outturn report for the period 1 April 2020 – 30 September 2020	Gemma Stubbs – Executive Assistant to the Chief Executive	
2	Service Delivery Plan – 2018 – 2022 – Q2 Performance outturn report for the period 1 April 2020 – 30 September 2020	Gemma Stubbs – Executive Assistant to the Chief Executive	
Contractor/Partner Performance Reviews			
3	Leisure Contract Annual Report	Robin Wickham	Unless there is a specific aspect Members want to review, there does not need to be an annual report on this contact – next review could be 2021.
4	Combined Cleansing Services Contract – Biffa	Oliver Handson	
Partner Reviews			
	There are no items for this meeting		
Feedback from Joint Scrutiny in West Sussex			
5	Feedback from Meeting of HASC held on 11 November 2020	Cllr Bennett	
Holding Cabinet to account			
6	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
7	Work Programme 2020/21 – Update	Jackie Follis [Group Head of Policy]	

**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2019/20**

Date of Meeting: 26 January 2021			
Report Deadline for Agenda Prep: 30 November 2020			
Date of Agenda Prep: 15 December 2020			
Final Report Deadline: 11 January 2021			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
	There are no items for this meeting		
Performance Reviews			
2	Council Budget – 22/23	Alan Peach – Group Head of Corporate Support	
3	Greenspace Management Contract	Oliver Handson – Greenspace & Development Manager	
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting		
Feedback from Joint Scrutiny in West Sussex			
3	Feedback from the Meeting of the HASC Panel held on 13 January 2021	Cllr Bennett	
Holding Cabinet to account			
4	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
5	Work Programme 2020/21 – Update	Jackie Follis [Group Head of Policy]	

**OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2019/20**

Date of Meeting: 23 MARCH 2020			
Report Deadline for Agenda Prep: 8 February 2021			
Date of Agenda Prep: 23 February 2021			
Final Report Deadline: 8 March 2021			
Policy/Strategy Reviews			
Agenda Items	Subject	Lead Officer/Member	Comments
1	There are no items for this meeting		
Performance Reviews			
	There are no items for this meeting		
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
2	Feedback from Sussex Police and Crime Panel Meeting held on 29 January & 15 February 2021	Cllr Mrs Yeates	
3	Feedback from the Meeting of the HASC Panel held on 24 February 2021	Cllr Bennett	
Holding Cabinet to account			
4	Cabinet Member Questions and Updates – focus for this meeting on reviewing performance against the Corporate Plan	All Cabinet	
Work Programme			
5	Work Programme 2020/21 – Update and Work Programme planning for 2021/22	Jackie Follis – Group Head of Policy	